Business

Sustainability Development

3.1 Policy and Objectives of Sustainable Management

Sustainable Development Policy

Believing that sustainable development and inclusive growth are the methods to establish long-term value for the Company and its stakeholders, Symphony Communication Public Company Limited, therefore, is committed to and recognizes the importance of business operations based on good corporate governance framework, environmental and social responsibility, and benefit's consideration of all groups of stakeholders under the commitment: **"Excellent Experience for ALL"**, aiming to create shared value for all groups of stakeholders across the business value chain to grow together sustainably.

The Company has formulated the Sustainable Development Policy by adopting the **"Sufficiency Economy Philosophy"**, taking into account moderation, reasonableness, and good self-immunity with knowledge and morality as conditions as a guideline for conducting business to create balance between economic, social, and environmental aspects. All activities of the Company must be conducted based on sustainable development policy and framework and aim for sustainable results, covering environmental, social, and governance dimensions.

Moderation

Economy

Reasonableness   Society   Environment   Good-Self Immunity

Knowledge   Morality
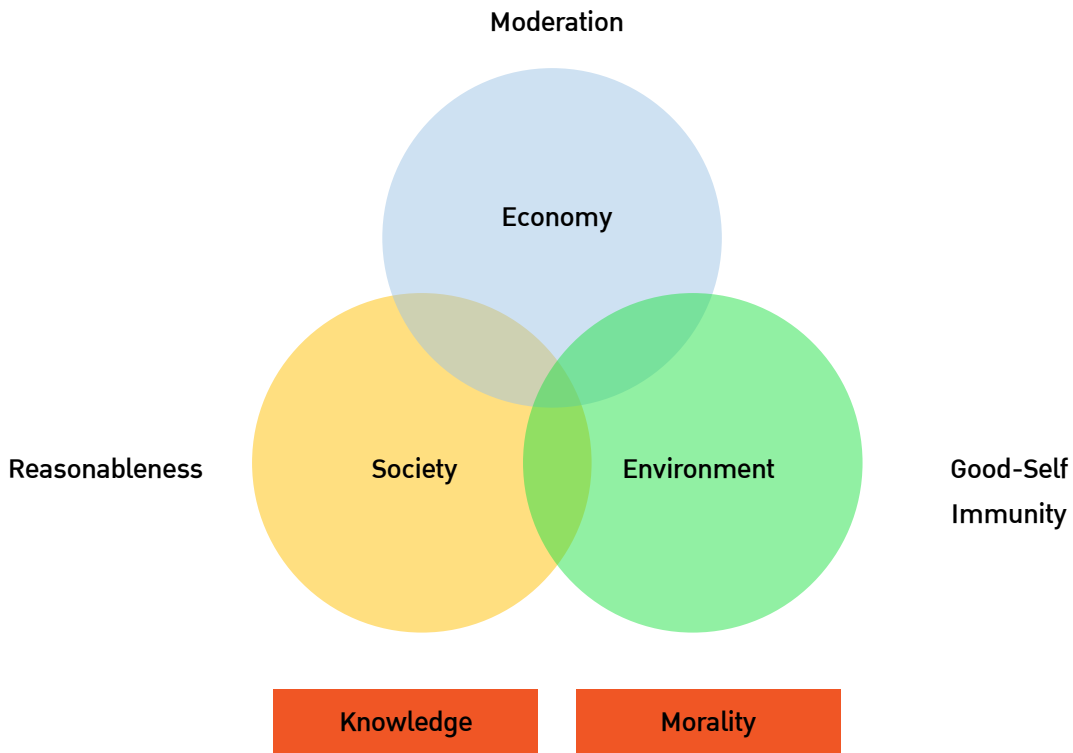
(Further details about **"Sustainable Development Policy and Practical Guideline"** appear on the Company's website: www.symphony.net.th under "Sustainability" และ "Sustainability at A Glance")

Sustainability Governance Structure

To promote and drive sustainability operation across the organization concretely and efficiently, the Board of Directors has established sustainability governance and management structure that has engaged with everyone from the Board of Directors, executives to employees at all levels. The Board of Directors is responsible for bolstering sustainable development by overseeing to ensure that paradigm of sustainability is embedded and integrated into business operation strategy and work process in all functions; approving policies, guidelines, framework, materiality, goals, strategies and indicators, which has been preliminary screened and reviewed by the Nomination, Compensation and Corporate Governance Committee and the Executive Committee; monitoring and supervising work performance and disclosure of sustainability information; as well as providing advisory and recommendation to ensure that the Company meets goal achievement.

In terms of management, the Board of Directors has established the Sustainability Management Committee, consisting of executives in the level of division head and department head to drive sustainability operation and manage sustainability issues to meet with the prescribed standards and to be able to respond needs and expectation of stakeholders comprehensively by setting sustainable development strategies, roadmap, approaches and indicators; monitor to ensure that sustainability operations are on track; as well as prepare a report on sustainability performance for disclosure to stakeholders. Additionally, the Sustainability Steering Committee, consisting of senior executives with the President as the Chairman, has been appointed and has been tasked by the Board of Directors to supervise sustainability performance to be in line with the established policies and practices, provide advisory and support to the Sustainability Management Committee in all required aspects; cultivate sustainability culture by fostering cooperation and engagement in performing sustainability throughout the organization; endorse the disclosure of sustainability information; as well as report sustainability performance to the Board of Directors on a regular basis

To ensure the integration of sustainability into day-to-day operations, clear communication, and continual improvement, the Sustainability Promotion Working Group, comprising champions or leaders who manage each sustainability issue, has been formed to perform duty in pushing, following up and coordinating with Heads of divisions and business units to convey and communicate policies, direction, strategies and action plans with employees, who play a key role in implementing the plans to achieve sustainability goals.

Sustainable Development Framework

The Board of Directors has established "Sustainable Development Framework" to be used as a framework for the Company in creating sustainability in environmental, social, economic and corporate governance dimension. The framework emphasizes promoting business growth through social and environmental responsibility, good governance, ethics and integrity, regulatory compliance, and efficient risk management. These efforts aim to establish a balanced and high-quality coexistence in society, while contributing to the Sustainable Development Goals (SDGs) of the United Nations and creating sustainable value for all stakeholders.

In addition to the sustainability policy and framework, the Company has adopted other standards as guidelines for sustainable development, for example the sustainability assessment criteria of the Stock Exchange of Thailand, ISO standards, the Global Reporting Initiative (GRI) Standards, in order to enhance its capability to promote sustainable development in all aspects.

Sustainable Development Goals and Strategies

The Company's sustainable development goals and strategies are driven under the commitment; **"Excellent Experience for ALL"** that strives for creation of value for all groups of stakeholders across the value chain, enhancement quality of life of people along with being friendly-environmental organization to support sustainable existence of our planet. Hence, the Company has defined the sustainable development strategies covering economic, social, and environment as well as, good corporate governance, focusing on development of business toward sustainability and contribution to the Sustainable Development Goals (SDGs) of the United Nations as follows:

Economy and Governance	Society	Environment
Create prosperity and growth for sustainable future	**Create opportunities and value for all people**	**Create a friendly future with the environment**
• Expand network coverage and improve network efficiency. • Create and drive digital solutions services. • Strive for innovation development.	• Promote diversity as well as fair and equitable treatment. • Promote skills and competency development. • Create happiness and a good working environment. • Nurture occupational health and safety of all stakeholders. • Promote social inclusion. • Create benefits and happiness for communities and society through our good corporate citizenship.	• Reduce environmental footprint. • Support friendly-environmental operations.

Contribution to the Sustainable Development Goals (SDGs)

The Company is committed to supporting 17 Sustainable Development Goals (SDGs) of the United Nations on a continuous basis, focusing on driving 8 main goals that are directly related to the Company's business operations and related to the Company's material issues and sustainability goals.
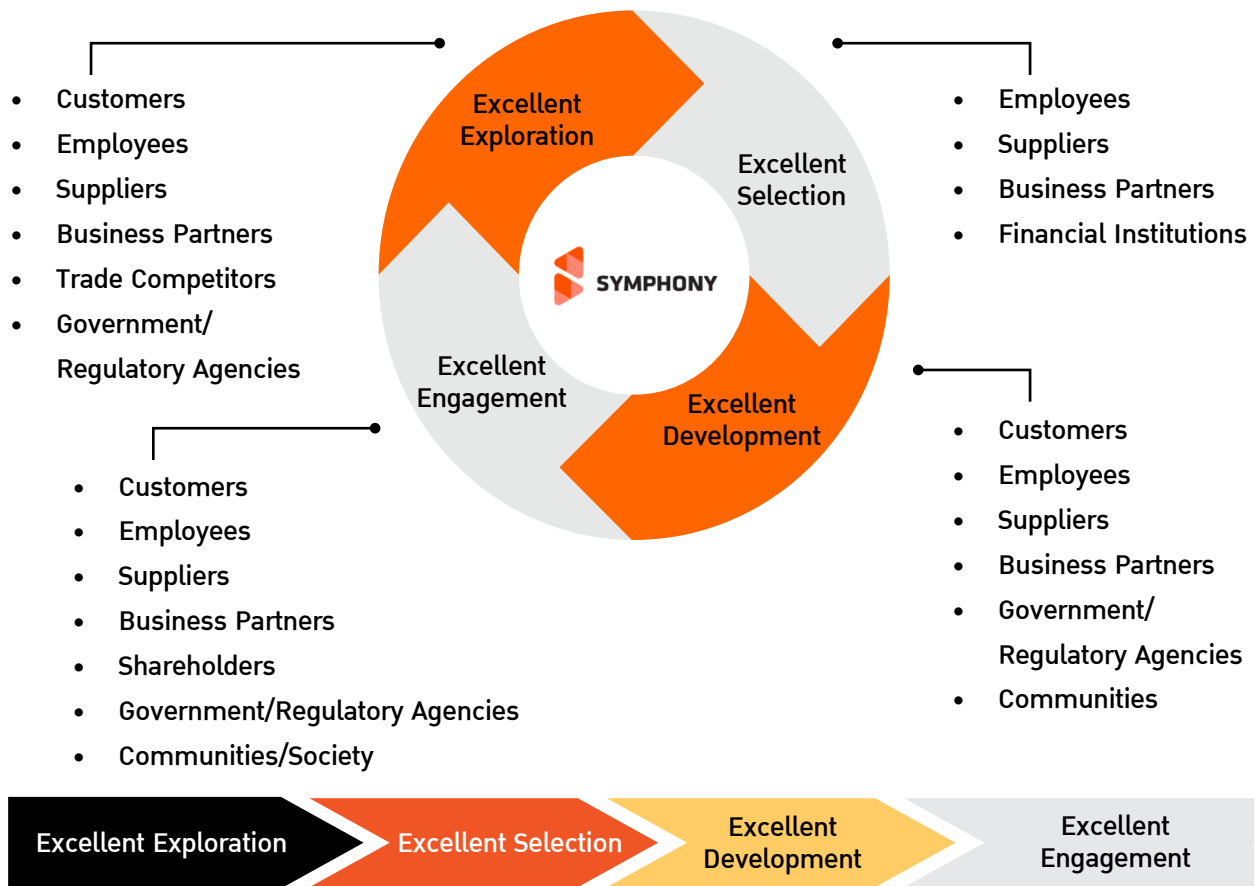
GOAL 3: GOOD HEALTH AND WELL-BEING
Placing an important on well-being of our people, management guidelines has been established to promote and create well-being is all aspects, covering physical, mental, career, financial, social and community well-being.

GOAL 8: DECENT WORK AND ECONOMIC GROWTH
Continuously drive economic growth and stability; provide employment and compensation that is appropriate and fair; protect labor rights and oppose all forms of child labor and forced labor; as well as promote occupational health and safety in lives and property of all stakeholders.

GOAL 9: INDUSTRY, INNOVATION, AND INFRASTRUCTURE
Develop telecommunication networks to be highly efficient, stable, resilient, and reliable with innovation and advanced technology to drive and foster sustainable development of the digital economy and society, as well as building strength and stability of telecommunication for the country.

GOAL 10: REDUCE INEQUALITIES
Boost and facilitate people in society to have access to economic, social, digital and information technology, as well as high-quality basic products and services opportunities conveniently, thoroughly, and equally.

GOAL 12: RESPONSIBLE CONSUMPTION AND PRODUCTION
Consume natural resources and energy efficiently with a sense of responsibility and sustainability; apply 3Rs principles: Reduce, Reuse and Recycle to manage waste efficiently; manage hazardous waste in a correct and friendly-environmental way.

GOAL 13: CLIMATE ACTION
Committed to reducing greenhouse gas emissions from business activities, both direct and indirect. Cooperate with government agencies and private organizations in fighting climate change and solve global warming crisis.

GOAL 16: PEACE, JUSTICE, AND STRONG INSTITUTIONS
Promote peaceful coexistence in society; place importance on conducting business on the fundamental of good corporate governance, morality, ethics, transparency, and accountability; respect and strictly comply with laws; and anti-corruption in all forms.

GOAL 17: PARTNERSHIP FOR THE GOALS
Building good relationships between companies in the industry. Cooperating with various agencies and organizations, both public and private sector, both nationally and internationally, to support operations to achieve sustainable development goals.

3.2 Management of Impacts on Stakeholders in the Business Value Chain

3.2.1 Business Value Chain

The Company is committed to working with stakeholders throughout the business value chain and maintaining good long-term relationship, taking into account sustainability factors to meet the expectations of every stakeholder group.

- Customers
- Employees
- Suppliers
- Business Partners
- Trade Competitors
- Government/ Regulatory Agencies

- Employees
- Suppliers
- Business Partners
- Financial Institutions

Excellent Exploration

Excellent Selection

SYMPHONY

Excellent Engagement

Excellent Development

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

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

Excellent Exploration → Excellent Selection → Excellent Development → Excellent Engagement

1. Excellent Exploration

Collect and analyze information from a variety of sources, including business context, industry, technology, as well as global and regional trends, and changing trends of the country to understand needs and expectation of customers in-depth, which will enable strategic decision making.

2. Excellent Selection

Make superb selection of resources through fair and transparent procedures taking into account social and environmental responsibility to ensure goals achievement and continuous growth.

3. Excellent Development

Conduct and manage business based on ethical standards and good governance frameworks. Comply with laws and regulations. Create and develop products and services to respond to comprehensive needs. Deliver products and services excellence in a responsibility manner. Ensure safety of all stakeholders. Minimize negative impacts on environment.

4.   Excellent Engagement

Engage and understand all stakeholders' interests to create shared value and enable sustainable growth among each other.

3.2.2 Analysis of Stakeholders in the Business Value Chain

With the commitment: **"Excellent Experience for ALL"**, the Company strives to deliver excellent experience to all groups of stakeholders across the business value chain. Consequently, the Company puts the importance on stakeholders' engagement with the belief that good relationships are based on trust. Opinions and suggestions of stakeholders are valuable asset that will affect the goal achievement of being a good corporate citizen with sustainable growth. It will also help the Company to be able to respond to the needs of stakeholders effieicently, reduce the risk that may damage a good image and the possibility of business interruption. To create benefits and deliver value to all stakeholders, the Company communicate with stakeholders on a regular basis to create an understanding of various issues that are of interest and receive proposals from stakeholders to integrate them into the decision-making process and business planning of the company.

In 2023, the Company has reviewed its operation and engagement with stakeholders along with identifying and prioritizing groups of stakeholders that are important and related to the Company's operations throughout the entire value chain including finding ways to effectively and appropriately respond to expectations and issues arisen form stakeholders.

The stakeholders of the Company have been classified into eight groups by taking into consideration of their relation to the Company's business, sustainability impacts from stakeholders towards the Company, and impacts from the Company's business operations towards stakeholders, namely: customers, employees, business partners, suppliers, shareholders/investors, government/regulatory agencies, creditors (financial institutions) and communities and society.

Implementations with Stakeholders

In 2023, the Company engaged with stakeholders by conducting survey of stakeholders' need and expectation toward the Company's operations with a variety of methods appropriate to each stakeholder group. The results from the survey were analyzed and taken into action to respond to the needs and expectations of stakeholders. The communication and response to the needs and expectations of stakeholders were different for each group. The details of which are as follows:

Shareholders	Communication/ Engagement Channels	Stakeholders' Interests/ Expectation	Response to Stakeholders' Interests/Expectations
Customers	• Customer opinions and satisfaction survey • Visits and meetings with customers • Channels for complaints and suggestions • Communication channels, e.g. email, telephone, website, mail, etc. • Customer relations activities/ marketing activities • Survey on perspectives. expectations of customer representatives to be used as part of improving the Company's operation.	• Coverage service areas • Quality, efficiency and stability of network • Solutions to respond need. • Fair and reasonable price • Provision of service information with knowledge and expertise in a responsible way • Delivery of services in accordance with terms and conditions as agreed. • After sales service, prompt responsiveness to problems or complaints and attentiveness to resolve problems in a timely manner. • Cyber securities and personal data protection • Convenient and easily access contact channel.	• Expand and improve network quality continuously. • Develop and offer solutions services to respond customers' need comprehensively. • Deliver excellent service on time and in accordance with terms and conditions. • Strengthen confidence in information security management with ISO/IEC 27001:2013 and CSA-STAR standards and business continuity with ISO 22301 standard. • Manage customers relationship continuously. • Conduct survey on customers' opinions and satisfaction.

Shareholders	Communication/ Engagement Channels	Stakeholders' Interests/ Expectation	Response to Stakeholders' Interests/Expectations
Employees	• Annual employee engagement survey • Town Hall Meeting • Communication channel, e.g. email, LINE Group, social media, website • Complaints channel • Survey on perspectives. expectations of employee representatives to be used as part of improving the Company's operation	• Fair and reasonable compensation • Career opportunity and advancement • Fair and efficient performance evaluation system • Income stability • Safety, hygienic and good environment in workplace • Work-life balance • Good quality of life and happiness at work • Continuous support of potential, skills, knowledge, development • Fair and equitable treatment • Respecting the personal rights and privacy of employees. • Listening and participating in expressing opinions. Safe complaint and whistleblowing channels	• Establish HR policies and procedures in compliance with applicable laws • Provide appropriate remuneration and benefits. • Respect human rights. Support diversity and treat employees equally and fairly • Promote continuous development of potential, knowledge, and skills for personnel. • Take care of personnel to have a quality of life and good health both physically and mentally. • Promote safety at work. Arrange the workplace to be a clean and suitable environment for working. Provide a channel for presenting opinions. and file a complaint safely. • Organize recreational activities and activities to build relationships and the bond between employees and the organization
Business Partners	• Memorandum of Understanding • Regular meeting • Inviting business partners to participate in various company activities. • Joint organizing activities • Survey on perspectives. expectations of business partners representatives to be used as part of improving the Company's operation. • Communication channels, e.g. website, telephone, email, mail, social media.	• Creating value and mutual business benefits. • Exchanging knowledge for business improvement and innovation of new products and services. • Timely support when problems arise. • Trust, cooperation and long-term business partnership. • Transparency in business operations. • Business growth • Business continuity	• Review and exchange ideas with each other to create products and services that create value. • Get employees to work together to improve work processes and benefits. • Communicate effectively. • Review and help solve problems that arise in a timely manner.

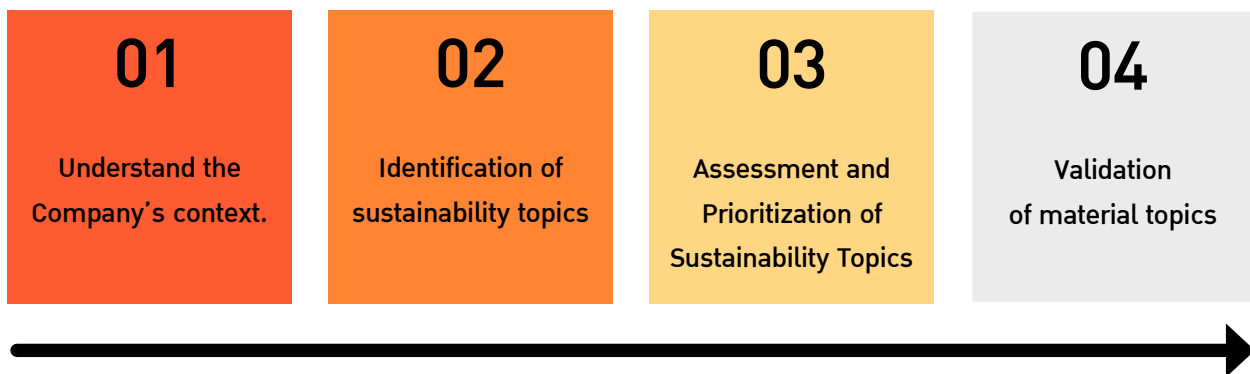| Shareholders	Communication/ Engagement Channels	Stakeholders' Interests/ Expectation	Response to Stakeholders' Interests/Expectations
Suppliers	• Meeting with supplier • Communication channels, e.g. website, telephone, email, mail, social media. • Survey on perspectives. expectations of supplier representatives to be used as part of improving the Company's operation • Activities to build relationships and engagement with suppliers, e.g. environmental activities • Annual suppliers assessment • Compliant channel	• Equitable treatment • Fair and transparent procurement policy and procedures • Compliance with established agreements. and do not take advantage of business partners • Long-term collaboration and relationship • Safety and health of suppliers • Supporting and developing supplier to have good practices and grow sustainably together.	• Establish policies, guidelines, and procurement processes that are transparent, equitable, and fair, as well as review and improve procurement processes and communication methods to achieve mutual needs. • Prepare and communicate the Code of Conduct for suppliers to be informed and adhered to in order to apply them to work in accordance with the Company's operating policy. • Conduct survey of suppliers; opinion. • Exchange knowledge and technology to improve procurement processes. • Inspet and resolve problems that arise in a timely manner.
Shareholders /Investor	• Shareholders' meeting • Communication channels, e.g. website, email, telephone, social media • News notification through the Stock Exchange website • IR activities (e.g. Opportunity Day, Analyst meeting) • 56-1 One Report • Survey on perspectives. expectations of shareholders representatives to be used as part of improving the Company's operation	• Business and performance growth • Regular payment of dividend • Continuous business expansion • Respect shareholder's rights and treat equitably. • Transparent business and good corporate Governance • Complete, accurate and timely disclosure of information through a variety of easy-to-access channels • Efficient risk management • Innovation development to increase efficiency. • Business operations with due care of environment, society and governance (ESG)	• Comply with the rules and guidelines of the Stock Exchange of Thailand and the Securities and Exchange Commission • Operate in accordance with good governance and social responsibility principles. • Seek opportunities and study the possibility of investing to generate growth. • Disclose important information accurately, timely and in accordance with requirements of the regulatory agencies. • Manage risk efficiently

Shareholders	Communication/ Engagement Channels	Stakeholders' Interests/ Expectation	Response to Stakeholders' Interests/Expectations
Government / Regulatory Agencies	• Accurately and completely report on operating results according to the required frequency. • Support and participation in governmental initiatives and activities Occasional visit. • Attending meetings, seminars for exchanging ideas • Communication channels, e.g. website, telephone, email, mail, social media	• Compliance with laws and regulations • Accurate and transparent disclosure of information • Provision of collaboration and support of activities or projects organized by the government. • Social and environmental responsibility	• Comply with laws and regulations. • Disclose or prepare a report in accordance with the criteria stipulated by the regulator. • Support and take part in government agency activities and programs. • Organize projects to take care and be responsible for the community, society and the environment.
Creditors	• Meeting with executives and related employees • Communication channels, e.g. telephone, email, mail, website, social media.	• On-time repayment • Financial stability • Debt repayment ability • Business and financial performance growth • Transparent business	• Pay all debts on time. • Abide by the commitment under the established agreement. • Provide accurate and complete financial information
Communities /Society	• Corporate Social Responsibility (CSR) Activities • Participation in community activities • Complaints and whistle blowing channels. • Communication channel, e.g. website, telephone, email, social media	• Good management and responsibility. Reduce social and environmental impacts that may occur from the company's operations. with care • Activities that are beneficial to the community, society and the environment • Career promotion, income and economic growth for the community • Providing assistance to communities and society in various crisis situations. • Use the company's knowledge, skills, and expertise to develop the community. • Opportunity to access information technology. • Participating in development of economy and well-being of people in the community and society.	• Comply with applicable laws and regulations. • Supervise the installation process of network equipment to ensure that all parties involved are carried out correctly and does not create impact to community. • Assess the impact of business operations that may affect the community. society and environment • Listen to voices from the community. and respond. • Support activities which are beneficial for society • Create and promote corporate culture about awareness of social and environmental responsibility

3.2.3 Materiality Assessment

The Company attaches importance to the management of both internal and external sustainability issues and has thus instituted a materiality assessment and prioritization process in compliance with the Standards of the Global Reporting Initiative (GRI). The Company compiles and assesses issues related to sustainable development through materiality assessment, which places emphasis on the context of sustainability, global and regional trends, direction in the Telecommunication industry, while taking into account the Company's operational strategies and risk factors both at present and in the future that may provide impacts or create opportunities for the Company's business operations.

Materiality Assessment Process

01	02	03	04
Understand the Company's context.	Identification of sustainability topics	Assessment and Prioritization of Sustainability Topics	Validation of material topics

1. Understanding organization's context

Study and analyze the sustainability context of the Company, taking into consideration of both internal and external factors, including changes in global and regional trends, sustainability trends and directions, materiality of peers in the industry, topics prescribed in industry standards, and issues of global concern.

2. Identification

Gather topics through the consideration and analysis of perspectives on expectations, interests, and concerns and issues raised by all groups of stakeholders throughout the value chain, both internal and external, as well as changes in global trends and the industry, past events, risk factors with potential impacts in the future, business opportunities, and human rights principles. Then, identify sustainability topics that positively and negatively impact the Company's sustainability and group them into environmental, social, and economic and corporate governance topics (ESG topics).

3. Assessment and Prioritization

Incorporated the identified sustainability topics into the materiality assessment and prioritization process, referring to the Double Materiality and Multi-stakeholder Approach, in order to see the overview of the impact of business operations, both financial and non-financial on stakeholders, including society and environment (Outward Impact) and impact on the Company's business operations (Inward Impact), through online surveys and interview of purposively selected external stakeholders and online surveys for internal stakeholders. Data obtained from stakeholders is analyzed into scores for material sustainability topics based on level of severity and likelihood of impacts on the Company and stakeholders, both negative and positive. Material sustainability topics were determined and presented their significance in the Materiality Matrix by defining the vertical axis (Y axis) to represent the level of impact and significance of ESG topics toward stakeholders and the horizontal axis (X axis) to represent the level of impact and significance of ESG topics toward the Company's business operations.

4.   Material Sustainability Issues Assessment Results

In 2022, the Company had a total of 20 sustainability topics and categorized the topics into 3 levels according to the significance of their impacts on the Company and stakeholders, namely, very critical material topics, moderately critical material topics, and less critical material topics.

Impact and Significance of ESG
issues to the Company's Business Operation

Summary of the Key Sustainability Issues (●Material Issues)

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

The material sustainability topics of the Company for the year 2023 were reviewed by the Sustainability Management Committee and endorsed by the Sustainability Steering Committee and the Executive Committee respectively and were approved by the Board of Directors.

3.3 Environmental Sustainability Management

3.3.1 Environmental Policy and Guidelines

The Company realizes that business operations can cause environmental footprint, it is, therefore, committed to conducting business taking into account environmental responsibility in every work process and has determined policy and practical framework for environmental management as follows:

1. Conduct business with regard to reducing environmental footprint and adapting to climate change, environmental preservation, sustainable use of natural resources and energy through the implementation of eco-efficiency and circular economy, taking action in line with the goals of the relevant agreements, reducing waste, mitigating direct and indirect greenhouse gas emissions, managing supply chain as well as executing procurement and providing services in an environmentally friendly manner.
2. Respect and strictly comply with laws, standards, regulations and various practices on the environment, including providing cooperation in complying with international agreements in various matters to prevent or reduce environmental footprint.
3. Assess and monitor performance or environmental impacts; respond to the impact may incur from the Company's operations to the environment in a timely manner.
4. Cultivate awareness of environmental responsibility among personnel through knowledge sharing, trainings and activities. Motivate personnel to participate in proposing ideas for environmental and energy conservation operations. Encourage personnel to participate in environmental conservation activities, natural resources and energy, as well as campaigning for personnel to use natural resources and energy economically and efficiently.
5. Strive to build correct knowledge and understanding about environmental conservation, natural resources and energy to various stakeholders, as well as promote and provide cooperation in disseminating and publicizing environmental activities of government agencies, private organizations and the general public.

3.3.2 Environmental Operating Results

Energy Saving

Energy is an important element in the Company's business operations, especially electricity in managing network equipment in order to be able to provide continuous service to customers. As a result, the Company places importance on using electricity with maximum efficiency, such as modifying equipment and using energy-saving solutions using LED bulbs in the office, changing personal computer (PC) to laptop, changing an air conditioner that has been used for a long time, including studying, planning and seeking technology and alternative energy sources to reduce electrical energy consumption. In addition, the Company aims to promote the participation of personnel in saving electricity, such as a campaign to turn off electricity, unplug the power when not in use, etc.

Water Management

Even though water resources are not used in the Company's business operations, the Company is aware of the importance of water resources because it is a limited resource and is necessary for every life. Therefore, the Company have campaigned and encouraged personnel to consume water both within the office and in daily life with the highest efficiency.

Waste Management

The Company is well aware of waste problems that affect the environment; therefore, the Company gives importance to the management of waste which is from the Company's business processes by applying the 3Rs principles, which consist of Reduce, Reuse, and Recycle with the objectives to reduce the amount of waste that will be sent to landfill or incinerated.

For electronic waste or hazardous waste, such as fiber optic cables, network equipment, IT devices and batteries, the Company places importance on managing in accordance with standards and correct methods to reduce the impact on the environment, the Company hires a company that has received a license from the Department of Industrial Works and has been certified by the international environmental management standards to manage such electronic waste and hazardous waste.

In addition, the company aims to promote and campaign for the separation of waste within the office and send it to the recycling process as much as possible, including educating and raising awareness among personnel about the importance of waste separation to lead to changes in behavior that are friendly to the environment.

The Company undertook the project to promote waste reduction and recycling. through organizing activities **"Your Old shirts...Give to Us"** by asking for donations of old T-shirts and polo shirts that have not been used from employees to combine with the Company's unused polo shirts and put into the recycling process to produce new shirts (Closed Loop), which gives value to leftovers and brings them back to life again. This can help reducing the use of natural resources and can reduce negative impacts on the environment.
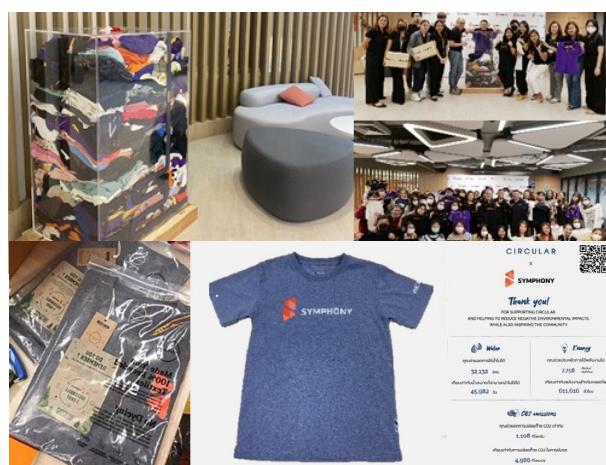
The activity received good cooperation from employees. The Company was able to collect up to 365 kilograms of old shirts and send them into the recycling process, which helped reduce water use by up to 32,132 liters, save electricity consumption by 7,756 kW-h and reduce carbon emissions by 1,108 kilograms.

Climate Change Action

Climate change is major challenge that greatly puts impact on human life, environment, and economic development, particularly change in pattern of seasons, disaster incurrence, extinction of livings, and transmission pattern of pathogens and disease vectors. Moreover, climate change is one of the main causes of the frequency and severity of natural disasters. causing huge losses to people's lives and property as well as putting economic and social impacts at large scale.

The Company is aware of challenges and risks from such issues that may affect business operations. Therefore, the Company gives importance to conducting business that is more environmentally friendly, including raising awareness of climate change, global warming, and environmental protection. both within the Company to partners, customers and the public, focusing on reducing energy consumption, studying and planning the use of alternative energy, including promoting, supporting and participating in various projects to help concretely reduce global warming.

The Company has participated in **"Care the Bear: Change the Climate Change"** organized by the Stock Exchange of Thailand to support reducing the use of resources reducing greenhouse gas emissions and reducing global warming crisis.

Greenhouse Gas Emission Management

The Company places importance on management and operations to reduce greenhouse gas emissions, which is a major cause of climate change and global warming. Activities of the Company that may contribute greenhouse gas emissions are fuel consumption from corporate vehicles (Scope 1), and electricity consumption for providing services, air conditioning, lighting and office equipment (Scope 2). However, the Company has not yet been ready to disclose information on intensity of greenhouse gas emissions from the Company's operations, including management approaches to reduce greenhouse gas emissions. This is because the Company is now studying from external consultants about data collection, preparation of the Accounting for greenhouse gas emissions or Carbon Footprint for Organization (CFO), as well as planning to efficiently manage greenhouse gas emissions to achieve the goal of being a "NET ZERO" organization, Information about greenhouse gas management of the Company shall be disclosed later.

3.4 Social Sustainability Management

3.4.1 Social Policy and Guidelines

The Company firmly believes that the Company's business can grow sustainably only when it is recognized, accepted, and trusted by community, society, and stakeholders. The Company thus puts the importance on governing its operations to be in accordance with the laws and regulations of the relevant regulatory agencies, respect human rights, and treat all groups of stakeholders fairly and equitably.

3.4.2 Social Operating Results

Respect of Human Rights and Labor Rights and Fair Labor Practices

The Company recognizes the importance of conducting business in conformity with the human rights principles under Thai and international laws and has formulated policy and practical guidelines on human rights to ensure that the Company's business is conducted based on principles of respect for human rights.

Human Rights Policy

The Company believes that all human beings are valuable and equal in term of rights and dignity without any differences, so the Company places the importance on promoting and protecting human rights throughout the organization which is the basic virtue of working and living together. The Company supports and respect for the human rights, ensuring that its business conducts have no connection with violation or put impacts on human rights, both directly and indirectly, for example, not supporting forced labor and against child labor, respecting and treating all stakeholders fairly on the basis of human dignity and equality of individuals with non-discrimination against origin, race, nationality, religion, gender, age, skin color, educational background, financial status, family, physical and mental conditions, respecting for the political rights of citizens according to democracy, as well as promoting compliance with laws, rules, regulations, and human rights standards both nationally and internationally, and encouraging subsidiaries, joint ventures, suppliers, business partners and all stakeholders to comply with human rights principles.

(Further details about "Human Right Policy and Practical Guidelines" appear on the Company's website: www.symphonny.net.th > Sustainability > Social Dimension > Human Right)

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

Executions on human rights, labor rights and fair labor practices of the Company in 2023 can be summarized as follows:

- Treated all employees and all groups of stakeholders with fairness and equitability without discrimination due to differences in gender, sexual orientation, age, nationality, race. religion, belief, or any difference along with respecting basic rights and freedoms according to the provisions of the Constitution.
- Formulated the Company's rules and regulations in accordance with legal requirements, setting them as guidelines for employees. Regularly monitor legal amendments and update the Company's rules and regulations accordingly.
- Strictly complied with the applicable laws.
- Provided fair employment conditions and appropriate remuneration according to various factors like competency, academic degrees, experience, economic conditions, and the Company's status.

- Said "No" to child labor, illegal labor and forced labor.
- Protected basic rights at work for the employees.
- Promoted employees' rights to expression and engagement.
- Protected access to information, confidential information, and individual privacy of employees and relevant stakeholders.
- Provide appropriate and safe complaints channels. Put in place measures to protect employees informing about violation to the human rights or unequal treatment to the employees.

In 2023, the Company did not receive any complaints or reports on human rights violations from the Company's activities, and from business operations of suppliers and business partners.

Human Resource Management
Human Resource Management Policy

The Company believes that personnel are the most important and valuable resource as sustainability and continuous growth of the Company depends on the quality, potential, ability, intention and commitment to the organization of personnel. The Company is therefore committed and gives importance to efficient human resource management. Develop personnel to be good and talented, have happiness and well-being, and are ready for continually learning to drive the Company towards success and achieve its goals according to the established vision and mission.

The Company has prescribed the policy and practices on human resource management to be a framework for managing human resource efficiently covering from determination of organizational structure and workforce planning, employment, compensation and benefits, working environment, personnel development, performance management and evaluation, communication, and engagement.

(Additional details about "Human Resource Management Policy and Practical Guidelines" were outlined on the Company's website: www.symphonny.net.th > Sustainability > Social Dimension > Human Resource Management and Development)

Performance on Human Resource Management

The Company places great importance on creating an Excellent Experience for employees through the employee journey, starting from recruitment, hiring, onboarding, employee development, career development, and exiting. In addition, the Company promotes and develops various important factors that help strengthen employee engagement continuously, whether it is skills development, both work and social skills, organizing activities that build good relationships among employees, establishing working groups to carry out various activities or projects to allow them to participate in thinking and planning their work, and considering welfare to be attractive and competitive. This is because the Company views that wellness and well-being of employees is the strength of the organization, boosting the power of cooperation and encouraging creativity in working and in providing services to customers and all stakeholders efficiently.

1. **Employment and Diversity Promotion**

The Company has a policy to support employment that focuses on equality without limitation or discrimination due to differences in gender, sexual orientation, age, birthplace, race, religion, belief, education, social status, and physical condition. The Company accepts and anticipates value of diversity and individual differences, realizing that employee diversity will foster the Company to be able to creatively respond to the different needs of customers and the changing nature of business, which will result in sustainable benefits to the company.

In 2023, the Company employed 444 employees with a diversity of age, gender, level of education and task characteristics.

2. **Compensation and Benefits**

Appropriate compensation and benefits have an impact on motivating and retaining talented employees. It also greatly affects the work efficiency of employees. To drive the organization forward, the Company analyzes and reviews employee compensation and welfare strategies on a regular basis to ensure that the Company's benefits plan is competitive when compared to other leading companies.

The Company has implemented a policy on employees' compensation both in short term and long term, taking into consideration of their competency, experience, and performance results, including the Company's performance by applying Key Performance Index (KPIs), including considering the economic conditions at the time. The salary and welfare structure has also been determined to be appropriate and comparable to the market and companies in the same industry. Consequently, employees shall receive appropriate and fair compensation.

In addition to monthly salary, the Company has established a provident fund. The objective is to promote savings and strengthen life security for employees. The Company has given employees the right to choose to accumulate savings at the rate of 3-15 percent of their salary and the Company contributes at the rate of 3 percent. In 2023, there were a total of 263 employees participating in the provident fund, representing 59.37% of total number of employees.

Moreover, the Company provides other benefits to the employees, such as group health insurance, life and accident insurance, travel allowance in case of business trip, funeral allowance and wreath in case of decease of employee's family member, loans at lower interest rates from participating banks, compensation on retirement, etc.

For the employees' welfare, the Company arranges an annual health check-up according to age group and gender as well as organizing training to educate employees in regard to health treatment and prevention of various diseases.

3. Skill and Competency Development

Employee Development Policy

The Company believes that employees are significant resources for driving business and organization to achieve success according to goals set. The Company, therefore, focuses on employee development systematically and continuously, giving importance to the development of knowledge and professional skills of employees to be appropriate for their current work positions, as well as to have leadership skills ready for career progress. Employees are also encouraged to develop themselves through on-the-job training and attend training and seminars relating to their functions so that they may apply their knowledge in improving the Company's performance. In addition, the Company encourages employees to understand and be aware of the importance in using the Company's core values to be framework for behavior both at work and at developing relationship with all related parties which will foster into corporate culture and become a factor that will drive the organization to sustainability.

Employee Development Framework

In driving business today that is constantly changing, employees are the heart of the Company and a key engine to drive the Company towards sustainable growth. The Company, therefore, gives importance to the development of employees' potential in every aspect so that employees are ready and have skills and potential to perform duties as well as are able to cope with incurring changes efficiently. The Company has emphasized on continuous development of employees in all positions to enhance their knowledge and capability in performing duties to meet the Company's goals and strategies and to support the Company's future growth. The company will set guidelines for employee development in the form of appropriate training as well as encourage employees to participate in training according to their needs in order to enhance their knowledge and ability.

Patterns of employee development consist of:
1. In-house Training to broaden employees' perspectives, capacity and knowledge, aligned with the organizational goals and market competition.
2. External Training to develop competency in target areas. Employees were assigned to attend seminars and training programs organized by external organizations as well as to participate in domestic and overseas field trips.
3. On the Job Training to improve employees' skills and work efficiency. Hands-on experience will facilitate quick learning and understanding in work processes.

In 2023, the Company developed competency of its employees through both internal and external training programs. A total of 386 employees attended the training, divided into 202 males and 184 females, representing 87 percent of the total number of 444 employees. Total cost of employees' development spent in 2023 was Baht 6,173,899.94.

Training Courses in 2023

Growth Mindset & Service Excellence

Objectives: To develop employees to be able to draw potential of team by using technique of observation of stimulus that make struck in fixed mindset. Employees shall learn how to draw energy and perspective of a Growth Mindset to see new opportunities, dare to do, allow oneself to try right and wrong things to get the job done as well as have a variety of communication methods that can be adapted depending on each person.

Coaching & Feedback for Performance in Action

Objectives: To develop employees to have the potential to be coach, have techniques for coaching, creating goals and planning strategically to complete job.

Adaptive Leadership and Maximize Your Strengths

Objectives: To develop leaders for proactive work and to be ready to develop themselves in creating excellent performance by drawing knowledge and abilities of the team to connect be connected to working together to get the job done.

4. Performance Management and Performance Evaluation

The Company has a policy on fair performance evaluation by adopting a system of key performance indicators (KPIs) from coperate level to individual level. The Company has also implemented a modern and standardized performance management system to be able to control, inspect, and manage the performance of executives and employees at all levels. The performance evaluation will be used for continuous personnel development to lead to the achievement of the vision and mission of the organization in a sustainable way.

The Company aims for all employees to have KPIs and receive 100% performance evaluations in 2024.

5. Employees' Well-Being Enhancement

Employees are an extremely valuable resource for the organization and are a factor that helps drive the organization towards success. The Company, therefore, supports the development of the quality of life of employees so that employees can work with full efficiency and live happily.

In 2023, many activities were conducted to promote well-being and happiness in life and at work for employees under the project "Great Place to Work" as follows:

- Encouraged employees to have a balance in both work and personal life (Work Life Balance)
- Provided rewards and compliments to high performance employees.
- Provided workplace that focuses on appropriate safety and hygiene. Promoted good working atmosphere.
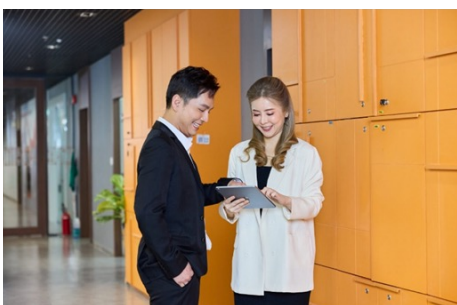
- Organized activities on festivals and important days to encourage employees to have the opportunity to meet, get to know, and build good relationships among each other, e.g. New Year, Songkran, Hakkowen, etc.

- With good cooperation from the Social Security Office, the Company organized training on basic medical treatment rights for employees to make all employees aware of their rights according to the law that they should have and understand how to use the rights that are given to the greatest benefit.
- Partnered with various banks to provide special low-interest loans to employees, such as housing loans. personal loan to be a channel for employees to manage debt and have better financial health.
- Encourage employees to have good physical and mental health through organizing various activities, such as sports activities, massage activities to relax from work, drawing activities to relax and practice meditation, etc.

6.   Employee Engagement

Employee engagement is an important factor for the business growth. Employee's participation depends on trust. Therefore, it is important to build trust and motivate employees. The Company places importance on developing work processes along with listening to suggestions from employees. One important way to improve management efficiency when it comes to "employees" is through employee engagement surveys to receive clear and honest feedback from employees. It is also an opportunity to create plan to improve and increase the efficiency of human resource management. The Company organizes a survey of employee engagement continuously every year, at least once a year. For 2023, the results of the employee engagement survey were 83 percent, which increased from 82 percent in 2022.

The results of the survey show that the Company is committed to raising employee engagement levels and delivering **"Excellent Experience"** for employees.

Safety, Occupational Health and Working Environment

Safeguarding all employees' safety, occupational health and favorable work environment has been the Company's emphasis. Preventive measures are highlighted to achieve the ultimate goal - "zero accident": all employees completed their tasks without accident or damage to their life, property and family as well as the organization

1.   Safety, Occupational Health and Work Environment Policy

The Company is committed to ensuring good quality of life and safety in workplace to its personnel and stakeholders under the management of safety, occupational health and working environment that meets standards, efficient and in accordance with laws. The Company laid down the "Safety, Occupational Health and Working Environment Policy" to be a guideline for the operations and maintain quality management system for safety, occupational health and working environment by stipulating that safety at work is the duty and responsibility of all executives and employees.

(Further details about "Safety, Occupational Health and Working Environment Policy and Practical Guidelines" appear on the Company's website: www.symphony.net.th > Sustainability > Social Dimension > Safety, Occupational Health and Working Environment)

2.   Oversight of Safety, Occupational Health and Work Environment Management

The safety, occupational health and work environment management is under the supervision of the Company's Safety, Occupational Health and Work Environment Committee, chaired by the senior executives or representatives authorized by the Company. The committee ensures efficient and effective implementation; as well as shorter, faster and more concise work procedures which is crucial in tackling safety-related issues. Moreover, there is a unit directly responsible for the matter and security officers to inspect, monitor and report compliance with safety rules for all tasks.

3. **Operations of Safety, Occupational Health and working Environment**

3.1 Work Environment Management

The Company arranges for the workplace to be clean and conducive for working in accordance with legal standards regarding safety and occupational health.

3.2 Safety trainings

Work safety requires knowledge, understanding and awareness in risks and consequences as well as compliance with the prescribed safety and occupational health measures

The Company has continued promoting employees' knowledge and understanding in safety through trainings on occupational health and safety concerning general knowledge and knowledge on work-related danger, dangerous jobs or dangerous situations, so that all carried out their tasks safely and better than the requirements.

In 2023, the Company provided trainings on health and safety at work for executives and employees, such as safety in electrical work, working with communication cables on electricity poles, operations on electricity poles, safety training for administrators and supervisors, firefighting and fire evacuation drills.

In addition to safety trainings, , the Company also continuously promotes awareness of safety and health through internal communication channels to provide employees with knowledge and methods for taking care of their health.

3.3 Promotion of Employees' Well-Being

The Company realizes that working environment and good health of employees will make employees happy at work. The Company provides annual health check-up for all employees. Addition check-up programs shall be offered based on risk factors from work. In addition, the Company organizes various activities to promote awareness of health care to prevent and reduce impacts on occupational health and safety from operations efficiently, including initiating the **"SYMC Wellness Program"**, focusing on promoting good health, both physical and mental health.

- **Promotion of mental and emotional well-being:** Provided consultations program with psychologists via telephone and video calls, and organized mind spa activities to promote awareness and methods for healing one's own mind.

- **Promotion of physical well-being** Provided knowledge about nutrition and health, organized "Health Challenge" activities by competing in counting walking steps and various health-related missions, conducted activities for employees to prepare themselves before the annual health check-up and create awareness on importance of health check

3.4 Work Environment Inspection

The Company has arranged for the inspection of work environment including lighting, sound level, and drinking water quality in accordance with the applicable standard to ensure safety workplace.
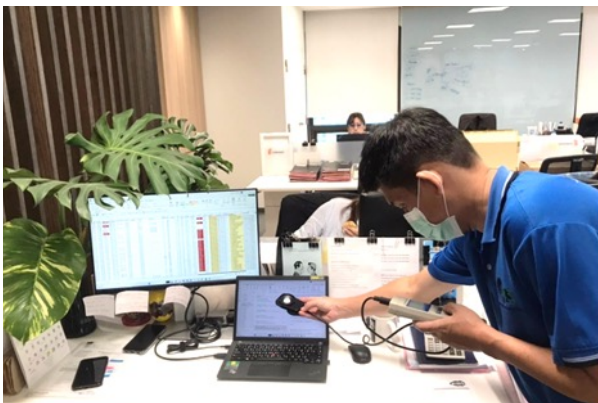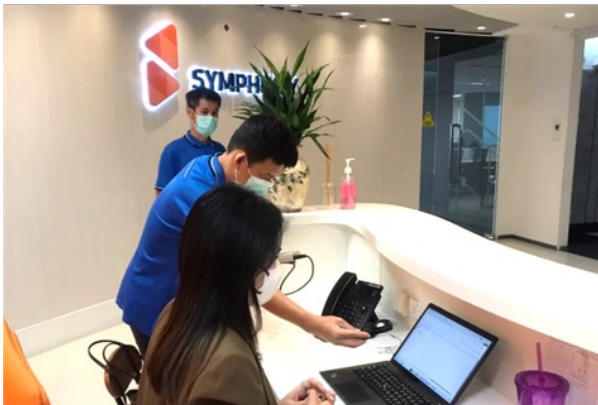
3.5 Maintaining Safety from Epidemics and Illness

Employees' safety from epidemics and illness is the Company's important mission. The Company has implemented various measures to reduce the risk and alleviate the impact of epidemics and illness, such as spraying disinfectants inside the office and work areas,
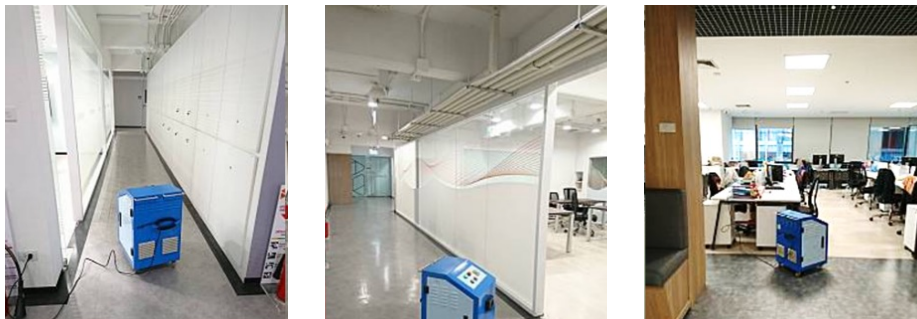

including measures to eliminate disease-carrying animals such as termites, ants, and cockroaches to keep the office in good hygiene and prevent infection from disease-carrying animals.

The Company is committed to managing safety, occupational health and a good work environment. Despite the COVID-19 pandemic situation, the Company has continued to build a culture of safety and improve its overall safety management systems to ensure that its performance standards are not only high, but adequately measurable along with implementing various measures to reduce the risk and alleviate the impact of the spread of the virus while supporting employees to be able to live happily while working efficiently. With our strong commitment to do so, the Company achieved to receive the **"Certification Award for Establishments with Good Labour Management System during the Crisis of COVID-19 Outbreak"** from the Department of Labour Protection and Welfare, Ministry of Labour, covering three following areas:

1) Policy preparation to prevent the spread of COVID-19
2) Surveillance and prevention of the spread of COVID-19
3) Establishments with good labour management during crisis

4. Statistics of Accident, Absence, and Illness Rate from Work

The company continues keeping statistics of accidents and injuries from work in order to analyze and improve safety standards of employees with details as follows:

No.	Health and work Safety Results	Year	
		2023	**2022**
1.	Number of employees as of December 31 (Person)	444	414
2.	Number of Man-Hour (Hour)	847,792	785,016
3.	Number of sickness case from work-related (Case)	0	0
4.	Number of injury case from work-related (Case)	0	0
5.	Number of fatalities from work-related (Person)	0	0
6.	Injury rate from work-related (Injury case /200,000 Man-Hours)	0	0
7.	Sickness rate from work-related (Injury case /200,000 Man-Hours)	0	0
8.	Fatality rate from work-related (Injury case /200,000 Man-Hours)	0	0
9.	Lost day rate (Days / 200,000 Man-Hours)	0	0
10.	Absentee rate (Days / Total days scheduled to be worked by the workforce)	0	0

Remark: 1. Injury: The number of injuries from work-related with at least one day's abstention from work which the data does not include accidents categorized at the first-aid level.
2. Lost Day: Time ("days") that an employee could not be worked (and is thus 'lost') because of injury or sickness from work- related. Record begins the next day.
3. Absentee: Time ("days") that an employee absents from work because of incapacity of any kind, not just as the result of work- related injury or disease. Permitted leave absences and compassionate leave are excluded

Personal Data Protection

The Company recognizes the importance of personal data protection and is committed to be responsible and protect personal data of stakeholders comprising shareholders, employees, customers, suppliers and business partners, which are collected, used, disclosed, and transferred. The Company established policy and practical guidelines of personal data protection in writing and announced on the Company' website: www. symphony.net.th under "About us" to ensure that the Company's operations is transparent and personal data of shareholders, employees, customers, suppliers, business partners and other stakeholders are protected by law and comply with the Personal Data Protection Act B.E. 2562. The Company has set out the following practical guidelines for personal data protection:

1. Appointed Data Protection Officer and department to be responsible for overseeing and protecting personal data.
2. Appointed PDPA Working Group to be responsible for establishing processes and guidelines for the Company's operations in accordance with the law.
3. Announced policy and practical guidelines on personal data protection covering data management, data governance and data security to comply with requirements of laws and implement effectively.
4. Prepare a register of personal data of all departments in the company in order to classify data types, assess risk of data being collected, use and disclose, as well as determine appropriate control and security measures according to the level of risk of data.

Disabled People Support

The Company recognizes the importance to improve quality of life for disabled people, encouraging them to have career opportunities to generate income and self-reliance, minimize inequity, and take part in social activities equally.

In 2023, the Company conducted in accordance with Section 35 of the Person with Disabilities Empowerment Act, B.E. 2550 by employing 4 disabled people, which is a ratio of disabled to normal person of 1 to 100 pursuant to the law, to provide massage services to employees.

Participatory Community and Social Development

Community and society are important stakeholders in the Company's business value chain because they may both be affected by the Company's business operations and may create an impact on the Company. Consequently, the Company gives an importance and is committed to conducting business on the basis of responsibility towards community and society, covering safety and health care, economy and community development, support of inclusion and opportunities, as well as management of environmental impacts. These are to ensure that community and society can grow together with the Company in a sustainable way and that the Company can live together with the community and society based on confidence, trust and mutual benefit.

The Company has developed strategies on the corporate responsibility toward communities and society in line with the sustainable development guidelines and the Sustainable Development Goals (SDGa) of the United Nations to create shared value between the business and society, focusing building relationship and engagement with communities, applying our technology and expertise through the implementation of social responsibility projects and activities in five areas which are considered the foundation for sustainable development of community and society, namely education, religion and culture, sports and health promotion, quality development of community, and environmental conservation. Besides, the Company supports various activities for public benefits, such as volunteer activities, charitable donation, etc. These efforts strive to solve problems, develop communities, and improve quality of life of people in society in a balanced and sustainable way.

In 2023, the Company joined and provided sponsorship to the project "Orm Sin Arsa Pattana Phue Nong" organized by a group of volunteers from the Government Savings Bank at Nongmaka School in Saraburi. The objectives of the activity is to renovate and fix damaged infrastructure of the School and to support educational media and equipment that are in short supply.

3.4 Economic and Governance Sustainability Management

Good Corporate Governance

The Company is committed to conducting business with ethics, integrity, transparency, responsibility to society environment and all groups of stakeholders based on the principles of good corporate governance to be a foundation for building confidence among investors and stakeholders. As well as increasing competitiveness and supporting sustainable growth.

The Company has formulated the **"Corporate Governance Policy and Practices"** and **"Business Code of Conduct"** and disseminated them on the Company's website: www.symphony.net.th for all directors, executives and employees to adhere to, as well as regularly monitoring and evaluating its performance.

Additional details about the Corporate Governance Policy, the Business Code of Conduct and execution according to the guidelines are outlined in Part 2. of this report.

Risk Management

Realizing the importance of risk management under changes from internal and external factors that may impact the business, the Company has thus implemented the international standard of COSO-ERM (The Committee of Sponsoring Organizations of the Treadway Commission - Enterprise Risk Management) for managing risks continually as well as integrating it into all business work process. Additional details about risk management are outlined in Part 1. under Risk Management topic of this report.

Customer Relationship and Satisfaction Management and Customer Engagement

In current situation where competition in telecommunication business is drastically increasing, while behavior, expectation, and needs of customers are likely to change according to the global trends that broadly adapt to digital society, customer relationship management and customer engagement are the topics on which the Company places a great importance. This is because customers are important stakeholders who support sustainable growth of the Company and directly influences the products and services development. For this reason, the Company focuses on building confidence in products and services and creating maximum satisfaction for customers in every aspect, whether it is delivering and maintaining the service excellence at an appropriate price, providing professional service with speed and care, provide information of products and services in a complete, accurate, straightforward, and sufficient for decision making manner Including creating products and services that can respond to the expectations and meet the needs of each customer. This is to deliver Excellent Experience to customers according to our mission.

In 2023, the Company adjusted the management structure of the Sales team to be in line with the business operational strategy as well as to enhance work efficiency and capabilities in delivering services and engaging with customers of the Sales Team. With this regard, the Company has established new five (5) Business Units according to characteristics of each customer group, while the strategies and proactive marketing plans of each Business have been defined to ensure that customers are taken care closely, customers' needs and expectation are analyzed in-depth and responded truly and efficiently, relationships with existing customers can be maintained along with expanding new customer bases, and **"SYMPHONY"** branding is trusted.

In addition, the Company has established the Network Operation Center, Managed Service (NOC) comprising experience and profession engineering team to take care of after-sales service, including providing advice and solving problem for 24 hours and 7 days

In addition to our commitment to deliver and maintain excellent quality of services, the Company places importance to build, manage and retain good relationship between the Company and customers, including engaging customers in various business and leisure activities through three service periods, before, during and after the service along with listening and collecting needs, problems, expectations, and comments of customers, both positive and negative, towards the company's services which received from communication channels both offline and online of the Company, for example, direct discussion with sales staff, telephone calls to customer service, e-mails or messages sent via social media or channels for receiving report and complaint on the Company's website, survey of customer satisfaction; and taking those to analyze to use as guideline for offering, developing or improving services to meet customers' needs, both the existing customers, new customers and other stakeholders.

Troop Visit

The company organized a Troop Visit activity where executives and sales teams visited and gave souvenirs to customers during festivals and important occasions to thank customers who have always trusted in the Company's services as well as to discuss and update the Company's services to them.

Symphony Box Office

The Company organized the "Symphony Box Office" inviting customers to watch various blockbuster movies such as Transformers: Rise of the Beasts, Ant-Man and The Wasp: Quantumania, The Hunger Games: The Ballad of Songbirds and Snakes, to thank customers for trusting in using the company's services.

Sports Competition Activities

The Company organized "Bowling Battle 2023" to thank and build relationships with customers by inviting customers to compete in bowling with the company's executives and sales team.

Customers' Privacy Protection

Advances in information technology and rapid development of communication systems enable collection, use, and disclosure of personal data can be done easily, conveniently, and quickly, which may lead to damage to the data owner. The Company recognizes the importance of this matter and has therefore reviewed and announced the Personal Data Protection Policy to protect personal data and privacy of our customers. In 2023, the Company did not have incidents of customers privacy violation, data Leakage and loss of customers data.

Customers Satisfaction Survey

To ensure continuous development of customer relation management, the Company conducts customer satisfaction survey annually. In 2023, the Company has assigned an external agency to measure the success of the strategic plan. and operations to meet the highest customer satisfaction using methods and criteria that are nationally and internationally accepted.

The Company's customers satisfaction survey has been conducted through various channels, such as telephone, online, email (CSAT), using questionnaire that assesses important topics related to the customer relations management, such as relations and image of the Company, quality of circuit provided, installation and service delivery, after-sale service and problem solving, payment method, problem solving and techniques of sales staff.

The results of the customer satisfaction survey showed that customers were satisfied with the Company's services in 2023 at 92.71%, which was higher than 90.71% in 2022. The topics that customers were most satisfied with was installation and service delivery. For issues that customers want the Company to improve, they were not clearly specified. However, to maintain service excellence and standards, the Company shall continue to develop customer relationship management, including improvement of after-sales service and problem solving. This is to deliver Excellent Experience and sustainable value for customers.

Supply Chain Management

Suppliers are critical stakeholders who contribute to the success of the Company's business. Since the Company operates telecommunication business proving high-speed connectivity service through fiber optic network as well as ICT and digital solutions services, the Company requires fiber optic cables, network equipment, system equipment and various software system from numerous suppliers. The Company thus places great importance on the supply chain management that takes into account social and environmental responsibility and good corporate governance at every step of the supply chain to create highest efficiency in cost management and delivery of goods and services. This is because supply chain management can help reduce risks in terms of costs, continuous service, service standards and quality, including the image of the Company. In addition, it helps to create cooperation in conducting business, added value and sustainable growth together.

The Company has the policy of treating suppliers with equality, taking into account mutual benefits and long-term relationships, thus guidelines for these practices have been outlined in the Company's Business Code of Conduct. Moreover, the Company has formulated the policy and practical guidelines for procurement to supervise the procurement process to be standardized, fair and transparent in order to maintain business competitiveness and standards in operating with suppliers. as well as maintaining sustainable good relationships with suppliers.

The Company strictly complies with the Business Code of Conduct, guidelines for treating suppliers, and the procurement policy. Only standard supplier shall be selected to be listed on the Approved Vendor List. Price shall be compared before ordering. Supplier assessment is conducted by using criteria that have international and auditable standards. The Company also sets a policy of not committing corruption, not accepting benefits, not extorting, embezzling, or allowing such actions to occur to supplier, while supplier must not offer or accept bribes from the Company, not offer gifts or personal benefits in any form to employees as a result of dealing with suppliers.

In addition, the Company promotes sustainable relationships development with suppliers, communicate and encourage suppliers to strictly comply with the "Code of Conduct for Suppliers" prescribed by the Company. In this regard, the Company shall not deal with supplier whose behavior violates human rights or infringes intellectual property rights, or has unlawful behavior, against ethics and good morals. The Company also promotes collaboration with suppliers in building capacity and capability for each other through planned and activities, such as setting topics or knowledge to develop; methods and form to use: training, seminars, and demonstrations of knowledge through various channels, both online and offline, at the individual, team and managerial levels, both in the short and long term, in terms of knowledge and practical guidance that the Company has expertise in, ranging from customer requirement, market trends, solutions and techniques, and standardized installation to post-sales services and maintenance for all types of suppliers, including service providers, product owners, and subcontractors. Collaboration with suppliers has been established to develop and improve solutions, products and services, and create value added as well as innovations for the benefit of all parties, including passing on values to customers or end-users, which may contribute to social development and reduce environmental impact.

Data and Information System Security and Cybersecurity

Placing an importance on data and information system security and cybersecurity, the Company set up mechanism to create security for information assets, to prevent damage to security components in accordance with business requirements and regulations for personnel and related agencies to use as guidelines for their work and prevent information loss, unauthorized disclosure of information and modifying information for use in an illegal way. It consists of 3 parts as follows:

1. Confidentiality   Information assets can be accessible only to authorized persons.
2. Integrity Information assets must be accessible only to authorized persons.
3. Availability   Information assets must be accessible properly when use is necessary.

The Company has formulated policy and practical guidelines on data and information system security in compliance with applicable laws and corporate governance best practices for listed companies, including determining strategy and management approach on data and information system security and cybersecurity to enhance security of organizations at all levels. It also helps organizations to plan, prevent, detect, and respond to threats quickly and systematically. while the business can operate continuously.

Framework of data and information system security and cybersecurity management, and risk management

The Company has management approach and risk management in relation to data and information system security and cybersecurity in accordance with the Cybersecurity Act B.E. 2562 and in line with international standard: ISO 27001 which are under the supervision of the ISO Committee whose members are senior executives and has established ISO Working to be in charge of management and operations.

In terms of risk management, the Company has determined scope and methods of risk assessment, analyzed gaps, and developed guidelines and procedures for handling and responding to cyber-attack in all operational areas that are vulnerable to cyber threats to use as guidelines to control and prevent risks of IT infrastructure. This covers network system, hardware, software, data and operating system, such as system setting, system access, rights management and improvement of system to enhance capability and efficiency. All these measures serve to ensure that the Company will be able to manage risks efficiently, control or reduce impact that may occur on the organization and business opportunities to an appropriate level.

Execution on data and information system security and cybersecurity

The Company analyzed gaps of information system security and of cybersecurity and closed all identified gaps according to information and information system security standards. and cyber security Including testing, evaluating, and checking the security of hardware and software devices regularly along with enhancing the potential and speed of responding to cyber threat incident. Moreover, the Company backed up organizational data to prevent damage that may be caused by data theft or other incidents that may affect the Company's data systems in the event of an emergency. In this respect, the Company conducted emergency response plan drills to deal with such events as well.

Innovation Development

The Company places importance on and supports the creation of innovations that shall create value for the business, focusing on collaboration and partnership with leading business partner who are well-known and expertise in various fields in learning and developing new products and services, as well as improving quality of services to create satisfaction and respond the needs of customers. In addition, the Company attaches importance to the development of work processes to ensure greater efficiency, putting an emphasis on having employees think about their work processes by adopting innovation and digital technology. The company will support the development of employees' work processes through various training to increase their work skills. Including adopting modern technology to help in the work process of employees.