



ESG Performance Report for Listed Companies in 2025

SYMPHONY COMMUNICATION PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025

Table of Contents

	page
Environment	
Environmental management	1
Energy management	4
Water management	8
Waste management	10
Greenhouse gas management	14
Social	
Human rights	19
Fair labor practice	22
Responsibility to customers/ consumers	44
Responsibility to community/ society	50
Corporate Governance and Economy	
Corporate Governance Policy	56
Corporate Governance Structure	72
Performance Report on Corporate Governance	99
Corporate Sustainability Policy	137
Sustainability risk management	156
Sustainable supply chain management	166
Innovation development	169

ESG Performance

Company Name : SYMPHONY COMMUNICATION PUBLIC COMPANY LIMITED

Symbol : SYMC

Market : SET

Industry Group : Technology

Sector : Information & Communication Technology

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines	: Yes
Environmental guidelines	: Electricity management, Fuel management, Waste management, Greenhouse gas and climate change management, Others : Environmentally Responsible Products and Services

Symphony Communication Public Company Limited ("**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.

Reference link for environmental policy and guidelines	: https://www.symphony.net.th/storage/document/cg/environmental-management-policy-en.pdf
--	---

Information on review of environmental policies, guidelines, and/or objectives over the past years

Review of environmental policies, guidelines, and/or goals over the past year

Review of environmental policies, guidelines, and/or goals over the past year	: Yes
Changes in environmental policies, guidelines, and/or goals	: Others : No change

In 2025, the Company reviewed its Environmental Management Policy and practices and determined that the Policy and practices currently in place remain appropriate.

Information on compliance with environmental management principles and standards

Compliance with waste management principles and standards

Waste management principles and standards : 3Rs, 5Rs or 7Rs

Compliance with greenhouse gas or climate change management principles and standards

Greenhouse gas or climate change management : Thailand Greenhouse Gas Management Organization (TGO)
principles and standards

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

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.

Information on incidents related to legal violations or negative environmental impacts

Number of cases and incidents of legal violations or negative environmental impacts

	2023	2024	2025
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

Energy management

Disclosure boundary in energy management in the past years

Boundary type	: Company
Total number of disclosure boundaries	: 1
Actual number of disclosure boundaries	: -
Data disclosure coverage (%)	: 0.00

Information on energy management

Energy management plan

The company's energy management plan : Yes

Energy consumption constitutes a critical component of the Company's business operations, particularly electricity used for managing network system and equipment, and supporting office operations. The Company therefore places strong emphasis on optimizing energy efficiency while minimizing environmental impacts, as well as increasing the proportion of renewable energy sourced from clean energy sources, such as solar power.

In addition, the Company has continuously implemented measures to enhance energy efficiency within its offices in order to support the reduction of operational costs and environmental impacts. At the same time, the Company promotes employee participation in energy conservation through various awareness-raising and campaign activities.

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or fuel management : Yes

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Increase of electricity consumption from renewable energy sources	2024 : electricity consumption from renewable sources 20.00 Percentage	2025 : Increased by 20% or 20.00 Percentage

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

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 organizations greenhouse gas reduction targets.

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

- **Muang Khom Site (Pilot Project):** Renewable energy generated accounted for 21.14% of total electricity consumption.

- **Phra Nakhon Si Ayutthaya Province Site:** Completed installation in October 2025, renewable energy generated accounted for 32.93% 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% per installation site, in alignment with its organizational energy management objectives.

Diagram of performance and outcomes in energy management



Information on electricity management

Company's electricity consumption ^(*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	0.00	0.00	0.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	0.00	0.00	0.00

Additional explanation : ^(*) Exclude electricity consumption outside of the Company

Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m ²)	500.87000000	567.58000000	456.53000000

Electricity Expense ^(*)

	2023	2024	2025
Total electricity expense (Baht)	10,079,596.59	9,196,243.50	7,257,843.59
Percentage of total electricity expense to total expenses (%) ^(**)	0.61	0.52	0.38
Percentage of total electricity expense to total revenues (%) ^(**)	0.50	0.45	0.34
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	22,701.79	18,922.31	14,457.86

Additional explanation : ^(*) Exclude electricity expense outside of the Company

^(**) Total revenues and expenses from consolidated financial statement

Information on fuel management

Company's fuel consumption

	2023	2024	2025
Diesel (Litres)	26,940.92	N/A	N/A
Gasoline (Litres)	39,730.19	N/A	N/A

Additional explanation : Not include external fuel consumption

Company's fuel expense ^(*)

	2023	2024	2025
Total fuel expense (Baht)	N/A	N/A	N/A
Percentage of total fuel expense to total expenses (%) ^(**)	N/A	N/A	N/A
Percentage of total fuel expense to total revenues (%) ^(**)	N/A	N/A	N/A

Additional explanation : ^(*) Exclude electricity expense outside of the Company

^(**) Total revenues and expenses from consolidated financial statement

Information on total energy management (electricity + fuel)

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on water management plan

Water management plan

The Company's water management plan : Yes

Symphony Communication Public Company Limited ("**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.

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : No

Details of setting goals for water management

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : No

Information on water management

Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.00	0.00	0.00
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	0.00	0.00	0.00

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Waste management

Disclosure boundary in waste management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

Symphony Communication Public Company Limited ("**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, computing and IT equipment, and batteries, the Company ensures proper management in accordance with relevant standards, giving priority to community safety and environmental impact reduction.

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : No

Details of setting goals for waste management

Information on performance and outcomes of waste management

Performance and outcomes of waste management

The company's performance and outcomes of waste management : Yes

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

Battery Management & IoT at Site Facility

The Company enhanced the backup power system of its network infrastructure to better support power outages and periods of high electricity demand by replacing conventional lead-acid batteries with lithium batteries. These lithium batteries offer superior efficiency, durability, and a longer service life. This transition has improved the Company's overall energy efficiency, 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 completed the replacement of a total of 129 battery units with lithium batteries. The Company plans to continue expanding this initiative in subsequent phases to further enhance network stability, improve energy efficiency, and reduce environmental impacts over the long term.



IT Asset & Laptop Destruction

The Company manages end-of-life information technology equipment in a systematic and responsible manner, particularly computers and data storage devices, in order to mitigate the risk of data leakage while reducing environmental impacts associated with electronic waste. In 2025, the Company securely destroyed a total of 58 end-of-life IT assets through certified external service providers that meet recognized standards for both waste management and confidential data handling.

Data Safe Management Program

The Company conducts a systematic review of documents that have exceeded their retention periods and ensures that unnecessary documents are disposed of properly and securely. In 2025, the Company destroyed a total of 252 boxes of documents through certified external service providers that comply with standards for both waste management and confidential information control.

Waste Management and Circular Economy Initiatives and Partnerships

The Company has implemented waste management initiatives and promoted circular economy practices through collaboration with specialized partners. These efforts are structured into three key projects as follows:

1. SYMPHONY Circular: Together for Zero Waste

The Company collaborated with WasteBuy Delivery Co., Ltd. to manage recyclable waste generated from office operations through proper waste segregation and the return of reusable materials to recycling processes. The initiative also includes knowledge support and awareness-building activities for employees on appropriate waste segregation practices. In 2025, the Company successfully returned 616.75 kilograms of recyclable waste to the recycling process and achieved a cumulative reduction of 1.72 tonnes of carbon dioxide equivalent (tCO₂e), which is equivalent to planting approximately 181 trees.



2. SYMPHONY Circular: Send Waste Back Home Initiative

The Company implemented a program to return unused employee uniforms into the circular economy through collaboration with Better World Green Public Company Limited, ensuring appropriate processing and management of textile materials. This initiative helps reduce textile waste, optimize resource utilization, and support circular economy principles throughout the value chain. In 2025, the Company delivered 0.0088 tonnes of employee uniforms for proper management, resulting in an estimated reduction of approximately 0.0028 tCO₂e



3. Green Tenant of the Year 2025 Program

The Company participated in the Green Tenant of the Year 2025 program 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 contributes to enhancing environmental standards within office buildings, strengthening the Company's environmental culture, and reflecting its role in advancing sustainability in partnership with stakeholders across the business ecosystem.

Information on waste management

Waste Generation^(*)

	2023	2024	2025
Total waste generated (Kilograms)	8,586.30	106,217.00	N/A
Total non-hazardous waste (kilograms)	356.00	N/A	N/A
Total hazardous waste (kilograms)	8,230.30	106,217.00	N/A
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.00	0.05	N/A
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.00	N/A	N/A
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.00	0.05	N/A

Additional explanation : ^(*) Exclude the total weight of waste generated outside of the Company, which is not responsible for the waste disposal or treatment cost

^(**) Total revenues and expenses from consolidated financial statement

Waste reuse and recycling

	2023	2024	2025
Total reused/recycled waste (Kilograms)	N/A	N/A	625.55
Reused/Recycled non-hazardous waste (Kilograms)	N/A	N/A	625.55
Recycled non-hazardous waste (Kilograms)	N/A	N/A	625.55

Additional explanation : Exclude the total weight of reused/recycled waste outside of the Company, which is not responsible for the waste disposal or treatment cost

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

Symphony Communication Public Company Limited ("**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.

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.

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management : Yes
goals

Company's existing targets : Setting net-zero greenhouse gas emissions targets, Setting carbon neutrality targets

Setting net-zero greenhouse gas emissions targets

Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1	2023 : Greenhouse gas emissions 566.00 tCO ₂ e	-	2065 : Reduced by 100% in comparison to the base year	<ul style="list-style-type: none"> Thailand Greenhouse Gas Management Organization (TGO) : None Science-based Targets (SBTi) : None
Scope 2	2023 : Greenhouse gas emissions 1,236.00 tCO ₂ e	-	2065 : Reduced by 100% in comparison to the base year	<ul style="list-style-type: none"> Thailand Greenhouse Gas Management Organization (TGO) : None Science-based Targets (SBTi) : None

Setting carbon neutrality targets

Details of setting carbon neutrality targets

Greenhouse gas emission scope	Base year(s)	Target year(s)	Certification
Scope 1	2023 : Greenhouse gas emissions 566.00 tCO ₂ e	2050 : Reduced by 60% tCO ₂ e	None

Greenhouse gas emission scope	Base year(s)	Target year(s)	Certification
Scope 2	2023 : Greenhouse gas emissions 1,236.00 tCO ₂ e	2050 : Reduced by 60% tCO ₂ e	None

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

In 2025, the Company implemented several initiatives and projects related to greenhouse gas management, as outlined below:

Solar Cell Small Site Project

The Solar Cell Small Site Project is a renewable energy initiative aimed at supporting the Company's operations. The project is designed to increase the proportion of clean energy consumption, reduce reliance on conventional electricity sources, lower greenhouse gas emissions that contribute to global warming, and create long-term business value.

SYMPHONY Circular: Together for Zero Waste

The Company collaborated with WasteBuy Delivery Co., Ltd. to manage recyclable waste generated from office operations through proper waste segregation and the transfer of reusable materials into appropriate recycling processes. The initiative is also supported by knowledge-sharing and awareness-building activities to promote proper waste segregation practices among employees.

This project helps reduce the volume of waste sent for final disposal, decrease the consumption of new resources, and lower greenhouse gas emissions from office operations.

In 2025, the Company successfully returned recyclable waste to the recycling process and achieved a cumulative reduction of 1.72 tonnes of carbon dioxide equivalent (tCO₂e), which is comparable to the environmental benefit of planting approximately 181 trees.

SYMPHONY Circular: Send Waste Back Home Initiative

The Company implemented a program to return unused employee uniforms into the circular economy through collaboration with Better World Green Public Company Limited, ensuring the appropriate processing and management of textile materials.

In 2025, the Company delivered 0.0088 tonnes of employee uniforms for proper management, resulting in an estimated reduction of approximately 0.0028 tCO₂e.

Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	1,802.00	0.00	N/A
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	566.00	N/A	N/A
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	1,236.00	N/A	N/A

Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.000894	0.000000	N/A
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	4.06	0.00	N/A

Additional explanation : (*) Total revenues and expenses from consolidated financial statement

Information on verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas : No
emissions

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2023	2024	2025

	2023	2024	2025
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00

Absorption and removal of Greenhouse Gas

	2023	2024	2025
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

Remarks - This document is automatically generated based on information processed as received from the listed company on as is basis. The Stock Exchange of Thailand (SET) does not make any representations regarding accuracy, completeness, appropriateness, recency or reliability of the information contained in this document, nor does it make any guarantee of a result of the use of the information contained in this document. In no event shall SET be responsible for any loss or damage resulting from the use of this document or the information contained herein.

ESG Performance

Company Name : SYMPHONY COMMUNICATION PUBLIC COMPANY LIMITED

Symbol : SYMC

Market : SET

Industry Group : Technology

Sector : Information & Communication Technology

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

Social and human rights policy and guidelines : Yes

Social and human rights guidelines : Employee Rights, Migrant/foreign labor, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

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.

Reference link for social and human rights policy and guidelines : <https://www.symphony.net.th/storage/document/cg/human-rights-policy-en.pdf>

Information on review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year : Yes

Changes in social and human rights policies, guidelines, and/or goals : Employee Rights, Migrant/foreign labor, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

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.

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour, The UN Guiding Principles on Business and Human Rights

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : No

Information on incidents related to legal or social and human rights violations

Number of cases and incidents of significant legal or social and human rights violations

	2023	2024	2025
Total number of cases or incidents of significant legal or social and human rights violations (cases)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to consumer rights violations (cases)	0	0	0
Total number of incidents or complaints related to business partners rights violations (cases)	0	0	0

	2023	2024	2025
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	0.00

Information on employees and labor management plan

Employees and labor management plan

The company's employee and labor management plan	:	Yes
Employee and labor management plan implemented by the Company in the past year	:	Fair employee compensation, Employee training and development, Promoting employee relations and participation, Safety and occupational health at work

Symphony Communication Public Company Limited ("**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.

Human Resource Management Framework and Approach

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:

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.

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% of their base salary, while the Company contributes at a rate of 4%.

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.

Human Resource Development

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.

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.

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.

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, namely: physical wellness, mental and emotional wellness, social wellness, and financial wellness.

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.

Reference link for employee and labor management : <https://www.symphony.net.th/storage/document/cg/human-capital-management-policy-en.pdf>

Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee : Yes
and labor management goals?

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Promoting employee relations and participation	Regrettable loss rate of high-potential employees with more than one year of service	-	2025: Not less than 30%
• Others : Regrettable loss of high-potential employees with more than one year of service	Regrettable loss rate of high-potential employees with more than one year of service	-	2025: Not exceeding 5% of total employees
• Others : Employee engagement	Employee Engagement Scores	-	2025: Not less than 80%

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management : No management

Employees' Skills and Capabilities 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 included, but were not limited to, the following:

- **Strategic Communication for Leadership Success Program:** This program aims to cultivate a positive mindset grounded in the principles of a growth mindset among executives, enhance effective and constructive communication both within and outside the organization, and foster a comprehensive understanding of the principles and importance of effective communication.
- **English for Business Working Program:** This program is designed to develop fundamental English communication skills, strengthen understanding of general and workplace-related vocabulary, and enable participants to appropriately apply such knowledge in internal organizational communication.
- **Mastery of Sales Process and Customer Management Program:** This program aims to enhance professional sales and service capabilities, deepen understanding of key techniques for identifying and addressing customer needs, and enable participants to effectively apply acquired knowledge in sales and service delivery in a manner that is appropriate, aligned, and highly effective.



Enhancing Employee Quality of Life and Well-being

In 2025, the Company implemented initiatives to promote employee well-being under the **4F[®]** Program, with the objective of fostering a balanced integration between work and personal life across all dimensions. The program comprises the following:

1. **FIRM D (Physical Well-being):** Promoting physical health, workplace safety, and the prevention of work-related illnesses.
 - Provided workplaces that emphasize appropriate safety and hygiene standards to support operations in a safe environment.
 - Promoted 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.



2. **FEEL D (Mental and Emotional Well-being):** Promote mental health, emotional balance, and overall well-being.
 - Promoted 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.
 - Supported 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.



- 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



3. **FARM D (Social Well-being):** Promote positive relationships within the organization, social engagement, and environmental responsibility.

- Organized 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, annual staff gatherings, and events during festivals and important occasions, thereby fostering engagement and a supportive working atmosphere.



- Organized the **CEO on Ground** initiative, led by the Chief Executive Officer, which provides employees with opportunities to actively participate in hands-on activities. This initiative reflects the Company's corporate culture, which emphasizes social and environmental responsibility at all levels. The program promotes employee engagement, fosters a strong sense of social and environmental responsibility, and strengthens positive relationships between management and employees. Key activities under this initiative include the following:

[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 students 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 Companys 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.



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 PhluSathorn Community, the Suan PhluSathorn 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.



4. **FIN D (Financial Well-being):** Promote financial literacy and discipline to enhance employees financial stability and quality of life.

- Established 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.
- Organized 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.



Safety, Occupational Health and Work Environment

In 2025, the Company implemented the following initiatives to ensure occupational health, safety, and a conducive working environment for its employees:

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 training programs arranged in 2025 consists of Occupational Safety, Health, and Working Environment Program, Basic Firefighting Program, First Aid and Basic Cardiopulmonary Resuscitation (CPR) Program, Working on Electric Poles Programs, etc.



3. 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.

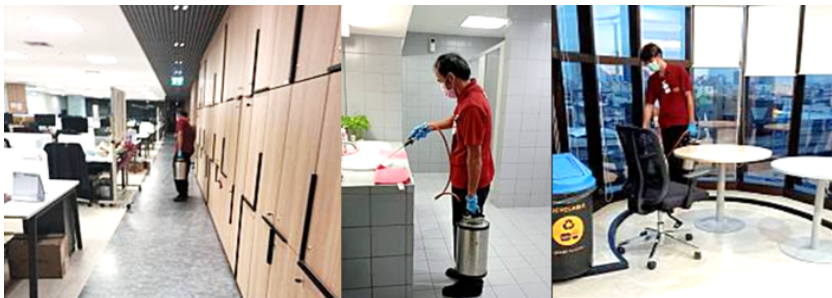


4. Employee Health, Hygiene, and Safety in Relation to Epidemics and Illnesses

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.



Employees' Engagement Survey

In 2025, the Company conducted an Employee Engagement Survey, the results of which indicated an engagement score of 81%, exceeding the target of 80%. This reflects a strong level of employee engagement and confidence in the organization.

Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	N/A	486	509
Percentage of employees to total employment (%)	N/A	100.00	98.62
Percentage of non-employee workers to total employment (%)	N/A	N/A	1.38
Total employees (persons)	444	486	502
Male employees (persons)	263	294	303
Percentage of male employees (%)	59.23	60.49	60.36
Female employees (persons)	181	192	199
Percentage of female employees (%)	40.77	39.51	39.64
Total of workers who are not employees (Person)	N/A	N/A	7
Male workers who are not employees (Person)	N/A	N/A	3
Percentage of male non-employee workers (%)	N/A	N/A	42.86
Female workers who are not employees (Person)	N/A	N/A	4
Percentage of female non-employee workers (%)	N/A	N/A	57.14

Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	N/A	93	77
Percentage of employees under 30 years old (%)	N/A	19.14	15.34

	2023	2024	2025
Total number of employees 30-50 years old (Persons)	N/A	374	402
Percentage of employees 30-50 years old (%)	N/A	76.95	80.08
Total number of employees over 50 years old (Persons)	N/A	19	23
Percentage of employees over 50 years old (%)	N/A	3.91	4.58

Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	N/A	52	42
Percentage of male employees under 30 years old (%)	N/A	17.69	13.86
Total number of male employees 30-50 years old (Persons)	N/A	228	244
Percentage of male employees 30-50 years old (%)	N/A	77.55	80.53
Total number of male employees over 50 years old (Persons)	N/A	14	17
Percentage of male employees over 50 years old (%)	N/A	4.76	5.61

Number of female employees categorized by age

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	N/A	41	35
Percentage of female employees under 30 years old (%)	N/A	21.35	17.59

	2023	2024	2025
Total number of female employees 30-50 years old (Persons)	N/A	146	158
Percentage of female employees 30-50 years old (%)	N/A	76.04	79.40
Total number of female employees over 50 years old (Persons)	N/A	5	6
Percentage of female employees over 50 years old (%)	N/A	2.60	3.02

Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	N/A	450	464
Percentage of employees in operational level (%)	N/A	92.59	92.43
Total number of employees in management level (Persons)	N/A	35	37
Percentage of employees in management level (%)	N/A	7.20	7.37
Total number of employees in executive level (Persons)	N/A	1	1
Percentage of employees in executive level (%)	N/A	0.21	0.20

Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	N/A	273	281
Percentage of male employees in operational level (%)	N/A	92.86	92.74

	2023	2024	2025
Total number of male employees in management level (Persons)	N/A	20	21
Percentage of male employees in management level (%)	N/A	6.80	6.93
Total number of male employees in executive level (Persons)	N/A	1	1
Percentage of male employees in executive level (%)	N/A	0.34	0.33

Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	N/A	177	183
Percentage of female employees in operational level (%)	N/A	92.19	91.96
Total number of female employees in management level (Persons)	N/A	15	16
Percentage of female employees in management level (%)	N/A	7.81	8.04
Total number of female employees in executive level (Persons)	N/A	0	0
Percentage of female employees in executive level (%)	N/A	0.00	0.00

Number of employees categorized by department over the past year ⁽¹⁾

Department / Line of work / Unit / Business group	Number of employees (persons)
Global Business Group	11

Department / Line of work / Unit / Business group	Number of employees (persons)
Enterprise Business Unit	69
Cloud Business Unit	15
Managed Security Business Unit	4
Domestic Partner Section	3
Network Division	49
Customers Service and Operation	228
Product Development Division	4
IT Division	25
Finance Division	40
Human Resource Division	11
Regulatory Affairs Division	4
Corporate Services Division	23
Business	1
Commercial and Planning Department	5
Corporate Marketing and Communication Department	6
Office of Managing Director	4
Total number of employees	502

Remark: ⁽¹⁾ The number of employees presented in the above table includes six executives.

Significant changes in the number of employees

Significant changes in number of employees over the : No
past 3 Years

Number of male employees working in Thailand

	2023	2024	2025
Total male employees working in Thailand (2) (Person)	N/A	N/A	303
Bangkok Metropolitan (Person)	N/A	N/A	237
Northern (Person)	N/A	N/A	12
Central (Person)	N/A	N/A	11
Northeastern (Person)	N/A	N/A	10
Southern (Person)	N/A	N/A	11
Eastern (Person)	N/A	N/A	22

Remark: ⁽²⁾ The number of employees presented in the above table includes four male executives.

Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (3) (Person)	N/A	N/A	199
Bangkok Metropolitan (Person)	N/A	N/A	180
Northern (Person)	N/A	N/A	3
Central (Person)	N/A	N/A	4
Northeastern (Person)	N/A	N/A	2
Southern (Person)	N/A	N/A	2
Eastern (Person)	N/A	N/A	8

Remark: ⁽³⁾ The number of employees presented in the above table includes two female executives.

Number of employees working abroad

	2023	2024	2025
--	------	------	------

	2023	2024	2025
Total employees working abroad (Person)	0	0	0
Total male employees working abroad (Person)	0	0	0
Total female employees working abroad (Person)	0	0	0

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	4	5	5
Percentage of disabled workers to total employment (%)	N/A	1.03	0.98
Total number of workers who are not employees with disabilities (persons)	4	5	5
Percentage of disabled non-employee workers to total non-employee workers (%)	N/A	N/A	71.43
Contributions to empowerment for persons with disabilities fund	No	No	No

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht) ⁽⁴⁾	334,771,003.00	391,873,791.33	428,927,427.54
Average of remuneration of employees (Baht/persons)	753,988.75	806,324.67	854,437.11

Remark: ⁽⁴⁾ Exclude compensations for executives

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

The Company has supported members of the Provident Fund Committee in attending training programs organized by the Association of Provident Funds, as well as other relevant training courses, to enhance their knowledge and understanding in selecting investment policies and continuously monitoring the investment management of the Provident Fund by the fund manager, for the long-term best interests of the members, who are the Company's employees.

Overview of methods for determining employee and employer contribution Rates

The Company provides employees with the flexibility to determine their savings contribution rate, ranging from 3% to 15% of their salary, while the Company contributes at a rate of 4% of the employees base salary. Employees are also able to adjust their investment allocations in accordance with their individual financial needs and objectives.

Implementation of Investment Governance Code for Institutional Investors ("I Code") by Company's Provident Fund Committee : No

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD ⁽⁵⁾ (persons)	415	460	482
Number of employees joining in PVD (persons) ⁽⁶⁾	263	303	347
Number of PVD members / Total employees (%) ⁽⁷⁾	59.23	62.35	69.12
Number of PVD members / Total eligible employees (%) ⁽⁸⁾	63.37	65.87	71.99

Remark: ⁽⁵⁾ Including executives.

⁽⁶⁾ Including executives.

⁽⁷⁾ Including executives.

⁽⁸⁾ Including executives.

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by (9) employer (baht)	5,315,520.00	5,775,326.00	8,024,918.00

Remark: ⁽⁹⁾ Excluding the employers contributions to the provident fund for executives.

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
SYMPHONY COMMUNICATION PUBLIC COMPANY LIMITED	Yes	502	482	347	69.12	71.99

Information on employee development

Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	N/A	1.90	2.07
Total amount spent on employee training and development (Baht)	6,173,899.94	5,326,672.00	3,567,810.00
Percentage of training and development expenses to total expenses ^(*) (%)	0.003706	0.003012	0.001861

	2023	2024	2025
Percentage of training and development expenses to total revenue (%) ^(*)	0.003062	0.002589	0.001692

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Information on safety, occupational health, and work environment

Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	N/A	910,264.00	957,560.00
Total number of hours worked by employees (Hours)	847,792.00	910,264.00	957,560.00

Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	0	0	0
Total number of employees that lost time injuries for 1 day or more (Persons)	0	0	0
Percentage of employees that lost time injuries for 1 day or more (%)	0.00	0.00	0.00
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) ^(*) (Persons / 1 million-manhours)	0.00	0.00	0.00

	2023	2024	2025
Lost time injury frequency rate (LTIFR) (Persons / 200,000 manhours) ^(**)	0.00	0.00	0.00

Additional explanation : ^(*) The company with the total number of employees over 100 or more

^(**) The company with the total number of employees less than or equal to 100

Information on promoting employee relations and participation

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	75	52	60
Total number of male employee turnover leaving the company voluntarily (persons)	39	24	36
Total number of female employee turnover leaving the company voluntarily (persons)	36	28	24
Proportion of voluntary resignations (%)	16.89	10.70	11.95
Percentage of male employee turnover leaving the Company voluntarily (%)	52.00	46.15	60.00
Percentage of female employee turnover leaving the Company voluntarily (%)	48.00	53.85	40.00

	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

- Consumer data privacy and protection policy and guidelines : Yes
- Consumer data privacy and protection guidelines : Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data
- Reference link to consumer data privacy and protection policy and guidelines : <https://www.symphony.net.th/storage/document/regulatory/privacy-policy-en.pdf>

Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : Yes
- Responsible sales and marketing guidelines : Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights., Not supporting advertisements or promotional activities that encourage illegal acts or immoral conducts
- Reference link for responsible sales and marketing policy and guidelines : <https://www.symphony.net.th/storage/document/cg/business-code-of-conduct-en.pdf>
- Page number of the reference link : 29

Policy and guidelines on communicating the impact of products and services to customers / consumers

- Policy and guidelines on communicating the impact of products and services to customers / consumers : Yes
- Policy and guidelines on communicating the impact of products and services to customers / consumers : Prohibition of exaggerated, inaccurate, or misleading marketing claims
- Reference link to policy and guidelines on communicating the impact of products and services to customers / consumers : <https://www.symphony.net.th/storage/document/cg/business-code-of-conduct-en.pdf>
- Page number of the reference link : 29

Information on customer management plan

Customer management plan

- Company's customer management plan : Yes
- Customer management plan implemented by the : Development of customer satisfaction and customer

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.

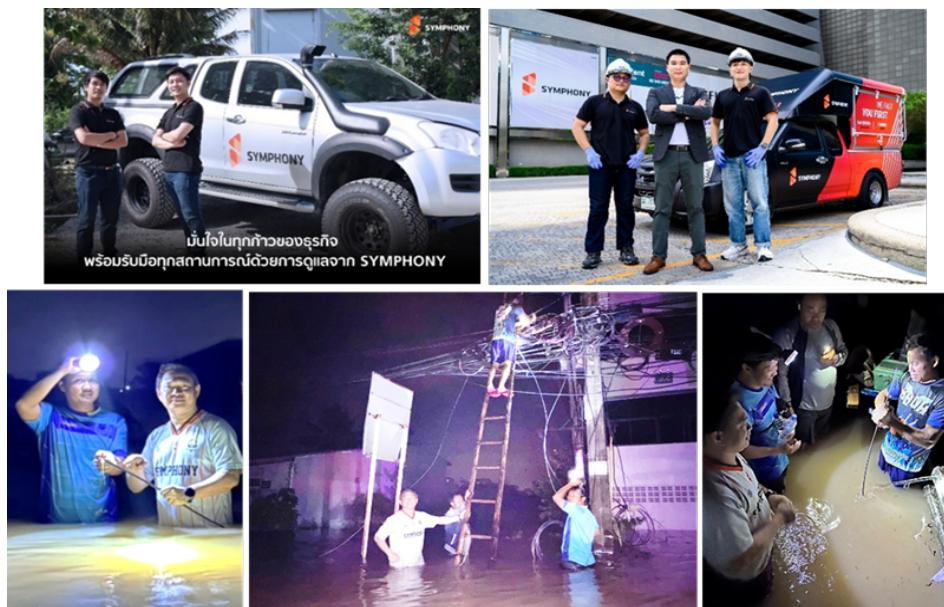
Accordingly, the Company focuses on building confidence in its products and services, while enhancing and sustaining customer satisfaction across all dimensions under the concept **We Fast YOU FIRST**. Emphasis is placed on the continuous delivery of excellent-quality services at reasonable prices, professional, 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.



นี่คือในทุกก้าวของธุรกิจ
พร้อมรับมือทุกสถานการณ์ด้วยบริการจาก SYMPHONY

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.

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.

Customer Satisfaction Survey

To continuously enhance customer relationship management and improve service quality, the Company conducts annual customer satisfaction surveys, 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.

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	Customer Satisfaction Scores	2024: 93%	2026: 95.5%

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

Customer Relationship Management and Customer Engagement

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.



Customer Satisfaction Survey

In 2025, the Company conducted a customer satisfaction survey by appointing an independent external party to assess the effectiveness of its operations and customer-focused strategic initiatives.

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.

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

Company's channels for receiving complaints from : Yes
customers/consumers

Telephone : 02-101-1111, 1613 (NOC Hotline)

Fax : -

Email : marketing@symphony.net.th

Company's website : www.symphony.net.th

Address : 123 Sun Towers Building B, 35th 36th Floor, Vibhavadee
Rangsit Road., Chomphon, Chatuchak,
Bangkok 10900 Thailand

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

- Community development and engagement policies : Yes
- Reference link for community development and engagement policies : <https://www.symphony.net.th/en/sustainability/social-dimension>

Information on community and social management plan

Community and social management plan

- Company's community and social management plan : Yes
- Community and social management plan implemented by the company over the past year : Education, Religion and culture, Sports and recreation, Reducing inequality

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.

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.

In addition, 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.

- Reference link for company's community and social management plan : <https://www.symphony.net.th/en/sustainability/social-dimension>

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals : Yes

Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)
• Others : No complaints from communities regarding the Companys operations	Number of complaints from communities regarding the Companys operations	-	2025: Zero complaints from communities regarding the Companys operations

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

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 Companys 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 countrys long-term digital economic and social development



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 countrys 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.



Education 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.



Public Benefit Activities

1. 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.



2. 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 100,000 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.



Benefit from implementing social development project

Financial benefits

Does the company measure the financial benefits : No
from social development?

Non-financial benefits

Does the company measure the non-financial : No
benefits from social development?

Expenses from social and environmental development project

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	N/A	N/A	200,000.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) ^(*)	N/A	N/A	0.010431
Percentage of financial contribution for community/social development projects or activities to total revenue (%) ^(*)	N/A	N/A	0.009482

Additional explanation : ^(*) Total revenues and total expenses from total financial statement

Remarks - This document is automatically generated based on information processed as received from the listed company on as is basis. The Stock Exchange of Thailand (SET) does not make any representations regarding accuracy,

completeness, appropriateness, recency or reliability of the information contained in this document, nor does it make any guarantee of a result of the use of the information contained in this document. In no event shall SET be responsible for any loss or damage resulting from the use of this document or the information contained herein.

ESG Performance

Company Name : SYMPHONY COMMUNICATION PUBLIC COMPANY LIMITED

Symbol : SYMC

Market : SET

Industry Group : Technology

Sector : Information & Communication Technology

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The Board of Directors of Symphony Communication Public Company Limited recognizes the importance of good corporate governance and is firmly committed to enhancing the Company's operations to ensure that it conducts business in accordance with good corporate governance principles. The Company aims to maintain effective and excellent management systems, demonstrate adaptability to evolving business environments, and achieve stable and sustainable growth. At the same time, the Company is committed to conducting its business with integrity, honesty, and ethical conduct, in full compliance with applicable laws, regulations, and relevant requirements. The Company operates with transparency and accountability, emphasizes the creation of maximum value for shareholders, and upholds its responsibilities toward all stakeholder groups.

To ensure that the Company's operations are aligned with this commitment, the Board of Directors has established a written **"Corporate Governance Policy"** to serve as a framework and guideline for personnel at all levels across the organization. This policy supports consistent operational practices, strengthens management effectiveness, and promotes transparency and accountability. Corporate governance is also designated as a standing agenda item in Board of Directors meetings.

The Company's Corporate Governance Policy and practices have been developed with reference to both national and international corporate governance standards and best practices. The policy framework and content comprehensively address matters relating to the Board of Directors, shareholders, and stakeholders, covering the following key areas: 1) rights and equitable treatment of shareholders, 2) role of stakeholders and business sustainability, 3) disclosure of information and transparency, and 4) responsibilities of the Board of Directors.

The Board of Directors has assigned the Nomination, Compensation, Corporate Governance and Sustainability (**NCCGS**) Committee to oversee and monitor compliance with the Company's Corporate Governance Policy and practices. The NCCGS Committee is also responsible for reviewing the adequacy and appropriateness of the Policy and practices on an annual basis, and for recommending revisions as necessary to ensure alignment with the Company's business operations, social context, and evolving business environment, as well as applicable laws, regulations, rules, and relevant stakeholder expectations. For any governance matters not yet formalized as policy or not yet implemented, the Company Secretary will report such matters to the NCCGS Committee for consideration on a regular annual basis. The Company's Corporate Governance Policy and practices were most recently reviewed and updated in 2025.

The Company communicates and provides education on its Corporate Governance Policy and practices to personnel at all levels through email and internal communication channels, as well as through various activities such as meetings, briefings, and training programs. These initiatives are intended to enhance awareness, understanding, and proper implementation of corporate governance practices. In addition, the Corporate Governance Policy and practices are publicly disclosed on the Company's website to ensure convenient access for all stakeholders and interested parties.

Reference link for the full version of corporate governance policy and guidelines : <https://www.symphony.net.th/storage/document/cg/cg-policy-en.pdf>

Policy and guidelines related to the board of directors

Are there policy and guidelines related to the board of directors : Yes

Guidelines related to the board of directors : Nomination of directors, Determination of director remuneration, Independence of the board of directors from the management, Director development, Board performance evaluation, Corporate governance of subsidiaries and associated companies

Nomination of directors

The Board of Directors has established criteria and procedures for the nomination and appointment of directors, ensuring alignment with the Company's strategy, business direction, applicable laws and regulations, the Company's Articles of Association, and principles of good corporate governance. In selecting candidates for directorship, the Company prioritizes individuals who possess appropriate knowledge, competence, and qualifications as prescribed by law, and who are free from any prohibited characteristics. Candidates must demonstrate strong professional credentials, leadership capabilities, strategic vision, integrity, ethical conduct, and a positive attitude toward the organization. They must also be able to devote sufficient time and attention to effectively perform their duties and contribute to the Company's success. The Company also considers Board diversity and the overall balance of expertise when determining the composition of the Board of Directors. A Board Skill Matrix is utilized to ensure that directors collectively possess a broad range of competencies aligned with the Company's strategic direction. In addition, the Company refers to the Director Pool maintained by the Thai Institute of Directors (IOD) as part of its director selection process.

For independent directors, candidates must demonstrate independence from major shareholders, controlling shareholder groups, and management. They must not have any financial or managerial relationships, or any conflicts of interest, with the Company, and must fully meet the Company's criteria for independent directorship.

The nomination and appointment process shall be conducted in compliance with applicable laws, the Company's Articles of Association, and relevant regulatory requirements. The process shall be fair, transparent, and designed to maintain shareholder confidence.

Reference link for Nomination of directors : <https://www.symphony.net.th/storage/document/cg/cg-policy-en.pdf>

Page number of the reference link : 22-24

Determination of director remuneration

The Board of Directors has established a clear, transparent, and fair policy and criteria for directors remuneration. The Board has assigned the Nomination, Compensation, Corporate Governance and Sustainability (NCCGS) Committee to review and determine directors remuneration, both monetary and non-monetary, ensuring that it is appropriate and commensurate with the roles, duties, and responsibilities of each director. The proposed remuneration is then submitted to the Board of Directors for consideration before being presented to the shareholders meeting for approval on an annual basis.

In determining directors remuneration, the Board of Directors ensures alignment with the Company's long-term strategies and objectives and maintains remuneration levels comparable to those of companies in the same industry and of similar size, while giving due consideration to fairness and appropriateness. Factors considered include each director's experience, scope of duties, roles, responsibilities, and the expected contribution to the Company's performance and value creation.

Directors remuneration must be appropriate and sufficient to attract and retain qualified directors and to motivate them to devote their time, expertise, and capabilities to effectively perform their duties, thereby supporting the Company in achieving its strategic objectives and business direction.

Criteria for Directors Remuneration

1. Directors shall receive remuneration commensurate with their roles, duties, and responsibilities, as approved by the shareholders meeting.
2. Directors who are assigned additional responsibilities or special duties, such as serving as Chairman of the Board, Vice Chairman, or member of a sub-committee, shall receive additional remuneration commensurate with their increased roles and responsibilities.
3. Directors who serve as executives of the Company and receive regular compensation from the Company shall not be entitled to additional remuneration in their capacity as directors.

Reference link for Determination of director remuneration : <https://www.symphony.net.th/storage/document/cg/cg-policy-en.pdf>

Page number of the reference link : 33-34

Independence of the board of directors from the management

Directors must perform their duties and exercise independent judgment when making decisions. Any influence arising from business relationships, personal interests, or family relationships may impair objectivity and lead to conflicts of interest, potentially affecting the directors ability to act in the best interests of the Company. Accordingly, maintaining director independence is essential to safeguarding the interests of the Company, its shareholders, and stakeholders. Any director who has a conflict of interest or lacks independence in a particular matter must abstain from participating in the consideration and decision-making process relating to that matter.

The Board of Directors has established a clear management structure that segregates the roles, duties, and responsibilities between the Board of Directors and management. The Board of Directors, in its capacity as the policy-setting and oversight body, is responsible for defining the Companys vision, mission, policies, strategies, objectives, and long-term goals, as well as overseeing and monitoring management to ensure that operations are conducted in alignment with the Companys strategic direction and in a manner that maximizes the Companys and shareholders best interests, while taking into consideration the interests of all stakeholders. Management, in its capacity as the executive body, is responsible for carrying out the Companys operations efficiently and in accordance with the vision, mission, objectives, policies, strategies, and business plans established by the Board of Directors, and for regularly reporting operational performance to the Board of Directors.

The Board of Directors has defined matters that fall under its direct oversight, matters to be undertaken jointly with management, and matters that the Board should not be involved in, to ensure effective corporate governance, transparency, and appropriate checks and balances, as follows:

Matters that the Board of Directors must oversee:

The Board of Directors has established a clear management structure that segregates the roles, duties, and responsibilities between the Board of Directors and management. The Board of Directors, in its capacity as the policy-setting and oversight body, is responsible for defining the Companys vision, mission, policies, strategies, objectives, and long-term goals, as well as overseeing and monitoring management to ensure that operations are conducted in alignment with the Companys strategic direction and in a manner that maximizes the Companys and shareholders best interests, while taking into consideration the interests of all stakeholders. Management, in its capacity as the executive body, is responsible for carrying out the Companys operations efficiently and in accordance with the vision, mission, objectives, policies, strategies, and business plans established by the Board of Directors, and for regularly reporting operational performance to the Board of Directors.

The Board of Directors has defined matters that fall under its direct oversight, matters to be undertaken jointly with management, and matters that the Board should not be involved in, to ensure effective corporate governance, transparency, and appropriate checks and balances, as follows:

Matters that the Board of Directors must oversee:

- Establishing the Company's vision, mission, objectives, and business goals.
- Promoting and fostering an organizational culture grounded in ethics and integrity.
- Establishing an appropriate corporate governance structure, including clearly defining the roles, duties, and responsibilities of the Board of Directors and management, in alignment with the Company's strategic objectives and in compliance with applicable laws, regulations, and requirements.
- Overseeing the nomination, development, remuneration, and performance evaluation of the Board of Directors and the Chief Executive Officer.
- Ensuring that appropriate organizational structures and remuneration frameworks are in place to incentivize personnel to perform in alignment with the Company's strategic objectives.

Matters undertaken jointly by the Board of Directors and management:

- Establishing and reviewing the Company's strategy, objectives, and annual business plans.
- Ensuring that appropriate and effective risk management and internal control systems are established and maintained.
- Defining management authority and decision-making powers in alignment with assigned responsibilities.
- Establishing frameworks for resource allocation, development, and budgeting, including human capital management and development, promotion of innovation and technology, and information technology governance policies.
- Monitoring and evaluating the Company's performance, including both financial and non-financial performance.
- Ensuring that financial and non-financial disclosures are accurate, complete, transparent, and reliable.

Matters that the Board of Directors should not undertake:

- Day-to-day management and operational activities, procurement, hiring, appointment, and personnel management, as well as execution of activities in accordance with policies, strategies, and plans already approved by the Board of Directors.
- Matters prohibited by applicable laws, regulations, or relevant requirements from being undertaken by the Board of Directors, such as approving transactions in which directors have a conflict of interest.

In addition, the Board of Directors has clearly segregated the roles, authority, and responsibilities between the Chairman of the Board and the Chief Executive Officer to ensure appropriate checks and balances, effective oversight, and transparent corporate governance. The roles and responsibilities of each position are as follows:

- **Chairman of the Board** serves as the leader of the Board of Directors and plays a key role in overseeing, supporting, and facilitating the Board in the effective discharge of its duties in compliance with applicable laws, the Company's Articles of Association, and principles of good corporate governance. The Chairman also presides over Board meetings to ensure that they are conducted efficiently and effectively.
- **Chief Executive Officer** serves as the highest executive officer and head of management, reporting directly to the Board of Directors. The Chief Executive Officer is primarily responsible for overseeing and driving the Company's operations in accordance with the policies, strategies, and objectives established by the Board of Directors, as well as ensuring the prudent and disciplined management of approved budgets with integrity and in the best interests of the Company and its shareholders. The Chief Executive Officer must avoid any actions that may result in conflicts of interest with the Company and is responsible for recommending appropriate strategies aligned with the evolving business environment to support the Company's sustainable growth. In addition, the Chief Executive Officer is authorized to review, decide, and approve matters as delegated by the Board of Directors, and plays a key role in fostering the Company's organizational culture and human capital.

Reference link for Independence of the board of directors from the management : <https://www.symphony.net.th/storage/document/cg/cg-policy-en.pdf>
Page number of the reference link : 24-28

Director development

The Board of Directors places importance on the continuous development of directors knowledge, competencies, and skills. The Company has established a policy to encourage and support directors in participating in various professional development programs that enhance their effectiveness in performing their duties. These include attending seminars and training programs organized by the Thai Institute of Directors Association (IOD), the Stock Exchange of Thailand, the Securities and Exchange Commission, and other relevant institutions. Directors are also encouraged to participate in forums for exchanging knowledge, perspectives, and experiences with directors and executives of other listed companies, as well as participating in domestic and international study visits to broaden their professional expertise and governance capabilities.

Reference link for Director development : <https://www.symphony.net.th/storage/document/cg/cg-policy-en.pdf>

Page number of the reference link : 34

Board performance evaluation

The Board of Directors conducts annual performance evaluations of the Board and of all sub-committees. These evaluations are carried out through both collective self-assessments and individual self-assessments. This process enables the Board of Directors and sub-committees to review, analyze, and assess their performance, thereby facilitating continuous improvement and enhancement of their effectiveness in fulfilling their duties.

The Board of Directors establishes the evaluation criteria and procedures and periodically reviews and refines such criteria and processes to ensure their appropriateness and alignment with the Companys business environment and operational context. The results of these evaluations are used as supporting information in determining directors remuneration and are subsequently submitted for approval by the shareholders meeting in accordance with applicable procedures.

Reference link for Board performance evaluation : <https://www.symphony.net.th/storage/document/cg/cg-policy-en.pdf>

Page number of the reference link : 33-34

Corporate governance of subsidiaries and associated companies

The Board of Directors is responsible for overseeing the operations of the Companys subsidiaries and associated companies in order to safeguard and protect the Companys investment interests. This oversight is carried out through the following mechanisms and practices:

1. The Board of Directors shall appoint its directors or executives to serve as directors, executives, or authorized persons with control in subsidiaries and associated companies, in proportion to the Companys shareholding and as appropriate. This ensures effective oversight and enhances the governance and operational effectiveness of subsidiaries and associated companies.
2. Directors or executives representing the Company are required to regularly report the business performance, progress, and any significant developments of subsidiaries and associated companies to the Board of Directors on a quarterly basis. In cases where subsidiaries or associated companies seek approval for significant matters, such as the acquisition or disposal of material assets, joint investments, or capital increases or reductions, such matters must be submitted to the Board of Directors for consideration and approval prior to any decision-making or exercise of voting rights.
3. Directors or executives appointed to the boards of subsidiaries or associated companies are responsible for ensuring that such entities establish appropriate policies and practices governing related party transactions, acquisition or disposal of assets, and other significant transactions. These policies and practices must be consistent with the Companys disclosure requirements and regulatory standards.
4. The Board ensures that subsidiaries and associated companies maintain appropriate and adequate internal control systems and risk management frameworks. Subsidiaries and associated companies must also maintain proper

accounting records and prepare financial statements in compliance with applicable laws and generally accepted accounting standards. Furthermore, they must be able to provide accurate and timely financial information for the preparation of the Companys consolidated financial statements.

5. The Board of Directors promotes and supports subsidiaries and associated companies in adopting and implementing the Companys Corporate Governance Policy, Business Code of Conduct, and other key policies, as appropriate, to ensure alignment with the Companys governance standards and best practices.

Reference link for Corporate governance of subsidiaries and associated companies : <https://www.symphony.net.th/storage/document/cg/cg-policy-en.pdf>
Page number of the reference link : 32

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders : Yes
Guidelines and measures related to shareholders and stakeholders : Shareholder, Employee, Customer, Business competitor, Business partner, Creditor, Government agencies, Community and society

Shareholder

The Company respects shareholders rights and treats all shareholders equally and fairly. Shareholders are given the opportunity to participate in decision-making on matters prescribed by law, matters that may affect their rights and benefits, and significant matters that may impact on the Companys business direction at shareholders meetings. The Company encourages shareholders to ask questions, express opinions, and provide constructive suggestions, which are taken into consideration to improve operations, support stable business growth, and generate appropriate long-term returns.

In addition, the Company discloses material information adequately, transparently, and in a verifiable manner, and facilitates shareholders in fully exercising their legal rights, such as attending and voting at shareholders meetings, receiving dividends, and freely buying, selling, or transferring shares without restriction.

Reference link for Shareholder : <https://www.symphony.net.th/storage/document/cg/cg-policy-en.pdf>
Page number of the reference link : 14-18

Employee

The Company strictly complies with labor laws and relevant labor standards, respects human rights, and treats all employees fairly and equally without discrimination. It promotes diversity and mutual respect in the workplace. The Company provides appropriate remuneration and benefits aligned with business growth, supports continuous development of employees knowledge, capabilities, and professional skills, promotes employee well-being and quality of life, and ensures a safe and quality working environment.

Reference link for Employee : <https://www.symphony.net.th/storage/document/cg/business-code-of-conduct-en.pdf>
Page number of the reference link : 11-12

Customer

The Company places great importance on delivering excellent customer experiences and achieving the highest level of customer satisfaction under the concept of **We Fast YOU FIRST**. It is committed to developing and delivering

services that comprehensively meet customers needs, expectations, and timelines. The Company provides accurate, sufficient, clear, and non-misleading information to avoid misunderstanding and foster long-term relationships with customers. It also strictly safeguards, protects, and prevents violations of customers personal data rights.

Reference link for Customer : <https://www.symphony.net.th/storage/document/cg/business-code-of-conduct-en.pdf>

Page number of the reference link : 12-13

Business competitor

The Company conducts its business within a framework of transparent and fair competition, respects trade practices and rules, and aims to contribute to the sustainable growth of the industry for mutual benefit.

Reference link for Business competitor : <https://www.symphony.net.th/storage/document/cg/business-code-of-conduct-en.pdf>

Page number of the reference link : 14

Business partner

The Company treats suppliers and business partners with integrity, transparency, and fairness, in accordance with mutually agreed commercial terms and contractual conditions. It promotes cooperation and continuous relationship development for mutual growth. The Company also supports and encourages suppliers and business partners to strictly adhere to the Supplier and Business Partner Code of Conduct and to oppose fraud and corruption in all forms, whether direct or indirect.

Reference link for Business partner : <https://www.symphony.net.th/storage/document/cg/business-code-of-conduct-en.pdf>

Page number of the reference link : 13

Creditor

The Company recognizes its responsibility to all creditor groups by strictly complying with contractual terms and conditions, maintaining financial stability, and managing liquidity appropriately to ensure timely repayment of obligations. In the event of circumstances that may affect the Companys ability to comply with agreed terms, the Company will inform creditors in advance and work collaboratively to identify appropriate solutions.

Reference link for Creditor : <https://www.symphony.net.th/storage/document/cg/business-code-of-conduct-en.pdf>

Page number of the reference link : 14

Government agencies

The Company strictly complies with applicable laws, regulations, rules, and requirements, and conducts its business with due regard to supporting and promoting sustainable national development.

Reference link for Government agencies : <https://www.symphony.net.th/storage/document/cg/business-code-of-conduct-en.pdf>

Page number of the reference link : 14-15

Community and society

The Company conducts its business with consideration for its impact on communities and society and strictly complies with relevant laws and regulations. It supports local employment and promotes engagement with communities in its areas of operation and society at large through various social initiatives and activities, such as providing knowledge on digital technology and cybersecurity awareness, supporting education, making charitable donations, and providing assistance in times of disaster.

Reference link for Community and society : <https://www.symphony.net.th/storage/document/cg/business-code-of-conduct-en.pdf>

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

The Company upholds a strong commitment to conducting its business in accordance with sound moral and ethical principles. It places great importance on operating with integrity, fairness, and transparency, while strictly complying with applicable laws, regulations, and requirements, and demonstrating responsibility toward all stakeholder groups.

The Board of Directors has overseen the establishment of the Companys Business Code of Conduct, which defines the standards of conduct and behavior that the Company and all personnel are expected to uphold in business operations and the performance of their duties. All personnel are required to comply with the Companys Business Code of Conduct, conduct themselves as responsible and conscientious citizens, and carry out their duties with accountability, while considering the interests of and impacts on the Companys stakeholders. The Board of Directors and management must serve as leaders and role models by performing their duties with integrity, fairness, transparency, and accountability, thereby fostering a corporate culture rooted in ethical conduct and responsibility.

The Companys Business Code of Conduct comprises the Code of Conduct for Directors and Executives, the Code of Conduct for Employees, the Code of Conduct for Investor Relations, and the Code of Conduct for Business Practices.

The Code of Conduct for Directors and Executives, the Code of Conduct for Employees, and the Code of Conduct for Investor Relations are intended to establish standards for the conduct of directors, executives, employees, and personnel responsible for investor relations, ensuring compliance with applicable laws, regulations, and requirements. They also serve as guidance to promote prudence in conduct and prevent actions that could violate laws, regulations, rules, or disciplinary standards, and thereby damage the Companys reputation.

The Code of Conduct for Business Practices is intended to establish standards and guidelines for engagement with stakeholders, including employees, customers, suppliers, business partners, shareholders, creditors, competitors, government authorities/regulatory bodies, communities, society, and the environment. It also ensures that business operations are conducted in compliance with applicable laws, regulations, requirements, and ethical standards, covering the following areas:

1. Compliance with laws, regulations, and respect for cultural traditions and customs
2. Respect for human rights
3. Vested interests and conflicts of interest
4. Anti-Corruption
5. Giving and receiving gifts, benefits, hospitality, and entertainment
6. Charitable donations and sponsorships
7. Political neutrality
8. Protection of confidential information
9. Use and safeguarding of the Companys assets
10. Use of information technology systems
11. Respect for intellectual property
12. Fair trade competition
13. Marketing communications
14. Anti-money laundering

Reference link for the full version of business code : <https://www.symphony.net>.

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Money laundering prevention, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work, Other guidelines related to business code of conduct

Prevention of Conflicts of Interest

The Company adopts as a fundamental policy the conduct of its business with due regard to the best interests of the Company and its stakeholders as a whole. To this end, the Company has established guidelines to reflect its commitment to integrity, transparency, and accountability. Such guidelines shall be observed by all directors, executives, employees, and related persons, who are required to avoid any involvement in activities that may give rise to conflicts of interest, which could adversely affect the Company or impair the efficiency of its operations.

Reference link for Prevention of Conflicts of Interest : [https://www.symphony.net.
th/storage/document/cg/business-code-of-conduct-en.pdf](https://www.symphony.net/th/storage/document/cg/business-code-of-conduct-en.pdf)

Page number of the reference link : 16-17

Anti-corruption

The Company is committed to conducting its business with integrity, transparency, and in full compliance with applicable laws, regulations, and principles of good corporate governance. The Company ensures fair and equitable treatment of all stakeholders and adopts a zero-tolerance policy toward fraud and corruption in all forms. All personnel are required to strictly adhere to the Companys anti-fraud and anti-corruption policies, guidelines, and preventive measures.

Reference link for Anti-corruption : [https://www.symphony.net.
th/storage/document/cg/business-code-of-conduct-en.pdf](https://www.symphony.net/th/storage/document/cg/business-code-of-conduct-en.pdf)

Page number of the reference link : 18

Whistleblowing and Protection of Whistleblowers

The Company promotes and supports the participation of its personnel, as well as all stakeholder groups, in monitoring and ensuring compliance with its Corporate Governance Policy and practices, Business Code of Conduct, and Anti-Corruption Policy and measures.

The Company provides opportunities for personnel and stakeholders to seek clarification in cases of doubt regarding such policies and practices, as well as submitting comments or suggestions. They may also file complaints or report concerns if they are affected by the Companys business operations or by the performance of duties of the Companys personnel, or if they observe any actions that may constitute violations or non-compliance with applicable laws, regulations, rules, Corporate Governance Policy and practices, or the Business Code of Conduct.

In addition, the Company has established channels for reporting suspected misconduct, including fraud, corruption, abuse of authority, improper personal gain, negligence of duty, inappropriate behavior, human rights violations, or actions that may cause adverse impacts on society, communities, or the environment. Such reports may be submitted through the channels provided by the Company as follows:

Channels for the Companys Employees

Employees may submit complaints or whistleblowing reports verbally or in writing, either by letter or email, to their direct supervisor or to any trusted supervisor at any level.

In addition, employees may submit complaints or whistleblowing reports by letter or email to any of the following designated recipients:

- Chief Executive Officer
- Head of Human Resource Division
- Head of Internal Audit
- Company Secretary

Alternatively, employees may send an email directly to the Audit Committee at: ac@symphony.net.th

Channels for External Parties

Channel 1 : E-mail to the Audit Committee at: ac@symphony.net.th

Channel 2 : Through the Companys website at: www.symphony.net.th

Channel 3 : Registered mail addressed to:

Symphony Communication Public Company Limited

No. 123Suntowers Building B, 35th36thFloor, Vibhavadee Rangsit Road, Chomphon Sub-District, Chatuchak District, Bangkok 10900

The complaint may be addressed to any one of the following recipients:

- Chairman of the Board
- Chairman of the Audit Committee
- Chief Executive Officer
- Company Secretary
- Head of Internal Audit

Procedures upon Receipt of Clue or Complaints

Upon receiving clue or complaint, the Company, through an assigned working committee or designated persons, will collect, verify, and analyze the information. Appropriate corrective and preventive measures will be determined, including actions to mitigate any damage to affected parties. The findings will then be compiled and reported to the recipient of the complaint and/or the whistleblower, as well as to the Chief Executive Officer, the Audit Committee, and the Board of Directors, respectively, as appropriate.

Protection of Complainants/Whistleblower

Whistleblowers and related persons whether Company personnel or external parties who submit complaints, provide information, or report concerns in good faith and without malicious intent to harm any individual or the Company, will be afforded appropriate and fair protection by the Company. Such protection includes safeguards against unfair treatment, such as changes in position, job responsibilities, workplace location, suspension, salary reduction, termination, threats, workplace harassment, or any other form of unfair action. Information relating to complaints will be kept confidential and will not be disclosed to unrelated parties, except where disclosure is required by law.

Reference link for Whistleblowing and Protection of Whistleblowers : <https://www.symphony.net.th/storage/document/cg/cg-policy-en.pdf>

Page number of the reference link : 36-37

Prevention of Misuse of Inside Information

The Company places great importance on the handling of inside information that has not yet been disclosed to the public, or information that may affect the Company's securities price. The Company recognizes that proper management of such information is essential to prevent information leakage or misuse for improper personal gain. Such actions would not only constitute violations of the law but could also adversely affect the Company's credibility and reputation.

To ensure equality and fairness among all shareholders, the Board of Directors has established a written **Use of Inside Information and Securities Trading Policy**. This Policy is designed to prevent directors, executives, employees, and external parties performing duties for the Company who have knowledge of, access to, or possession of inside information from using undisclosed inside information to trade securities or seek improper benefits for themselves or others. The key practices under this policy are as follows:

1. Use of Inside Information

Directors, executives, employees, and external parties performing duties for the Company who have knowledge of, prepare, or possess inside information must not use undisclosed inside information, or information that may affect the Company's securities price, for improper personal gain or for the benefit of others. They are required to strictly comply with the Use of Inside Information Policy.

2. Holding and Trading of the Company's Securities

Directors, executives, and employees have the right and freedom to invest in and trade the Company's securities. However, to prevent the misuse of undisclosed inside information for improper benefit, the Company prohibits directors, executives, and employees who have access to inside information, as well as their related persons - - spouses or cohabiting partners, minor children, and juristic persons in which such directors, executives, employees, and their related persons collectively hold more than 30% of the total voting rights and are major shareholders of such juristic persons, from trading the Company's securities during the blackout periods, which covers 30 days prior to the disclosure of quarterly and annual financial statements and continues until 24 hours after such information has been publicly disclosed.

The Company Secretary will notify directors, executives, and relevant employees of the blackout period in advance via email.

3. Reporting on the Company's Securities Holdings

Directors and executives are required to report their holdings of the Company's securities, including those held by their related persons (i.e., spouses or cohabiting partners, minor children, and juristic persons in which they and their related persons hold shares), to the Company Secretary. They must also report any changes in securities holdings, whether by purchase, sale, transfer, or acceptance of transfer, to the Securities and Exchange Commission in accordance with Section 59 of the Securities and Exchange Act B.E. 2535 (1992), as amended, within three business days from the date of such change. A copy of the report must also be submitted to the Company Secretary for record-keeping.

The Company Secretary is responsible for compiling and reporting information on the securities holdings of directors and executives, including their related persons, to the Board of Directors on a quarterly basis. The Company also discloses securities holdings at the beginning and end of the year, as well as any changes during the year, both directly and indirectly, in the Company's Annual Registration Statement/Annual Report (Form 56-1 One Report).

Reference link for Prevention of Misuse of Inside Information : <https://www.symphony.net.th/storage/document/cg/use-of-inside-information-and-securities-trading-policy-en.pdf>

Money laundering prevention

The Company is committed to preventing its operations from being used as a vehicle for money laundering, which may result in unlawful business activities and cause severe damage to the Company's reputation.

The Company shall comply with all applicable anti-money laundering laws and regulations and strictly oppose money laundering in all forms. The Company shall ensure that it is not used as a means or channel for the transfer, concealment, disguise, or laundering of funds or assets derived from unlawful activities.

Moreover, the Company is committed to conducting business only with customers, counterparties, and business partners who are reputable and operate in compliance with applicable laws. The Company shall exercise caution when entering into transactions with any individual or entity suspected of engaging in unlawful acti

Reference link for Money laundering prevention : <https://www.symphony.net.th/storage/document/cg/business-code-of-conduct-en.pdf>

Page number of the reference link : 30

Gift giving or receiving, entertainment, or business hospitality

The Company adheres to the principle of conducting its business with transparency in accordance with good corporate governance practices. The giving and receiving of gifts or other benefits, hospitality, and customary entertainment are considered normal practices that the Companys personnel may undertake to express goodwill, gratitude, or courtesy, as well as to build and maintain good relationships with customers, counterparties, business partners, and stakeholders. However, such practices must be carried out in good faith, must not influence decision-making in the performance of duties, and must not create any obligation or undue influence over business decisions.

Reference link for Gift giving or receiving, entertainment, or business hospitality : <https://www.symphony.net.th/storage/document/cg/business-code-of-conduct-en.pdf>

Page number of the reference link : 19-20

Compliance with laws, regulations, and rules

The Company places great importance on compliance with applicable laws, regulations, rules, operational procedures, orders, notifications, and requirements issued by governmental authorities and relevant regulatory bodies. The Company also seeks to avoid any conduct that is contrary to accepted cultural norms and good traditions.

Reference link for Compliance with laws, regulations, and rules : <https://www.symphony.net.th/storage/document/cg/business-code-of-conduct-en.pdf>

Page number of the reference link : 9

Information and assets usage and protection

Information constitutes a valuable asset of the Company and plays a critical role in enabling effective business decision-making, as well as enhancing the Companys competitiveness. Accordingly, the Company places great importance on safeguarding its information to prevent any unauthorized disclosure that may adversely affect its business operations. The Company also ensures the implementation of efficient data management and storage systems to mitigate risks of data loss or damage.

In addition, the Company provides the necessary tools, equipment, and other assets to facilitate the performance of duties by its personnel. Personnel are required to use such assets properly, efficiently, and for their intended business purposes, while exercising due care to prevent damage, loss, or misuse. Company assets must not be used for personal benefit or for the benefit of any third party.

Reference link for Information and assets usage and protection : <https://www.symphony.net.th/storage/document/cg/business-code-of-conduct-en.pdf>

Page number of the reference link : 23-24

Anti-unfair competitiveness

The Company is committed to conducting its business in compliance with applicable antitrust and competition laws, including relevant regulations issued by the Trade Competition Commission. The Company supports free and fair competition and shall not engage in any conduct that constitutes unfair trade practices or may result in the restriction of competition.

Reference link for Anti-unfair competitiveness : <https://www.symphony.net.th/storage/document/cg/business-code-of-conduct-en.pdf>

Page number of the reference link : 28

Information and IT system security

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.

Reference link for Information and IT system security : <https://www.symphony.net.th/storage/document/cg/business-code-of-conduct-en.pdf>

Page number of the reference link : 25-26

Environmental management

The Company recognizes the environmental impacts that may arise from its business operations and therefore places importance on environmental management and efficient resource utilization. It promotes environmentally positive operations while fostering environmental awareness among employees and relevant stakeholders.

Reference link for Environmental management : <https://www.symphony.net.th/storage/document/cg/environmental-management-policy-en.pdf>

Human rights

The Company recognizes that all individuals possess inherent value and are equal in rights and dignity without distinction of any kind. The Company therefore places great importance on respecting and protecting human rights, which are fundamental rights of all persons. It is committed to conducting its business in accordance with human rights principles, while promoting inclusivity, respect for diversity, and equal coexistence.

Reference link for Human rights : <https://www.symphony.net.th/storage/document/cg/business-code-of-conduct-en.pdf>

Page number of the reference link : 10

Safety and occupational health at work

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.

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

Reference link for Safety and occupational health at work : <https://www.symphony.net.th/storage/document/cg/safety-occupational-health-and-work-environment-policy-en.pdf>

Respect of Intellectual Property

Intellectual property is one of the Company's most valuable assets and plays a critical role in maintaining its competitive advantage. It is therefore of paramount importance that the Company protects and safeguards its intellectual property from infringement, unauthorized use, or unlawful exploitation, while also respecting and not violating the intellectual property rights of others.

Reference link for the other policy and guidelines : <https://www.symphony.net.th/storage/document/cg/business-code-of-conduct-en.pdf>

Page number of the reference link : 27

Promotion of compliance with the business code of conduct

Promotion for the board of directors, executives, and employees to comply with the business code of conduct : Yes

The Company has announced and communicated the Business Code of Conduct to all personnel, ensuring that it is acknowledged and upheld as a guiding principle in their operations and implemented in practice. This has been carried out through email and internal communication channels, as well as various activities such as meetings, briefings, and training sessions. Personnel are also required to formally acknowledge and agree to comply with the Code. In addition, the Company has published the Business Code of Conduct on its website at www.symphony.net.th to ensure convenient access for all stakeholder groups and interested parties.

All members of the Board of Directors have been informed of the Business Code of Conduct through Board meetings and email communications.

Furthermore, the Company has provided training and briefings on the Business Code of Conduct to new employees as part of the employee orientation program, to ensure that they understand the Code and its related best practices and are able to apply them appropriately.

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks : Yes

Anti-corruption networks or projects the company has joined or declared intent to join : Thai Private Sector Collective Action Against Corruption (CAC)

CAC membership certification status : Certified
Certification document of CAC membership status : CAC
Certificate of Membership_2023.pdf

Information on material changes and developments in policy and corporate governance system over the past year

Material changes and developments related to the review of policy and guidelines in corporate governance system or board of directors charter

In the past year, did the company review the : Yes
corporate governance policy and guidelines, or
board of directors charter

Material changes and developments in policy and : Yes
guidelines over the past year

In 2025, the Nomination, Compensation, Corporate Governance, and Sustainability (**NCCGS**) Committee reviewed the Company's Corporate Governance Policy and Practices, Business Code of Conduct, and other key Company policies. The NCCGS Committee recommended revisions and enhancements to the Corporate Governance Policy and Practices, as well as other key policies, to ensure alignment with the Company's business context and strategic direction, as well as applicable laws, regulations, and best practices in accordance with the principles of good corporate governance at both the national and international levels.

In this regard, the Board of Directors, at its Meeting No. 7/2025 held on November 14, 2025, considered and approved the revisions to the Corporate Governance Policy and Practices, as well as the amendments to the Company's key policies, including the Sustainable Development Policy, Anti-Corruption Policy, Risk Management Policy, and Human Rights Policy, as proposed by the NCCGS Committee

Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the : Mostly used in practice
SEC

The Board of Directors is committed to conducting the Company's business in accordance with the principles of good corporate governance, with the objective of ensuring transparency, efficiency, and accountability to all stakeholders. In this regard, the Board of Directors has adopted and applied the Corporate Governance Code for Listed Companies 2017 (CG Code) issued by the Securities and Exchange Commission, the assessment criteria of the Corporate Governance Report of Thai Listed Companies (CGR) of the Thai Institute of Directors Association (IOD), the AGM quality assessment criteria (AGM Checklist) of the Thai Investors Association, and international standards such as the ASEAN Corporate Governance Scorecard, in alignment with the Company's business context.

However, there remain certain areas where the Company has not yet fully complied with. The Company is currently considering, studying, and preparing to adopt appropriate measures, as follows:

1. Board composition includes two female directors

The Company recognizes the importance of Board diversity by considering qualifications such as knowledge, expertise, experience, specialized skills, and alignment with the nature of the Company's business. However, identifying suitably qualified female candidates for Board appointment remains a challenge for the Company.

2. The Board of Directors consists of more than 50% of independent directors

The Company has established a Board structure requiring independent directors to comprise at least one-third of the total number of directors and not fewer than three members, in compliance with the requirements of the Securities and Exchange Commission and the Stock Exchange of Thailand.

Currently, the Company has three independent directors out of a total of eight directors, representing 37.50% of the Board. All independent directors maintain full independence, with no shareholding in the Company and no relationships or involvement with directors, management, major shareholders, groups of major shareholders, or any persons related to the Company and its subsidiaries. They are able to perform their duties effectively and express independent opinions.

3. Limitation of independent director tenure to no more than nine consecutive years

The Company's Articles of Association require that at least one-third of directors retire by rotation at each Annual General Meeting, with directors who have served the longest term retiring first. Retiring directors may be re-elected. To maintain continuity and retain experienced independent directors who contribute significantly to the Company's performance, the Company provides exceptions for certain independent directors who have rendered substantial benefits to the Company and possess essential qualifications. If an independent director who has served more than nine consecutive years is proposed for reappointment, the Board of Directors will disclose the reasons and necessity to shareholders prior to their voting decision.

Currently, one independent director has served for more than nine consecutive years. The Board of Directors has considered and concluded that such independent director continues to meet all independence qualifications as defined by the Capital Market Supervisory Board and the Company, is able to express independent opinions, and has no conflicts of interest or significant interests in the Company.

4. Policy requiring a minimum quorum of at least two-thirds of the Board for Board resolutions

The Company has not established a policy specifying a minimum quorum of two-thirds of the Board for Board resolutions, as such a policy may not be consistent with applicable laws and the Company's Articles of Association. The quorum and voting requirements prescribed by law are considered appropriate and sufficient. In practice, Board meetings consistently have attendance of not less than two-thirds of the total number of directors at the time resolutions are passed.

5. More than 75 percent of directors completing director training programs

Currently, the Company has eight directors, comprising five Thai directors and three foreign directors. Two foreign directors reside overseas, making participation in director training programs conducted in Thailand and delivered in Thai a significant challenge.

6. Disclosure of remuneration details of the Chief Executive Officer

The Company disclosed the remuneration of the Chief Executive Officer, who is the top executive, as part of the total remuneration of the executive team. Therefore, it is not disclosed separately.

7. Policy requiring directors and executives to notify the Board prior to trading the Company's shares

The Company has not established such a policy. However, the Company has implemented the Use of Inside Information and Securities Trading Policy, including a defined Blackout Period, to prevent insider trading. In addition, directors and executives are required to report their securities holdings to the Board of Directors on a quarterly basis.

Other corporate governance performance and outcomes

Through its strong commitment and dedicated efforts to operate efficiently under good corporate governance principles, in 2025 the Company was able to maintain its **Excellent** (5-star) rating under the Corporate Governance Report of Thai Listed Companies (CGR) conducted by the Thai Institute of Directors Association (IOD) and the Stock Exchange of Thailand for the sixth consecutive year since 2020.

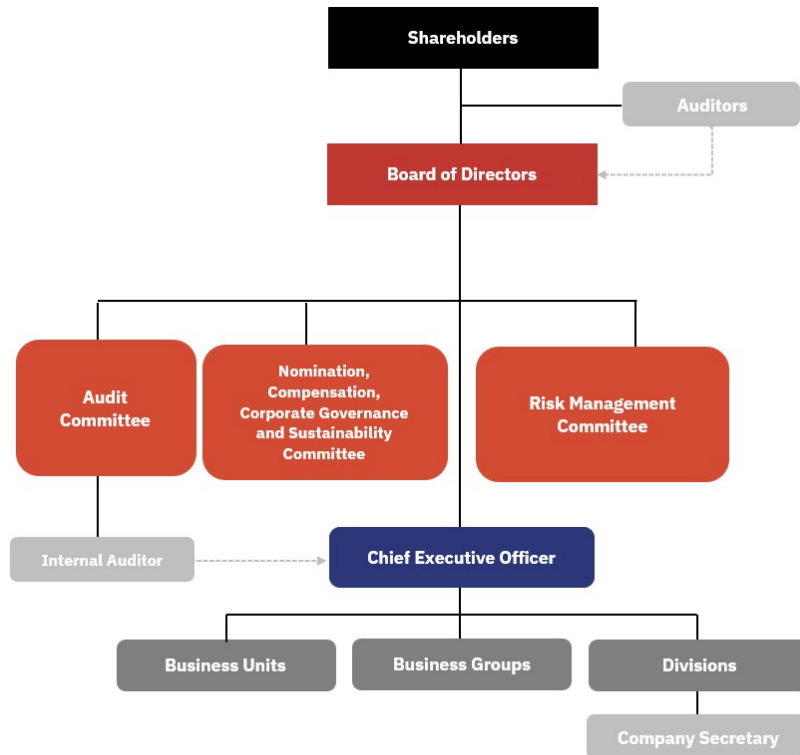
Corporate Governance Structure

[Information on corporate governance structure](#)

[Corporate governance structure](#)

[Corporate governance structure diagram](#)

[Corporate governance structure diagram](#)



Corporate Governance Structure as of 31 December 2025

[Information on the board of directors](#)

[Information on the board of directors](#)

[Composition of the board of directors](#)

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	8		8		8	
	8	0	8	0	8	0
Executive directors	2		1		3	
	2	0	1	0	3	0
Non-executive directors	6		7		5	
	6	0	7	0	5	0
Independent directors	3		3		3	
	3	0	3	0	3	0
Non-executive directors who have no position in independent directors	3		4		2	
	3	0	4	0	2	0

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	100.00	0.00	100.00	0.00	100.00	0.00
Executive directors	25.00		12.50		37.50	
	25.00	0.00	12.50	0.00	37.50	0.00
Non-executive directors	75.00		87.50		62.50	
	75.00	0.00	87.50	0.00	62.50	0.00
Independent directors	37.50		37.50		37.50	
	37.50	0.00	37.50	0.00	37.50	0.00
Non-executive directors who have no position in independent directors	37.50		50.00		25.00	
	37.50	0.00	50.00	0.00	25.00	0.00

Additional explanation : Displayed % (percentage) from proportion of total board of directors

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	59		60		60	
	59	0	60	0	60	0

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. WOODTIPONG MOLEECHAD Gender: Male Age : 77 years Highest level of education : Bachelor's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares 	<p>Chairman of the board of directors (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>6 May 2010</p>	<p>Economics, Transportation & Logistics, Information & Communication Technology, Leadership, Sustainability</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mr. AKARAT NA RANONG Gender: Male Age : 72 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares 	<p>Vice-chairman of the board of directors (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	9 Nov 2017	Economics, Banking, Internal Control, Governance/ Compliance, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. TEERARAT PANTARASUTRA</p> <p>Gender: Male</p> <p>Age : 65 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Political Science</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years^(*) : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	6 May 2010	<p>Information & Communication Technology, Law, Governance/ Compliance, Public Administration, Corporate Management</p>
<p>4. Mr. KRANPHOL ASAWASUWAN</p> <p>Gender: Male</p> <p>Age : 61 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years^(*) : Doesnt Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	6 May 2010	<p>Information & Communication Technology, Human Resource Management, Sustainability, Engineering, Data Analysis</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. AFZAL BIN ABDUL RAHIM Gender: Male Age : 47 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : No Residence in Thailand : No Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	9 Nov 2017	<p>Information & Communication Technology, Engineering, Leadership, Strategic Management, Business Administration</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mr. PATRICK CORSO Gender: Male Age : 52 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : No Residence in Thailand : No Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>9 Nov 2017</p>	<p>Finance, Corporate Management, Governance/ Compliance, Strategic Management, Business Administration</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. Chi Kwan, Alex Loh Gender: Male Age : 47 years Highest level of education : Bachelor's degree Study field of the highest level of education : Finance Thai nationality : No Residence in Thailand : No Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	2 Jul 2018	<p>Information & Communication Technology, Finance, Accounting, Strategic Management, Budgeting</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Associate Professor Dr. SUJATE JANTARANG Gender: Male Age : 62 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	29 Apr 2019	Information & Communication Technology, Law, Engineering, IT Management, Risk Management

Additional explanation:

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

List of board of directors who resigned / vacated their position during the year

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. WOODTIPONG MOLEECHAD	Chairman of the board of directors		✓	✓		
2. Mr. AKARAT NA RANONG	Vice-chairman of the board of directors		✓	✓		
3. Mr. TEERARAT PANTARASUTRA	Director	✓				✓
4. Mr. KRANPHOL ASAWASUWAN	Director	✓				✓
5. Mr. AFZAL BIN ABDUL RAHIM	Director		✓		✓	
6. Mr. PATRICK CORSO	Director		✓		✓	✓
7. Mr. Chi Kwan, Alex Loh	Director	✓				✓
8. Associate Professor Dr. SUJATE JANTARANG	Director		✓	✓		
Total (persons)		3	5	3	2	4

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	2	25.00

Skills and expertise	Number (persons)	Percent (%)
2. Banking	1	12.50
3. Transportation & Logistics	1	12.50
4. Information & Communication Technology	6	75.00
5. Law	2	25.00
6. Accounting	1	12.50
7. Finance	2	25.00
8. Human Resource Management	1	12.50
9. Sustainability	2	25.00
10. IT Management	1	12.50
11. Data Analysis	1	12.50
12. Corporate Management	2	25.00
13. Engineering	3	37.50
14. Leadership	2	25.00
15. Strategic Management	3	37.50
16. Risk Management	1	12.50
17. Internal Control	1	12.50
18. Budgeting	1	12.50
19. Governance/ Compliance	3	37.50
20. Public Administration	1	12.50
21. Business Administration	3	37.50

Information about the other directors ^{(*)(**)}

	2023	2024	2025
The chairman of the board and the highest-ranking executive are from the same person	-	No	No
The chairman of the board is an independent director	-	Yes	Yes
The chairman of the board and the highest-ranking executive are from the same family	No	No	No
Chairman is a member of the executive board or taskforce	-	No	No
The company appoints at least one independent director to determine the agenda of the board of directors meeting	No	No	No

Additional explanation :

(*) Composition of the Board of Directors is calculated from the Board of Directors data in the year 2022 onwards

(**) If a remark is specified, the remark from the most recent year will be displayed

The measures for balancing the power between the board of directors and the Management

The measures for balancing the power between the board of directors and the Management : Have

Methods of balancing power between the board of directors and Management : Others : Clear delineation and segregation of roles and responsibilities between the Board of Directors and the management

The Board of Directors has established a clear organizational structure that separates the roles and responsibilities of the Board and management. The Board of Directors, as the policy-setting and oversight body, is responsible for defining the vision, mission, policies, strategies, objectives, and long-term goals of the Company, overseeing and monitoring management to ensure that operations align with the Company's objectives and maximize value for the Company and its shareholder, and ensuring that business decisions consider the interests of all stakeholders. Management, as the operational and executive body, is responsible for executing business operations efficiently and in accordance with the Company's vision, mission, objectives, policies, strategies, and plans set by the Board, including regularly reporting performance and operational outcomes to the Board of Directors.

Information on the roles and duties of the board of directors

Board charter : Have

The Board of Directors, as the representative of the shareholders, plays a crucial role in defining the company's vision, mission, objectives, policies, directions, and strategies. The Board is also responsible for ensuring that the company's operations are conducted in strict compliance with applicable laws, the company's objectives and articles of

association, as well as the resolutions of the shareholders meetings. The Board shall perform its duties with integrity, responsibility, prudence, and due care in accordance with the good corporate governance principles and the highest ethical standards, for the utmost benefit of the company, its shareholders and all stakeholders.

The Board of Directors has established the Board of Directors Charter as a framework to guide the performance of duties and responsibilities of the Board in accordance with applicable laws, rules, regulations, and good corporate governance principles. The Charter is intended to promote efficiency, transparency, and accountability in the Boards operations.

The Board of Directors Charter sets out the key provisions and essential matters relating to the Board of Directors as follows:

1. Structure and Composition of the Board of Directors
2. Qualifications of Director
3. Tenure and Termination of Directorship
4. Directorship in Other Entities
5. Roles, Duties and Responsibilities of the Board of Directors
6. Authorities of the Board of Directors
7. Roles, Duties and Responsibilities of the Chairman of the Board
8. Meetings of the Board of Directors
9. Assessment of the Board of Directors Performance
10. Directors Remuneration
11. Reporting of the Board of Directors Performance

Reference link for the board charter : <https://www.symphony.net.th/storage/document/cg/charter-of-the-board-of-directors-en.pdf>

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

- Audit of financial statements and internal controls
- Others
- Review of Related Party Transactions or Transactions that may Lead to Conflict of Interest
- Review of Sufficiency of Internal Control System
- Review of Risk Management
- Review of Compliance with Laws and Principles of Good Corporate Governance
- Review and Supervision of Internal Auditing
- Consideration and Proposal for the Appointment of the Auditor and the Audit Fees

Scope of authorities, role, and duties

- Review the Companys financial reports to ensure their accuracy, completeness, and compliance with generally accepted accounting principles and financial reporting standards, as well as the adequacy of information disclosure.
- Review and endorse the Companys quarterly financial statements before submission to the Board of Directors for approval prior to filing with relevant regulatory authorities and review the annual financial statements prior to submission to the Board of Directors for consideration and further submission to the shareholders meeting for approval.
- Review and ensure that the Company complies with the Public Limited Companies Act, the Securities and Exchange Act, notifications of the Capital Market Supervisory Board, requirements of the SET, and other applicable laws relevant to the Companys business operations.
- Review and ensure that the Company has in place an appropriate and effective internal control and internal audit system.
- Consider the independence of the internal audit function and approve the appointment, transfer, or dismissal of the Head of Internal Audit or any other unit responsible for internal audit activities. The Audit Committee shall also jointly evaluate the performance of the Head of Internal Audit or such unit with the Chief Executive Officer.
- Consider and approve the annual internal audit plan and any amendments thereto, as well as to review internal audit reports and monitor corrective actions on significant findings identified therein.
- Consider, select, nominate, and propose the appointment or removal of an independent person to serve as the Companys external auditor, including consideration of the auditors remuneration, and to submit such recommendations to the Board of Directors for endorsement prior to submission to the shareholders meeting for approval.
- Coordinate with the external auditor regarding audit objectives, scope, procedures, plans, and issues encountered during the audit, as well as any significant matters identified by the auditor. The Audit Committee shall meet with the external auditor without the presence of management at least once per year.
- Review related-party transactions or transactions that may lead to conflicts of interest between the Company and its subsidiaries to ensure compliance with applicable laws, notifications of the Capital Market Supervisory Board, and the requirements of the SET. The Audit Committee shall ensure that such transactions are reasonable and in the best interest of the Company and that the disclosure of related party transactions or potential conflict-of-interest transactions is accurate, complete, and in compliance with applicable laws and SET requirements.
- Review and ensure that the Company has implemented an appropriate and effective system of good corporate governance and risk management.
- Attend training programs and continuously develop and enhance knowledge relevant to the duties and responsibilities of the Audit Committee.
- Regularly review and assess the adequacy of the Audit Committee Charter and propose recommendations to the Board of Directors for consideration to ensure that it remains up-to-date, appropriate, and consistent with prevailing circumstances and best practices.
- Perform any other acts related to the Audit Committees duties and responsibilities or as may be assigned by the Board of Directors with the agreement of the Audit Committee.

Reference link for the charter

<https://www.symphony.net.th/storage/document/cg/charter-of-the-audit-committee-en.pdf>

Nomination, Compensation, Corporate Governance and Sustainability Committee

Role

- Director and executive nomination
- Remuneration

- Corporate governance
- Sustainability development
- Climate-related risks and opportunities governance

Scope of authorities, role, and duties

Compensation Duties

- Establish and review policy, criteria, structures, forms, and levels of directors remuneration, both monetary and non-monetary, and submit them to the Board of Directors for consideration and subsequent approval by the shareholders meeting.
- Establish and review policy, criteria, structures, forms, methods, and levels of remuneration of the Chief Executive Officer, taking into consideration his or her duties and responsibilities, and submit them to the Board of Directors for approval.
- Establish and review guidelines, criteria, and methods for evaluating the performance of the Board of Directors and sub-committees and submit such criteria to the Board for approval. The NCCGS Committee shall also monitor the performance evaluation process to ensure its effectiveness and oversee the disclosure of evaluation criteria, procedures, and results in the Companys Annual Registration Statement/Annual Report (Form 56-1 One Report).
- Establish and review guidelines, criteria, and methods for evaluating the performance of the Chief Executive Officer and submit them to the Board of Directors for approval. The evaluation criteria shall be communicated to the Chief Executive Officer in advance.
- Conduct annual performance evaluations of the Chief Executive Officer in accordance with the approved criteria and methods and report the results to the Board of Directors for acknowledgment.
- Determine the annual salary adjustments and bonuses payout of the Chief Executive Officer, taking into account individual performance and the Companys overall results, and submit recommendations to the Board of Directors for approval.
- Review and endorse the criteria, calculation formula, and budget for the annual bonus payouts and salary adjustments for executives and employees.
- Review and endorse proposals for the issuance of new securities or warrants for directors, executives, and employees, including consideration of the appropriateness of related terms and conditions, and submit recommendations to the Board of Directors for consideration prior to obtaining approval from the shareholders meeting.

Corporate Governance Duties

- Provide advice, consider, and oversee the formulation of the Companys corporate governance policies and practices, including the Business Code of Conduct and other key corporate policies, to ensure compliance with applicable laws, regulations, and requirements set forth by regulatory authorities such as the Office of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), as well as with national and international standards and best practices. The NCCGS Committee shall submit such policies and practices to the Board of Directors for consideration and approval.
- Oversee to ensure that the corporate governance policy and practices, the Business Code of Conduct, and other key corporate policies are regularly reviewed, at least once per year by benchmarking them against current regulations, notifications, and best practices issued by relevant regulatory authorities and international standards and provide recommendations to the Board of Directors for revision and updates as appropriate.
- Oversee the Companys operations to ensure full compliance with the established corporate governance policy and practices, the Business Code of Conduct, and other key corporate policies.
- Oversee and support effective communication and dissemination of the Companys corporate governance policy and practices, the Business Code of Conduct, and other key corporate policies to all directors, executives, and employees at every level, ensuring that they are well-informed, fully understand, remain aware of their importance, and strictly adhere to them in the performance of their duties.

- Provide consultation, advice, and recommendations to the Board of Directors and management regarding good corporate governance practices in order to enhance the Company's governance structure and systems, thereby continuously elevating the Company's corporate governance standards.

Sustainability Duties

- Consider and provide guidance on the formulation of sustainable development policy and practices to serve as the operational framework for the Company, ensuring alignment with both national and international sustainable development guidelines and standards. This includes establishing sustainability indicators and goals that comprehensively address environmental, social, economic and governance dimensions. The NCCGS Committee shall also oversee and monitor the regular review and update of such policy and practices to ensure their relevance and appropriateness in light of changing circumstances.
- Provide advice and recommendations, as well as consider and endorse the prioritization of material sustainability issues, together with related strategies and management approaches for addressing such matters.
- Provide consultation, advice, and recommendations, as well as oversee and monitor the progress and performance of the Company's sustainability initiatives, including the management of climate change-related issues and greenhouse gas emission reduction efforts.
- Oversee the preparation and disclosure of the Company's sustainability performance reports to ensure that they comply with applicable laws, regulatory requirements, and guidelines prescribed by regulatory authorities, and are consistent with both national and international standards.

Other Duties

- Attend training programs and continuously enhance knowledge and competencies in matters relevant to the functions and responsibilities of the NCCGS Committee.
- Regularly review and assess the adequacy of the Charter of the Nomination, Compensation, Corporate Governance and Sustainability Committee, and provide recommendations to the Board of Directors for consideration and approval of any necessary amendments to ensure that it remains current and appropriate in light of prevailing circumstances.
- Perform any other duties related to the NCCGS Committee's authority and responsibilities, or as assigned by the Board of Directors.

Reference link for the charter

<https://www.symphony.net.th/storage/document/cg/charter-of-the-nomination-compensation-corporate-governance-and-sustainability-committee-en.pdf>

Risk Management Committee

Role

- Risk management

Scope of authorities, role, and duties

- Establish risk management policy, framework, and guidelines, including policy on business continuity management, for submission to the Board of Directors for approval. Oversee the implementation of such policies throughout the entire organization, and ensure that the policies, frameworks, and guidelines are regularly reviewed and updated to align with the Company's business operations, changing circumstances, and international standards.
- Consider and provide opinions on the establishment of enterprise risk management procedures.
- Consider and approve the results of risk identification, assessment, and prioritization, the Corporate Risk Profile, the Risk Appetite, and the Risk Tolerance.
- Provide advice, recommendations, and suggestions regarding risk management strategies, approaches, measures, and plans, including Key Risk Indicators (KRIs).
- Oversee to ensure that risk management covers all activities and processes within the Company's business

operations.

- Monitor key risk issues and information, including emerging risk trends, and ensure regular review and assessment of significant risks.
- Monitor the results of risk management activities, evaluate the effectiveness of risk management processes, and assess managements risk handling to ensure that risk management is carried out efficiently and effectively. This includes mitigating financial and non-financial losses, damages, and impacts on the Companys image and reputation in a timely and appropriate manner.
- Support and promote the continuous improvement and development of the Companys risk management systems and mechanisms.
- Participate in training programs and continuously enhance knowledge and understanding on matters relevant to the Risk Management Committees functions.
- Regularly review and assess the adequacy of the Risk Management Committee Charter and recommend improvements to the Board of Directors to ensure its alignment with objectives, and responsiveness to changing circumstances.
- Perform any other duties and responsibilities related to risk management, or as assigned by the Board of Directors.

Reference link for the charter

<https://www.symphony.net.th/storage/document/cg/charter-of-risk-management-committee-en.pdf>

Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
1. Mr. AKARAT NA RANONG (*) Gender: Male Age : 72 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director	26 Apr 2018	Economics, Banking, Internal Control, Governance/ Compliance, Business Administration

List of directors	Position	Appointment date of audit committee member	Skills and expertise
2. Mr. WOODTIPONG MOLEECHAD Gender: Male Age : 77 years Highest level of education : Bachelor's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	6 May 2010	Economics, Transportation & Logistics, Information & Communication Technology, Leadership, Sustainability
3. Associate Professor Dr. SUJATE JANTARANG Gender: Male Age : 62 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	29 Apr 2019	Information & Communication Technology, Law, Engineering, IT Management, Risk Management

Additional explanation :

(*) Directors with expertise in accounting information review

List of audit committee members who resigned / vacated their position during the year

List of executive committee members

List of executive committee members who resigned / vacated their position during the year

Other Subcommittees

Subcommittee name	Name list	Position
Nomination, Compensation, Corporate Governance and Sustainability Committee	Mr. WOODTIPONG MOLEECHAD	The chairman of the subcommittee (Independent director)
	Mr. AKARAT NA RANONG	Member of the subcommittee (Independent director)
	Associate Professor Dr. SUJATE JANTARANG	Member of the subcommittee (Independent director)
	Mr. KRANPHOL ASAWASUWAN	Member of the subcommittee
	Mr. TEERARAT PANTARASUTRA	Member of the subcommittee
	Mr. PATRICK CORSO	Member of the subcommittee
Risk Management Committee	Associate Professor Dr. SUJATE JANTARANG	The chairman of the subcommittee (Independent director)
	Mr. KRANPHOL ASAWASUWAN	Member of the subcommittee
	Mr. TEERARAT PANTARASUTRA	Member of the subcommittee

List of subcommittees who resigned / vacated their position during the year

Subcommittee name	Name list	Position	Date of resignation / termination	Replacement committee member
Risk Management Committee	Mr. Chi Kwan, Alex Loh	Member of the subcommittee	25 Apr 2025	Associate Professor Dr. SUJATE JANTARANG Appointment date of replacement committee member : 25 Apr 2025

Information on the executives

Information on the executives

List and positions of the executive

List of the highest-ranking executive and the next four executives

List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. Chi Kwan, Alex Loh Gender: Male Age : 47 years Highest level of education : Bachelor's degree Study field of the highest level of education : Finance Thai nationality : No Residing in Thailand : No Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Chief Executive Officer (The highest-ranking executive)</p>	<p>18 Dec 2024</p>	<p>Information & Communication Technology, Finance, Accounting, Strategic Management, Budgeting</p>
<p>2. Mr. Supornchai Chotputtikul Gender: Male Age : 59 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Executive Vice President - Regulatory Affairs Division</p>	<p>1 Jan 2010</p>	<p>Information & Communication Technology, Project Management, Engineering, Strategic Management, Business Administration</p>

List of executives	Position	First appointment date	Skills and expertise
<p>3. Mr. Apirath Wisitthiwong</p> <p>Gender: Male</p> <p>Age : 53 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Executive Vice President - Enterprise Business Unit	1 Apr 2025	Information & Communication Technology, Marketing, Negotiation, Strategic Management
<p>4. Mr. Paisarn Trichavaroj</p> <p>Gender: Male</p> <p>Age : 51 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Information Technology</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Senior Vice President - Information Technology Division	1 Jan 2015	Information & Communication Technology, Marketing, Sustainability, IT Management, Project Management
<p>5. Ms. Chanamon Cheroentaweepanukul</p> <p>Gender: Female</p> <p>Age : 46 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Senior Vice President - Human Resource Division	1 Mar 2023	Human Resource Management, Corporate Management, Strategic Management

List of executives	Position	First appointment date	Skills and expertise
6. Ms. Weerawan Suwantemee ^{(*)(**)} Gender: Female Age : 45 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : Yes	Head of Accounting Department	14 Nov 2025	Accounting

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

(**) Accounting supervisor

(***) Appointed after the fiscal year end of the reporting year

Organization structure diagram of the highest-ranking executive and the next four executives

Organization structure diagram of the highest-ranking executive and the next four executives from the top executive

Remuneration policy for executive directors and executives

The Company has established a clear and transparent executive compensation policy in alignment with the good corporate governance principles. The Board of Directors has assigned the Nomination, Compensation, Corporate Governance and Sustainability Committee to consider and determine the remuneration of the Chief Executive Officer and to propose it to the Board of Directors for approval.

The remuneration of the Chief Executive Officer comprises both short-term and long-term incentives, which are determined based on key performance indicators in three principal areas, namely:

1. Operational performance, such as achievement of operating revenue targets, net profit from operations, process improvement, and project management.
2. Roles and responsibilities of the position, reflecting the capability to formulate and drive strategies, plan and manage financial performance, develop human resources, and promote stability and sustainability across economic, social, and environmental dimensions, such as revenue and profit growth, customer satisfaction, employee satisfaction, and reduction of greenhouse gas emissions.
3. Leadership and personal attributes, including leadership, accountability, problem-solving and decision-making abilities, as well as continuous self-development.

For other executives, the Board of Directors has delegated authority to the Chief Executive Officer to determine compensation as appropriate, taking into consideration experience, duties and responsibilities, individual performance, and the Company's performance, in alignment with the policies and annual objectives.

Executive compensations have been set at a level comparable to that of companies within the same industry and of similar size, in order to attract and retain qualified and capable executives who play a significant role in the Company's success in both the short and long term.

Does the board of directors or the remuneration committee have an opinion on the remuneration policy for executive directors and executives : Doesnt Have

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	27,137,448.17	35,242,360.84	31,216,481.41
Total remuneration of executives (baht)	27,137,448.17	35,242,360.84	31,216,481.41

The executives' monetary remuneration comprises the following key components:

1. Fixed Compensation or salary, which is determined based on job duties and responsibilities, as well as individual experience, skills, and expertise. Salaries are reviewed annually, taking into consideration performance results, inflation, and movements in market wage rates.
2. Variable Compensation, which is performance-linked remuneration tied to individual performance and the Company's operating results, namely bonuses, which are determined based on the Company's overall performance and the individual executives performance.

Other remunerations of executive directors and executives

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	410,728.00	459,459.00	511,630.00
Employee Stock Ownership Plan (ESOP)	No	No	No

	2023	2024	2025
Employee Joint Investment Program (EJIP)	No	No	No

In addition to monetary compensation, the Company has established a policy on other forms of remuneration for executives, which includes the following:

- Benefits, such as life insurance, health insurance, accident insurance, provident fund contributions, social security contributions, and other benefits, in accordance with applicable laws, the Company's rules and regulations.
- Other Benefits, including privileges provided to executives to support the performance of their duties, such as a company car, fuel expenses, and telephone expenses.

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive directors and executives in the past year : 0.00

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Weerawan Suwantemee	weerawan@symphony.net.th	021011111

List of the company secretary

General information	Email	Telephone number
1. Ms. Atchara Aeampee	atchara.a@symphony.net.th	021011111

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Ms. Thanita Kititaveesatian	thanita.k@symphony.net.th	021011111

List of the head of the compliance unit

General information	Email	Telephone number
1. Ms. Atchara Aeampee	atchara.a@symphony.net.th	021011111
2. Mr. Supornchai Chotputtikul	supornchai@symphony.net.th	021011111
3. Ms. Nopparat Charoenpromskul	nopparat@symphny.net.th	021011111

Head of investor relations

Does the Company have an appointed head of : Have
investor relations

List of the head of investor relations

General information	Email	Telephone number
1. Mr. Chi Kwan, Alex Loh	alexloh@symphony.net.th	021011111
2. Ms. Thareerat Wongsrijan	ir@symphony.net.th	021011111

Company's auditor

Details of the companys auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
KPMG PHOOMCHAI AUDIT COMPANY LIMITED No. 1 Empire Tower Building, 50th Floor, Sathorn South Road. YAN NAWA SATHON Bangkok 10120 Telephone number 0 2677 2000	2,160,000.00	-	1. Ms. MARISA THARATHORNBUNPAKUL Email: marisa@kpmg.co.th License number: 5752

Details of the auditors of the subsidiaries

Audit fee (Baht)	Other service fees		
6,000.00	-		

Assigned personnel in case of a foreign company

Does the company have any individual assigned to : No
be representatives in Thailand

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

Information about the summary of duty performance of the board of directors over the past year

Summary of duty performance of the board of directors over the past year

The Board of Directors places great importance on good corporate governance by adhering to and complying with all eight principles of the Corporate Governance Code for Listed Companies 2017 (CG Code) issued by the Securities and Exchange Commission. This is to ensure that the Company maintains an efficient, transparent management system founded on integrity, with appropriate practices and the flexibility to adapt to changes in the business environment. Adherence to these principles aims to strengthen the confidence of shareholders, investors, and all stakeholders, enhance corporate value, and support the Company's stable and sustainable long-term growth.

The Board of Directors understands its role and recognizes its responsibilities as a leader in creating sustainable value for the Company. In 2025, the Board played a significant role in formulating policies and strategies to enhance the Company's competitiveness, as well as promoting and driving an organizational culture grounded in ethics, respect for rights, and accountability to shareholders and all stakeholders, so that the Company's operations contribute positively to society at large. In addition, the Board emphasized enhancing the effectiveness of the corporate governance system, internal control, and risk management to ensure that the Company's operations are transparent, accountable, and efficient. The Board closely and regularly monitored and supervised the performance of the management team, providing constructive comments and recommendations to support the Company's development and business operations. Key actions undertaken during the year are summarized as follows:

- Reviewed the Company's objectives, core goals, and business direction to ensure alignment with the evolving industry trends and changing business environment.
- Considered and approved the Company's strategies, business plans, and annual budget as proposed by management. The Board provided valuable comments, advice, and recommendations to support the effective implementation of the approved strategies and plans within the allocated budget and to achieve the Company's objectives.
- Supervised, provided guidance to, and regularly monitored management's performance to ensure alignment with the approved strategies and business plans within the approved budget. Management was required to report operating results and progress on key initiatives to the Board on a quarterly basis. For significant issues or situations that could affect business continuity, reputation, revenue-generating capability, or growth, the Board closely monitored developments and required management to promptly and continuously report on the situation, mitigation measures, and progress.
- Reviewed the Board Charter and the charters of sub-committees, including the roles, duties, and responsibilities of the Chairman of the Board. The Board approved revisions to the scope of authority, roles, duties, and responsibilities of its sub-committees, namely, the Nomination, Compensation, Corporate Governance and Sustainability Committee, and the Risk Management Committee, to align with additional mandates assigned by the Board and to comply with good corporate governance principles and regulatory requirements.
- Reviewed the structure and composition of the Board and its sub-committees to ensure alignment with good corporate governance principles, as well as the Company's strategy and business direction. In 2025, the Board restructured the Risk Management Committee by appointing Associate Professor Dr. Sujate Jantarang, an independent director with expertise in engineering, information technology, cybersecurity, and risk management, as Chairman of the Risk Management Committee to enhance the effectiveness of the Committee's performance.
- Reviewed the roles, duties, and responsibilities of the Chief Executive Officer and approved amendments to the CEO Charter to ensure alignment with the scope of authority and responsibilities delegated by the Board, as well as with the Company's current business and management context.
- Approved revisions to the Board and all sub-committee self-assessment forms, as proposed by the Nomination, Compensation, Corporate Governance and Sustainability Committee.

- Acknowledged the review of the Company's Corporate Governance Policy and Business Code of Conduct, and approved revisions to relevant practices to enhance governance effectiveness in line with current circumstances, regulatory requirements, and best practices at both national and international levels. For certain practices that could not yet be fully implemented in accordance with the CG Code for Listed Companies 2017, the Board established appropriate alternative measures.
- Approved revisions to key Company policies to ensure alignment with the business context, prevailing circumstances, regulatory requirements, and best practices at both national and international levels. The key policies revised in 2025 included the Sustainable Development Policy, Anti-Corruption Policy, Risk Management Policy, and Human Rights Policy.

Selection, development and evaluation of duty performance of the board of directors

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of newly appointed director to replace the ex-director

List of newly appointed director not being replaced the ex-director

Selection of independent directors

Criteria for selecting independent directors

The Nomination, Compensation, Corporate Governance and Sustainability ("**NCCGS**") Committee has been entrusted by the Board of Directors with the responsibility of establishing criteria and procedures for the nomination of qualified individuals possessing appropriate knowledge, experience, and capabilities, and who are suitable to be proposed as directors or independent directors for appointment by the shareholders meeting. The nomination criteria take into account the structure of the Board of Directors, which should comprise an appropriate number and composition in alignment with the Company's size, strategy, and business direction. Consideration is also given to the necessary competencies of the Board as defined in the Board Skill Matrix, as well as Board Diversity, encompassing knowledge, capabilities, professional expertise, and experience, without limitation as to age, gender, race, nationality, religion, or any other differences. Additionally, the nomination process ensures compliance with the Company's Articles of Association, applicable laws, and relevant regulations.

The NCCGS Committee has established the qualifications of directors and independent directors to serve as criteria for the nomination and selection of the Company's directors and independent directors, as follows:

Qualifications of Director

1. Being a natural person, and
 - (a) become sui juris.
 - (b) not be a bankrupt person, or incompetent or quasi-incompetent person,
 - (c) not have been imprisoned by the final verdict to a term of imprisonment for an offence against property committed dishonestly,

(d) not have been punished by an expulsion or removal due to the ground of corrupt practices in duties.

2. Possessing full qualifications and have neither prohibited characteristic as prescribed by Section 68 of the Public Limited Companies Act, including the law on operating telecommunication business and other relevant laws, nor characteristics indicating a lack of appropriateness in respect of trustworthiness in managing business whose shares are held by public shareholders as prescribed in Section 89/3 of the Exchange and Securities Act and the notifications or criteria specified by the Stock Exchange of Thailand, the Securities and Exchange Commission, or the Capital Market Supervisory Board

3. Having knowledge, skills, expertise, and experience that are beneficial to the Company and align with its business direction. The individual must be responsible, have broad vision, and maintain a positive attitude toward the organization.

4. Possessing a good conduct record and work history. Demonstrate honesty, integrity, and high ethical standards. Be able to perform fiduciary duties with integrity, prudence, and diligence. Willing and fully prepared to carry out assigned responsibilities to the best of ability, dedicating sufficient time and effort. Able to attend board meetings regularly.

5. Being able to express opinions, share vision, ask questions, and exercise judgment in decision-making independently and straightforwardly. Possesses the independence to oppose the actions of other Board members or management in cases of conflicting views on matters affecting the best interests of the Company, shareholders, and stakeholders.

6. Possessing leadership qualities, maturity, and emotional stability. Demonstrate effective listening skills and the ability to oversee management operations efficiently and effectively.

Qualifications of Independent Director

Independent director is a key mechanism in good corporate governance, ensuring that the interests of the Company as a whole are protected and that all shareholders receive fair and equal benefits. They act as a counterbalance between the Board of Directors and management while safeguarding shareholder rights

To ensure that independent directors maintain true independence and are not influenced by management, major shareholders, or any specific group, as well as to protect shareholder interests fairly and prevent conflicts of interest, the Company has established a definition and qualifications for independent directors that are stricter than those prescribed by the Capital Market Supervisory Board and the Stock Exchange of Thailand. The details are as follows:

1. Hold not more than 0.5% of the total voting shares of the Company, its parent company, subsidiary, associate, major shareholder, or controlling person, including shares held by related persons.

2. Is not, or has never been, an executive director, employee, staff member, advisor receiving regular remuneration, or a controlling person of the Company, its parent company, subsidiary, associate, major shareholder, or controlling person, both at present and for at least two (2) years prior to the appointment as an independent director.

3. Is not a person related by blood or legal registration as a father, mother, spouse, sibling, child, or spouse of a child of any other director, executive, major shareholder, controlling person, or any person nominated to become a director, executive, or controlling person of the Company, its subsidiaries, or associates.

4. Has no current or prior business relationship with the Company, its parent company, subsidiaries, associates, major shareholders, or controlling persons that may impair independent judgment, and is not significant shareholder, (holding more than 10% of the total voting shares of the Company, including those held by related persons), or controlling person of any entity having a business relationship with the Company, its parent company, subsidiaries, associates, major shareholders, or controlling persons, both at present and for at least two (2) years prior to appointment as an independent director.

For the purpose of this provision, a *business relationship* shall include commercial transactions conducted in the ordinary course of business, lease or sublease of immovable property, transactions involving assets or services, or the provision or receipt of financial assistance through lending, guarantees, or the use of assets as collateral, or other similar circumstances that result in indebtedness between the Company and the counterparty amounting to 3% or more of the Company's net tangible assets or 20 million baht, whichever is lower. The calculation of such indebtedness

shall follow the method prescribed under the Notification of the Capital Market Supervisory Board regarding rules on connected transactions, including indebtedness incurred during the one year period preceding the date of the business relationship with the same counterparty.

5. Is not, or has ever been, an auditor of the Company, its parent company, subsidiaries, associates, major shareholders, or controlling persons, and is not a significant shareholder, controlling person, or partner of the audit firm in which the auditor of the Company, its parent company, subsidiaries, associates, major shareholders, or controlling persons is employed, both at present and for at least two (2) years prior to appointment as an independent director.

6. Is not be, or has ever been, a professional service provider, including a legal or financial advisor receiving service fees exceeding two million Baht per year from the Company, its parent company, subsidiaries, associates, major shareholders, or controlling persons, and is not a significant shareholder, controlling person, or partner of such professional service provider, both at present and for at least two (2) years prior to appointment as an independent director.

7. Is not a director appointed to represent directors, major shareholders, or shareholders related to major shareholders of the Company.

8. Does not engage in a business of the same nature and in significant competition with the business of the Company or its subsidiaries, and is not a significant partner in a partnership, an executive director, employee, staff member, advisor receiving regular remuneration, nor a shareholder holding more than one percent (1%) of the total voting shares in any company operating a business of the same nature and in material competition with the Company or its subsidiaries, including shares held by related persons of such independent director.

9. Does not have any other characteristics that may impair the ability to express an independent opinion concerning the Companys operations.

In nominating suitable candidates for new directorships, the NCCGS Committee undertakes a selection process in accordance with the qualifications specified in the Companys Articles of Association, the Board Charter, and relevant laws and regulations. Candidates are considered through the following channels:

- Providing shareholders with the opportunity to nominate qualified individuals for election as directors in accordance with the criteria and conditions prescribed by the Board of Directors, as announced on the Companys website.
- Allowing directors to propose individuals whom they consider suitably qualified.
- Utilizing the Director Pool database of the Thai Institute of Directors Association (IOD).

Business or professional relationships of independent directors over the past year

Business or professional relationships of independent directors over the past year : No

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors through the nomination committee : Yes

Method for selecting persons to be appointed as the highest-ranking executive through the nomination : Yes

Number of directors from major shareholders

Number of directors from each group of major : 3
shareholders over the past year (persons)

Rights of minority shareholders on director appointment

At every general meeting of shareholders, the Company provides minor shareholders with the right to propose qualified candidates for nominating as the Company director according to the criteria set by the Company in advance before the meeting date. The submission period for agenda proposals and director nominations is announced on the Stock Exchange of Thailand website, and the relevant guidelines and forms are made available on the Companys website.

For the year 2025, the Company invited shareholders to propose qualified candidates for consideration and nomination to the shareholders meeting for election as directors in place of those retiring by rotation. The invitation was announced through the communication channels of the Stock Exchange of Thailand and on the Companys website. However, upon the expiration of the specified period, no shareholder submitted any nomination to the Company.

Method of director appointment : Method whereby each director requires approval votes more than half of the votes of attending shareholders and casting votes

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
-------------------	--	-----------------------------------

List of directors	Participation in training in the past financial year	History of training participation
<p>1. Mr. WOODTIPONG MOLEECHAD (Chairman of the board of directors, Independent director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2022: Advanced Audit Committee Program (AACP) • 2010: Director Certification Program (DCP) <p>Other</p> <ul style="list-style-type: none"> • 2025: Corporate Governance in New Normal (In-House Program) • 2025: Managing ESG for Sustainable Growth: Game-Changing Considerations for Board (In-House Program) • 2015: Anti-Corruption for Executive Program • 2015: Director Certification Program Update
<p>2. Mr. AKARAT NA RANONG (Vice-chairman of the board of directors, Independent director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2022: Advanced Audit Committee Program (AACP) • 2020: Ethical Leadership Program (ELP) • 2017: Role of the Chairman Program (RCP) • 2013: Director Certification Program (DCP) • 2007: Director Accreditation Program (DAP) <p>Other</p> <ul style="list-style-type: none"> • 2025: Corporate Governance in New Normal (In-House Program) • 2025: Managing ESG for Sustainable Growth: Game-Changing Considerations for Board (In-House Program) • 2008: Capital Market Academy Leadership Program • 2007: Role of Compensation Committee • 2004: Audit Committee Program

List of directors	Participation in training in the past financial year	History of training participation
<p>3. Mr. TEERARAT PANTARASUTRA (Director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2025: Directors Guide to Legal Obligations and Duties (DLD) • 2022: Role of the Chairman Program (RCP) • 2010: Director Certification Program (DCP) • 2009: Director Accreditation Program (DAP) <p>Other</p> <ul style="list-style-type: none"> • 2025: Corporate Governance in New Normal (In-House Program) • 2025: Managing ESG for Sustainable Growth: Game-Changing Considerations for Board (In-House Program) • 2017: Capital Market Academy Leadership Program • 2015: Administrative Law for Executive Program • 2014: Anti-Corruption for Executive Program • 2011: Fundamentals for Corporate Secretary
<p>4. Mr. KRANPHOL ASAWASUWAN (Director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2024: The Boards Role in Mergers and Acquisitions (BMA) • 2010: Director Certification Program (DCP) • 2010: Successful Formulation & Execution of Strategy (SFE) <p>Other</p> <ul style="list-style-type: none"> • 2025: Corporate Governance in New Normal (In-House Program) • 2025: Senior Executives Program in the Administrative Justice Process • 2024: Thai - Chinese Leadership Program

List of directors	Participation in training in the past financial year	History of training participation
		<ul style="list-style-type: none"> • 2023: CEO Learning Through Experiences Program • 2022: Smart City Leadership Program • 2021: Digital CEO Program • 2020: The National Defence Course • 2019: Joint Government-Private Sector Administration of Societys Peace and Order Course • 2018: The Executive Program in Energy Literacy for a Sustainable Future • 2017: Corporate Governor for Medical Executives Class • 2017: Top Executive Program in Commerce and Trade • 2016: Finance and Fiscal Management Program for Senior Executive • 2016: Thailand Insurance Leadership Program • 2015: Director Certification Program Update • 2014: Anti-Corruption for Executive Program • 2013: ASEAN Economic Community • 2011: Capital Market Academy Leadership Program
5. Mr. AFZAL BIN ABDUL RAHIM (Director)	Non-participating	-
6. Mr. PATRICK CORSO (Director)	Non-participating	-

List of directors	Participation in training in the past financial year	History of training participation
7. Mr. Chi Kwan, Alex Loh (Director)	Non-participating	-
8. Associate Professor Dr. SUJATE JANTARANG (Director, Independent director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2022: Advanced Audit Committee Program (AACP) • 2020: Director Certification Program (DCP) • 2018: Director Accreditation Program (DAP) <p>Other</p> <ul style="list-style-type: none"> • 2025: Managing ESG for Sustainable Growth: Game-Changing Considerations for Board (In-House Program) • 2025: Corporate Governance in New Normal (In-House Program) • 2025: ESG Legal Risk Prevention and Due Diligence (Refreshment Program) • 2024: AI Application for Growth • 2023: Forecasting Technology Innovation: Using Data for Strategic Advantage • 2023: Leadership and Innovation • 2021: Management of Technology: Roadmapping & Development

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The Board of Directors conducts an annual performance evaluation of the Board and all sub-committees, namely the Audit Committee, the Nomination, Compensation, Corporate Governance and Sustainability Committee, and the Risk Management Committee, at least once a year. The evaluation is carried out in the form of self-assessment at both the collective and individual levels. The evaluation results serve as important information for improving and enhancing the performance, efficiency, and effectiveness of the Board and its sub-committees.

In conducting the evaluation, the Board of Directors has established structured assessment forms for both the Board and each sub-committee, covering evaluations at both the collective and individual levels. The assessment comprises the following key evaluation topics:

Board of Directors

Group Basis	Individual Basis
1. Structure and Qualifications	1. Personal Qualifications
2. Duties Performance of the Board	2. Independence
3. Roles, Duties and Responsibilities	3. Competence and Readiness to Perform Duties
4. Meeting of the Board	4. Roles, Duties and Responsibilities
5. Relationship with Management	5. Participation in Meetings
6. Directors Development	6. Relationship with Management

Sub-Committees (consists of the Audit Committee, the Nomination, Compensation, Corporate Governance and Sustainability Committee, and the Risk Management Committee)

Group Basis	Individual Basis
1. Structure and Qualifications	1. Qualifications of Director
2. Roles, Duties and Responsibilities	2. Independence of Director
3. Meetings	3. Competence and Readiness to Perform Duties
4. Relationship with Management	4. Participation in Meetings
5. Performance Reporting	5. Relationship with management
6. Development of Knowledge and Capabilities	

Rating assigns the method of identifying each directors opinion by ticking (/) in the score box, from 0 4 only 1 slot in the evaluation form with the following meanings:

- 1 = Absolutely disagree, or no actions taken on that matter
- 2 = Disagree, or few actions taken on that matter
- 3 = Agree, or fair actions taken on that matter
- 4 = Rather agree, or adequate actions taken on that matter
- 5 = Absolutely agree, or excellent actions on that matter

Then all the scores are evaluated by mean of calculation percentage of full score. The criteria of scores are as follows equivalent or over 90% = excellent, equivalent of over 80% = very good, equivalent of over 70% = good, equivalent of over 60% = fair and less than 60% = improvement required

Evaluation of the duty performance of the board of directors over the past year

In 2025, the Board of Directors conducted a comprehensive performance evaluation of the Board and all sub-committees in a systematic manner. The sub-committees include the Audit Committee, the Nomination, Compensation, Corporate Governance and Sustainability Committee, and the Risk Management Committee.

The evaluation was carried out through a self-assessment process, covering both the collective performance of the Board and each committee (as a whole) and individual director performance. Members of the Board and members of each sub-committee were given the opportunity to provide feedback, comments, and recommendations independently, reflecting their views on performance effectiveness and supporting continuous improvement.

Overall, the evaluation results of the Board of Directors and all sub-committees, both at the collective and individual levels, for the year 2025 were rated at an **Excellent** level. This reflects the Boards effectiveness in corporate governance and its ability to perform duties in accordance with its roles and responsibilities appropriately.

Details of the evaluation of the duty performance of the board of directors

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	99.86	100
	Self-assessment	99.88	100
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	100	100
	Self-assessment	100	100
	Cross-assessment (assessment of another director)	None	None
Nomination, Compensation, Corporate Governance and Sustainability Committee	Group assessment	99.52	100
	Self-assessment	99.82	100
	Cross-assessment (assessment of another director)	None	None
Risk Management Committee	Group assessment	100	100
	Self-assessment	100	100
	Cross-assessment (assessment of another director)	None	None

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

The Board of Directors has assigned the Nomination, Compensation, Corporate Governance and Sustainability Committee to conduct an annual performance evaluation of the Chief Executive Officer (CEO). The evaluation criteria are based on the following:

1. performance outcomes and achievements against Corporate KPIs, including both financial and non-financial indicators, which are aligned with the Companys vision, mission, objectives, strategies, and business plans,

2. competencies, leadership, accountability, problem-solving and decision-making abilities, self-development, and people management, and
3. implementation of policies assigned by the Board of Directors, as well as the ability to develop the business or improve operational efficiency.

The results of the CEOs performance evaluation are used as a basis for determining remuneration and for planning the CEOs further knowledge and skills development.

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors⁽¹⁾

Number of the board of directors meeting over the : 8
past year (times)
Date of AGM meeting : 25 Apr 2025
EGM meeting : No

Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. WOODTIPONG MOLEECHAD (Chairman of the board of directors, Independent director)	8	/	8	1	/	1		/	
2. Mr. AKARAT NA RANONG (Vice-chairman of the board of directors, Independent director)	8	/	8	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
3. Mr. TEERARAT PANTARASUTRA (Director)	8	/	8	1	/	1		/	
4. Mr. KRANPHOL ASAWASUWAN (Director)	8	/	8	1	/	1		/	
5. Mr. AFZAL BIN ABDUL RAHIM (Director)	8	/	8	1	/	1		/	
6. Mr. PATRICK CORSO (Director)	8	/	8	1	/	1		/	
7. Mr. Chi Kwan, Alex Loh (Director)	8	/	8	1	/	1		/	
8. Associate Professor Dr. SUJATE JANTARANG (Director, Independent director)	8	/	8	1	/	1		/	

Remark: ⁽¹⁾ In 2025, the Company arranged one separate meeting of non-executive directors without the presence of executive directors and management on 28 November 2025, at which all non-executive directors were present.

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. WOODTIPONG MOLEECHAD (Chairman of the board of directors)	8/8 (100.00%)	1/1 (100.00%)	N/A
2. Mr. AKARAT NA RANONG (Vice-chairman of the board of directors)	8/8 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
3. Mr. TEERARAT PANTARASUTRA (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
4. Mr. KRANPHOL ASAWASUWAN (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
5. Mr. AFZAL BIN ABDUL RAHIM (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
6. Mr. PATRICK CORSO (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
7. Mr. Chi Kwan, Alex Loh (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
8. Associate Professor Dr. SUJATE JANTARANG (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	100.00%	100.00%	N/A

Detailed justification for the Company director's non-attendance at the Board of Directors' meeting

Remuneration of the board of directors

Types of remuneration of the board of directors

The 2025 Annual General Meeting of Shareholders held on 25 April 2025 approved the remuneration of the Board of Directors and sub-committees for the year 2025, with details as follows:

Monthly Retainer Fee and Meeting Allowance

The 2025 Annual General Meeting of Shareholders resolved to approve the monthly retainer fee and meeting allowances for the Board of Directors and sub-committees in an aggregate amount not exceeding Baht 7 million.

Board of Directors / Sub-Committee	Monetary Remuneration*					
	Chairman		Vice Chairman		Members	
	Monthly Retainer Fee (Baht/month)	Meeting Allowance (Baht/time) (only when attending meeting)	Monthly Retainer Fee (Baht/Month)	Meeting Allowance (Baht/time) (only when attending meeting)	Monthly Retainer Fee (Baht/Month)	Meeting Allowance (Baht/time) (only when attending meeting)
Board of Directors	30,000	40,000	25,000	40,000	25,000	30,000
Audit Committee	30,000	40,000	-	-	25,000	30,000
Nomination, Compensation, Corporate Governance and Sustainability Committee	30,000	40,000	-	-	25,000	30,000
Risk Management Committee	30,000	40,000	-	-	25,000	30,000

*Remark: * Directors who also serve as executives of the Company shall not receive remuneration in their capacity as members of the Board of Directors or as members of any sub-committee.*

Bonus

The 2025 Annual General Meeting of Shareholders approved the payment of directors bonuses for the year 2025 at a rate of 1.5% of the total dividend payment (if any), but not exceeding Baht 3 million.

In 2025, the Company paid directors bonuses for the year 2024 in the total amount of Baht 1,033,617, representing 1.5% of the total dividends paid of Baht 68,907,762.

Other benefits

- None -

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. WOODTIPONG MOLEECHAD (Chairman of the board of directors, Independent director)			1,580,000.00		N/A
Board of Directors (Chairman of the board of directors)	290,000.00	360,000.00	650,000.00	No	
Audit Committee (Member of the audit committee)	150,000.00	300,000.00	450,000.00	No	
Nomination, Compensation, Corporate Governance and Sustainability Committee (The chairman of the subcommittee)	120,000.00	360,000.00	480,000.00	No	
2. Mr. AKARAT NA RANONG (Vice-chairman of the board of directors, Independent director)			1,540,000.00		N/A
Board of Directors (Vice-chairman of the board of directors)	290,000.00	300,000.00	590,000.00	No	
Audit Committee (Chairman of the audit committee)	200,000.00	360,000.00	560,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Nomination, Compensation, Corporate Governance and Sustainability Committee (Member of the subcommittee)	90,000.00	300,000.00	390,000.00	No	
3. Mr. TEERARAT PANTARASUTRA (Director)			N/A		N/A
Board of Directors (Director)	N/A	N/A	N/A	No	
Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	No	
Nomination, Compensation, Corporate Governance and Sustainability Committee (Member of the subcommittee)	N/A	N/A	N/A	No	
4. Mr. KRANPHOL ASAWASUWAN (Director)			N/A		N/A
Board of Directors (Director)	N/A	N/A	N/A	No	
Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Nomination, Compensation, Corporate Governance and Sustainability Committee (Member of the subcommittee)	N/A	N/A	N/A	No	
5. Mr. AFZAL BIN ABDUL RAHIM (Director)			N/A		N/A
Board of Directors (Director)	N/A	N/A	N/A	No	
6. Mr. PATRICK CORSO (Director)			N/A		N/A
Board of Directors (Director)	N/A	N/A	N/A	No	
Nomination, Compensation, Corporate Governance and Sustainability Committee (Member of the subcommittee)	N/A	N/A	N/A	No	
7. Mr. Chi Kwan, Alex Loh (Director)			N/A		N/A
Board of Directors (Director)	N/A	N/A	N/A	No	
Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
8. Associate Professor Dr. SUJATE JANTARANG (Director, Independent director)			1,750,000.00		N/A
Board of Directors (Director)	220,000.00	300,000.00	520,000.00	No	
Audit Committee (Member of the audit committee)	150,000.00	300,000.00	450,000.00	No	
Risk Management Committee (The chairman of the subcommittee)	120,000.00	270,000.00	390,000.00	No	
Nomination, Compensation, Corporate Governance and Sustainability Committee (Member of the subcommittee)	90,000.00	300,000.00	390,000.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	800,000.00	960,000.00	1,760,000.00
2. Audit Committee	500,000.00	960,000.00	1,460,000.00
3. Nomination, Compensation, Corporate Governance and Sustainability Committee	300,000.00	960,000.00	1,260,000.00

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
4. Risk Management Committee	120,000.00	270,000.00	390,000.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	1,390,000.00	1,590,000.00	1,720,000.00
Other monetary remuneration (Baht)	3,285,468.00	2,880,000.00	3,150,000.00
Total (Baht)	4,675,468.00	4,470,000.00	4,870,000.00

Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the board of directors over the past year : 632,919.00
(Baht)⁽²⁾

Remark: ⁽²⁾ Bonus for the year 2025 which was calculated in proportionately at 1.5% of the proposed dividend payment of the total proposed dividend amount of Baht 42,194,620.51 (if any dividend is declared)

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

- Does the Company have subsidiaries and associated companies : Yes
- Mechanism for overseeing subsidiaries and associated companies : Yes
- Mechanism for overseeing management and taking responsibility for operations in subsidiaries and associated companies approved by the board of directors : The appointment of representatives as directors, executives, or controlling persons in proportion to shareholding, The determination of the scope of duties and responsibilities of directors and executives as company representatives in establishing important policies, Disclosure of financial condition and operating results, Transactions between the company and related parties, Other significant transactions, Acquisition or disposal of assets, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business

The Board of Directors oversees the operations of the company's subsidiaries and associates to protect the Company's investment interests through the following measures:

1. Assigning directors or executives to serve as directors, executives, or controlling persons in subsidiaries and associates, in proportion to the Company's shareholding, to ensure effective supervision. The appointment of the Company's representatives to take position in the subsidiary and associated company must be approved by the Board of Directors.
2. Stipulating that directors or executives who are appointed as the Company's representatives in subsidiaries and associates must report business performance and significant changes in subsidiaries and associates to the Board of Directors on a quarterly basis. Before subsidiaries or associates undertake major transactions, such as significant asset acquisitions or disposals, joint ventures, capital increases or reductions, they must first obtain approval from the Company's Board of Directors before proceeding with voting or exercising decision-making rights.
3. Determining that the director or executive being appointed as director or executive of subsidiary or associated companies must ensure that subsidiary or associated companies have regulations on connected transactions, acquisition or disposition of assets, or other significant transactions in a correct and complete manner and has criteria of entering into such transactions and disclosure of information similar to the criteria of the Company.
4. Supervising to ensure that subsidiary and associated companies have an appropriate and sufficient internal control system; arrange accounting and financial reports that are correct in accordance with related laws and generally accepted accounting standards and can be gathered for preparation of consolidated financial statements within specified period.
5. Encouraging subsidiaries and associates to adopt the Company's corporate governance policies, Business Code of Conduct, and anti-corruption policy to maintain consistency in ethical business practices.

Information on the monitoring of compliance with corporate governance policy and guidelines

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of interest over the past year : Yes

The Company has established a policy to conduct its business with integrity, openness, transparency, and fairness. Directors, executives, and employees are required to avoid any actions that may give rise to conflicts of interest with the Company. Such actions include engaging in businesses that compete with the Company; undertaking any activities that may cause damage to the Company or result in the Company receiving less benefit than it should; sharing in or seeking benefits from the Company's business for personal gain; using the Company's information for personal benefit; and holding shares in competing businesses.

In cases where it is necessary to enter into a related party transaction, the Board of Directors is responsible for ensuring that the Company strictly complies with the Securities and Exchange Act, as well as the rules, regulations, notifications, orders, and requirements of the Capital Market Supervisory Board, the Securities and Exchange

Commission, the Stock Exchange of Thailand, and other relevant regulatory authorities. The Company must also comply with disclosure requirements regarding related party transactions in accordance with accounting standards prescribed by the Federation of Accounting Professions.

Where related party transactions constitute ordinary business transactions or transactions supporting ordinary business operations and are conducted on an arms length basis, the Company may proceed within the scope of authority approved by the Board of Directors.

In the event where a connected transaction is an ordinary business transaction and a transaction supporting ordinary business with general trading conditions, the Company shall comply with the framework of authority approved by the Board of Directors.

For related party transactions that are not in the ordinary course of business or not conducted on arms length terms in accordance with the principles prescribed by the Board of Directors, such transactions must be reviewed and approved by the Audit Committee prior to submission for approval by the Board of Directors or the shareholders meeting, as the case may be.

To provide directors, executives, and employees with clear guidelines to perform their duties with integrity and transparency, without seeking personal benefits that conflict with the Company's interests, and to ensure compliance with the Securities and Exchange Act and related regulations, the Board of Directors has established guidelines on conflicts of interest and reporting of interests as part of the Company's Business Code of Conduct. In addition, the Company has formally adopted a written **Related Party Transaction Policy**. (<https://www.symphony.net.th/storage/document/cg/connected-transaction-policy-en.pdf>)

The Company has announced and communicated the Business Code of Conduct and the Related Party Transaction Policy to all directors, executives, and employees via email and internal communication channels, as well as through various activities such as meetings, briefings, and training sessions. All relevant people are required to formally acknowledge and strictly comply with such Code and Policy. Furthermore, the Company has published the Business Code of Conduct and the Related Party Transaction Policy on its website at www.symphony.net.th to ensure convenient and broad access for all stakeholders and the public.

All members of the Board of Directors have been informed of the Related Party Transaction Policy through Board meetings and email communications, and have formally acknowledged the policy in writing, representing 100% of the total number of directors.

In addition, to prevent transactions that may give rise to conflicts of interest with the Company and to ensure compliance with applicable laws, rules, and regulations, the Company requires directors and executives to submit a report of their interests and those of their related persons. Such interests include any that may be connected with the management of the Company or its subsidiary. The report must disclose positions held as directors or executives in other juristic persons, both by the reporting person and related persons, within 30 days from the date of appointment in the Company. Updates must also be submitted whenever there is any change in such interests. This enables the Board of Directors to have sufficient and accurate information for careful and transparent consideration when approving transactions of the Company and its subsidiary. The Company Secretary is responsible for maintaining these reports of interests and submitting copies to the Chairman of the Board and the Chairman of the Audit Committee within seven business days from the date the Company receives such report.

During 2025, the Company did not enter into any related party transactions in violation of, or in non-compliance with, the regulations of the Securities and Exchange Commission or the Stock Exchange of Thailand. There were no instances of non-compliance with the Company's Business Code of Conduct concerning the prevention of conflicts of interest, nor with the Company's Related Party Transaction Policy. Furthermore, there were no related party transactions that required approval from the Board of Directors or the shareholders meeting.

Number of cases or issues related to conflict of interest

	2023	2024	2025
Total number of cases or issues related to conflict of interest (cases)	0	0	0

Prevention of the use of inside information to seek benefits

Operations for prevention of the use of inside information to seek benefits over the past year

Has the company operated in preventing the use of : Yes
inside information to seek benefits over the past year

The Company places great importance on the handling of inside information that has not yet been disclosed to the public, or information that may affect the Companys securities price. The Company recognizes that proper management of such information is essential to prevent information leakage or misuse for improper personal gain. Such actions would not only constitute violations of the law but could also adversely affect the Companys credibility and reputation.

To ensure equality and fairness among all shareholders, the Board of Directors has established a written **Use of Inside Information and Securities Trading Policy**. (<https://www.symphony.net.th/storage/document/cg/use-of-inside-information-and-securities-trading-policy-en.pdf>) This Policy is designed to prevent directors, executives, employees, and external parties performing duties for the Company who have knowledge of, access to, or possession of inside information from using undisclosed inside information to trade securities or seek improper benefits for themselves or others. The key practices under this policy are as follows:

1. Use of Inside Information

Directors, executives, employees, and external parties performing duties for the Company who have knowledge of, prepare, or possess inside information must not use undisclosed inside information, or information that may affect the Companys securities price, for improper personal gain or for the benefit of others. They are required to strictly comply with the Use of Inside Information Policy.

2. Holding and Trading of the Companys Securities

Directors, executives, and employees have the right and freedom to invest in and trade the Companys securities. However, to prevent the misuse of undisclosed inside information for improper benefit, the Company prohibits directors, executives, and employees who have access to inside information, as well as their related persons - - spouses or cohabiting partners, minor children, and juristic persons in which such directors, executives, employees, and their related persons collectively hold more than 30% of the total voting rights and are major shareholders of such juristic persons, from trading the Companys securities during the blackout periods, which covers 30 days prior to the disclosure of quarterly and annual financial statements and continues until 24 hours after such information has been publicly disclosed.

The Company Secretary will notify directors, executives, and relevant employees of the blackout period in advance via email.

3. Reporting on the Companys Securities Holdings

Directors and executives are required to report their holdings of the Companys securities, including those held by their related persons (i.e., spouses or cohabiting partners, minor children, and juristic persons in which they and their related persons hold shares), to the Company Secretary. They must also report any changes in securities holdings,

whether by purchase, sale, transfer, or acceptance of transfer, to the Securities and Exchange Commission in accordance with Section 59 of the Securities and Exchange Act B.E. 2535 (1992), as amended, within three business days from the date of such change. A copy of the report must also be submitted to the Company Secretary for record-keeping.

The Company Secretary is responsible for compiling and reporting information on the securities holdings of directors and executives, including their related persons, to the Board of Directors on a quarterly basis. The Company also discloses securities holdings at the beginning and end of the year, as well as any changes during the year, both directly and indirectly, in the Company's Annual Registration Statement/Annual Report (Form 56-1 One Report).

In 2025, the Company Secretary reported information on the securities holdings and changes in holdings of directors and executives, both directly and indirectly, to the Board of Directors on four occasions, namely in February, May, August, and November.

The Company has announced and communicated the Use of Inside Information and Securities Trading Policy to all directors, executives, and employees through email and internal communication channels, as well as through various activities such as meetings, briefings, and training sessions. All relevant persons are required to formally acknowledge and strictly comply with such Policy.

In addition, the Company has published the Use of Inside Information and Securities Trading Policy on its website at www.symphony.net.th to ensure convenient and broad access for stakeholders and the general public.

All members of the Board of Directors have been informed of the Use of Inside Information and Securities Trading Policy through Board meetings and email communications, and have formally acknowledged the Policy in writing, representing 100% of the entire Board.

For executives and relevant employees, the Company has communicated the Policy comprehensively via email.

In 2025, there were no cases in which directors, executives, or relevant employees traded the Company's securities during the designated blackout period. Furthermore, the Company did not receive any complaints, nor were there any instances in which the Company was fined, accused, or subject to civil proceedings by relevant regulatory authorities as a result of misconduct by directors, executives, or employees relating to the misuse of inside information or improper securities trading.

Number of cases or issues related to the use of inside information to seek benefits

	2023	2024	2025
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

Anti-corruption action

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over : Yes
the past year

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

The Company considers corruption to be unlawful conduct that undermines business credibility and may cause damage to the Company and society as a whole. Therefore, the Company has a policy of opposing corruption in all forms and does not tolerate such conduct, whether directly or indirectly.

The Board of Directors has established anti-corruption guidelines as part of the Company's Business Code of Conduct and has adopted a written **Anti-Corruption Policy**, (<https://www.symphony.net.th/storage/document/cg/anti-corruption-policy-en.pdf>) along with related procedures, such as guidelines on the giving and receiving of gifts or other benefits, hospitality and entertainment, charitable donations and sponsorships. These serve as clear and standardized frameworks for conducting business. Such policies and procedures cover all business operations and activities of the Company across all departments, and require all directors, executives, and employees to strictly comply. Any form of corruption, whether direct or indirect, is strictly prohibited. This is to promote transparent and ethical business practices and to support the Company's sustainable growth. The Company reviews its Anti-Corruption Policy and related procedures on an annual basis to ensure that they are appropriately updated and aligned with changes in the business environment, applicable laws, and evolving circumstances.

The Company has announced and communicated its Anti-Corruption Policy, measures, and practices to personnel at all levels through various communication channels, including email. The Company has also published such Policy, measures, and practices on its website at www.symphony.net.th to ensure convenient and broad access for stakeholders and the general public.

In addition, the Company provides orientation training for all new employees, which includes education on its Anti-Corruption Policy, measures, and practices as part of the onboarding program. The Company also continuously promotes awareness and provides knowledge on anti-corruption to its personnel through various appropriate activities, such as meetings, training sessions, e-Learning programs, and knowledge assessments relating to anti-corruption measures.

These efforts are intended to ensure that personnel have a proper understanding of the Policy, are able to apply them appropriately in practice, and collectively foster a corporate culture that does not tolerate corruption in any form.

The Company conducts corruption risk assessments across all departments, performing such assessments separately from other risk categories. It also regularly carries out self-assessments to evaluate the effectiveness of its anti-corruption measures.

In addition, the Company has established whistleblowing channels for employees and stakeholders to report any observed or suspected violations of its anti-corruption policies, measures, and practices, as well as any conduct that may indicate corruption. The Company has implemented transparent, credible, and fair investigation procedures, along with clearly defined disciplinary measures.

To demonstrate its commitment to combating corruption as a listed company and to build confidence among shareholders, investors, and all stakeholder groups, the Company has signed a declaration of intent to join the Thai Private Sector Collective Action Against Corruption (CAC), an initiative led by the Thai Institute of Directors Association (IOD). The objective is to collectively promote anti-corruption efforts on a broad scale. The Company was first certified as a CAC member on 30 September 2020. In November 2023, the Company successfully completed its first recertification as a CAC member, with a certification period of three years (2024-2026).

Furthermore, in 2025, the Company enhanced its role as a CAC member by participating in the CAC Change Agent program to expand a transparent and corruption-free business network. The Company has encouraged and supported its suppliers and business partners to declare their intent to join the CAC initiative, thereby promoting

greater transparency throughout the supply chain. This aligns with the Company's sustainable development goals and its commitment to accountability toward all stakeholders.



In 2025, there were no issues, deficiencies, complaints, or whistleblowing reports relating to corruption involving the Company's directors, executives, or employees. The Company was not subject to any fines or penalties due to non-compliance with applicable laws or regulations. There were no negative news reports, reputational issues, regulatory settlements, accusations, or civil proceedings by relevant authorities. Additionally, no directors, executives, or employees resigned or were terminated due to corruption-related matters.

Number of cases or issues related to corruption

	2023	2024	2025
Total number of cases or issues related to corruption (cases)	0	0	0

Whistleblowing

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing procedures over the past year : No / In progress

Number of cases or issues related to whistleblowing

	2023	2024	2025

	2023	2024	2025
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

The monitoring of compliance with other corporate governance policy and guidelines

The Company remains committed to translating good corporate governance principles into concrete practices across the organization. In 2025:

- The Company was never subject to any regulatory action or accusation for failure to disclose significant information within the timeframe prescribed by regulatory authorities, nor for improper disclosure of information.
- There were no instances of fines, accusations, or civil proceedings initiated by regulatory authorities, such as the Securities and Exchange Commission or the Stock Exchange of Thailand, in relation to ethical misconduct.
- No directors, whether independent directors, non-executive directors, or executive directors, resigned due to corporate governance issues of the Company.
- There were no cases, negative news, or reputational damage arising from deficiencies or failures in the Board of Directors governance responsibilities.

Information on report on the results of duty performance of the audit committee in the past year

Meeting attendance of audit committee⁽³⁾

Meeting attendance of audit committee (times) : 5

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. AKARAT NA RANONG (Chairman of the audit committee)	5	/	5	5/5 (100.00%)

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
2 Mr. WOODTIPONG MOLEECHAD (Member of the audit committee)	5	/	5	5/5 (100.00%)
3 Associate Professor Dr. SUJATE JANTARANG (Member of the audit committee)	5	/	5	5/5 (100.00%)
Average meeting attendance rate				(100.00%)

Remark: ⁽³⁾ In 2025, in addition to the regular Audit Committee meetings mentioned above, the Audit Committee held one separate meeting with the external auditor without the presence of management on 14 November 2025, at which all Audit Committee members attended the meeting.

The results of duty performance of the audit committee

The Audit Committee of Symphony Communication Public Company Limited comprises three qualified Independent Directors who possess knowledge, expertise, and experience in various fields, including business administration, finance, economics, risk management, law, engineering, innovation, and technology. All members fully meet the qualifications as prescribed in the Audit Committee Charter, which has been established in accordance with the guidelines and notifications of the Capital Market Supervisory Board, as well as the requirements of the Stock Exchange of Thailand (SET). Each member has sufficient knowledge and experience to review the accuracy and reliability of the Company's financial statements, as well as the effectiveness and adequacy of the internal control system. The members of the Audit Committee are as follows:

1. Mr. Akarat Na Ranong Chairman of the Audit Committee
2. Mr. Woodtipong Moleechad Member of the Audit Committee
3. Assoc. Prof. Dr. Sujate Jantarang Member of the Audit Committee

In 2025, the Audit Committee convened a total of five meetings, during which discussions were held with senior management, the external auditor, the internal audit function, and management representatives. In addition, the Audit Committee held one private meeting with the external auditor without management's presence, to allow for independent discussions regarding the auditor's performance and to receive key observations, findings, and opinions arising from the review and audit of the financial reports, as well as the evaluation of the Company's internal control system. All members of the Audit Committee attended every meeting. Details of meeting attendance are as follows:

Name	Position	Number of Meeting Attendance/Number of Total Meetings	Number of Meeting Attendance with Auditors without Managements Presence/Number of Total Meetings
1. Mr. Akarat Na Ranong	Chairman	5/5	1/1
2. Mr. Woodtipong Moleechad	Member	5/5	1/1
3. Assoc. Prof. Dr. Sujate Jantarang	Member	5/5	1/1

The Audit Committee has performed its duties independently as assigned by the Board of Directors and in accordance with the Audit Committee Charter, which is aligned with the requirements and best practices for audit committees prescribed by the Office of the Securities and Exchange Commission (**SEC**), as well as the regulations of the SET. The key activities of the Audit Committee in 2025 are summarized as follows:

Review of Financial Reports

The Audit Committee reviewed the accuracy, completeness, and reliability of the Company's and its subsidiaries' interim and annual financial statements, which were prepared in accordance with Thai Financial Reporting Standards (TFRS) and aligned with International Financial Reporting Standards (IFRS). The Committee held discussions with the external auditor, senior executive, and management representatives on significant matters, including the accuracy and completeness of the financial statements, material accounting adjustments, accounting estimates, the appropriateness of accounting policies and methods, audit scope, and the exercise of judgment in the preparation of financial statements. The Audit Committee carefully considered and raised inquiries to ensure that the preparation of the financial statements and the disclosures in the notes to the financial statements were accurate, transparent, reliable, and in compliance with applicable laws, accounting standards, and generally accepted accounting principles.

In addition, the Audit Committee convened a meeting with the external auditor without the presence of the management to exclusively discuss with the external auditor about the audit plans, the adequacy of information and cooperation provided by management, independence in performing duties and examining information that is important in preparing financial statements, risk management and internal control system, suggestions for the internal control system in the financial reporting process, and the auditor's opinion. For the year 2025, the external auditors confirmed their independence, in performing duties, reported no obstacles or scope limitations in the audit process, and identified no irregularities, suspicious circumstances, significant concern, or material issues requiring additional reporting.

Based on the above review, the Audit Committee is of the opinion that the Company's accounting and financial reporting process is supported by an appropriate internal control system, and that the external auditor was able to perform its duties independently without any restriction on the scope of audit. As a result, the financial statements present fairly, in all material respects, the Company's financial position, operating results, and cash flows in accordance with applicable accounting standards and financial reporting standards, with adequate and appropriate disclosures.

Review of Related Party Transactions or Transactions with Potential Conflict of Interest

The Audit Committee places importance on reviewing transactions between the Company and related parties, including transactions that may give rise to conflicts of interest, to ensure compliance with applicable laws, regulations, and requirements of the SEC and the SET, as well as the Company's established policies. The Audit Committee emphasizes that all relevant units strictly adhere to the prescribed policies, rules, and procedures, and requires the external auditor to review such transactions on a quarterly basis.

In 2025, the Audit Committee reviewed related party transactions and transactions that may involve conflicts of interest of the Company and its subsidiaries. The Committee also reviewed the accuracy, completeness, and adequacy of the disclosure of such transactions on a quarterly basis and reported the results to the Board of Directors.

The Audit Committee is of the opinion that the Company's related party transactions during the year were conducted under normal commercial terms and conditions, with reasonable pricing comparable to transactions with external parties. Such transactions were fair, did not favor any particular party, were in the ordinary course of business, and were in the best interests of the Company. Furthermore, the disclosure of information regarding these transactions was transparent, complete, accurate, and in compliance with the requirements of the SEC and the SET.

Review of the Adequacy of the Internal Control System

The Audit Committee reviewed the effectiveness and adequacy of the Company's internal control system by considering the internal audit reports and the external auditors' reports on a quarterly basis. The Audit Committee also continuously monitored management's implementation of corrective actions based on audit recommendations in order to understand the causes of any deficiencies, provide guidance to prevent potential damage, and oversee management's corrective measures to prevent recurrence.

In addition, the Audit Committee reviewed the results of the assessment of the adequacy of the Company's internal control system, as conducted by the internal audit function in accordance with SECs guidelines. The Audit Committee did not identify any issues or deficiencies that could have a material impact on the Company.

Based on the above considerations, the Audit Committee is of the opinion that the Company has an adequate, appropriate, and effective internal control system.

Review of the Effectiveness of the Risk Management System

The Audit Committee reviewed and ensured that the Company conducts comprehensive risk assessments covering all dimensions, including emerging risks arising from various situations and challenges, and that effective risk management plans and measures are in place. The Audit Committee acknowledged and monitored the results of risk management through quarterly reports from the internal audit function and the external auditor.

The Audit Committee is of the opinion that the Company has an effective risk management system in place to prevent or mitigate potential impacts on its business operations. The system is aligned with the COSO ERM 2017 Enterprise Risk Management framework, which is internationally recognized.

Review and Oversight of Internal Audit Activities

The Audit Committee closely oversees the performance of the Internal Audit Department, including holding private meetings with the Head of Internal Audit without managements presence, to ensure that internal audit activities and advisory roles relating to the internal control system are conducted independently, effectively, and in accordance with the established objectives. The Audit Committee has also provided recommendations to enhance internal audit operations in terms of personnel, work processes, as well as the tools and technologies used in performing audit activities.

The Audit Committee reviewed and approved the internal audit plan for the year 2025, which was developed based on the enterprise risk assessment results, input from management, and the significance of each business process. The plan is aligned with the Company's business objectives and the evolving business environment, with a focus on evaluating the effectiveness of key preventive controls, including audits relating to anti-fraud and anti-corruption measures. The Audit Committee has continuously monitored the implementation of the audit plan, provided guidance, and overseen corrective actions on significant findings to strengthen good corporate governance and ensure an adequate and appropriate internal control system.

In addition, the Audit Committee evaluated the performance of the Head of Internal Audit and the overall quality of internal audit work. The Audit Committee approved matters relating to the selection, appointment, transfer, termination, and staffing of the Internal Audit Department to ensure alignment with the approved audit plan, and supported the continuous professional development and career advancement of internal auditors.

The Audit Committee is of the opinion that the Internal Audit Department operates independently, professionally, and effectively. The internal audit plan is aligned with the Company's objectives and risk profile, and the audit results have achieved the established targets.

Review of Good Corporate Governance and Compliance with Laws, Rules, and Regulatory Requirements

The Audit Committee places importance on promoting and overseeing the Company's adherence to good corporate governance principles. The Audit Committee supports the adoption of information technology in governance and operational processes to enhance efficiency, reduce the risk of non-compliance with laws, regulations, and Company policies, and minimize opportunities for fraud and corruption.

The Audit Committee reviewed the Company's compliance with the Public Limited Companies Act, the Securities and Exchange Act, the regulations and requirements of the SEC and the SET, as well as other laws and regulations relevant to the Company's business operations. The Audit Committee also closely monitored the performance of relevant departments to ensure that operations were conducted properly, transparently, and in compliance with applicable laws, regulations, and requirements.

The Audit Committee is of the opinion that the Company has strictly complied with applicable laws, regulations, internal policies, and obligations to external parties. This reflects the Company's commitment to conducting its business with transparency in accordance with good corporate governance principles and with responsibility toward all stakeholders.

Consideration and Proposal for Appointment of External Auditor and Determination of Audit Fees for the Year 2025

The Audit Committee considered and selected the external auditor for the fiscal year 2025 by taking into account the auditors qualifications, knowledge, capabilities, and audit experience; independence in performing duties; audit quality; appropriateness of the audit fee; and compliance with auditor rotation requirements as prescribed by the Capital Market Supervisory Board.

After due consideration, the Audit Committee resolved to propose to the Board of Directors for submission to the 2025 Annual General Meeting of Shareholders the appointment of auditors from KPMG Phoomchai Audit Limited, an audit firm approved by the SEC, to serve as the external auditor of the Company and its subsidiary, namely:

1. Ms. Marisa Tharathornbunpakul, Certified Public Accountant No. 5752
2. Mr. Udomsak Busaraniphon Certified Public Accountant No. 10331
3. Ms. Jamjuree Sathapornchaiwat, Certified Public Accountant No. 11567
4. Mr. Piyarat Singkhorn, Certified Public Accountant No. 11641

In addition, the Audit Committee proposed the audit fee for the fiscal year 2025 in the total amount of Baht 2,160,000.

The 2025 Annual General Meeting of Shareholders, held on 25 April 2025, resolved to approve the appointment of the external auditor and the determination of the audit fee for the fiscal year 2025 as proposed.

Performance Evaluation

The Audit Committee conducted its annual performance evaluation for 2025 through a self-assessment process at both the committee and individual levels. The evaluation results were rated Excellent, reflecting that the Audit Committee has fully and effectively discharged its duties and responsibilities as stipulated in the Audit Committee Charter. In performing its duties, the Audit Committee adhered to the principles of accuracy, prudence, transparency, and independence, with due regard to the best interests of the Company and fairness to all stakeholders on an equitable basis.

Reporting of Performance

The Audit Committee regularly reported its performance to the Board of Directors at least once a quarter to ensure that the Board was informed of its oversight activities in various areas. In cases where any transaction or action was identified, or suspected, that could materially affect the Company's financial position or operating results, the Audit Committee would promptly report such matters to the Board of Directors. However, during the past year, no events or indications were found that could have a material impact on the Company.

In addition, the Audit Committee prepared its report for disclosure in the 2025 Annual Registration Statement/Annual Report (Form 56-1 One Report) in compliance with the rules and requirements of the SEC Office and the Stock Exchange of Thailand.

In summary, throughout 2025, the Audit Committee performed its duties independently, with competence, integrity, and due care, in full accordance with the responsibilities assigned by the Board of Directors and as prescribed in the Audit Committee Charter. The Audit Committee provided constructive opinions and recommendations to support good corporate governance, while upholding the best interests of the Company, its shareholders, and all stakeholders with fairness, transparency, and equality.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Nomination, Compensation, Corporate Governance and Sustainability Committee

Meeting Nomination, Compensation, Corporate Governance and Sustainability Committee : 3
(times)

List of Directors	Meeting attendance of Nomination, Compensation, Corporate Governance and Sustainability Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. WOODTIPONG MOLEECHAD (The chairman of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
2 Mr. AKARAT NA RANONG (Member of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
3 Associate Professor Dr. SUJATE JANTARANG (Member of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
4 Mr. KRANPHOL ASAWASUWAN (Member of the subcommittee)	3	/	3	3/3 (100.00%)
5 Mr. TEERARAT PANTARASUTRA (Member of the subcommittee)	3	/	3	3/3 (100.00%)
6 Mr. PATRICK CORSO (Member of the subcommittee)	3	/	3	3/3 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Nomination, Compensation, Corporate Governance and Sustainability Committee

The Nomination, Compensation, Corporate Governance and Sustainability (NCCGS) Committee of Symphony Communication Public Company Limited plays a significant role in supporting the Board of Directors in promoting good corporate governance within the Company. The NCCGS Committees primary responsibilities include considering, nominating, and proposing qualified individuals for appointment as directors and Chief Executive Officer; determining the remuneration of directors and the Chief Executive Officer; formulating corporate governance policy and practices, the Business Code of Conduct, and other key policies; and overseeing the Companys operations to ensure compliance with established policies and corporate governance best practices at both national and international levels. The Committee also oversees the Companys sustainability initiatives, covering key issues such as human rights, climate change, and social and environmental responsibility.

Currently, the NCCGS Committee comprises six members of the Board of Directors, consisting of three independent directors, one non-executive director, and two executive directors: namely,

1. Mr. Woodtipong Moleechad Chairman of the NCCGS Committee
2. Mr. Akarat Na Ranong Member of the NCCGS Committee
3. Assoc. Prof. Dr. Sujate Jantarang Member of the NCCGS Committee
4. Mr. Patrick Corso Member of the NCCGS Committee
5. Mr. Teerarat Pantarasutra Member of the NCCGS Committee
6. Mr. Kranphol Asawasuwana Member of the NCCGS Committee

In 2025, the NCCGS Committee held a total of three meetings. A summary of each members attendance is presented as follows:

Name	Position	Number of Meeting Attendance/Number of Total Meetings
1. Mr. Woodtipong Moleechad	Chairman	3/3
2. Mr. Akarat Na Ranong	Member	3/3
3. Assoc. Prof. Dr. Sujate Jantarang	Member	3/3
4. Mr. Patrick Corso	Member	3/3
5. Mr. Kranphol Asawasuwana	Member	3/3
6. Mr. Teerarat Pantarasutra	Member	3/3

The NCCGS Committee has regularly reported its performance, including opinions and recommendations, to the Board of Directors. The NCCGS Committee performed its duties as assigned by the Board and in accordance with the NCCGS Committee Charter. The key activities undertaken during the past year are summarized as follows:

Nomination

1. Reviewed the structure and composition of the Board of Directors to ensure compliance with applicable laws and regulations and alignment with the Company's business direction and strategic objectives. The NCCGS Committee concluded that the current structure and composition of the Board remain appropriate.

2. Considered, nominated, and selected qualified individuals for proposal to the Board of Directors for submission to the 2025 Annual General Meeting of Shareholders for election as directors in place of those retiring by rotation. In this regard, the NCCGS Committee acted in accordance with the nomination policy, criteria, and procedures approved by the Board of Directors, which are aligned with good corporate governance principles, the Company's Articles of Association, and applicable laws. Consideration was given to the Board Skill Matrix to ensure the Board possesses the necessary skills and expertise, as well as diversity in terms of gender, nationality, ethnicity, age, knowledge, and experience.

In 2025, the Company provided shareholders with the opportunity to nominate qualified candidates for consideration as directors in accordance with the prescribed criteria during the period from 21 October 2024 to 30 December 2024, in line with good corporate governance principles. However, upon the expiration of the specified period, no shareholder submitted any nomination for consideration at the 2025 Annual General Meeting of Shareholders. Accordingly, the NCCGS Committee recommended that the Board of Directors propose the names of the directors retiring by rotation in 2025, namely Associate Professor Dr. Sujate Jantarang, Mr. Afzal Abdul Rahim, and Mr. Alex Loh Chi Kwan, to the shareholders meeting for re-election for another term. The Annual General Meeting of Shareholders resolved to re-elect all three directors as proposed.

3. Reviewed the criteria and procedures for the nomination of directors, including the criteria for granting shareholders the right to nominate candidates for election as directors at the 2026 Annual General Meeting of Shareholders. The NCCGS Committee concluded that the existing criteria and practices remain appropriate and consistent with good corporate governance principles.

Remuneration

1. Considered and determined the remuneration of the Board members and members of the sub-committees, namely the Audit Committee, the Nomination, Compensation, Corporate Governance and Sustainability Committee, and the Risk Management Committee, for the year 2025. The remuneration structure comprised monthly remuneration, meeting allowance, and bonus. The proposal was submitted to the Board of Directors for approval prior to being presented to the 2025 Annual General Meeting of Shareholders for consideration and approval. In determining such remuneration, due consideration was given to the scope of duties and responsibilities of each position, individual performance, the Companys operating results, overall economic conditions, and benchmarking against listed companies on the Stock Exchange of Thailand with similar business characteristics and size. The shareholders meeting resolved to approve the proposal as presented.

2. Evaluated the performance of the Chief Operating Officer for the year 2024 and reported the evaluation results to the Board of Directors.

3. Considered and determined the bonus payment rate for the Chief Operating Officer for the year 2024 and proposed it to the Board of Directors for approval. The bonus payment rate was determined based on performance evaluation results, managerial capability, leadership, alignment with the Companys operating results, achievements in sustainability performance across various dimensions, and the overall economic conditions.

4. Approved the policy, criteria, and limit for the annual performance bonus for the year 2024, as well as the annual salary increment rate and limit for the year 2025 for employees and executives. The salary increment rate and bonus payments were set at appropriate levels in alignment with the Companys performance.

5. Approved the disclosure of remuneration information of the Board of Directors and the sub-committees in the Companys Annual Registration Statement/Annual Report (Form 56-1 One Report) to promote transparency and accountability.

Corporate Governance

1. Reviewed and improved the performance evaluation forms for the Board of Directors and its sub-committees, namely the Audit Committee, the Nomination, Compensation, Corporate Governance and Sustainability Committee, and the Risk Management Committee, to ensure alignment with their respective roles, duties, and responsibilities as stipulated in the revised charters of the Board and its sub-committees.

2. Reviewed the corporate governance policy and practices, the Business Code of Conduct, and other key policies. The NCCGS Committee endorsed amendments to the Corporate Governance Policy and practices, as well as to key policies, including the Anti-Corruption Policy, Risk Management Policy, Human Rights Policy, and Information Disclosure Policy, to ensure alignment with the Companys business context, applicable laws and regulations, best corporate governance practices, and sustainability guidelines.

3. Oversaw and monitored the performance of the Board of Directors and management to ensure compliance with the Companys corporate governance policy and practices, Business Code of Conduct, and key policies. The NCCGS Committee also provided guidance and recommendations to ensure that compliance with such policies and practices is complete, accurate, efficient, and effective.

Sustainability

1. Considered the proposed revisions to the Sustainable Development Policy and submitted them to the Board of Directors for approval, in order to ensure alignment with evolving circumstances and emerging trends.

2. Acknowledged the sustainability disclosure guidelines and requirements under IFRS S1 and IFRS S2, and provided recommendations and guidance to the Sustainable Development Committee to ensure readiness and alignment with the prescribed standards and requirements.

3. Acknowledged the report on the review of material sustainability issues (Materiality), as well as the Companys sustainability performance and greenhouse gas emission reduction results. The NCCGS Committee provided recommendations and guidance to ensure that operations are effectively aligned with the Companys sustainability policies, sustainability targets, and greenhouse gas emission reduction goals.

In addition, the NCCGS Committee reviewed and proposed amendments to the NCCGS Committee Charter to the Board of Directors to align with its expanded roles, duties, and responsibilities in overseeing sustainability-related operations as assigned by the Board. At the Board of Directors Meeting No. 7/2025 held on 14 November 2025, the Board resolved to approve the proposed amendments to the NCCGS Committee Charter.

For the fiscal year 2025, the NCCGS Committee conducted a self-assessment of its performance, both the Committee as a whole and on an individual basis. The evaluation results were rated Excellent, reflecting that the NCCGS Committee has fully and effectively carried out its duties and responsibilities as assigned by the Board of Directors and as stipulated in the NCCGS Committee Charter, with diligence, prudence, transparency, and independence.

The NCCGS Committee has provided candid opinions and recommendations with due regard to the best interests of the Company, its shareholders, and all stakeholders. The NCCGS Committee remains committed to performing its duties with fairness and impartiality in accordance with good corporate governance principles, while ensuring that the Company operates in strict compliance with applicable laws, regulations, rules, and requirements. The Company's operations are conducted with transparency, integrity, accountability to the community, society, and the environment, and with zero tolerance for fraud and corruption in all forms. These efforts are aimed at driving the Company toward stable growth, enhancing its readiness to adapt to business changes, and achieving long-term sustainability.

Meeting attendance of Risk Management Committee

Meeting Risk Management Committee (times) : 4

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Associate Professor Dr. SUJATE JANTARANG (The chairman of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
2 Mr. KRANPHOL ASAWASUWAN (Member of the subcommittee)	4	/	4	4/4 (100.00%)
3 Mr. TEERARAT PANTARASUTRA (Member of the subcommittee)	4	/	4	4/4 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Risk Management Committee

The Board of Directors of Symphony Communication Public Company Limited recognizes the importance of risk management as a key component of good corporate governance and a critical mechanism enabling the Company to achieve its objectives and goals sustainably. Effective risk management enhances confidence among investors and stakeholders, supports more prudent management decision-making, creates opportunities to add value to the business, and strengthens the Company's preparedness to appropriately prevent and respond to various types of risks.

The Board oversees the establishment of a comprehensive risk management framework covering significant risks in all dimensions, including strategic risk, operational risk, financial risk, and governance and compliance risk. In 2025, the Company expanded the scope of its risk management to address emerging risks arising from economic changes, information technology risks, cybersecurity and data protection risks, as well as sustainability (ESG) risks and risks related to climate change.

In addition to business risk management, the Company places importance on managing the impacts of significant events that may affect operations and service continuity (Business Continuity), such as uncertainties relating to neighboring countries and risks from natural disasters, including floods, which may affect infrastructure, customer services, and employee operations. The Company has reviewed and enhanced its Business Continuity Plan (BCP) and emergency response plans to ensure greater preparedness. This includes conducting impact assessments, performing scenario analysis, and closely monitoring early warning signals to enable timely responses, minimizing impacts on stakeholders, and maintaining operational stability.

To ensure that the Company has appropriate and effective systems, processes, and practices in place for risk management and business continuity management, with tangible implementation and continuous oversight of key risks, and to embed risk management as part of the corporate culture, the Board of Directors has established the Risk Management Committee. The Risk Management Committees structure comprises members of the Board and representatives from management to strengthen the Companys governance and risk management framework.

In 2025, following the completion of the term of Mr. Alex Loh Chi Kwan, Chief Executive Officer, who served as a member of the Risk Management Committee and expressed his intention not to seek reappointment due to increased duties and responsibilities, the Board reviewed and refined the structure and composition of the Risk Management Committee to align with the Companys current context. The Board appointed Associate Professor Dr. Sujate Jantarang, an Independent Director with expertise in innovation, information technology, and digital transformation, as Chairman of the Risk Management Committee. In addition, Ms. Nopparat Charoenpromsakul, Head of Risk and Compliance Management Department, was appointed as an additional member of the Risk Management Committee to enhance continuity, efficiency, and alignment with the Companys current risk landscape.

Currently, the Risk Management Committee comprises three members of the Board of Directors: one is independent director and two are executive directors, and three members representing the management, namely:

1. Assoc. Prof Dr. Sujate Jantarang⁽¹⁾ Chairman of the Risk Management Committee
2. Mr. Teerarat Pantarasutra Member of the Risk Management Committee
3. Mr. Kranphol Asawasuan Member of the Risk Management Committee
4. Ms. Nopparat Charoenpromskul⁽²⁾ Member of the Risk Management Committee (management representative)
5. Ms. Thanita Kititaveesatian Member of the Risk Management Committee (management representative)
6. Ms. Siriwan Prempreethaweesin Member of the Risk Management Committee (management representative)

Remark

⁽¹⁾ Assoc. Prof. Dr. Sujate Jantarang, Independent Director, was appointed as Chairman of the Risk Management Committee by the resolution of the Board of Directors Meeting No. 3/2025 held on 25 April 2025.

⁽²⁾ Ms. Nopparat Charoenpromskul, Head of Risk and Compliance Management Department, was appointed as a member of the Risk Management Committee by the resolution of the Board of Directors Meeting No. 4/2025 held on 9 May 2025.

In 2025, the Risk Management Committee held a total of four meetings. A summary of each members attendance is presented as follows:

Name	Position	Number of Meeting Attendance/Number of Total Meetings
1. Assoc. Prof. Dr. Sujate Jantarang	Chairman	3/3 ⁽¹⁾
2. Mr. Teerarat Pantarasutra	Member	4/4
3. Mr. Kranphol Asawasuwana	Member	4/4
4. Mr. Alex Loh Chi Kwan	Member	1/1 ⁽²⁾
5. Ms. Nopparat Charoenpromskul	Member	2/2 ⁽³⁾
6. Ms. Thanita Kititaveesatian	Member	4/4
7. Ms. Siriwan Prempreethaweesin	Member	4/4

Remark

⁽¹⁾ Assoc. Prof. Dr. Sujate Jantarang attended his first Risk Management Committee meeting at Meeting No. 2/2025, held on 28 April 2025.

⁽²⁾ Mr. Alex Loh Chi Kwan attended only one Risk Management Committee meeting, as he completed his term as a member of the Risk Management Committee on 25 April 2025.

⁽³⁾ Ms. Nopparat Charoenpromskul attended her first Risk Management Committee meeting at Meeting No. 3/2025, held on 29 July 2025.

The Risk Management Committee performed its duties in accordance with the Risk Management Committee Charter. The key activities undertaken during the past year can be summarized as follows:

1. Reviewed the Company's risk management policy, framework, and guidelines, including business continuity management, and proposed them to the Board of Directors for consideration and approval, while overseeing the implementation of enterprise-wide risk management in an appropriate and effective manner.

2. Considered and provided opinions on the establishment of the Company's risk management processes to ensure they are systematic and aligned with the Company's strategy and business direction.

3. Reviewed and approved the results of risk identification, assessment, and prioritization, including the Risk Map, Risk Appetite, and Risk Tolerance levels.

4. Provided advice and recommendations on risk management strategies, measures, action plans, and key risk management indicators to enhance the effectiveness of the Company's risk management practices.

5. Ensured that risk management covers all activities, departments, and stages of the Company's business operations comprehensively.

6. Monitored significant risk issues and risk trends, regularly reviewed risk assessments, and evaluated the effectiveness of management's risk management practices to minimize potential impacts and damages to the Company's financial position and reputation.

7. Supported the continuous development and enhancement of the Company's risk management system and promoted ongoing knowledge development in risk management for both the Board of Directors and management.

The Risk Management Committee opined that the Company's risk management performance in 2025 has shown continuous improvement and has been able to respond appropriately to changing circumstances and emerging challenges. The Company has demonstrated its capability to manage risks comprehensively and effectively, while maintaining risk levels within acceptable limits.

The Risk Management Committee has regularly reported its risk management performance to the Board of Directors at least once a quarter to ensure timely oversight and to support prudent, well-informed decision-making by management. This has contributed to greater operational stability and strengthened the Company's readiness for sustainable long-term growth.

In addition, the Risk Management Committee reviewed and proposed amendments to the Risk Management Committee Charter to the Board of Directors in order to align with its expanded roles, duties, and responsibilities in

overseeing risk management operations. At the Board of Directors Meeting No. 7/2025 held on 14 November 2025, the Board resolved to approve the proposed amendments to the Risk Management Committee Charter.

For 2025, the Risk Management Committee conducted a self-assessment of its performance, both the Committee as a whole and on an individual basis. The evaluation results were rated as Excellent, reflecting that the Risk Management Committee has fully and effectively carried out its duties and responsibilities as assigned by the Board of Directors and as stipulated in the Risk Management Committee Charter.

The Risk Management Committee reaffirms its commitment to shareholders that the Company will continue to develop and enhance its risk management processes to ensure they remain up to date, comprehensive, and aligned with the evolving business environment. This will support long-term growth and create sustainable value for shareholders and all stakeholders.

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Symphony Communication Public Company Limited ("the Company") 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.

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 organizations material sustainability issues and objectives.



Reference link for sustainability policy : <https://www.symphony.net.th/storage/document/cg/sustainable-development-policy-en.pdf>

Sustainability management goals

Does the company set sustainability management goals : Yes

Environmental Dimension

Energy Efficiency

- Increase the proportion of alternative energy usage to substitute electricity consumption by 20% at each operational site

Greenhouse Gas Emission

- Achieve carbon neutrality by 2050 (B.E. 2593)
- Achieve net zero greenhouse gas emissions by 2065 (B.E. 2608)

Social Dimension

Human Rights

- Zero violations of laws and regulations related to human rights
- Zero cases and zero complaints from stakeholders regarding human rights violations
- No cases or complaints related to discrimination arising from any form of differences

Human Capital Management and Development

- Employee engagement score of not less than 80%.
- Regrettable loss rate of high-potential employees with more than one year of service not exceeding 5% of total employees
- Employee participation rate in activities promoting positive employee experience and holistic well-being of not less than 30%.

Data Protection and Privacy

- **Zero complaints from stakeholders** related to personal data security and privacy protection

Community and Social Value Creation

- No complaints from communities regarding the Company's operations
- No violations of laws and regulations relating to communities and society

Economic and Governance Dimension

Corporate Governance

- Maintain the Company's corporate governance assessment rating at the highest level
- No incidents, adverse news, or reputational damage arising from deficiencies or failures in corporate governance

Business Code of Conduct and Anti-Corruption

- 100% of employees complete training on Business Code of Conduct and Anti-Corruption Policy.
- Zero incidents, complaints, or whistleblowing reports related to violations of Business Code of Conduct or corruption involving directors, executives, or employees of the Company.

Network and Solutions Development

- Maintain service continuity and stability, with performance measured by a Mean Time to Repair (MTTR) of not exceeding 3 hours.
- 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.
- Introduce new digital solutions that enhance energy efficiency, reduce greenhouse gas emissions, or support customers sustainable business operations.

- Achieve consistent and stable revenue growth from connectivity and digital solution services, as measured by the overall revenue growth derived from such services.

Customer Relations Management

- Aspire to become the number one trusted partner of choice among enterprise customers.
- Effectively retain the existing customer base by maintaining the customer churn rate and contract termination rate at a low level.
- Achieve a customer satisfaction rate of not less than 95%.
- No complaints arise regarding service quality, or that any complaints received are managed effectively without adversely affecting customer confidence and trust.

Cybersecurity

- No severe cybersecurity incidents occur that result in the leakage of critical information or cause disruption to business operations.
- No cybersecurity incidents that could adversely affect the safety, confidence, or trust of stakeholders.
- Full compliance with applicable laws, regulations, and requirements of relevant regulatory authorities concerning cybersecurity, with no violations.
- No complaints are received from stakeholders relating to data security, privacy protection, or cyberattacks
- Maintain the readiness and effectiveness of cybersecurity systems and measures in alignment with international standards and recognized best practices on a continuous basis.

Supply Chain Management

- 100% of critical Tier 1 suppliers acknowledge and comply with the Supplier Code of Conduct
- Conduct ESG risk assessments for 100% of critical Tier 1 suppliers in accordance with the Companys established framework

United Nations SDGs that align with the organization's sustainability management goals : Goal 3 Good Health and Well-being, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 10 Reduce Inequalities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals

Information on review of policy and/or goals of sustainable management over the past year

Review of policy and/or goals of sustainable management over the past year

Has the company reviewed the policy and/or goals of sustainable management over the past year : Yes

Has the company changed and developed the policy and/or goals of sustainable management over the past year : Yes

1. To enhance the roles and responsibilities of the Board of Directors in determining the Companys overarching purpose (High Purpose) with respect to organizational sustainability.
2. To strengthen the roles and responsibilities of the Nomination, Compensation, Corporate Governance and Sustainability Committee in overseeing the management of issues related to climate change, greenhouse gas emissions reduction, and human rights.
3. To expand the roles and responsibilities of the Risk Management Committee in overseeing and ensuring that the Companys enterprise risk management framework, including its risk management plans, comprehensively

incorporates sustainability-related risks across environmental, social, and governance (ESG) dimensions, as well as climate-related risks, including both physical and transition risks, which may have an impact on the Company's business operations.

Information on impacts on stakeholder management in business value chain

Business value chain

Excellent Exploration

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.

Excellent Selection

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.

Excellent Development

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.

Excellent Engagement

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.

Business value chain diagram



Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			
<ul style="list-style-type: none"> • Employees 	<ul style="list-style-type: none"> • Fair and appropriate, compensation and benefits • Career opportunities and advancement • Effective and equitable performance appraisal system • Income security • Positive, hygienic, and safe working environment • Worklife balance • Good quality of life and happiness at work • Support for continuous development of capabilities, skills, and knowledge • Fair and equal treatment • Respect for employees personal rights and privacy • Access to information regarding the Companys strategy, 	<ul style="list-style-type: none"> • Establish the Companys regulations, policies, and human resources practices in compliance with labor laws and other applicable local laws and regulations. • Provide appropriate remuneration and benefits. • Respect human rights, promote diversity, and ensure fair and equitable treatment of employees. • Encourage the continuous development of employees capabilities, knowledge, and skills. • Promote employees quality of life and ensure 	<ul style="list-style-type: none"> • Social Event • Online Communication • Internal Meeting • Complaint Reception • Employee Engagement Survey • Training / Seminar • Others <ul style="list-style-type: none"> • Survey of perspectives and expectations of employee representatives to be incorporated into the formulation or improvement of the Companys operational plan

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>direction, and operating results</p> <ul style="list-style-type: none"> • Opportunities to be heard and to participate in expressing opinions • Safe channels for submitting suggestions and lodging complaints • Service quality, efficiency, reliability, and security • Comprehensive service coverage • Digital solutions services that effectively meet all requirements • Fair and reasonable pricing • Clear and accurate communication of information • Provision of information, recommendations, or advice with knowledge, expertise, and responsibility • Timely delivery of products and 	<p>their physical and mental well-being.</p> <ul style="list-style-type: none"> • Enhance occupational health and safety by maintaining a clean and suitable working environment • Provide secure channels for submitting suggestions and lodging complaints. • Organize recreational activities, as well as activities to strengthen relationships and engagement between employees and the Company. • Continuously expand and enhance network efficiency. • Develop and deliver comprehensive digital solution 	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>services in accordance with agreed timeframes</p> <ul style="list-style-type: none"> • High-quality after-sales service, with prompt and attentive responses to issues or complaints • Protection of customer data and confidentiality of business information • Convenient and easily accessible communication channels 	<p>innovations capable of meeting all customer requirements.</p> <ul style="list-style-type: none"> • Provide service excellence, ensure timely delivery, and fulfill agreed commitments. • 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. • Continuously manage and strengthen customer relationships. • Regularly conduct 	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		customer satisfaction surveys.	
<u>External stakeholders</u>			
<ul style="list-style-type: none"> • Customers 	<ul style="list-style-type: none"> • Service quality, efficiency, reliability, and security • Comprehensive service coverage • Digital solutions services that effectively meet all requirements • Fair and reasonable pricing • Clear and accurate communication of information • Provision of information, recommendations, or advice with knowledge, expertise, and responsibility • Timely delivery of products and services in accordance with agreed timeframes • High-quality after-sales service, with prompt and attentive responses to 	<ul style="list-style-type: none"> • Continuously expand and enhance network efficiency. • Develop and deliver comprehensive digital solution innovations capable of meeting all customer requirements. • Provide service excellence, ensure timely delivery, and fulfill agreed commitments. • Build confidence in service delivery, security management, personal data protection, and business continuity under internationally recognized standards, 	<ul style="list-style-type: none"> • Visit • Social Event • Online Communication • Complaint Reception • Satisfaction Survey • Training / Seminar • Others <ul style="list-style-type: none"> • Customer relationship initiatives on various occasions and marketing activities • Surveys of perspectives and expectations of customer representatives to be incorporated into the formulation or improvement of the Companys operational plans

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>issues or complaints</p> <ul style="list-style-type: none"> • Protection of customer data and confidentiality of business information • Convenient and easily accessible communication channels 	<p>such as ISO 20000-1, CSA-STAR, ISO 27001, and ISO 22301.</p> <ul style="list-style-type: none"> • Continuously manage and strengthen customer relationships. • Regularly conduct customer satisfaction surveys. 	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Business partners 	<ul style="list-style-type: none"> • Reputation, credibility, transparency, and good corporate governance • Creation of shared value and mutual business benefits • Exchange of knowledge to enhance business improvement and innovation in new products and services • Timely support in the event of issues or challenges • Trust, collaboration, and long-term business partnership • Protection of business confidentiality • Business growth and continuity 	<ul style="list-style-type: none"> • Comply with the Business Code of Conduct. • Enter into transparent and fair cooperation agreements. • Review and exchange views to initiate and develop value-creating products and services. • Safeguard the confidential information of business partners. • Communicate effectively. • Provide timely assistance in resolving issues that may arise. 	<ul style="list-style-type: none"> • Visit • Social Event • Online Communication • Complaint Reception • Training / Seminar • Others <ul style="list-style-type: none"> • Business cooperation agreements/contracts • Joint meetings with business partners • Inviting business partners to participate in the Companys activities • Surveys of perspectives and expectations of representatives of business partners, to be incorporated into the formulation or improvement of the Companys operational plans
<ul style="list-style-type: none"> • Suppliers 	<ul style="list-style-type: none"> • Reputation, credibility, and good corporate governance • Fair and equitable treatment • Fair and transparent 	<ul style="list-style-type: none"> • Establish policies, guidelines, and procurement procedures that are transparent, equitable, and fair, and 	<ul style="list-style-type: none"> • Social Event • Online Communication • Complaint Reception • Training / Seminar • Others

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>supplier selection and procurement policy and procedures</p> <ul style="list-style-type: none"> • Compliance with agreed terms and conditions, without taking advantage of suppliers • Continuity of purchase orders • Collaboration and long-term relationships • Prioritization of suppliers occupational health and safety • Support for and development of suppliers to promote good practices and achieve sustainable growth together 	<p>regularly review and improve procurement processes and communication methods to achieve mutual objectives.</p> <ul style="list-style-type: none"> • Comply with applicable laws and regulations, as well as the Companys Business Code of Conduct and Procurement Policy. • Prepare and communicate the Supplier Code of Conduct to ensure that suppliers acknowledge and adhere to it, and apply it in alignment with the Companys operating policies. • Conduct supplier feedback surveys. 	<ul style="list-style-type: none"> • Supplier Code of Conduct • Joint meetings with suppliers • Surveys of perspectives and expectations of representatives of supplier groups, to be incorporated into the formulation or improvement of the Companys operational plans

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<ul style="list-style-type: none"> • Implement supplier development programs, such as training initiatives. • Monitor and promptly address any issues that may arise. 	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Government agencies and Regulators 	<ul style="list-style-type: none"> • Strict compliance with applicable laws, rules, and regulations • Accurate, complete, and transparent disclosure of operational information • Cooperation with and support for policies, activities, or projects initiated by government authorities • Good corporate governance • Responsibility toward communities, society, and the environment • Value creation for the economy, communities, and society 	<ul style="list-style-type: none"> • Strictly comply with applicable laws, rules, and regulations. • Conduct business with transparency in adherence to the good corporate governance principles. • Prepare reports and disclose information in accordance with the criteria prescribed by regulatory authorities. • Continuously support and participate in projects organized by government authorities. 	<ul style="list-style-type: none"> • Online Communication • External Meeting • Others <ul style="list-style-type: none"> • Accurate and complete reporting of operating results within the prescribed timeframe • Participation in and support of activities, operations, or projects organized by government authorities/regulatory bodies • Courtesy visits and meetings on various occasions • Participation in working committees

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Creditor • Financial institution 	<ul style="list-style-type: none"> • Timely and full repayment of debt obligations • Financial strength • Maintenance of liquidity and debt-servicing capability • Operating performance and business growth • Reputation, credibility, and good corporate governance 	<ul style="list-style-type: none"> • Repay debts in accordance with the agreed schedule. • Strictly comply with the terms and conditions of agreements with creditors. • Report financial information in a transparent, accurate, complete, timely, and consistent manner. • Implement effective risk management practices. 	<ul style="list-style-type: none"> • Online Communication • Complaint Reception • Others <ul style="list-style-type: none"> • Meetings and discussions with relevant executives and employees
<ul style="list-style-type: none"> • Investors or investment institutions • Shareholders 	<ul style="list-style-type: none"> • Business growth and strong operating performance • Consistent dividend payments • Continuous business expansion • Appreciation in share value • Respect for shareholders rights and equitable 	<ul style="list-style-type: none"> • Comply with the guidelines and regulations of relevant regulatory authorities. • Conduct business in accordance with the good corporate governance principles. • Seek opportunities 	<ul style="list-style-type: none"> • Press Release • Online Communication • Annual General Meeting (AGM) • Complaint Reception • Others <ul style="list-style-type: none"> • Disclosure of material information through the Stock Exchange of Thailand's channels • Investor relations activities, such as Opportunity Day, analyst meetings, and quarterly investor briefings

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>treatment</p> <ul style="list-style-type: none"> • Transparency in business operations and good corporate governance • Accurate, complete, and timely disclosure of information through diverse and easily accessible channels • Effective risk management • Innovation development to enhance the Companys operational efficiency • Business operations that take into account environmental, social, and governance (ESG) considerations 	<p>and assess investment feasibility to drive growth.</p> <ul style="list-style-type: none"> • Disclose material information accurately and completely in accordance with the criteria prescribed by regulatory authorities. • Implement effective risk management practices. 	<ul style="list-style-type: none"> • Annual Registration Statement/Annual Report (Form 56-1 One Report) • Invitation for shareholders to propose meeting agenda items and nominate candidates for appointing as Compant's directors • Surveys of perspectives and expectations of representatives of shareholder groups, to be incorporated into the formulation or improvement of the Companys operational plans

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Competitors 	<ul style="list-style-type: none"> • Fair and lawful competition • Ethical business conduct and the observance of proper business etiquette between parties 	<ul style="list-style-type: none"> • Conduct business with integrity and ethical standards. • Comply with applicable laws and regulations. • Cooperate in activities that are beneficial to communities and society. 	<ul style="list-style-type: none"> • Online Communication • External Meeting • Others <ul style="list-style-type: none"> • Industry-related meetings and discussions • Collaboration in carrying out tasks in response to requests from government authorities/regulatory bodies
<ul style="list-style-type: none"> • Community • Society 	<ul style="list-style-type: none"> • Responsible and sound management with due care to minimize potential social and environmental impacts arising from the Companys operations • Activities that benefit communities, society, and the environment • Promotion of careers, income generation, and economic growth within communities • Provision of assistance to communities and society 	<ul style="list-style-type: none"> • Strictly comply with applicable laws and regulations. • 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. 	<ul style="list-style-type: none"> • Social Event • Online Communication • Complaint Reception • Others <ul style="list-style-type: none"> • Participation in community activities

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>during various crisis situations</p> <ul style="list-style-type: none"> • Application of the Companys knowledge, skills, and expertise to support community development • Facilitation of access to information technology • Participation in enhancing economic development and improving the quality of life of people in communities and society 	<ul style="list-style-type: none"> • Assess the potential impacts of business operations on communities, society, and the environment. • Learn, understand, and listen to feedback from communities, and respond appropriately and effectively. • Support and participate in social and public benefit activities. • Foster awareness and promote a corporate culture of social responsibility and environmental stewardship. 	

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability : Yes
 materiality topics

Over the past year, the company has reviewed its : Yes
 sustainability materiality topics

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Network and Solutions Development	<ul style="list-style-type: none"> • Energy Management • Waste and Waste Management • Greenhouse Gas Management • Customer / Consumer Responsibility • Community / Social Responsibility • Good Governance • Sustainability Risk Management • Sustainable Supply Chain Management • Innovation Development
Customer Relations Management	<ul style="list-style-type: none"> • Customer / Consumer Responsibility • Good Governance • Sustainability Risk Management • Innovation Development • Others : Network and Solutions Development / Human Capital Development
Cybersecurity	<ul style="list-style-type: none"> • Customer / Consumer Responsibility • Good Governance • Sustainability Risk Management
Human Capital Development	<ul style="list-style-type: none"> • Human Rights • Fair Labor Practices • Customer / Consumer Responsibility • Good Governance • Sustainability Risk Management • Innovation Development • Others : Safety, Occupational Health and Work Environment

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Innovation Development	<ul style="list-style-type: none"> • Energy Management • Waste and Waste Management • Greenhouse Gas Management • Customer / Consumer Responsibility • Community / Social Responsibility • Good Governance • Sustainability Risk Management

Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Have data
Reference link for corporate sustainability report : <https://www.symphony.net.th/en/document/sustainability-reports>

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with : GRI Standards
standards or guidelines

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

Risk Management Policy

Symphony Communication Public Company Limited ("**the Company**") recognizes the importance of risk management as a fundamental component of good corporate governance. Effective risk management supports the achievement of the Company's objectives and strategic goals, enhances its ability to adapt to rapidly changing business environments, and increases opportunities for sustainable growth amid multidimensional challenges and uncertainties.

The Board of Directors has established the "**Risk Management Policy**" and an enterprise risk management framework in alignment with internationally recognized standards and best practices. This framework enables the Company to manage risks comprehensively across all dimensions and respond effectively to both internal and external changes, while ensuring consistency in risk management practices throughout the organization. In addition, the Board of Directors promotes the integration of risk management into strategic decision-making, business planning, and operational processes at all levels of the organization.

The Company's Risk Management Policy is subject to regular review. In 2025, the policy was reviewed and approved by both the Risk Management Committee and the Board of Directors.

Risk Management Framework and Approach

The Company adopts the Enterprise Risk Management Framework established by the Committee of Sponsoring Organizations of the Treadway Commission (COSO ERM 2017) as the principal framework guiding its risk management processes. This ensures that risk management is systematic, comprehensive, and integrated across the organization. The Company also references other relevant international standards, including ISO standards, as well as industry best practices applicable to the information technology and telecommunications sectors, to support operational efficiency and alignment with the Company's strategic objectives.

The Company places strong emphasis on maintaining an appropriate balance between Key Risk Indicators (KRIs) and Key Performance Indicators (KPIs), to ensure that business performance is achieved in parallel with proactive risk monitoring and early warning mechanisms. The Company recognizes that KRIs and KPIs complement each other by providing a risk-informed perspective to performance evaluation and aligning risk management with business outcomes. This approach enables the Company to effectively maintain risk exposures within its defined Risk Appetite.

The Company conducts an enterprise risk assessment on an annual basis, taking into consideration both current and emerging risks that may arise from economic conditions, business competition, technological advancement and innovation, government policies and regulatory requirements, as well as social and environmental changes that may impact on the Company's operations.

Identified risks are analyzed, assessed, and prioritized, covering environmental, social, and governance (ESG) risks, emerging threats, and internal risk factors. The Company evaluates both the likelihood and potential impact of such risks and establishes appropriate risk response and mitigation plans to ensure that risk exposures are managed within the Company's defined Risk Appetite.

For significant risks, particularly corporate risks and emerging risks, the Company ensures regular reporting to the Chief Executive Officer, the Risk Management Committee, and the Board of Directors. This process ensures that such risks are appropriately monitored and managed, thereby reducing the likelihood of unexpected adverse impacts and minimizing potential losses in the future.

Reference link to risk management policy and plan : <https://www.symphony.net.th/storage/document/cg/risk-management-policy-en.pdf>

Information on ESG risk factors management standards

ESG risk factors management standards

- Standards on ESG risk management : Yes
- Standards on ESG risk management : COSO - Enterprise risk management framework (ERM), ISO 22301: Business continuity management systems (BCMS)

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Risk from tightening legal and regulatory environment

Related risk factors : Strategic Risk

- Government policy
- ESG risk

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations
- Corporate Governance
- Legal risk

ESG risk factors : Yes

Risk characteristics

Amid rising geopolitical tensions and increasing cybersecurity threats, regulatory authorities have continued to strengthen legal requirements and enforcement measures. These include the National Broadcasting and Telecommunications Commission (NBTC), the National Cyber Security Agency (NCSA), the Personal Data Protection Committee (PDPC), and the Digital Economy Promotion Agency (DEPA), whose regulatory frameworks govern compliance requirements across the telecommunications and digital sectors.

Risk-related consequences

Failure to comply fully and in a timely manner with increasingly stringent and evolving regulatory requirements may result in regulatory violations, penalties, or enforcement actions by supervisory authorities, as well as potential reputational damage to the Company. In addition, heightened regulatory requirements may increase compliance costs and cause delays in project implementation, which could adversely affect the Company's overall operating performance and profitability.

Risk management measures

The Company has established risk management measures to address the increasing stringency of laws and regulations, with a focus on proactive regulatory monitoring, systematic compliance readiness, and organization-wide awareness. Key measures include the following:

- Regularly monitoring, analyzing, and reviewing regulatory requirements and guidelines issued by relevant regulatory authorities, and maintaining an up-to-date Legal Register.

- Ensuring ongoing coordination among relevant functions to assess operational impacts, develop implementation plans, and ensure timely regulatory compliance.
- Communicating new regulatory requirements, compliance guidelines, and regulatory expectations to relevant personnel to ensure consistent understanding and implementation across the organization
- Maintaining and enhancing information security and personal data protection management systems in accordance with internationally recognized standards (such as ISO/IEC 27001 and ISO/IEC 27701) to support regulatory compliance readiness.
- Promoting continuous employee awareness and training on cybersecurity and personal data protection to reduce the risk of non-compliance in operational practices.

Risk 2 Risk from Inadequate Talent Development and Limited Continuity in Key Talents, which may Affect Business Efficiency and Long-Term Sustainability

Related risk factors	: <u>Strategic Risk</u>
	<ul style="list-style-type: none"> • Volatility in the industry in which the company operates • Behavior or needs of customers / consumers • Changes in technologies • ESG risk
	<u>Operational Risk</u>
	<ul style="list-style-type: none"> • Reliance on employees in key positions • Shortage or reliance on skilled workers
ESG risk factors	: Yes

Risk characteristics

The Company may face risks arising from insufficient development of employee skills and knowledge that are not aligned with the Company's short-term and long-term business direction. The capability and readiness of personnel are critical factors in achieving the Company's strategic objectives and maintaining long-term competitiveness.

Risk-related consequences

If workforce development does not keep pace with evolving business and technological requirements, capability gaps or workforce readiness issues may arise, particularly in key positions. This may adversely affect operational efficiency and the long-term sustainability of the business. This risk is categorized under Strategic Risk and Operational Risk. It may also adversely affect the Company's image, brand, and reputation due to limitations in responding effectively to changing customer and market demands, thereby impacting service quality and overall brand perception. In addition, this risk may have financial implications by reducing the Company's competitiveness, limiting opportunities for new business development, and adversely affecting revenue growth and long-term profitability.

Risk management measures

The Company has established a systematic approach to managing workforce and talent development risks to support workforce continuity and enhance the Company's competitive capabilities. Key measures include the following:

- Developing and implementing structured employee training and development programs aligned with the Company's business direction, evolving technology requirements, and changing job roles.
- Establishing Succession Planning for key positions to enhance organizational readiness and mitigate risks associated with the loss or discontinuity of critical personnel.
- Promoting employee well-being programs to enhance employee engagement, creativity, and overall work performance.
- Conducting talent assessments to identify high-potential employees and support targeted development initiatives, as well as employee retention efforts.

- Developing and maintaining a competitive Compensation and Reward Strategy aligned with performance outcomes and labor market conditions to attract, motivate, and retain qualified personnel

Risk 3 Risk from Cybersecurity and Emerging Technology Threats

Related risk factors : Strategic Risk

- Behavior or needs of customers / consumers
- Changes in technologies
- ESG risk

Operational Risk

- Information security and cyber-attack
- Loss or damage from non-compliance of partners
or
counterparties

Compliance Risk

- Change in laws and regulations
- Corporate Governance

ESG risk factors : Yes

Risk characteristics

Due to rapid technological advancements and the increasing complexity of digital infrastructure, the Company may face a wide range of cybersecurity threats and risks associated with emerging technologies. These include ransomware attacks, Distributed Denial-of-Service (DDoS) attacks, system compromise, and vulnerabilities associated with the adoption and use of artificial intelligence (AI), Internet of Things (IoT), and cloud-based systems.

Risk-related consequences

Without adequate monitoring and preventive measures, such threats may result in system disruptions or service interruptions affecting critical systems, thereby impacting service availability and customers business operations. Furthermore, publicly disclosed cybersecurity incidents or service disruptions may adversely affect customer confidence and cause damage to the Company's image, brand, and overall reputation

Risk management measures

The Company has established ongoing cybersecurity risk management measures, focusing on strengthening preventive controls, enhancing threat detection capabilities, and ensuring efficient system recovery. Key measures include the following:

- Maintaining and continuously enhancing the Information Security Management System in accordance with relevant international standards (such as ISO/IEC 27001, CSA STAR, and ISO 22301) to strengthen both internal operations and customer service resilience.
- Conducting regular cybersecurity risk assessments, including Vulnerability Scanning and Penetration Testing (Pentest), to systematically identify and mitigate technical vulnerabilities.
- Developing and regularly reviewing Cybersecurity Incident Response Plans, and conducting testing of the Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP) to ensure timely service restoration and minimize operational disruptions.
- Enhancing network monitoring and threat detection capabilities by upgrading monitoring tools, threat detection systems, and event logging through Security Information and Event Management (SIEM) systems.
- Promoting cybersecurity awareness and providing ongoing training to employees on cybersecurity best practices to reduce human-related risks.

- Aligning operational practices with regulatory requirements and applicable guidelines issued by relevant authorities, particularly those of the National Cyber Security Agency (NCSA) and requirements relating to Critical Information Infrastructure (CII).

Risk 4 Risk related to Data Protection and Privacy

Related risk factors : Strategic Risk

- Behavior or needs of customers / consumers
- Damage to company image and reputation
- ESG risk

Operational Risk

- Information security and cyber-attack
- Loss or damage from non-compliance of partners
or
counterparties
- System disruption risk

Compliance Risk

- Change in laws and regulations
- Corporate Governance
- Legal risk

ESG risk factors : Yes

Risk characteristics

The Company manages critical customer information, corporate data, and personal data subject to protection under the Personal Data Protection Act (PDPA) and other applicable privacy laws and regulations. Inadequate data management processes, insufficient access controls, or incomplete compliance with data protection requirements may result in data leakage, unauthorized access or disclosure, or misuse of sensitive information.

Risk-related consequences

Such risks may result in violations of data subjects rights, including unlawful collection, use, or disclosure of personal data, or failure to fulfill data subject requests (such as requests for access, correction, or deletion of personal data). This may lead to regulatory penalties, legal enforcement actions, or claims for damages. Furthermore, non-compliance with PDPA requirements, ISO/IEC 27701 standards, or contractual obligations may result in legal liabilities and regulatory sanctions, which could adversely affect the Companys overall reputation and stakeholder confidence.

Risk management measures

The Company has established a systematic approach to managing personal data protection and privacy risks, focusing on access controls, data lifecycle management, protection of data subject rights, and compliance with applicable laws and standards. Key measures include the following:

- Establishing and continuously enhancing a Privacy Information Management System (PIMS) in alignment with ISO/IEC 27701 standards to strengthen the Companys privacy governance framework.
- Maintaining and regularly reviewing Personal Data Inventories and Data Flow Mapping to ensure transparency and traceability of personal data processing activities.
- Strengthening access controls, encryption measures, and secure data disposal processes to prevent unauthorized access, disclosure, or misuse of sensitive information.
- Conducting ongoing privacy awareness programs and training for employees at all levels and regularly assessing compliance with PDPA requirements.
- Establishing and implementing procedures to support Data Subject Rights (DSR), including systematic incident management and response processes for personal data breach incidents.

- Performing regular data backup and recovery processes in accordance with the Company's policies and procedures to ensure that customer and corporate data are securely protected and can be restored in the event of data loss or system disruption.
- Appointing and supporting the Data Protection Officer (DPO) and PDPA working team to oversee PDPA compliance and coordinate appropriately with the Personal Data Protection Committee (PDPC).

Risk 5 Risk from Natural Disasters and Force Majeure Events

Related risk factors : Strategic Risk

- ESG risk
- Climate change and disasters

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Delays in the development of future projects
- Climate change and disasters
- Impact on the environment
- Pandemic risk

Financial Risk

- Income volatility

ESG risk factors : Yes

Risk characteristics

The Company may face risks arising from natural disasters and force majeure events that are beyond its control and result from physical and environmental factors. These include floods, storms, earthquakes, and widespread power outages. In recent years, the frequency and severity of such events have increased, partly due to the impacts of climate change, environmental volatility, and geopolitical uncertainties

Risk-related consequences

This risk may adversely affect the Company's network infrastructure, cloud-based operations, and overall service availability. Such incidents may result in business interruptions or service disruptions, as well as risks of data loss. In addition, the Company may incur increased costs related to system repair, recovery, and restoration, as well as potential loss of revenue during service outages. Prolonged service disruptions may also negatively impact customer confidence and adversely affect the Company's image, brand, and overall reputation.

Risk management measures

The Company has established risk management measures to address risks arising from natural disasters and force majeure events, with a focus on enhancing infrastructure resilience, ensuring business continuity preparedness, and enabling efficient service recovery. Key measures include the following:

- Applying resilient system design principles and implementing redundancy measures (Redundancy and Resilience) across critical network infrastructure, gateways, and cross-border connectivity to minimize Single Points of Failure.
- Implementing geographically distributed data backup systems and establishing alternate routes to ensure service continuity in the event of regional disruptions or disasters.
- Conducting regular testing of the Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP) to assess organizational readiness in incident response, coordination, and system recovery.
- Strengthening coordination with relevant authorities and utility providers to enhance preventive maintenance, environmental protection measures, and situation monitoring capabilities.

- Establishing a Crisis Communication Plan to ensure timely and transparent communication with customers and stakeholders during force majeure events, including those resulting from government orders or regulatory restrictions, in order to mitigate reputational risks and maintain stakeholder confidence.
- Regularly reviewing risk scenarios, recovery capabilities, and restoration strategies to ensure alignment with the Business Continuity Management System (BCMS) in accordance with ISO 22301 standards.

Risk 6 Risk of Dependency on Government-Managed Right-of-Way and Exclusive Right of Underground Conduit

- Related risk factors : Strategic Risk
- Government policy
 - Changes in technologies
 - ESG risk

- Compliance Risk
- Corporate Governance

ESG risk factors : Yes

Risk characteristics

The Company's network operations and service delivery require the use of Right-of-Way and underground conduit usage rights, which are subject to regulatory oversight and approval by relevant government authorities. Changes in land use policies, infrastructure management approaches, or urban development requirements may necessitate network realignment, system relocation, or modifications to installation methods in certain areas.

Risk-related consequences

Such risks may result in additional costs associated with conduit usage or network relocation, and may also affect timelines for network expansion or maintenance activities in certain periods.

Risk management measures

The Company has established risk management measures to address risks associated with Right-of-Way and underground conduit usage, with a focus on proactive planning, cost optimization, and ensuring service continuity. Key measures include the following:

- Regularly monitoring regulatory policies and requirements relating to Right-of-Way and conduit usage and proactively assessing potential impacts on operations and project plans.
- Designing flexible infrastructure planning and network expansion strategies to accommodate potential changes in installation methods or network relocation in affected areas.
- Managing costs through infrastructure sharing, optimizing conduit utilization, and evaluating appropriate alternatives based on site conditions and business feasibility.
- Maintaining up-to-date network and asset records to support efficient planning for network upgrades or relocation, and to minimize the risk of service disruption.
- Allocating appropriate budgets and contingency plans to support necessary infrastructure adjustments, ensuring operational continuity and effective cost risk management.

Risk 7 Emerging Risks

- Related risk factors : Strategic Risk
- Volatility in the industry in which the company operates
 - Behavior or needs of customers / consumers
 - Government policy
 - Policies or international agreements related to business operations

- Changes in technologies
- Business operations of partners in the supply chain
- Competition risk
- Economic risk
- ESG risk
- Climate change and disasters

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Product obsolescence
- Climate change and disasters

Compliance Risk

- Change in laws and regulations
- Corporate Governance

Financial Risk

- Income volatility

ESG risk factors : Yes

Risk characteristics

Risk from technology and Innovation

The Company operates in the telecommunications and communications industry, which is characterized by rapid and continuous technological evolution. This includes the advancement of modern digital technologies such as Artificial Intelligence (AI), the Internet of Things (IoT), and next-generation communication technologies, including 6G.

Risk from Geopolitical and Goeconomic Uncertainty

The Company has plans to expand its business and investments internationally and may therefore be exposed to geopolitical and goeconomic uncertainties. These include international conflicts, shifts in global trade policies, and the implementation of trade barriers.

Risk from Climate Change

Climate change is a global issue that affects all sectors, including the telecommunications industry. Thailand is among the countries most vulnerable to climate change impacts, prompting the government to establish clear environmental policies and targets, including accelerating the timeline for achieving net zero greenhouse gas emissions from 2065 to 2050.

In this context, the Company is exposed to both physical risks, such as natural disasters that may disrupt infrastructure and service delivery; and transition risks, arising from evolving environmental laws, regulations, measures, and targets.

Risk-related consequences

Risk from technology and Innovation

Rapid advancements in technology and digital innovation necessitate robust and high-performance digital infrastructure capable of supporting complex data processing and high-speed communications. However, the pace of technological change may expose the Companys infrastructure and network systems to the risk of obsolescence if timely adaptation, enhancement, or technological upgrades are not effectively undertaken. This may adversely affect service efficiency, operational continuity, capital investment requirements, and the Companys long-term competitiveness.

Risk from Geopolitical and Goeconomic Uncertainty

Geopolitical uncertainties, such as international conflicts, shifts in global trade policies, and the imposition of trade barriers may impact the Company's business operations across multiple dimensions. These include potential slowdowns in overseas investment, constraints in access to advanced technologies, and challenges in sourcing critical materials and equipment. Furthermore, disruptions in global supply chains may lead to increased costs and affect the overall cost structure of the telecommunications business. This may manifest in higher network equipment costs, supply uncertainties, and exchange rate volatility, all of which could adversely affect the Company's operational efficiency.

Risk from Climate Change

Climate change poses significant impacts on the Company's operations across three key dimensions:

1. **Infrastructure and Network Systems:** natural disasters such as floods, storms, and extreme weather events may cause damage to telecommunications infrastructure and network systems, resulting in increased maintenance and capital expenditure requirements. In addition, supply chains may be disrupted due to interruptions in equipment production and logistics caused by such events.
2. **Operational Costs:** Stricter environmental laws and policies may lead to higher operating costs, particularly in relation to energy management and greenhouse gas emissions reduction. The Company may also be required to invest in environmentally friendly technologies to comply with regulatory standards and sustainability targets.
3. **Customer Services:** As customers increasingly prioritize environmentally responsible products and services, the Company must adapt its business strategies and service offerings to align with these evolving expectations. This will be essential to maintaining competitiveness and delivering sustainable value in the long term.

Risk management measures

Risk from technology and Innovation

Continuously monitor and analyze technology trends to assess potential impacts on the business and future infrastructure needs. Strengthen collaboration with experts and technology partners to gain access to new innovations. Invest in flexible infrastructure upgrades to support rapid changes and develop employee capabilities to operate and maintain systems effectively. In addition, leverage insights and data analytics to track customer demand and quickly adapt services to meet evolving needs.

Risk from Geopolitical and Goeconomic Uncertainty

Carefully assess and select target markets using market insights and scenario analysis to ensure appropriate adaptation to volatility. Strengthen supply chain resilience by establishing long-term partnerships with stable vendors and suppliers. Manage network costs efficiently through effective procurement planning and consideration of alternative options to mitigate the impact of rising costs.

Risk from Climate Change

Integrate climate risk management through clear governance mechanisms and develop action plans for both physical risks and transition risks toward a low-carbon economy. Key initiatives include improving energy efficiency and exploring the use of clean energy (e.g., pilot solar installation projects), managing the supply chain in collaboration with ESG-conscious partners, developing digital solutions that reduce resource and energy consumption (e.g., Smart Solutions and Cloud), and promoting waste reduction through online services and e-Billing to minimize environmental impacts and support long-term organizational sustainability

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

The Company has integrated a Business Continuity Management System (BCMS) by adopting the ISO 22301 international standard. This system is implemented to effectively manage emergencies and crises, ensuring that the Company's operations can continue with maximum efficiency and minimal disruption.

The Company has developed the **Business Continuity Plan** (BCP) to be used in situations where it faces critical or severe emergencies that may disrupt business operations. The plan is designed to ensure that the Company can resume operations and continue providing services within an appropriate timeframe. This helps mitigate potential financial, legal, reputational, and other impacts that may arise. The BCP encompasses operational processes and procedures, coordination protocols, communication strategies, and situation assessments. In the event of an emergency, a designated team is responsible for assessing the situation and determining appropriate response strategies.

Furthermore, the Company conducts annual crisis management and business continuity plan drills to ensure preparedness against emerging threats, in line with the Company's enterprise risk assessments. For example, drills simulating cyberattacks are carried out to ensure that executives and relevant staff understand their roles and responsibilities during such incidents. These exercises also help identify any weaknesses in contingency measures so that improvements can be made before actual incidents occur.

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Company's sustainable supply chain management : Yes
policy and guidelines

Link for company's sustainable supply chain : <https://www.symphony.net.th/en/sustainability/economic-dimension>
management policy and guidelines

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management : Yes
plan

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.

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** (<https://www.symphony.net.th/storage/document/cg/procurement-policy-en.pdf>) 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.

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.

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.

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.

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.

Reference link to sustainable supply chain management plan : <https://www.symphony.net.th/en/sustainability/economic-dimension>

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening criteria with new suppliers? : No

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes

Reference link to supplier code of conduct : <https://www.symphony.net.th/storage/sustainability/economic-dimension/supplier-code-of-conduct-en.pdf>

Information on key suppliers acknowledging compliance with the supplier code of conduct

Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to acknowledge compliance with the supplier code of conduct? : Yes

	2023	2024	2025
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	0.00	0.00	90.00

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Company's research and development (R&D) policy : Yes

Additional explanation for research and development (R&D) expenses over the past 3 years

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's : Yes
innovation culture

Recognizing that innovation in the digital era cannot be achieved solely through internal efforts, Symphony Communication Public Company Limited ("**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.

Information on innovation development benefits and research and development (R&D) expenses

Benefits of innovation development

Financial benefits

Does the company measure the financial benefits : No
from innovation development?

Non-financial benefits

Does the company measure the non-financial : No
benefits from innovation development?

Remarks - This document is automatically generated based on information processed as received from the listed company on as is basis. The Stock Exchange of Thailand (SET) does not make any representations regarding accuracy, completeness, appropriateness, recency or reliability of the information contained in this document, nor does it make any guarantee of a result of the use of the information contained in this document. In no event shall SET be responsible for any loss or damage resulting from the use of this document or the information contained herein.