



Sustainability Report 2025

Advanced Info Service Public Company Limited



Table of Contents

BUSINESS OVERVIEW

Message from the Chairman and CEO	6
An Affirmation of Our Determination Towards Sustainable Business	8
Business Overview	10
Sustainability Governance	11
Material Topics for Business Sustainability	13
AIS Business Sustainability Strategy	24

3 PILLARS OF SUSTAINABILITY STRATEGY

Drive Digital Economy	26
Digital Products and Services	27
Cybersecurity and Customer Privacy Protection	37
Human Resource Management	53
Promote Digital Inclusion	76
Social Inclusion	77
Digital Wellness	86
Act on Climate	104
Climate Actions	105
Waste Management	117

APPENDIX

Remark	130
About This Report	132
GRI Content Index	134
SASB Content Index	142
Assurance Statement	146

Vision
To lead a sustainable Thai digital society through ecosystems and partnerships

Mission
Empowering lives and businesses with trusted connectivity, digital innovations, and exceptional experiences

Sustainability Highlights

DRIVE DIGITAL ECONOMY

4.8%
of revenue from new digital products and services

AIS Academy provides training to enhance the digital skills and capabilities of employees, covering of

91%

Established a Data and Artificial Intelligence Governance Policy in alignment with ethical principles and recognized technology standards

Enhancing governance and improving access to personal data for external parties

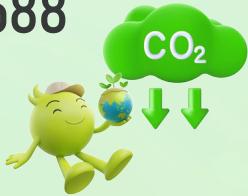


Developing the younger generation through the Digital Talent project to enhance the capabilities of **417 individuals**



ACT ON CLIMATE

Reducing GHG emissions by
53,688



Total alternative energy at
13,482 sites



Properly manage electronic waste with zero landfill disposal



Expanding collaboration with public and private sector partners to strengthen its role as **HUB of E-Waste**

Collaboration with a network of **250 organizations** and expanding e-waste drop points to over

3,065 locations nationwide



PROMOTE DIGITAL INCLUSION

Improving the socio-economic condition of

3.64 Million People



Expanding 5G network to over nearly
95% to the total population



Promoted the **"Year of Cybersecurity"** initiative and launched the **"1185 Snap & Share"** service to enable the public to report suspected fraudulent SMS messages.



Developing **"Green Energy Green Network for THAIs"** project, benefiting Thai people across

8 communities in 5 provinces



Enhancing digital technology skills, and building cybersecurity awareness through **AUNJAI CYBER Curriculum** for
1,029,750 People

Message from the Chairman and CEO



Kan Trakulhoon

Chairman of the Board of Director

Pratthana Leelapanang

Chief Executive Officer

“As a leader in intelligent networks and technology, AIS continues to enhance digital networks, services, and solutions in collaboration with its partners, aiming to improve quality of life, strengthen business capabilities, and support carbon emission reduction, advancing toward a sustainable digital society.”

In 2025, the world entered an intensified period of transition, driven by more severe and prolonged climate impacts, expanding geopolitical tensions affecting technology and digital security, and a global economy still facing high volatility due to uneven recovery across regions. At the same time, the widespread adoption of artificial intelligence (AI) presents new opportunities but also introduces risks related to personal data protection, cyber threats, and digital skills gaps—challenges that require integrated solutions, particularly for populations with limited access to technology.

Thailand has felt the effects of these global challenges in multiple areas, including rising living costs and household debt, increasingly frequent and severe natural disasters such as flash floods and PM2.5 pollution, as well as the emergence of more sophisticated online scams fueled by misuse of technology, which have caused widespread disruption. Digital inequality across many regions remains a key constraint that must be addressed to ensure long-term development of the digital economy.

Amid this rapidly changing context, the telecommunications sector continues to serve as critical infrastructure, underpinning economic growth, security, and quality of life. Technologies such as 5G, fiber-optic networks, cloud computing, and AI-native networks are being deployed more intensively to enhance efficiency, reduce costs, and build stable, secure connectivity that can mitigate emerging risks and support climate-resilient infrastructure. In response, AIS has established a comprehensive operational framework focusing on three key areas: driving digital solutions for the economy, expanding digital access for society, and committing to environmental stewardship.

Over the past year, AIS has witnessed significant developments in each of the following three pillars:

Drive Digital Economy

AIS is committed to expanding a robust and nationwide telecommunications network, which serves as a foundation for developing advanced digital products and services. The Company has set a target to generate 7% of its core service revenue from new digital products and services by 2027. Over the past year, AIS continued to enhance network capabilities to support new digital offerings, including AIS Cloud for enterprise customers, IoT Connectivity for IoT solutions, 5G Private Networks for industrial clients, AIS Analytic X for advanced data analytics, and AIS Play as an entertainment platform, achieving 4.8% of total revenue from these initiatives.

The growing role of digital technologies has also increased exposure to cybersecurity and personal data risks. AIS remains committed to international standards for cybersecurity and data privacy. In the past year, the Company strictly adhered to legal and global standards, continuously monitoring partners to ensure alignment with AIS policies and standards. Simultaneously, AIS implemented data governance and AI management policies to strengthen the management of data and provide clear guidelines for the responsible development and use of systems, applications, and AI in line with ethical principles and technological standards.

Employees remain critical to driving our business and the digital economy. AIS has set a target for more than 90% of employees to acquire effective digital skills by 2025. Over the past year, the Company has delivered continuous training across all levels to enhance capabilities in areas such as AI, Cloud, Data Analytics, Design Thinking, 5G, and Python programming, as well as developing young talent through the Digital Talent program. As a result, AIS has achieved this target, with 91% of employees now equipped with digital skills and able to apply them effectively in their work.

Promote Digital Inclusion

AIS believes that building and expanding a nationwide telecommunications network that reaches all populated areas can increase equitable access to digital technology and improve the quality of life for all Thais. The Company has set a target to enhance the economic, social, and living conditions of 5 million people. Over the past year, AIS implemented a series of initiatives aligned with this goal, including “Green Energy Green Network for THAIs,” “AIS Academy for Thais,” “Educators & Tutors Thailand,” “LearnDi for Thais Platform,” “Digital Library,” and “Free Broadband Internet for Education.” These efforts have benefited and engaged 3.64 million people to date.

In addition, AIS prioritizes the safe and responsible use of digital technology by the Thai population. The Company has set a target to strengthen digital citizenship for 3 million people through digital solutions and tools by 2027. Over the past year, AIS continued to enhance cybersecurity awareness among the public through the “Aunjai Cyber” program, reaching 1.49 million people participants to date. AIS has also taken proactive measures to protect customers and the public from online scams. These measures include monitoring unusual activity on the telecommunications network, strengthening customer identity verification for mobile number ownership, controlling the use of corporate SMS account, blocking cross-border signal linked to fraudulent activities, and providing the “1185” hotline for reporting suspected scams.

Act on Climate

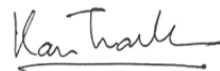
The Company is committed to reducing carbon emissions across its value chain, targeting a 25% reduction in greenhouse gas (GHG) emissions intensity—calculated as combined direct (Scope 1) and indirect (Scope 2) GHG emissions per unit of data usage—compared to the 2024 baseline. In the past year, the Company's Scope 1 and 2 emissions totaled 820,916 metric tons of CO₂ equivalent, with emissions intensity decreasing by 9% relative to the baseline. To achieve this, AIS has integrated GHG reduction measures into its business operations, including the installation of 13,482 renewable energy systems, network energy optimization through AI-powered solutions, and the replacement of legacy network equipment with energy-efficient technologies. These initiatives contributed to a total reduction of 53,688 metric tons of CO₂ equivalent. As a result of these efforts, the Company gained access to sustainable financing to support environmentally and socially responsible business operations, and received recognition through the Best Sustainability Bond and Best Green Loan – Telecom awards at the The Asset Triple A Sustainable Finance Awards 2025.

Another key environmental issue arising from increased technology use is electronic waste management. The Company has set a continuous target to manage electronic waste responsibly, without landfilling. In the past year, external auditors verified that the Company's electronic waste management by third-party contractors complied with the target. This ensured that there were no residual or non-recyclable electronic wastes, and no electronic waste was sent to landfill.

In a world of increasing uncertainty and rapidly interconnected technological change, AIS recognizes that its role extends beyond providing telecommunications services—it is a reliable digital infrastructure upon which the nation depends. The Company pursues a strategy of responsible growth, making strategic investments in networks, technology, and human capital to continuously enhance organizational competitiveness, strengthen Thailand's digital economy, empower business sectors, and build societal resilience against emerging risks.

As a large publicly listed company playing a significant role in the national economy and capital markets, AIS is committed to driving the transition to a digital and low-carbon economy based on long-term strategies. By integrating business objectives with sustainability across all dimensions, the Company views sustainability not merely as risk management, but as the foundation of trust, long-term growth, and AIS's enduring commitment to shareholders, customers, partners, society, and the nation.

Warm regards,



[Kan Trakulhoon]

Chairman of the Board of Director



[Pratthana Leelapanang]

Chief Executive Officer

An affirmation of our determination towards sustainable business 2025

Sustainability Performance Ranking

Global Level



In 2025, AIS received a rating of AA in the MSCI ESG Ratings Assessment.



FTSE4Good

FTSE 4 Good Index Series 11th Consecutive Years.



In 2025, AIS received an ESG Risk Rating from Sustainalytics.
Copyright ©2024 Sustainalytics.
All rights reserved.

National Level



ESG100 for 11th consecutive years by Thaipat Institute.

Awards Reflecting Operational Performance

Human Resource



Received three global awards from HR Asia 2025

- Best Companies to Work for in Asia 2025 (Gold Winner)
- Diversity, Equity & Inclusion Award
- Tech Empowerment Award



Received the Outstanding Private Sector Organization Award for the Protection of Rights and the Promotion of Gender Equality, on the occasion of International Women's Day 2025, presented by the Ministry of Social Development and Human Security (MSDHS).

Corporate Governance



"Excellence", based on Corporate Governance Report of Thai Listed Companies by Thai Institute of Directors Association.

Sustainable Finance



Three Sustainable Finance Awards

- Deal of the Year Award – "ThaiBMA Best Bond Awards 2024", presented by the Thai Bond Market Association (ThaiBMA)
- Best Sustainability Bond – Telecom, awarded by The Asset Triple A Sustainable Finance Awards 2025
- Best Green Loan – Telecom, awarded by The Asset Triple A Sustainable Finance Awards 2025

Cybersecurity & Digital Services



Thailand Cybersecurity Excellence Award 2024 Contribution Award, presented by the National Cyber Security Agency (NCSA).

Disclosure Standards



Outstanding Awards 2025



Received the ASEAN Asset Class Public Listed Company Award, assessed under the ASEAN Corporate Governance Scorecard (ACGS) endorsed by the ASEAN Capital Markets Forum (ACMF).



AIS won the Female Thought Leader of the Year – Business Services award at the prestigious Stevie Awards for Women in Business 2025.



AIS received five awards at Digital Transformation World 2025, organized by TM Forum, for the third consecutive year, reaffirming the strength and capabilities of its intelligent network infrastructure.

Business Overview

For over 35 years, AIS has provided digital technology and digital telecommunications infrastructure to Thai society. The company began offering Mobile Telecommunication Services under a concession agreement in 1990, quickly distinguishing itself through high-quality services and nationwide network coverage. In 2015, AIS expanded into Fixed-Broadband Services with a 100% fiber-optic network, focusing on service quality and prompt problem resolution. In 2018, AIS acquired CS LoxInfo Public Company Limited, enabling the company to extend its Enterprise Services beyond telecommunications to include comprehensive digital technology and business solutions. With a commitment to delivering exceptional customer experience at every level, AIS has further expanded into Digital Services, including Entertainment services and Digital financial services.

AIS as the leading digital technology service provider in Thailand, is committed to delivering an exceptional experience through **six key business areas**:



1 Mobile Services

Offering 4G and 5G technologies under the brand "AIS", providing monthly subscription services, prepaid services, and automatic international roaming, with network partners in over 240 destinations worldwide.



2 Fixed-Broadband Services

Under the brand "AIS 3BB Fibre 3", AIS provides high-speed internet services to both residential customers and business enterprises.



3 Enterprise Services

Providing connectivity and digital solutions for businesses under the brand "AIS Business", covering enterprise network data connectivity (EDS), as well as other technology solutions such as **Cloud**, **Data Centers**, and **ICT solutions** for corporates ranging from large corporations to SMEs.



4 Mobile Device and Digital Lifestyle Product Sales

Selling mobile phones, accessories, and leading digital lifestyle products through various sales channels, including online platforms.



5 Entertainment Services

Providing entertainment services through the "AIS Play" platform and the "AIS Playbox" digital TV box, in partnership with leading local and global content providers.



6 Digital Financial Services

Providing digital insurance brokerage services covering life, health, and non-life insurance products, as well as investing in virtual bank business in partnership with strategic partners.

Total Revenue
226,264
Million Baht

Total Assets
420,273
Million Baht

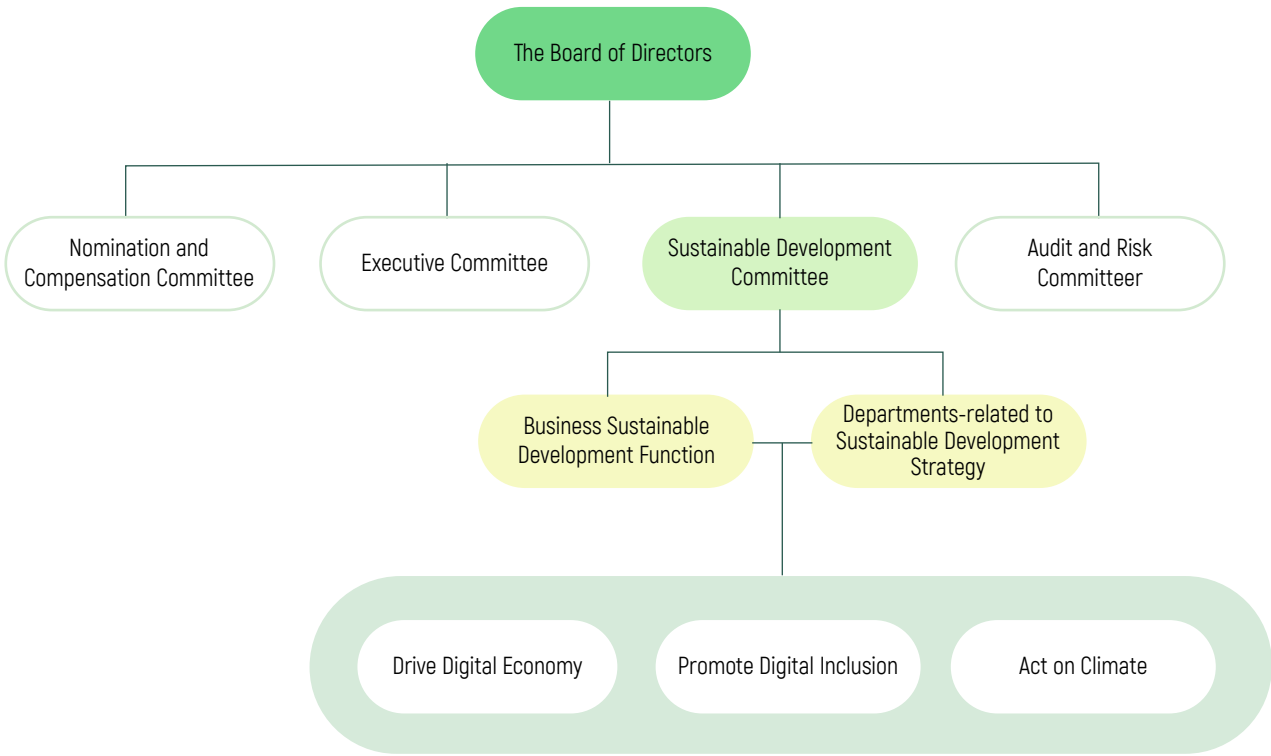
Net Profit
47,886
Million Baht

Market capitalization
930,927
Million Baht

Total Employees
18,855
persons

Sustainability Governance

Sustainable Development Structure



To ensure sustainable governance and management of AIS, the Board of Directors has delegated responsibilities to the Sustainability Development Committee to review sustainability-related policies, strategies, targets, and material issues. The Committee also monitors performance and assesses the impacts and risks arising from the Company's operations across economic, social, and environmental dimensions, including impacts on human rights, to ensure that sustainability initiatives progress in line with established objectives. Progress updates and key issues are regularly reported to the Board of Directors. In addition, the Sustainability Development Committee provides advice and support to the Chief Executive Officer on sustainability matters and reviews the sustainability report prior to submission to the Board of Directors for approval.

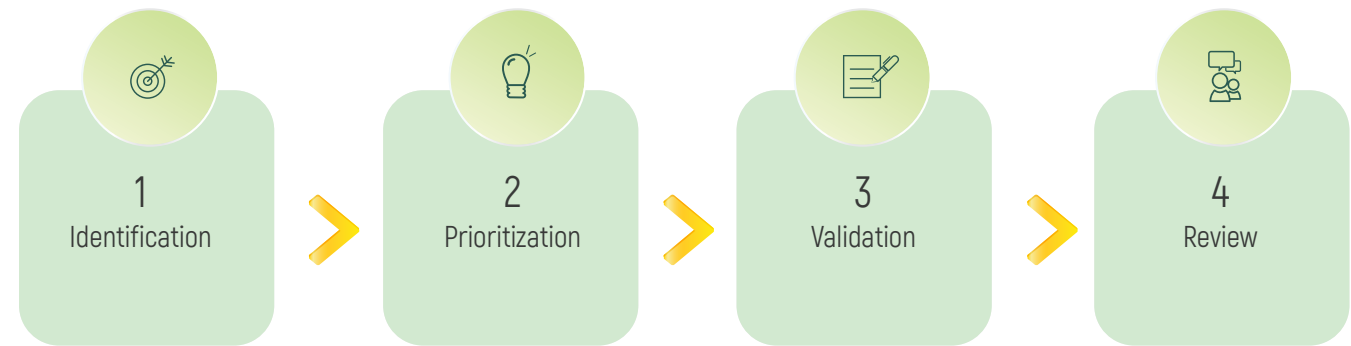
To drive sustainability implementation in a tangible and organization-wide manner, AIS integrates sustainability considerations throughout its business value chain. The Sustainable Business Development function is responsible for advancing overall sustainability policies and strategies and coordinating with relevant functions to support effective implementation in line with defined targets. The Sustainable Business Development function, together with heads of relevant departments, reports progress, performance outcomes, and key sustainability-related issues to the Sustainability Development Committee on a quarterly basis. Furthermore, during Board meetings, updates on stakeholder engagement activities are presented to inform the Board of stakeholders' concerns and expectations and to seek guidance on appropriate responses. The Company also reports on key sustainability-related developments and trends, enabling the Board to enhance its understanding and remain informed of significant sustainability trends at both global and national levels.

AIS integrates material sustainability issues into its Enterprise Risk Management (ERM) framework to ensure that the identification, assessment, and management of sustainability-related risks and opportunities are aligned with the Company's overall risk management approach, thereby supporting strategic execution and long-term value creation. This process is aligned with the internationally recognized COSO ERM framework and is overseen by the Board of Directors through the Audit and Risk Committee, with regular monitoring and reporting. This governance structure ensures that sustainability considerations are appropriately embedded in strategic decision-making and operational execution.

The Company also links performance evaluation and executive compensation to human capital management, which is a material sustainability factor underpinning the Company's ability to execute strategy and create long-term enterprise value. Human capital-related indicators are incorporated into the performance management framework to balance short-term business performance with long-term organizational readiness. These indicators are systematically monitored and evaluated throughout the year, with quarterly performance reviews conducted through relevant committees, before being linked to executive compensation under the oversight of the Board of Directors. This approach ensures accuracy, transparency, and alignment with AIS's sustainable growth objectives.

Material Topics for Business Sustainability

Material Topics Determination Process



1. Identification

AIS develops an understanding of its organizational context by considering business activities across the entire value chain and relationships with stakeholders. This approach enables the Company to review and identify material sustainability issues relevant to its operations in a comprehensive manner, encompassing social, environmental, economic, and good governance dimensions. The assessment is conducted with reference to the following:

- National and international sustainability trends and developments, such as sustainability indices of the Stock Exchange of Thailand, sustainability assessment criteria of institutional investors, reporting processes in accordance with Global Reporting Initiative (GRI) standards, sustainability indices of Morgan Stanley Capital International (MSCI), carbon disclosure and climate change reporting standards of the Carbon Disclosure Project (CDP), sustainability accounting standards of the Sustainability Accounting Standards Board (SASB), and the Global Risks Report 2021 published by the World Economic Forum, among others.
- Sustainability issues relevant to the telecommunications industry at both domestic and international levels.
- Feedback and perspectives from relevant stakeholders.

2. Impact Assessment and Prioritization

AIS assesses the significance of material issues using a double materiality perspective, considering both impacts on the Company's business operations and impacts on the environment, society, and stakeholders, including human rights-related aspects. The assessment covers both positive and negative impacts, whether actual or potential, across short- and long-term horizons, arising from business activities throughout the value chain. The process encompasses both internal and external scopes, as outlined below:

- **Internal Scope**
AIS conducts discussions with the Executive Management Committee and senior management across business functions through workshops, surveys, and consultations to identify material issues relevant to the Company in both the short and long term. These discussions are aligned with enterprise risk considerations and are used to jointly define strategies, targets, and action plans consistent with identified material sustainability issues.
- **External Scope**
AIS gathers input from a broad range of stakeholders (stakeholder inclusiveness), including customers, regulators, communities and society, individual and enterprise customers, business partners, shareholders, and investors. This engagement aims to understand stakeholders' priority issues and expectations toward AIS, and to support the development of effective stakeholder engagement and response strategies.

The Company consolidates the results of materiality assessments from both internal and external stakeholders to evaluate impacts and prioritize issues using a materiality matrix. Issues are assessed based on the severity of impact and the likelihood of occurrence, together with a two-dimensional evaluation: 1) impacts on the environment and society, and 2) impacts on business operations. This process enables AIS to prioritize and identify issues with significant impacts across both dimensions.

3. Validation

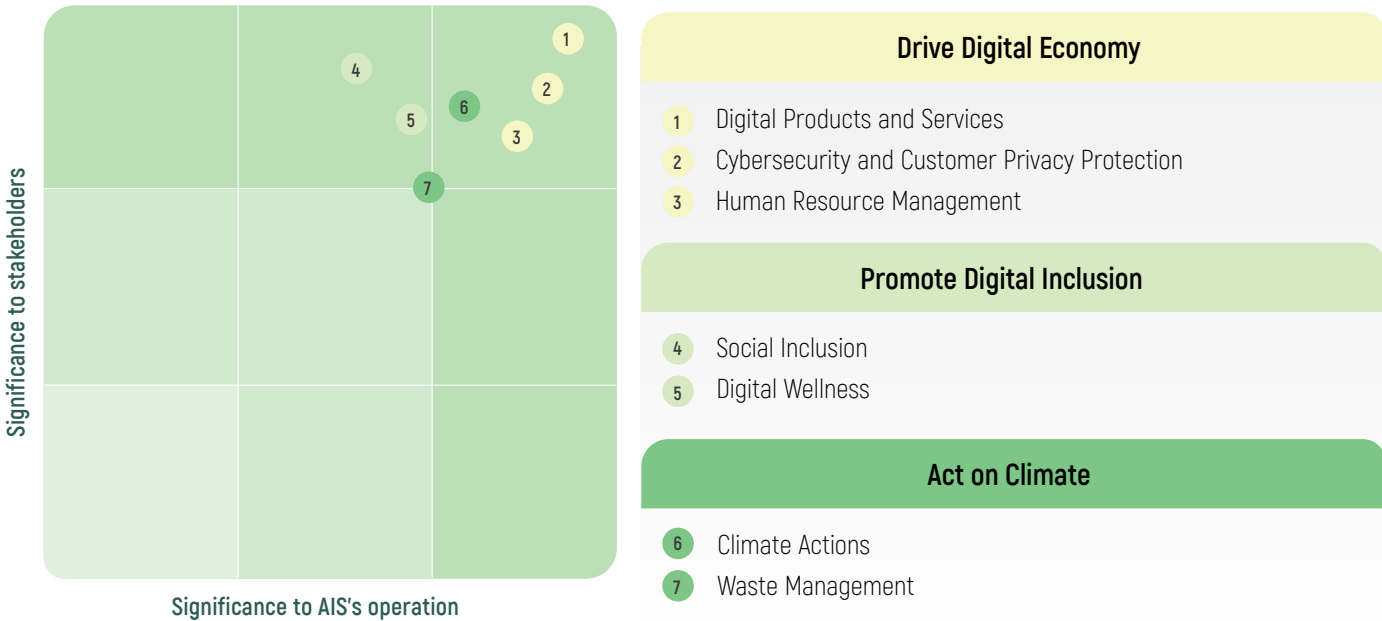
AIS validates identified material issues by benchmarking against the telecommunications industry, as well as leading sustainability organizations at both national and international levels, to ensure that the Company's material issues are aligned with best practices and a sustainable business trajectory.

The material issues are then reported to senior management for endorsement and submitted to the Sustainability Development Committee and the Board of Directors for approval. Once approved, these material issues are integrated into both short- and long-term business plans to mitigate risks, capture business opportunities, enhance adaptability to future changes, and support business continuity. The Company discloses the material issues through its sustainability report and corporate website.

4. Review

AIS reviews and reassesses information following the publication of this report to stakeholders, in order to gather feedback and recommendations for the continuous improvement of its sustainability performance, business practices, and future sustainability reporting.

Materiality Assessment Results



Risks and opportunities associated with AIS's top seven material topics, with linkages to the United Nations Sustainable Development Goals (SDGs).

Material Topic	Risk	Time Horizon	Opportunity	Time Horizon
Drive Digital Economy				
Digital Products and Services				
Click here to see details of the management approach.				
 	Rapidly evolving digital technologies (e.g., AI, Cloud, IoT) are driving the emergence of new products and services. Organizations must adapt by developing offerings that align with technological advancements and changing consumer needs.	Short to medium term	- Creating added value from network infrastructure and 5G technology, which can be leveraged to develop a wide range of digital services and solutions. - Sourcing and developing new digital products and services to address increasingly diverse and personalized customer needs, such as Digital Lifestyle solutions, AI-driven services, and offerings integrated with data insights.	Short to medium term
Cyber Security and Customer Privacy Protection				
Click here to see details of the management approach.				
	- Cyber threats are increasingly diverse, fast-spreading, and enhanced by AI, making them more sophisticated and difficult to detect, with potential impacts on service continuity. - The management of large volumes of data from digital services increases the risk of data breaches, which may undermine customer trust. - Stringent regulations on personal data protection and AI governance require more robust data management practices, with potential implications for corporate reputation and the loss of commercial contracts.	Short to medium term	- Enhancing cybersecurity and data protection standards presents an opportunity to differentiate services and strengthen customer trust, supporting revenue growth. - Growing demand from enterprise customers for cybersecurity and data protection solutions creates opportunities to develop new revenue streams for the business.	Short to medium term

Material Topic	Risk	Time Horizon	Opportunity	Time Horizon
Human Resources Management Click here to see details of the management approach.				
   	- Employees face ongoing challenges in adapting to rapid technological change and artificial intelligence (AI), which may affect career - A shortage of employees with skills and capabilities aligned with emerging digital business models may constrain the company's ability to drive future growth. - Violations of employee rights or insufficient promotion of diversity, equity, and inclusion (DEI) could undermine stakeholder trust and negatively affect the company's reputation.	Short to medium term	Enhancing workforce capabilities creates opportunities to scale and grow the business in new digital domains.	Short to medium term
Promote Digital Inclusion				
Social Inclusion Click here to see details of the management approach.				
      	- The digital divide results in unequal access to digital services, limiting social and economic inclusion. - Telecommunications network investments in rural or remote areas involve high capital costs and may require extended periods to achieve payback or generate returns.	Short to medium term	- Building social acceptance and strong relationships with local communities enhances trust and strengthens the company's reputation. - Expanding the customer base within communities supports long-term market growth. - Driving growth through new digital products and services, such as e-learning, e-health, and Smart City solutions.	Short to medium term
	Demographic shifts toward an aging society and broader social changes may require the design and development of digital products and services tailored to the specific needs of different customer segments.	Medium to long term		
Digital Wellness Click here to see details of the management approach.				
 	- Increasingly complex, frequent, and severe online threats may cause customer anxiety or reduce confidence in using digital services. - Rising expectations from customers and society regarding the responsibility of service providers may affect the company's reputation and credibility.	Short to medium term	- Developing new products and services to protect against online threats presents opportunities to enhance customer safety and trust. - Strengthening long-term customer engagement and loyalty supports sustainable business growth.	Short to medium term

Material Topic	Risk	Time Horizon	Opportunity	Time Horizon
Act on Climate				
Climate Actions Click here to see details of the management approach.				
    	Potential damage to network infrastructure and equipment arising from climate-related impacts.	Long term	- Reducing resource consumption and operational costs across business activities. - Offering new digital services that support the transition to a low-carbon economy for enterprise customers. - Strengthening confidence in AIS's products and services, while attracting investors with a focus on green and sustainable investments.	Short to medium term
	- The need to adapt to and comply with climate-related regulations, which may require operational and investment adjustments. - Increasing pressure from stakeholders with expectations for the company to reduce greenhouse gas emissions from its operations.	Short to medium term		
Waste Management Click here to see details of the management approach.				
 	Compliance with regulations on the disposal of electronic waste and hazardous waste, with potential implications for the company's reputation as well as exposure to fines or penalties.	Short to medium term	Strengthening customer engagement and a positive brand image through products and services that demonstrate environmental responsibility.	Short to medium term
			Reducing resource consumption and costs, while increasing the circularity of used products through reuse and recovery	Short to long term

Note:

- Short term: Covers the period from the present to 2030.
- Medium term: Covers the period from 2031 to 2040.
- Long term: Covers the period from 2041 to 2050.

Stakeholders Engagement

Stakeholders	Channels and Frequencies	Concerns and Expectations	Operational Approaches to Addressing Concerns and Expectations
Employees	- Communication via the company's email and online systems. - Direct communication between employees, supervisors, and the Human Resources function. - Direct communication from executives to employees through town hall meetings, held at least twice a year. - Employee engagement surveys on employees' commitment and connection to their work and the organization.	- Job security and career advancement opportunities for all employees. - Appropriate compensation and employee benefits. - Development of digital knowledge and skills. - Equal and fair treatment. - Fair and transparent performance evaluation. - Effective communication and positive working relationships within the organization.	- Adhering to talent acquisition practices that attract high-quality new-generation employees and retaining talent to grow alongside the organization. - Continuously developing employee capabilities, particularly digital skills, through training programs that allow employees to choose development pathways aligned with their interests, supported by assessment systems to evaluate training effectiveness. - Providing a wide range of employee benefits and workplace facilities. - Establishing fair and appropriate performance evaluation and compensation criteria, aligned with market and industry benchmarks. - Organizing shared meal activities within departments to foster positive employee relationships. - Holding internal focus group meetings to gather ideas and jointly define initiatives to address employee concerns or areas for improvement. - Providing whistleblowing and grievance channels that enable employees to report misconduct, such as hotlines, email, and written submissions. - Offering direct communication channels to senior Human Resources executives, including the "Help Me" email channel (help@ais.co.th).

Stakeholders	Channels and Frequencies	Concerns and Expectations	Operational Approaches to Addressing Concerns and Expectations
Communities and society	- Community relations complaint center via the Call Center at +66 (0) 2029 5555 (Monday–Friday, 08:30–17:30). - Receiving feedback or concerns through landowners or community leaders.	- High-quality and comprehensive telecommunications services and service channels accessible within local communities. - Access to modern technologies that help enhance the quality of life of people in the community. - Health and safety assurance regarding electromagnetic fields (EMF) emitted from telecommunications base stations. - Support and general assistance to communities during disasters or emergency situations.	- Mobile network coverage reaching more than 98% of the population, and broadband internet coverage serving over 20 million households across all 77 provinces, supported by a range of affordable pricing packages. - Promoting digital literacy and skills to enhance safe internet use and responsible engagement in online communities. - Providing education and awareness for communities and community leaders on health and safety related to electromagnetic fields (EMF) emitted from base stations, together with appropriate grievance-handling processes. - Supporting communities during disasters, such as floods, cold waves, and other emergency situations. - Organizing community engagement activities on special occasions, including cultural and religious events, with the deployment of mobile base stations to ensure sufficient network capacity. - Promoting access to education by providing scholarships to under privileged youth.

Stakeholders	Channels and Frequencies	Concerns and Expectations	Operational Approaches to Addressing Concerns and Expectations
General customers	- AIS Call Center and AI Voice Bot services, available for customer support 24 hours a day. - Customer complaint center at 08-0000-9263 (Monday–Friday, 08:30–17:30). - Customer satisfaction and service feedback surveys conducted by independent external specialists on a monthly and quarterly basis.	- Convenient and reliable mobile communications and efficient internet services with minimal disruption. - Easy, fast, and multi-channel access to expert support, aligned with the lifestyles and preferences of different customer segments. - Confidence in network services, supported by accessible assistance and preventive measures to help protect customers from falling victim to online scams.	- Leveraging technology to enhance digital network quality in order to maximize benefits for users and ensure continuous, reliable service, supported by monitoring systems and early warning notifications for potential force majeure events. - Providing multiple customer service channels, available 24/7, including self-service options that enable customers to complete transactions independently through easily accessible platforms. - Collaborating with government agencies to prevent SMS and call spam through the 1185 hotline (AIS Spam Report Center), allowing customers to report fraudulent numbers or messages free of charge via IVR and AI Chatbot systems. The company verifies and blocks reported numbers within 48 hours, while supporting relevant authorities in tracking offenders in accordance with applicable laws.

Stakeholders	Channels and Frequencies	Concerns and Expectations	Operational Approaches to Addressing Concerns and Expectations
Enterprise customers	- Providing usage guidance and information through channels such as the AIS Call Center and AIS ICT Service Desk. - Receiving complaints and suggestions via the AIS Business website, available daily. - Assessing customer satisfaction across service touchpoints, including enterprise sales representatives, the AIS Corporate Call Center, ICT solution installation teams, and the AIS ICT Service Desk for technical consultation (conducted monthly). - Evaluating customer satisfaction with services via the Enterprise Digital eService platform (conducted monthly). - Conducting customer satisfaction and feedback surveys through independent external specialists (twice per year).	- High quality of products and services, including extensive and reliable network coverage, high-speed data connectivity, and a broad range of business solutions that enhance operational capabilities, supported by efficient after-sales service and rapid issue resolution. - A diverse portfolio of services tailored to enterprise needs, enabling customers to build new competitive capabilities and operate sustainably while addressing economic, social, and digital transformation challenges. - Greater convenience through online service channels designed for digital-era enterprises, helping reduce resource consumption and minimize environmental impacts. - Strict and standardized personal data protection and information security practices.	- Continuously developing high-quality network and digital systems, supported by 24/7 monitoring and quality assurance processes, with regular performance measurement. - Expanding digital services to enhance business capabilities, including wired and wireless connectivity, IoT services, cloud services, data center services, platform and AI solutions, cybersecurity services, and solutions that improve energy efficiency, reduce greenhouse gas emissions, and take environmental considerations into account. - Enhancing digital channels to support sales and customer service more conveniently, quickly, and efficiently, such as online purchasing of products and services and self-service access to usage information. - Providing 24×7 cybersecurity monitoring and incident response services through a Cyber Security Operation Center (CSOC), with services certified to international information security standards such as ISO 27001 and PCI DSS (Payment Card Industry Data Security Standard).

Stakeholders	Channels and Frequencies	Concerns and Expectations	Operational Approaches to Addressing Concerns and Expectations
Distributors, authorized partners, and franchisees	- Partner satisfaction assessments (conducted annually). - Designated employee representatives serving as points of contact with partners (on a daily basis). - Applications and websites supporting distribution channels (available daily). - Annual meetings with partners (held 1-2 times per year). - Partner interviews (conducted annually).	- Growing together with AIS through the expansion of services that reach diverse customer segments. - Expectations for fairness and transparency in business practices and partnerships with AIS.	- Encouraging partners to expand their distribution capabilities across multiple channels, supported by online training programs. - Developing tailored training programs for specific partner groups, including business owners, successors, and store managers, to enhance capabilities in store management and market analysis, helping partners reduce operational costs. - Implementing sales excellence programs for partners, strengthening advanced technology skills and brand-specific expertise, such as Digital Life GURU, AIS Fiber GURU, Apple Champion, and Samsung Pro. - Holding regular monthly online meetings to provide sales staff of partners with up-to-date knowledge on products, pricing, and services, enabling more effective sales execution. - Recognizing outstanding performance in sales and service through annual awards (Best of the Best Performance Award) for partners, with promotion through regional media nationwide. - Establishing high-quality operational standards and fair incentive structures for collaboration with partners. - Developing digital platforms to enhance business connectivity and operational efficiency between partners and AIS.

Stakeholders	Channels and Frequencies	Concerns and Expectations	Operational Approaches to Addressing Concerns and Expectations
Government agencies and regulatory authorities	- Meetings to receive and discuss policy directions and regulatory guidelines. - Regular meetings with regulatory authorities, held at least once per month. - Joint activities and collaborations organized on various occasions.	- Conducting business in accordance with good governance principles and applicable laws and regulations. - Ensuring fair, transparent, and equitable competition. - Managing complaints appropriately and fairly. - Supporting government initiatives in advancing national policies and goals, such as climate change mitigation and adaptation efforts.	- Complying fully with all applicable laws, regulations, and business-related requirements. - Conducting business responsibly and fairly toward all stakeholder groups. - Promoting free and fair competition in the marketplace. - Seeking collaboration with relevant organizations to support sustainable business practices. - Disclosing information transparently and with credibility.
Investors, analysts, and shareholders	- Annual General Meeting of Shareholders (held once a year). - Financial performance briefings, including analyst meetings, investor meetings in Thailand and overseas, SET Opportunity Day, and the SET Digital Roadshow (approximately 5-6 times per quarter). - Investor relations communication channels, including the Investor Relations website, the email address investor@ais.co.th, the official LINE channel, and contact phone numbers (available daily).	- Sustainable business growth. - Consistent and reliable returns to shareholders. - Strong corporate governance with transparent and credible operations. - Equal and fair access to information.	- Sustaining stable growth in the mobile and fixed broadband businesses, while expanding into new digital services. - Conducting business with strong governance, focusing on sustainable profitability and prudent financial management. - Maintaining a dividend payout policy of 70%, with dividends paid twice per year. - Achieving an "Excellent" Corporate Governance Report rating from the Thai Institute of Directors (IOD). - Communicating operating and financial performance on a quarterly basis across all relevant channels, with full and timely disclosure of material information through communication platforms appropriate to different investor and shareholder groups.

AIS Business Sustainability Strategy

“To lead a sustainable Thai digital society through ecosystems and partnerships”



Drive Digital Economy

Enable people and businesses to grow in the digital economy

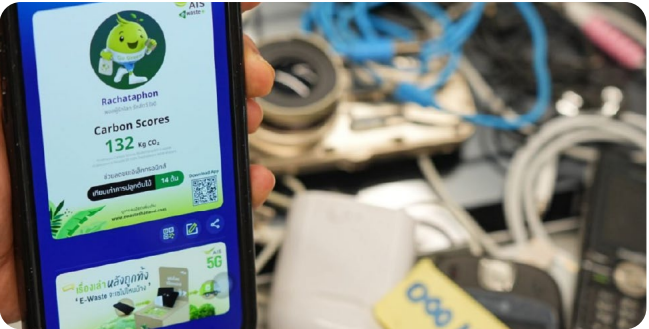
- Expand 5G connectivity to support economic growth
- Drive digital services to both consumers & enterprise
- Maintain resiliency for data security and privacy
- Enhance human capital capabilities to support business transformation



Promote Digital Inclusion

Build inclusive and responsible digital access in our products & services

- Provide inclusive digital access to promote social & economic wellbeing
- Support consumers to be digitally responsible and promote livelihood



Act on Climate

Shape a greener future of life for consumers and society

- Manage our own network and operation to be light to the environment
- Support our customers and supply chain to reduce environmental footprint

Targets for Sustainable Development

Digital Products and Services

- Generate 7% of revenue from new digital products and services, enabling the digital economy by 2027.

Cyber Security and Customer Privacy Protection

- Maintain the highest cybersecurity and personal data protection standards on par with or surpassing those of other business organizations in the industry and the region
- Enhance the efficiency of cybersecurity and data privacy measures to defend AIS's significant business value chain

Human Resource Management

- More than 90% of AIS employees will receive training in digital technology skills by the year 2025

Social Inclusion

- Improve the socio-economic condition of 5 million people by 2027

Digital Wellness

- Empower digital citizenship by providing digital solutions and tools for 3 million people by 2027

Climate Actions

- Reduce GHG emissions intensity as calculated from the ratio of direct (GHG Scope 1) and indirect emissions (GHG Scope 2) to data traffic, by 25% by 2030 compared to the 2024 baseline

Waste Management

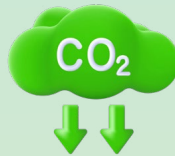
- Maintain zero e-waste to landfill



5G

95%

5G population coverage nationwide.



Total Greenhouse Gas Emissions Reduction:

53,688 tons of CO₂ equivalent



Total Energy Savings:

107,441 megawatt-hours (MWh)



Drive Digital Economy

- Digital Products and Services
- Cybersecurity and Customer Privacy Protection
- Human Resource Management

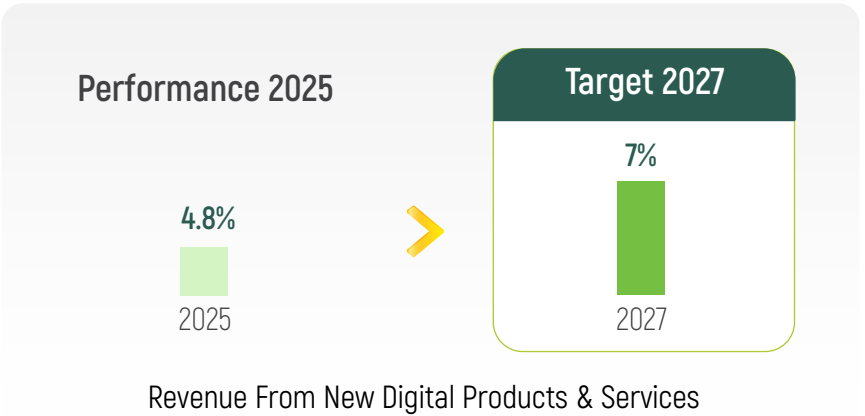
Digital Products and Services

Develop products and services by leveraging digital innovation to improve the quality of life for Thai citizens and strengthen the competitiveness of the business sector



Target

7% of revenue from new digital products and services enabling the digital economy by the year 2027.



Key Highlight in 2025

Topic	2023	2024	2025	Target 2027
Revenue from new digital products and services (%)	4.1	3.8	4.8	7.0

Remark: in 2024, AIS revised its target for the proportion of revenue from new digital products and services from 8% to 7% of core service revenue to align with business growth following the merger with TTTBB.

Elevating Intelligent Networks to Global Recognition

AIS continues to enhance its intelligent network capabilities and Autonomous Network systems through the application of advanced AI and flexible network architecture design. These developments support diverse use cases, improve accuracy and efficiency, and enable automated network management. In 2025, the Company received five Outstanding Catalyst Awards at Digital Transformation World (DTW) 2025, organized by TM Forum, in the following categories: 1) Application of AI & Automation 2) Innovative & Futuristic 3) Business Impact 4) Attendees' Choice Award 5) Interactive Showcase. These recognitions demonstrate the quality of the Company's innovations and reflect their acceptance and credibility at the international level.

Strengthening AIS Living Network Leadership

AIS continues to enhance its 5G network under the "AIS Living Network" concept, which is designed to dynamically tailor user experience in real time based on individual customer needs. Through 5G Mode services–BOOST, GAME, and LIVE–the network delivers targeted improvements in speed, low latency, and stability. This proactive development has gained international recognition, with the company receiving awards at the GTI Awards 2025, reaffirming its leadership in intelligent network innovation and 5G services.

Opportunities, Challenges, and Impacts

Risk	Time Horizon	Opportunity	Time Horizon
Rapidly evolving digital technologies (e.g., AI, Cloud, IoT) are driving the emergence of new products and service models. Organizations must continuously adapt by developing products and services that align with technological advancements and the changing needs and expectations of consumers.	Short to Medium Term	- Value creation from network infrastructure and 5G technology can be further leveraged to develop a wide range of digital services and solutions. - Development of new digital products and services tailored to increasingly diverse and personalized customer needs, such as digital lifestyle services, AI-driven services, and data insight-integrated solutions.	Short to Medium Term

Impacts on Business Operations

Rapid advancements in digital technologies—such as artificial intelligence (AI), cloud computing, and Internet of Things (IoT) – are continuously reshaping digital products and services. Organizations must proactively adapt to capture emerging opportunities and effectively manage the risks arising from these ongoing changes.

For the Company, these technologies have a direct impact on competitiveness, innovation capability, and responsiveness to rapidly changing customer demands. Failure to adapt in a timely manner may lead to risks related to revenue loss, customer attrition, and result in lagging user experience. Conversely, the effective adoption of these technologies to drive new products and services creates growth opportunities, delivers value to consumers, and supports the advancement of the country's digital economy.

According to the 2024 Digital Industry Survey conducted by the Digital Economy Promotion Agency (depa), Thailand's digital industry continued strong growth at 23.35%, with a total value exceeding THB 249 trillion. Looking ahead of 2025–2027, digital services are expected to remain the fastest-growing segment, with an average annual growth rate of 10–14%. This growth aligns with the continued advancement of 5G technology and the expanding role of artificial intelligence across industries, creating opportunities for service providers to generate added value from network infrastructure and to develop new solutions, such as digital lifestyle services, AI-driven services, and data insight-integrated services, designed to better address increasingly specific and personalized customer needs.

In addition, Low Earth Orbit (LEO) satellite technology is emerging as an alternative for internet service solution, offering advantages in extending connectivity to remote and hard-to-reach areas where terrestrial telecommunications infrastructure is limited. According to a report by Gartner, global spending on LEO services is expected to reach USD 14.8 billion in 2026, representing a 24.5% year-on-year growth, reflecting the expansion of both high-speed internet and IoT applications. While LEO technology continues to face challenges in Thailand – particularly in terms of regulatory requirements, cost, and system interoperability– it represents an emerging competitive factor that may influence the future landscape of communication services.

Business Operations that Impact Development of Digital Products and Services

With over 30 years of service, the Company has developed a nationwide telecommunications infrastructure supporting both individual consumers and enterprise customers with diverse usage requirements. This infrastructure serves as a foundation for modern digital services, including cloud services, data centers, IoT solutions, platform-based services, as well as digital services powered by artificial intelligence and advanced data analytics.

As a result, AIS's business play a critical role in driving Thailand's transition toward a digital economy. By enhancing network capabilities through 5G technology and intelligent systems, the Company can develop products and services that are better tailored to evolving consumer behaviors and needs– particularly in terms of speed, efficiency, security, and diversity of use cases. These efforts enable the creation of solutions that enhance quality of life for customers, improve enterprise productivity, and support sustainable long-term growth.

Management Approach

The evolution of digital technologies such as AI, cloud, and IoT is rapidly transforming digital service models and has become a key to business competitiveness. The effective development of digital products and services requires strong foundations in network infrastructure, IT systems, and advanced data processing and data analytics. These capabilities enable the Company to manage technology-related risks effectively while capitalizing on opportunities for innovation that are better tailored to user needs. Accordingly, the Company has defined its digital product and service management approach across three key dimensions:

1. Intelligent Network Evolution

- Network capabilities are enhanced to achieve optimal performance in speed, stability, latency, and service continuity, establishing a robust foundation to effectively support next-generation digital services. Capabilities are further strengthened through advanced technologies such as 5G+, which extends 5G performance to support high-demand use cases with greater speed and ultra-low latency.
- Autonomous Network capabilities are advanced to enable highly automated network management, reduce reliance on manual operations, and enhance service quality standards across all services. This is a critical enabler for the expansion of digital services such as IoT, Edge Computing, AI solutions, and real-time services which require high-quality, high-performance network infrastructure to operate effectively at scale.

2. IT Transformation

IT capabilities are strengthened through the adoption of cloud technologies to enhance operational agility, stability, and security, supported by three key initiatives:

- Developing and integrating customer service systems across multiple channels into a unified online and offline (omnichannel) experience, enabling seamless customer journeys and the delivery of personalized offerings based on data-driven insights.
- Adopting cloud-native architecture and advanced security technologies to strengthen system resilience and scalability, allowing the Company to effectively support significantly increased usage volumes.
- Designing core IT architecture in accordance with TM Forum standards, with structured system layering and standardized interfaces to reduce complexity and enhance interoperability with both internal and external systems.

3. AI and Data Innovation

Capabilities in data analytics and artificial intelligence (AI) are strengthened as critical enablers for the development of new digital products and services, supporting user behavior analytics, personalized service design, AI-driven enhancements to customer experience and operational efficiency. By integrating AI with advanced data analytics, a broader range of digital services, including digital lifestyle services, AI-driven applications, and data insight-based solutions, can be developed, enabling new opportunities for digital innovation that timely address targeted responses to evolving market needs.

2025 Performance

The Company places continuous emphasis on the development of new digital products and services to enhance service quality and competitiveness, while effectively responding to evolving customer behaviors and usage patterns. Examples of digital products and services developed during the past year include:

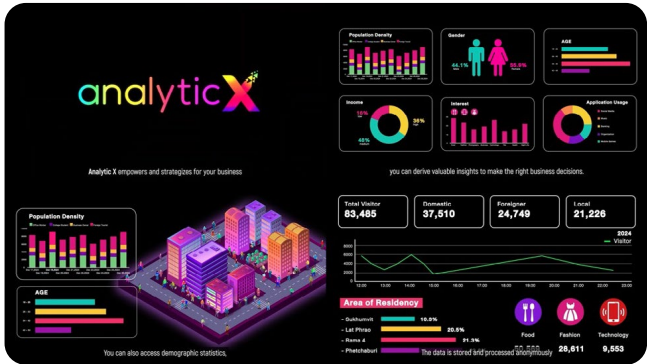
AIS Cloud Powered by Oracle Cloud Infrastructure

The Company launched AIS Cloud Powered by Oracle Cloud Infrastructure in June 2025, in collaboration with Oracle, a global hyperscale cloud infrastructure provider. The service is designed to support enterprise data operations, including data storage and processing, and is delivered in compliance with Thai laws and regulations. This enables organizations to securely process and utilize sensitive data while meeting applicable legal and data governance requirements. AIS Cloud Powered by Oracle Cloud Infrastructure provides main solutions across the following areas:

- **Applications:** A developer platform that supports rapid and efficient software development, testing, and deployment, including DevOps solutions.
- **Data Management:** Secure, high-performance database storage and management services, such as NoSQL and PostgreSQL.

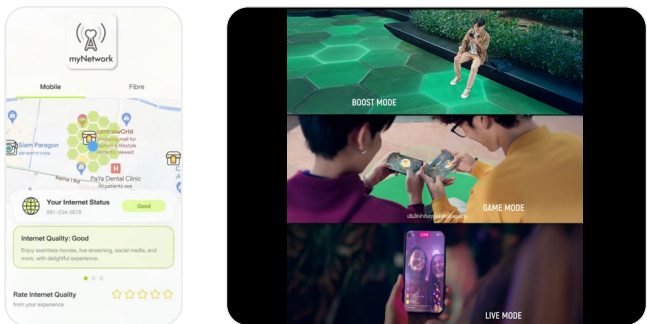
AIS Analytic X

This solution is a Big Data analytics platform that integrates advanced data analytics with real-time telecommunications usage data (Telco Data Insights) to support business analysis and decision-making. The generated insights can be applied across a wide range of use cases, such as analyzing population behavior and mobility patterns to inform location-based campaign design, assessing electric vehicle usage patterns to support the planning of charging infrastructure, and evaluating population density to support tourism planning. The solution enables systematic data processing and analysis, enhances spatial and behavioral insights, and supports data-driven decision-making based on actual usage data.



Data Insight

The Company continues to develop the “Living Network” service—an adaptive, evolving network—designed to enhance customer experience across both mobile and fixed broadband networks. The service enables real-time measurement of network quality experienced by customers and offers internet add-on services to optimize connection quality based on individual usage needs. Leveraging the flexibility of 5G technology, the service allows tailored connectivity performance and is delivered via the myAIS application through three primary modes:



1. **BOOST Mode** – Designed for high-speed 5G usage, such as social media platforms and high-definition video streaming.
2. **GAME Mode** – Optimized for ultra-low latency, stability, and smooth connectivity, particularly for mobile gaming.
3. **LIVE Mode** – Focused on stable and uninterrupted upload performance, suitable for live streaming activities such as online commerce via social media and online marketplaces.

Through continuous network development and capability enhancement, the AIS Living Network concept has gained international recognition, as evidenced by receiving the GTI Awards at Mobile World Congress 2025, reaffirming AIS's intelligent network capabilities and 5G innovation leadership.

AIS EEC

AIS EEC is located within Thailand Digital Valley in the Eastern Economic Corridor (EEC), which serves as a hub for advanced technology-driven industries such as robotics, electronics, and medical technology. The area also benefits from regulatory support, facilitating the testing and deployment of certain specialized innovations, including drone operations. The center functions as a technology platform for businesses and industries, covering capability development, innovation testing (test bed), and real-world use case demonstrations, with the objective of enhancing digital capabilities and strengthening national competitiveness. During the past year, AIS EEC welcomed more than 190 visiting groups, recorded over 6,000 visitors, conducted 7 hands-on workshops, generated over 300 Marketing Qualified Leads, and established collaborations with more than 50 government agencies and leading organizations.



In addition, the Company launched its third 5G Solution Development Center in the EEC area, in collaboration with the Digital Economy Promotion Agency (depa), the EEC Office, and the Thai-German Institute (TGI). The center aims to support the industrial sector's access to advanced digital technologies—such as 5G, Edge Computing, and Cloud solutions, through capacity-building programs. These include professional training, solution testing in real-world operating environments, and technical advisory services provided by experts. The initiative seeks to enhance industrial digital capabilities and support the sustainable advancement of Industry 4.0.

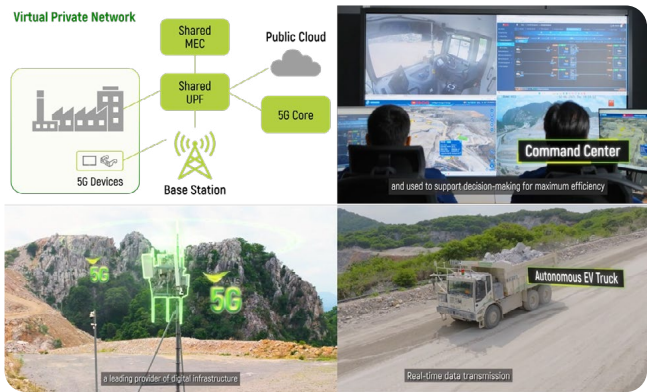


5G Private Network

The Company has developed 5G Private Network solutions to support enterprise and industrial customers that require high levels of security, ultra-low latency, fast, and stable connectivity. The network can be designed across multiple levels to suit different use cases, ranging from configurations optimized for general performance to dedicated networks offering minimal latency and enhanced privacy. These capabilities support applications requiring real-time responsiveness and high precision, such as remote machinery control and industrial automation systems.

Example of 5G Private Network Deployment: SCG Smart & Green Mining

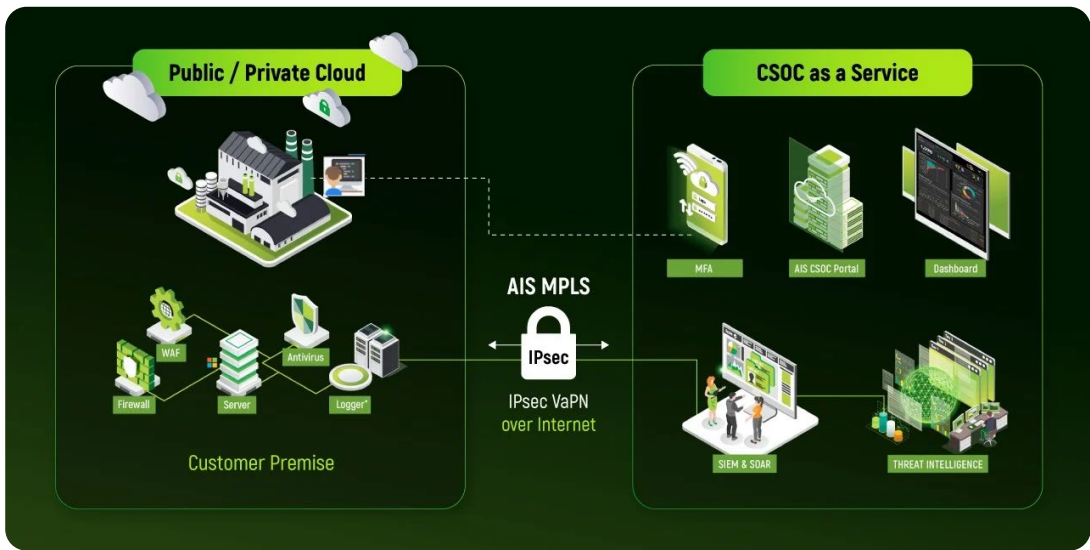
The Company applied its 5G Private Network in collaboration with Siam Cement Public Company Limited (SCG) to elevate mining operations under the Smart & Green Mining concept. The solution supports operations requiring highly stable and low-latency communications to improve operational efficiency, reduce environmental impact, and enhance workplace safety. Key use cases include drone-based surveying, remote control of excavators and autonomous trucks, and the use of project-specific cloud systems. As a result, the deployment achieved a 75% reduction in fuel costs, a 35% reduction in carbon emissions, and an overall operational efficiency improvement of more than 20%.



Cybersecurity Protection Services

The Company continues to develop and enhance its cybersecurity products and solutions to strengthen risk management measures and user confidence. These offerings include:

- Enterprise services**, such as Fortinet Secure Work, which enhances the security of employee data access; AIS DDoS Protection, an end-to-end distributed denial-of-service attack mitigation service; AIS Centralized Firewall (CFW), a cloud-based virtual firewall centrally managed; and AIS CSOC as a Service, a 24/7 real-time cybersecurity threat monitoring center.
- Consumer services**, such as Secure Net+, which helps detect and filter high-risk websites, reducing exposure to internet security threats during usage.



AIS Play

It is an integrated entertainment and sports content platform delivered through the [AIS PLAY](#) application and AIS PLAYBOX device. The platform offers a wide range of content, including television programs, video on demand, sports, and e-Sports, in collaboration with both domestic and international content providers. The enables users to access diverse content offerings within a single platform. AIS PLAY provides three primary viewing models, as follows:

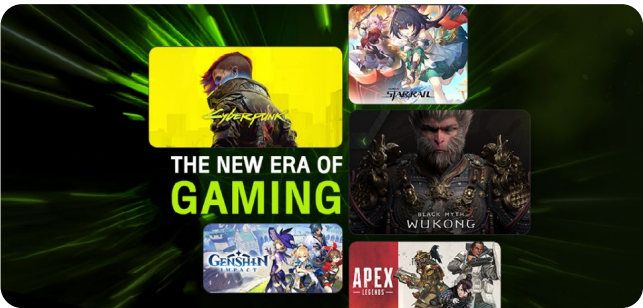
- Subscription Video on Demand (SVOD)**
A subscription-based service that offers access to premium, ad-free content, including original movies and series from the platform and its partners. Fees are charged on a monthly or annual basis, such as AIS PLAY PREMIUM and PLAY ULTIMATE packages, as well as partner services including Netflix, Disney+ Hotstar, HBO Max, Prime Video, iQIYI VIP, Viu Premium, and WeTV VIP, among others.
- Advertising Video on Demand (AVOD)**
A free or semi-free viewing model supported by advertising, suitable for users who do not wish to subscribe on a monthly basis. This includes free content available on the AIS PLAY application, such as Thai League football matches, as well as free-tier content from partner platforms (iQIYI, Viu, and WeTV), along with television programs, news, sports, and general entertainment.
- Transactional Video on Demand (TVOD)**
A pay-per-view model that allows users to purchase or rent individual content or special events without long-term subscription. This service is offered through AIS PLAY Pay-Per-View, such as access to events like Miss Universe.

Offering all three viewing models enables the platform to accommodate diverse viewer preferences, enhance pricing and usage flexibility, support long-term user retention, and provide a foundation for the ongoing development of future digital products and services.



AIS x GeForce NOW (Cloud Gaming Services)

The Company partnered with Bro.game, the service provider of the GeForce NOW platform, to deliver NVIDIA cloud gaming service to AIS 3BB FIBRE3 home internet customers, enabling access to high-quality games without the need to invest in expensive processing hardware. The service is available through AIS PLAYBOX and 3BB GIGATV, leveraging a stable, high-speed internet network with low latency to support gaming experiences that require continuous and reliable connectivity.



AIS Insurance Service

AIS provides a range of insurance services covering health, accident, travel, and motor insurance, designed to enable customers to access and complete transactions through digital channels, including the website and myAIS application. The services are integrated with the Company's core offerings, such as bundling travel insurance with international roaming services, to enhance customer convenience and simplify policy management.



AIS Infinite SMEs

AIS leverages its intelligent network capabilities and AI technologies to enhance the competitiveness of SMEs, enabling entrepreneurs to adapt and compete in the digital economy through three key mechanisms:

- Infinite Skills:** Supporting entrepreneurial skill development through the AIS Academy platform, which is certified under ISO 30401 (Knowledge Management Systems). The curriculum covers three key pillars: Information Technology, Marketing, and Entrepreneurship.
- International Standards:** Collaborating with the Federation of Thai Industries and the Digital Economy Promotion Agency (depa) to elevate Thai SMEs to international standards, such as promoting ISO 29110 certification for small and medium-sized software enterprises.
- Infinite Scales:** Partnering with government agencies, private sector organizations, financial institutions, and multidisciplinary experts to deliver the Transformative Infinite SME program, which systematically supports SME growth and business scale-up.



Further details on other products and services are available
[AIS Enterprise Products and Services](#) | [AIS Insurances](#) | [AIS Play](#)

Economic Performance Table

Topic	Unit	2022	2023	2024	2025
Economic Performance					
Economic value generated					
Total assets	Million Baht	337,044	454,439	431,432	420,273
Total revenue	Million Baht	185,485	188,873	213,569	226,264
Economic value distributed					
Operating cost	Million Baht	126,172	125,387	135,394	136,467
Employee wage and benefits	Million Baht	9,543	10,657	13,428	21,991
Payment to government	Million Baht	23,286	27,301	27,570	41,640
Community investments	Million Baht	33	34	38	49
Payment to providers of capital					
Dividend payments	Million Baht	22,871	24,507	31,554	37,563
Finance cost	Million Baht	5,231	6,145	9,185	7,973
Economic value of AIS Group					
Net profit	Million Baht	26,011	29,086	35,075	47,886
EBITDA	Million Baht	89,731	93,371	113,243	123,270

Cybersecurity and Customer Privacy Protection

Develop reliable cybersecurity and customer privacy protection systems



Target

- Maintain the highest cybersecurity and personal data protection standards on par with or surpassing those of other business organizations in the industry and the region
- Enhance the efficiency of cybersecurity and data privacy measures to defend AIS's significant business value chain

Performance 2025

- Established data and artificial intelligence governance policies to ensure that the use of data and AI is accurate, secure, and responsible, in line with ethical principles and recognized technology standards.
- Assessed and monitored risks across critical business value chains to strengthen cybersecurity and enhance the protection of customers' personal data.



Key Highlights in 2025

Performance Against Targets

- Established data and artificial intelligence governance policies to enhance accurate, secure, and value-driven data management, alongside clear guidelines for the responsible development and use of systems, applications, and AI in accordance with ethical principles and technology standards.
- Assessed risks and monitored the performance of third-party service providers that access to the Company's data and information systems, to ensure that cybersecurity and customers' personal data protection standards comply with applicable laws and relevant international standards.
- Obtained a license to operate digital identity verification services for identity proofing and authentication from the Electronic Transactions Development Agency (ETDA).
- Received the Prime Minister Awards: Thailand Cybersecurity Excellence Awards 2025 in the Best Performance Award category for organizations demonstrating readiness to comply with cloud service provider standards.
- Received the Most Contribution Award at the Prime Minister Award: Thailand Cybersecurity Excellence Award 2024 in the Contribution Award category from the National Cyber Security Agency (NCSA).

Cybersecurity

- Enhanced the Privileged Access Management (PAM) system to strengthen control over access to sensitive data by high-privilege accounts, such as administrator accounts. This includes enforcing password changes upon each access request and mandating multi-factor authentication, even within the internal corporate network, to help prevent data breaches and reduce risks associated with misuse of privileged accounts.
- Strengthened cybersecurity by integrating endpoint protection systems with threat monitoring capabilities to reduce redundancy and improve operational efficiency, while leveraging artificial intelligence technologies to enhance the speed and accuracy of cyber threat detection and response.

Customer Privacy Protection

- Enhanced the Data Retention and Archiving Standard and conducted compliance reviews across relevant data retention practices to ensure that data is not retained beyond necessity and remains in full compliance with applicable legal requirements.
- Strengthened governance and improved controls over third-party access to personal data, including access by employees and outsourced service personnel, where such access is necessary for operational purposes.

Opportunities, Challenges, and Impacts

Risk	Time Horizon	Opportunity	Time Horizon
- Cyber threats are becoming more sophisticated, spreading more rapidly, and increasingly leveraging AI to evade detection, which may disrupt service operations. - The management of large volumes of data generated by digital services increases the risk of data breaches and may undermine customer trust. - Stricter personal data protection regulations require more rigorous data governance, with potential implications for corporate reputation and the risk of commercial contract losses.	Short to medium term	- Enhancing cybersecurity and data protection standards presents an opportunity to differentiate services and strengthen trust, supporting revenue growth. - Growing demand from enterprise customers for cybersecurity and personal data protection solutions creates opportunities to develop new revenue streams for the business.	Short to medium term

Impacts on Business Operations

Cyber threats continue to evolve in complexity and sophistication, exposing digital network operators to heightened risks related to cybersecurity and the protection of personal data. These risks may lead to system disruptions and service interruptions, erosion of customer trust, and potential financial losses arising from regulatory penalties, fines, and compensation claims, as well as adverse impacts on corporate reputation and credibility. At the same time, operating costs may increase due to the need for ongoing investments in the prevention, detection, and response to cyber threats across the business value chain.

Business Impacts on Cybersecurity and Customer Privacy Protection

The telecommunications industry forms a critical part of national Critical Information Infrastructure (CII), given its essential role in enabling communications, internet access, and the processing and management of large volumes of data. Telecommunications networks also support connectivity for a wide range of digital services and connected devices, including healthcare systems, financial and banking services, and government operations. As such, telecommunications networks play a vital role in maintaining cybersecurity resilience to ensure continuous, stable, and secure operations, while safeguarding personal data from leakage, loss, or unauthorized access.

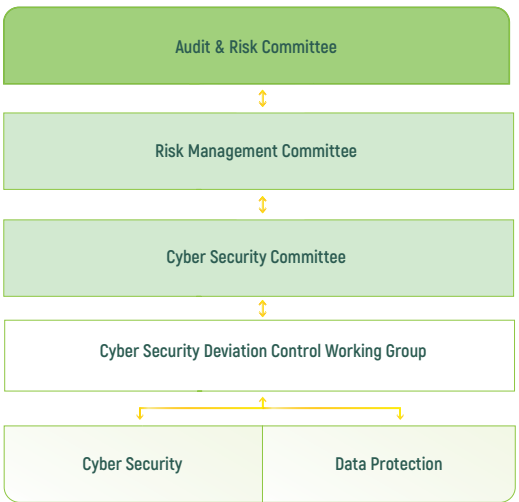
Management Approach

AIS has established cybersecurity and personal data protection policies that apply across all internal business units, as well as relevant third-party service providers, to ensure transparent and compliant protection of information systems and customers' personal data. In addition, AIS has implemented data governance and artificial intelligence policies to enhance data accuracy, security, and value creation, while defining responsible approaches for the development of computer systems, applications, and the use of artificial intelligence (Responsible AI) in alignment with technology ethics principles.

For further information:

- Cyber Security Policy
- Privacy Policy
- Privacy Notice

AIS has established a governance structure for cybersecurity and the protection of customers' personal data, together with systematic management and monitoring processes, to ensure compliance with applicable laws and relevant standards. Dedicated units and committees have been appointed to oversee these matters, with defined roles and responsibilities as follows.



The Audit and Risk Committee, as delegated by the Board of Directors, oversees enterprise-wide risks in accordance with the established risk management framework. The Committee reviews the adequacy and effectiveness of risk management processes and systems, including risks related to cybersecurity and personal data protection, which are critical to customer trust and business continuity.

The Risk Management Committee is responsible for assessing cybersecurity and personal data protection risks, reviewing risk management plans, and monitoring progress against those plans. The Committee reports to the Audit and Risk Committee for consideration and guidance, ensuring that risks related to information system protection, cybersecurity, and personal data protection are appropriately managed within the Company's defined risk appetite.

The **Cyber Security Committee** sets policies and guidelines and provides oversight to ensure effective cybersecurity and personal data protection. Its responsibilities include defining strategies for personal data and cybersecurity management, overseeing risk management, and assessing and responding to cyber incidents. The Cyber Security Committee reports quarterly to the Risk Management Committee to provide updates, seek input on risk level assessments, and consider interdependencies with other enterprise risks.

The **Cyber Security Deviation Control Working Group** is responsible for reviewing risks arising from non-compliance or the inability to comply with cybersecurity and personal data protection policies or standards. The Working Group reports its assessments to the Cyber Security Committee for further consideration and decision-making.

The **Cybersecurity and Personal Data Protection Functions** are responsible for supporting and driving the implementation of cybersecurity and personal data protection policies across the organization. These functions also report on the overall situation, key issues, and progress of implementation to the Cyber Security Committee on a monthly basis.

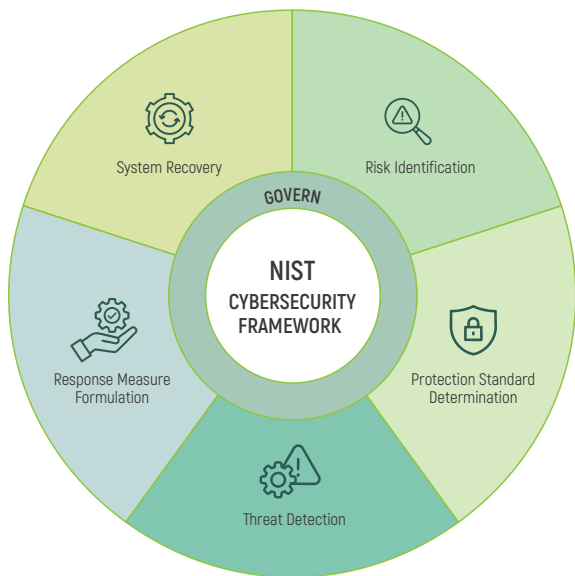
Cybersecurity

AIS is designated as a Critical Information Infrastructure (CII) organization under Thailand's Cybersecurity Act. The Company operates essential infrastructure and systems that support customer services and manages a large volume of customers' personal data. Accordingly, AIS places strong emphasis on safeguarding information systems and personal data against cyber threats, and continuously enhances its systems and infrastructure to align with recognized information security standards.

Cybersecurity Framework and Processes

AIS implements its cybersecurity practices in alignment with internationally recognized standards to strengthen the protection of information systems and customers' personal data. Key frameworks applied include the following:

- **National Institute of Standards and Technology (NIST):** The NIST framework is applied in planning and designing systematic and timely processes for the prevention, detection, and response to cyber threats, while ensuring the continuous improvement of systems and operational processes.



Source : National Institute of Standards and Technology

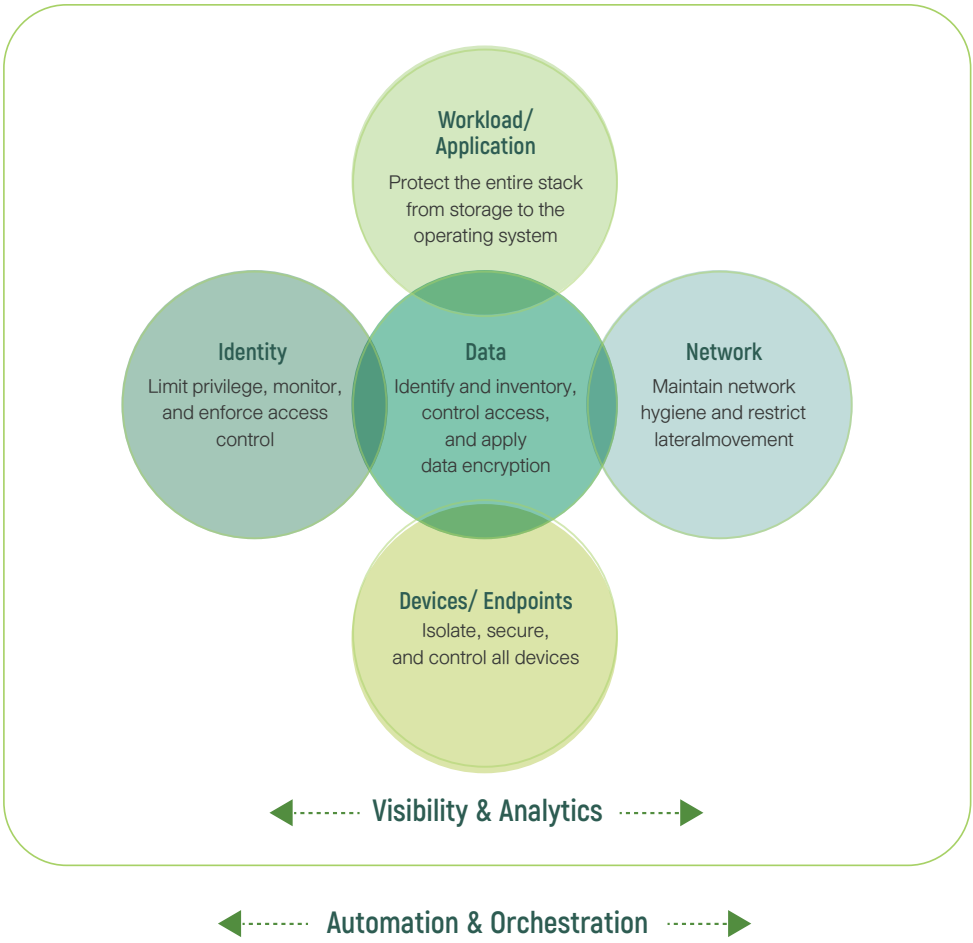
- **International Organization for Standardization (ISO):** AIS adopts ISO/IEC 27001 as the core standard for information security management, ensuring alignment with cybersecurity legislation and regulatory requirements. The standard is applied based on the principles of Confidentiality, Integrity, and Availability of information systems.
- **Zero Trust:** AIS applies the Zero Trust principle to strengthen access control and operational security across key functions, thereby reducing the risk of unauthorized system access.



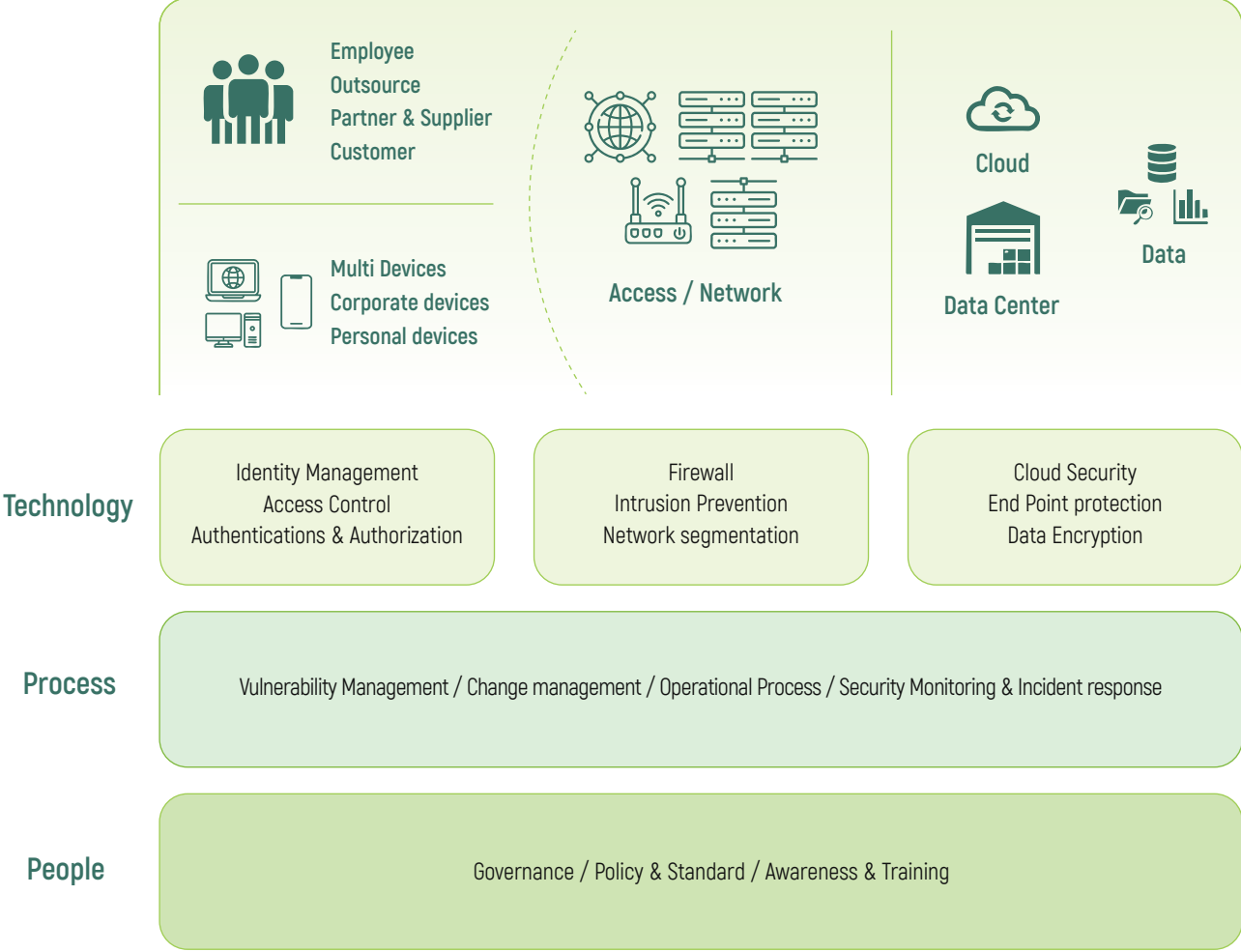
Zero Trust

is a cybersecurity concept based on the principle of trusting no access by default, whether originating from inside or outside the organization. All access to systems, data, and applications must be continuously verified and authenticated, with permissions granted strictly on a least-privilege basis. Systems are designed under the assume breach principle, recognizing that threats may occur at any time, in order to limit potential damage and prevent lateral movement. The Zero Trust approach enables organizations to manage cyber risks more effectively, enhance data security, support increasingly diverse and complex digital working models, and strengthen trust among users and stakeholders.

Seven Core Components of the Zero Trust Approach for Cybersecurity Management



By integrating the above international standards and principles, AIS has strengthened its cybersecurity and personal data protection management across technology, process, and people dimensions enabling a holistic and effective approach to managing cybersecurity risks.



Technology

AIS deploys appropriate security technologies and solutions across its complex digital ecosystem, covering endpoints, networks, and data. These include intrusion prevention systems, firewalls, data encryption, endpoint protection, and cloud security solutions. Together, these measures enhance the Company's capability to prevent, detect, and respond to cyber threats, while effectively safeguarding personal data.

Process

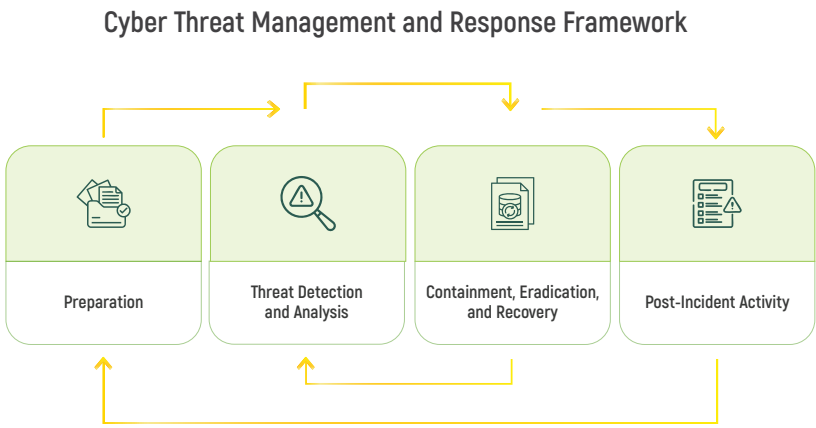
AIS establishes standardized and systematic cybersecurity control processes, encompassing identity and access management, vulnerability and change management, as well as continuous monitoring, detection, and incident response. These processes ensure compliance with applicable legal requirements and relevant international standards.

People

AIS defines clear roles, responsibilities, and accountability for cybersecurity and personal data protection across employees, outsourced personnel, suppliers, and business partners. The Company reinforces knowledge, understanding, and awareness through ongoing training, knowledge assessments, and continuous communications, promoting secure system and data usage, reducing the risk of human error, and fostering a strong cybersecurity culture throughout the organization.

Cyber Threat Response and Management Processes

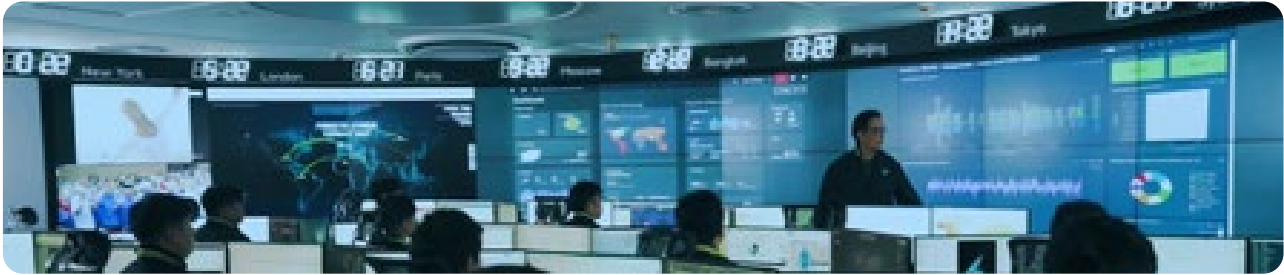
AIS applies a Cyber Incident Response Framework aligned with the guidelines of the National Institute of Standards and Technology (NIST) in its day-to-day operations. Internal incident reports are submitted through dedicated channels and managed according to predefined escalation procedures, with responses prioritized based on the severity and potential impact of each incident.



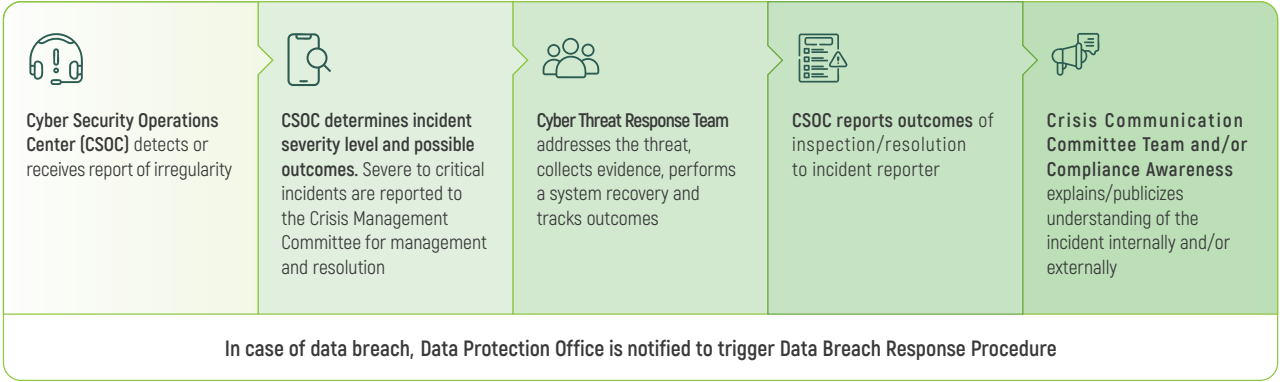
Source: Computer Security Incident Handling Guide by National Institute of Standards and Technology

AIS has established a **24x7 Cyber Security Operations Center (CSOC)** to continuously monitor and respond to potential cyber threats across the organization. The CSOC collects and analyzes system logs from various devices using User and Entity Behavior Analytics (UEBA) and provides real-time alerts on anomalous activities. These capabilities enhance threat detection, assessment, and response, ensuring that AIS can respond to cyber incidents in a timely and effective manner.

AIS's CSOC is certified under International Organization for Standardization ISO/IEC 27001 for Information Security Management Systems, reinforcing confidence among enterprise customers and elevating service delivery in line with international standards. The certification currently covers service scopes including Incident Response as a Service and CSOC Monitoring as a Service, demonstrating AIS's readiness to provide standardized and reliable cybersecurity services.



Cyber Threat Response Procedure



In addition, AIS collaborates with regulatory authorities, government agencies, the Telecommunications Association of Thailand, as well as other internet service providers and telecommunications operators to strengthen coordination, information sharing, and joint incident management in response to cyber threats. This cooperation facilitates effective coordination between Critical Information Infrastructure (CII) organizations and regulatory bodies, in line with the Cybersecurity Act B.E. 2564 (2021), particularly with respect to the notification and exchange of information on critical vulnerabilities, cyber incidents, and threat intelligence related to cyberattacks.

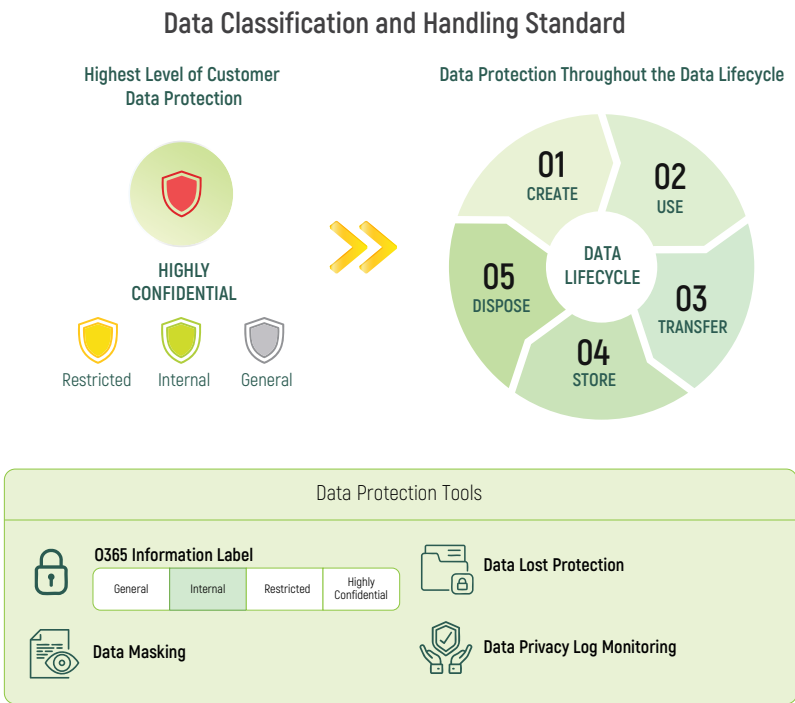
Customer Privacy Protection

AIS has established policies and guidelines to ensure that its operations comply with applicable laws and regulations, covering both AIS and all subsidiaries. The Company has appointed a Data Protection Office (DPO) to serve as an advisor to business units on the collection and use of customer data. Key approaches and processes are outlined below.

Personal Data Protection Framework and Processes

Data Governance

- Established a Group-wide Personal Data Protection Policy to inform relevant stakeholders of the Company's practices regarding handling of personal data and to ensure compliance with legal requirements.
- Issued a Group Privacy Notice to inform relevant individuals about personal data protection practices and information security measures.
- Reviewed and/or updated policies, standards, and operating guidelines at least annually to ensure alignment with applicable laws and standards relevant to the Company's operations, including the Cybersecurity Act, the Personal Data Protection Act, regulatory requirements, and international standards.
- Established a Data Classification and Handling Standard covering both electronic and hard-copy information. The standard includes controls to restrict access to sensitive information and the implementation of a range of information protection tools and techniques across the organization. These measures apply throughout the entire data lifecycle, from data collection and use to disclosure and secure destruction.
- Established step-by-step requirements for data flow processes and communicated to relevant functions to ensure consistent implementation and compliance.



- Set customer personal data protection standards covering the operations of employees and relevant external parties throughout the entire data management lifecycle. Clear guidelines are also in place to govern third-party practices for the collection, use, and disclosure of personal data, requiring such party to protect customer personal data in accordance with the Company's cybersecurity standards for third parties.

Data Life Cycle Management

Collection, Storage and Utilization	The collection and use of personal data are conducted in accordance with the terms and conditions of service and/or customer consent, to fulfill service objectives and create customer value, as specified in the Company's Privacy Notice. The purposes of personal data use are categorized into four areas: - Service provision and customer relationship management - Service development, analysis, and quality enhancement - Communications, marketing, and customer privileges - Legal compliance, security, and crime prevention The Company collects customers' personal data directly through service contracts. In addition, personal data used for digital identity verification may be obtained from relevant government agencies via the DOPA Digital ID system and the ThaiID application, in accordance with the Electronic Government Administration Act B.E. 2565 (2022). The Company does not collect customers' personal data from third parties. Data Retention Period - Personal data is retained only as necessary for service provision and in compliance with legal requirements, for a minimum of 90 days after service termination, or until related processes such as billing, service quality verification, or complaint resolution have been completed. - Personal data is retained for no longer than two years after contract termination, unless a longer retention period is required by law or the data is necessary to establish legal rights or comply with legal obligations between the customer and the Company.
Disclosure	The disclosure of personal data is strictly limited to what is necessary for the provision of services, including disclosures made in accordance with regulatory policies and applicable legal requirements, such as notifications issued by the National Broadcasting and Telecommunications Commission on measures for the protection of personal data rights, in order to maintain security and prevent unlawful activities.
Destruction	- Personal data is deleted or destroyed promptly once the retention period necessary for its collection, use, or processing has expired, or when there is no longer a legitimate need to retain such data. - Data is processed in accordance with standards and practices that render it no longer identifiable to the data subject. - Where required by law, internal regulations, or complaint handling processes, the Company may retain personal data for the period prescribed by applicable laws or regulatory authorities before proceeding with deletion or destruction.

Remark: Details of the Data Lifecycle Management process, from data collection through to data deletion or destruction, are disclosed in the Company's Privacy Notice.

Awareness Building and Training on Personal Data Protection

- Enhanced awareness and comprehensive knowledge on customer personal data protection for employees and business partners to ensure proper compliance with policies, laws, and emerging regulations. This is delivered through online courses and activities covering personal data protection principles, data classification, and organizational data protection tools. Employees are also provided opportunities to engage with internal and external experts to exchange knowledge, supported by regular email communications aligned with Thailand's Personal Data Protection Act and guidelines for safeguarding personal and sensitive company data.
- Promoted the principles of Privacy by Design and Privacy by Default among employees in the responsible design of services and products, to strengthen customer data protection and elevate overall security standards.

Risk Monitoring and Assessment

Established processes to assess impacts on personal data in line with international standards through **Data Protection Impact Assessments (DPIA)**, including:

- Assessing risks arising from day-to-day operational processes to prevent data leakage and identifying appropriate risk mitigation measures.
- Implementing **Data Processing Agreement (DPA)** for business partners required to process customer data, to prevent unauthorized transfer or disclosure of personal data.
- Maintaining **Records of Processing Activities (RPA)** for both internal operations and business partners, ensuring that the use, processing, and disclosure of personal data are appropriate and compliant with applicable frameworks and regulations, while enabling effective risk monitoring and assessment.
- Conducting internal audits through a year-round review plan, with defined audit frameworks based on key principles such as requirements under the Personal Data Protection Act and data protection guidelines issued by government agencies, academic institutions, and relevant organizations.

Prevention and Response to Personal Data Breaches

- Established a centralized Incident Center to respond to personal data breach incidents and cyber threats, including cases involving the leakage of customers' personal data.
- Defined disciplinary procedures for employees involved in personal data breach incidents, with actions determined according to the severity and impact of the data breach.

Data Breach Response Procedure



Customer Data Disclosure Process

AIS recognizes the protection of personal data as a fundamental human right and has established a rigorous process for handling customer data disclosure requests. The Legal Fraud Management function is responsible for reviewing requests from government authorities to ensure that any disclosure complies with applicable laws and regulations, including requirements issued by the NBTC, and is subject to approval by designated Data Owner appointed by the Cyber Security Committee prior to execution.

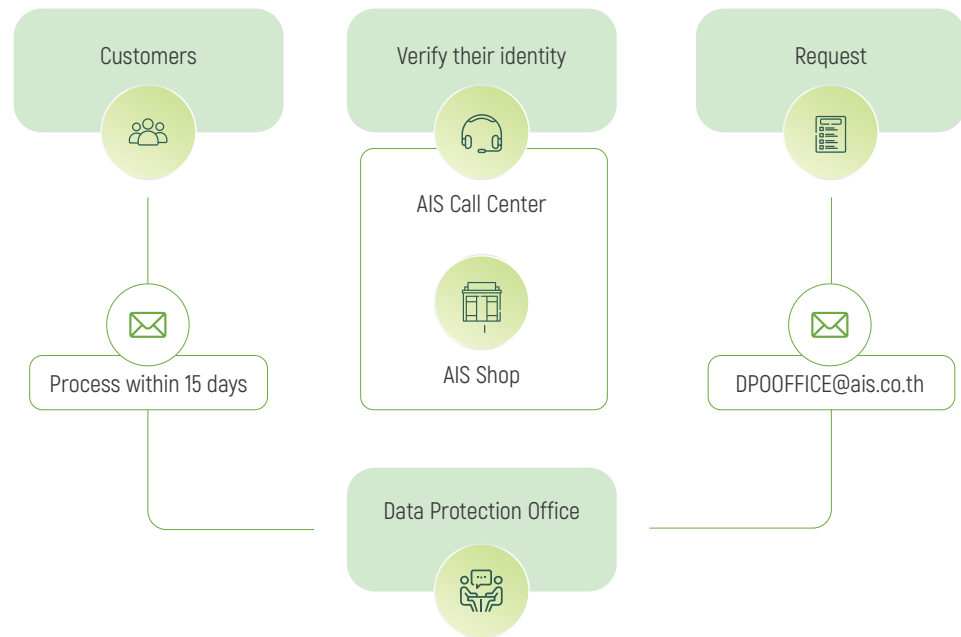
Personal data is disclosed only with the consent of the data subject or where required by law. In cases involving disclosures for official investigations by government authorities, the Company may be unable to notify the data subject in order to avoid interfering with legal proceedings.



In 2025, the Company received a total of 25,765 requests for the disclosure of customers' personal data from legally authorized government agencies. Of these, personal data was disclosed in 24,653 cases, representing 96% of total requests, in compliance with applicable laws and regulatory requirements.

In addition, customers, as data subjects, may exercise their rights under the Personal Data Protection Act within the legally prescribed timeframe. Customers may submit requests through AIS Call Center or AIS service centers nationwide. Defined procedures are in place to facilitate the exercise of basic data subject rights, including the rights to access, rectify, erase, or transfer personal data, as well as to request copies of call detail records (CDRs). Requests outside the predefined scope are handled by the Data Protection Office, which reviews and responds to such requests within 15 days. Further details are available in the Company's Privacy Notice.

Customer Rights Request Process



For further information: [Privacy Notice](#)

Remediation in Cases of Personal Data Disclosure Violations

The Company considers remediation measures for affected individuals in accordance with applicable laws, as follows:

- In cases involving criminal proceedings, the Company complies with the Compensation for Victims of Criminal Offences Act B.E. 2544 [2001], which provides a framework for compensating victims for damages arising from criminal acts committed by others.
- In cases involving civil proceedings, where legal action arises from the unlawful disclosure of personal data, remedies are provided to compensate for actual damages incurred.

2025 Performance

Legal and Regulatory Compliance

AIS promotes public-private collaboration to strengthen information system protection and personal data protection.

- Actively contributed views through public consultations and regulatory interpretations related to draft legislation and regulatory guidance, including subordinate regulations under the Cybersecurity Act and the Personal Data Protection Act.
- Supported government-led initiatives to develop cybersecurity skills for personnel in both the public and private sectors, and participated in national cyber capability exercises for Critical Information Infrastructure (National Cyber Exercise), involving organizations such as the National Cyber Security Agency (NCSA), national security agencies, financial and banking institutions, and information technology and telecommunications authorities.
- Collaborated with regulators and relevant government agencies, including the ThaiCERT Coordination Center (ThaiCERT) and the NCSA, to manage cyber threat incidents among Critical Information Infrastructure entities. As part of these efforts, AIS suspended connections to domains associated with fraudulent SMS activities used to deceive the public, totaling 143 domains identified through notifications from the NCSA and an additional 8 domains detected through AIS's own monitoring.

Capability Development and Awareness Building

AIS enhances knowledge, understanding, and continuous awareness of fundamental cybersecurity practices (Cyber Hygiene) and personal data protection among AIS employees and outsourced personnel through multiple communication channels under the "INSEEDANG" program.



- **Online learning programs and activities:** Employees can self-access learning courses via the LearnDi online platform, focusing on foundational knowledge of cybersecurity, data privacy, and Company policies. These programs are complemented by knowledge-sharing sessions with internal and external experts, as well as INSEEDANG Live Events, to raise awareness of cybersecurity and personal data protection and to strengthen employee preparedness for cyber threats.



Examples of INSEEDANG Live Events in 2025

- **Training for outsourced personnel:** Delivered training programs for outsourced personnel on data classification, cyber threat prevention, and incident response to strengthen data protection and cybersecurity standards across the business value chain, with 429 participants.
- **Mandatory knowledge assessment:** All AIS Group employees are required to complete annual assessments on cybersecurity, data classification, and personal data protection. In 2025, more than 99% of AIS employees passed the assessment, while outsourced personnel achieved a pass rate of over 58%. The Company also extended mandatory assessments to key business partners, such as Telewiz (authorized dealers), with a pass rate exceeding 96%, reflecting enhanced security standards across the value chain.

- **IT Security Champion program:** Developed capabilities of employees across functions to serve as IT Security Champions, enhancing their expertise in cybersecurity and personal data protection. These champions act as focal points for internal communication, awareness building, and frontline support in monitoring cybersecurity risks. As of 2025, AIS has 83 IT Security Champions, an increase of 44 from the previous year.
- **Phishing preparedness and simulations:** Strengthened phishing incident preparedness through organization-wide phishing simulations conducted four times in 2025 to assess internal awareness and enhance readiness for potential real-world threats. Simulation results indicated that employee victimization rates were below the global industry average. Employees who did not meet the required threshold were required to complete additional training and post-training assessments to reinforce awareness and cyber defense skills.
- **Professional certifications and advanced skills development:** Enhanced employee expertise through professional certifications in cybersecurity and personal data protection, covering areas such as cloud security, vulnerability assessment, threat detection and analysis, incident response, and digital forensics, totaling 155 certifications. The Company also expanded advanced training in cloud security and high-level cybersecurity to further strengthen its capabilities to prevent, respond to, and manage cyber threats effectively and in a timely manner.



Technology development and process improvement

Cybersecurity

- **Enhanced third-party risk management:** Improved standards and processes for managing risks associated with third parties involved in information systems, to mitigate risks and strengthen the security of organizational data and IT systems when engaging or collaborating with external service providers.
- **Strengthened Privileged Access Management (PAM):** Enhanced controls over high-privilege accounts, such as administrator accounts, by enforcing password changes for each access request and mandatory multi-factor authentication (MFA), including within the internal network, to reduce risks of data breaches and misuse of privileged accounts.
- **Improved IT asset and configuration management:** Implemented a Configuration Management Database (CMDB) as a single source of truth to control and record IT assets, supporting IT Service Management (ITSM) processes. Vulnerability assessments are integrated with the CMDB asset registry to enable comprehensive and effective vulnerability management, reflecting the Company's commitment to modern and reliable security standards.

- **Centralized Identity and Access Management (IAM):** Enhanced IAM to a centralized model covering account provisioning, access rights management, and password management under a unified standard. The system applies Zero Trust principles and automated integration with other systems to strengthen security and reduce risks of unauthorized access.
- **Advanced vulnerability assessment and penetration testing:** Upgraded vulnerability assessment and penetration testing processes by deploying Attack Surface Management (ASM) to continuously identify vulnerabilities in internet-facing assets and coordinate timely remediation with system owners, thereby reducing cyber risk more effectively.
- **Integrated threat detection and response:** Strengthened cybersecurity by integrating endpoint protection with threat monitoring to reduce redundancy and improve operational efficiency, while leveraging artificial intelligence to enhance the speed and accuracy of cyber threat detection and response.

Customer Privacy Protection

- **Strengthened data analytics and reporting controls:** Enhanced procedures for requesting and using analytical reports involving customer data by defining appropriate secure data environments, applying data minimization principles, and restricting the use of personal data to what is strictly necessary, thereby strengthening data protection and security.
- **Enhanced monitoring of personal data access:** Improved processes for reviewing and monitoring access to customer personal data through the use of detection tools to identify unauthorized access, further strengthening safeguards for customer information.
- **Improved data retention and archiving standards:** Updated the Data Retention and Archiving Standard and strengthened compliance monitoring across data categories to ensure that personal data is not retained beyond necessity and is managed in accordance with legal requirements.
- **Stronger third-party data access governance:** Enhanced oversight and controls over access to personal data by third parties, including outsourced personnel, to ensure access is limited to what is necessary and appropriately governed.

Cyberthreat drills

- **Cyber drills and simulations:** Conducted cybersecurity incident response exercises in 2025, including a simulated malware-related data breach scenario through a tabletop exercise aligned with the Company's incident response plans, to strengthen organizational preparedness for potential real-world cyber threats.

2025 Audits

Internal auditors and independent external auditors conducted reviews of internal controls related to operational processes and information system security at least annually. The scope covered critical systems and processes, including information asset management systems, vulnerability management processes, cloud management, external system connections (APIs), and the protection of personal data processed internally. These reviews are intended to ensure alignment with Company policies and compliance with applicable laws and regulations.

Certification Standards

AIS has obtained internationally recognized certifications for information security, reflecting its commitment to protecting customer data and enhancing the security of digital services, as follows:

- **ISO/IEC 27001 – Information Security Management System (ISMS):** Certified for information security management covering data center infrastructure management, co-location services, cloud services, AIS MEC, Cyber Security Operations Center as a Service (CSOC as a Service), and incident response services (IT as a Service).

- **CSA STAR (Cloud Security Alliance):** Cloud security certification covering AIS CloudX and cloud services for enterprise customers (Infrastructure-as-a-Service).
- **PCI DSS (Payment Card Industry Data Security Standard):** Certification for payment card data security, covering payment service providers and merchants.
- **ISO/IEC 27017:** Cloud security standard for cloud service providers, covering AIS CloudX and cloud services for enterprise customers (Infrastructure-as-a-Service).
- **ISO/IEC 27018:** Standard for the protection of personally identifiable information (PII) for personal data processors, covering AIS CloudX and cloud services for enterprise customers (Infrastructure-as-a-Service).
- **ISO/IEC 27701:** Privacy Information Management System standard, covering the processing of personal data for AIS CloudX and cloud services for enterprise customers (Infrastructure-as-a-Service).
- Obtained a license to operate digital identity verification services for identity proofing and authentication from the Electronic Transactions Development Agency (ETDA).

Performance Table

Topic	Units	2022	2023	2024	2025
Personal data protection					
Number of personal data breach and data loss complaints					
Complaints from general persons or agencies	Number of cases	7	4	3	2
Complaints from regulatory agencies	Number of cases	11	4	7	3
Data leakage, theft, or loss	Number of cases	2	1	0	0
Requests for customers' personal data from public agencies with the power and duty ¹	Number of cases	19,454	19,255	19,854	24,653
% of the total number of requests	%	92	92	93	96
Network					
Average frequency of network failure	Units	0.07	0.09	0.07	0.15
Average length of network failure ²	Minutes	38	37	72	223

Remark:

¹ The Company discloses customers' service usage information to government authorities in accordance with their legal mandates, including the Courts of Justice, the Royal Thai Police, and the Anti-Money Laundering Office, among others.

² In 2025, the average network downtime increased due to prolonged flooding and widespread inundation across multiple areas. These events led to extended power outages, resulting in disruptions to the telecommunications network's power supply and longer-than-usual system recovery times.

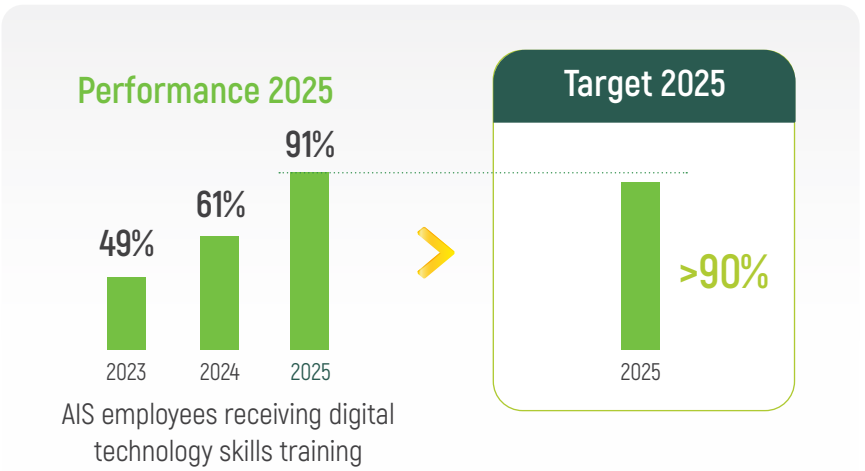
Human Resource Management

Nurture and develop our people through a holistic approach, strengthening workforce capabilities to support the growth of AIS's digital businesses



Target

AIS achieved its stated target of **providing digital technology skills training to more than 90% of its employees by 2025.**



AIS has set its next target to **provide digital technology skills training to more than 90% of employees by 2027, with an implementation period from 2026 to 2027.**" This short-term target supports continuous workforce capability development in line with the rapidly evolving digital technology landscape and to ensure that AIS employees' capabilities continue to keep pace with the demands of the digital era.

Key Highlights in 2025

- AIS employees participated in digital skills and abilities training, totaling 10,242 people, accounting for 91%.
- AIS continuously develops the younger generation through the Digital Talent project, which includes The Vanguard, The Masters, and The Bloom, to enhance the capabilities of people. A total of 417 participants joined the program.
- Promoted employees' preventive physical and mental well-being through the AIS Wellness Program under the "5 Aspects" concept (exercise, nutrition, mental well-being, savings, and Aunjai Asa), engaging 6,702 participants through a wide range of activities.

Opportunities, Challenges, and Impacts

Risk	Time Horizon	Opportunity	Time Horizon
- Employees face continuous challenges in adapting to rapid technological change and artificial intelligence (AI), which may affect career development and progression. - A shortage of employees with skills aligned to emerging digital business models may constrain business growth and transformation. - Violations of employee rights or insufficient promotion of Diversity, Equity, and Inclusion (DEI) may adversely affect organizational trust and corporate reputation.	Short to Medium term	Enhancing workforce capabilities to support expansion into new digital businesses creates opportunities for sustainable growth.	Short to Medium term

Impacts on Business Operations

The development and holistic care of employees are critical factors underpinning an organization's competitiveness amid the rapid advancement of technology and artificial intelligence (AI), as well as the shortage of talent with skills aligned to evolving business needs. In particular, capabilities in artificial intelligence (AI), big data, cybersecurity, and digital technologies have been identified as the fastest-growing skill areas according to the Future of Jobs Report 2025. These challenges may affect operational efficiency, the ability to scale business operations, and short- to medium-term growth. At the same time, risks related to labor rights, including issues of diversity, equity, and inclusion, may undermine stakeholder trust, corporate reputation, and the organization's ability to attract and retain high-potential talent.

Business operations that impact employees' development and holistic care

Given the nature of the telecommunications and digital business, which requires continuous advancement of technologies, products, and services, AIS relies on a highly skilled workforce capable of rapidly adapting to technological change. Business operations therefore play a direct role in shaping demand for new skill sets, enhancing workforce capabilities, and promoting inclusive, non-discriminatory lifelong learning opportunities. This approach strengthens operational effectiveness, builds new business capabilities, and supports sustainable organizational growth amid intense industry competition.

Management Approach

AIS human resource management encompasses recruitment, training and development, and employee wellbeing, based on the 6Ss Strategies. Additionally, the organizational culture of FIT FUN FAIR is instilled, emphasizing the creation of an environment that promotes corporate wellbeing, knowledge and skills, challenging tasks, positive attitudes, equality, and opportunities.

The 6Ss Strategy



FIT FUN FAIR

FIT	FUN	FAIR
Healthy and Energetic Good health and energetic Knowledgeable and Capable Knowledge and skills to cope with every situation Deliver beyond Expectation Determination to deliver results beyond expectation 	Enjoy Every Challenge Every challenge is fun for AIS employees Work Smart & Play Hard Working happily and having fun at work Growth Mindset A positive, can-do attitude 	Equal Opportunity An equal opportunity for all employees Open and Respectful Open-mindedness and acceptance of differences & embracing diversity Performance and Rewards Rewards to recognize employees for their excellent performance and quality work 

Strategic Workforce & Career Planning

- **Career Model:** Developing employees' career growth through the application of digital technologies and data-driven insights by defining the required levels of knowledge and functional competencies for each role with prioritized skill sets. This enables employees and supervisors to effectively plan development and career pathways, strengthens workforce capability and long-term engagement, and enhances the organization's overall competitiveness.
- **Individual Development Plan:** Enhance workforce capabilities through Individual Development Plans (IDPs) alongside internal talent development. AIS Academy serves as the central learning platform, providing comprehensive skill development. IDPs are jointly defined by employees, line managers, and Human Resources, and are aligned with career models and functional competencies to prepare employees for skill advancement and internal mobility into appropriate future roles.
- **Succession Plan:** Establishing a structured succession planning process with transparent and fair selection criteria to prepare successors for key positions. This includes tailored development plans focused on strengthening leadership capabilities and role readiness, ensuring business continuity and mitigating long-term workforce risks for the organization.

Learning & Capability Development

- **Learning & Reskilling:** Strengthen employee skills and continuous learning to prepare the workforce for the digital era and rapid technological change. The focus is on enhancing holistic capabilities, particularly digital and technology competencies, alongside essential and human skills such as collaboration, adaptability, and critical thinking. Learning is delivered through diverse channels, including online courses, virtual classrooms, and hands-on workshops. In addition, internal learning platforms, namely LearnDi and the online library ReadDi, support lifelong learning by enabling employees to access knowledge anytime and anywhere. External learning platforms are also provided to broaden learning resources and offer employees flexible options to develop skills aligned with their roles and interests.
- **Leadership & Talent Development:** Develop leadership capabilities and high-potential talent through structured programs aligned with the Company's business strategy and growth direction, covering all leadership levels from emerging leaders to senior executives. The programs emphasize critical skills such as strategic thinking, change management, innovation mindset, effective communication, motivation, and team leadership. The Company also prioritizes talent development through targeted development pathways, experiential learning, stretch assignments, and executive coaching or mentoring, to cultivate future-ready leaders with the capabilities, mindset, and accountability required to drive sustainable organizational growth.

Performance & Reward

- **Performance Evaluation:** The Company conducts a structured and transparent performance evaluation process for employees at all levels twice a year, ensuring alignment with the Company's strategic objectives and supporting the continuous development of employee capabilities. The evaluation framework comprises four key dimensions:

Individual KPIs	Leadership Competency	Culture and Business Ethics	Constructive Feedback
Assessment of performance against targets jointly agreed upon by employees and supervisors, aligned with the Company's operational goals. Performance outcomes are benchmarked across comparable roles and responsibilities to promote equity, fairness, and transparency in the evaluation process.	Evaluation of leadership capabilities in driving teams and delivering results, including strategic thinking, leadership and vision, decision-making ability, collaboration with stakeholders, and the development of team members.	Assessment of behaviors consistent with the Company's "Fit Fun Fair" cultural framework, which promotes effective collaboration, mutual respect, and adherence to principles of good governance, transparency, and fairness.	Incorporation of 360-degree feedback from subordinates, colleague, and cross-functional colleagues, to reflect diverse perspectives, support self-development, and foster a culture of open and constructive communication.

- **Compensation & Benefits:** The Company has established its compensation and benefits policy based on principles of fairness, competitiveness, and performance alignment. Base salary and annual bonus are determined by individual performance evaluation results against jointly agreed objectives (Individual KPIs), in conjunction with the Company's overall performance against corporate targets (Corporate KPIs). The compensation structure is regularly reviewed to remain appropriate to economic conditions and labor market dynamics, ensuring sufficient living wage while effectively attracting, retaining, and motivating talent on a sustainable basis. In addition, AIS offers a flexible benefits system that allows employees to select benefits aligned with their individual needs and life stages. This approach reflects the Company's commitment to inclusive and comprehensive employee care and contributes to a positive and sustainable employee experience over the long term.

Well-being, Occupational Health & Safety

- **Employee well-being and quality of life:** AIS places strong emphasis on the holistic well-being and quality of life of its employees, with a focus on preventive health promotion encompassing physical health, mental health, and financial well-being. These efforts are delivered through the AIS Wellness Program under the "5 Aspects" concept: exercise, nutrition, mental well-being, savings, and Aunjai Asa. The program aims to support employees in achieving a healthy balance between work and personal life. In addition, AIS continuously enhances employee benefits and the working environment to promote equality and respect for individual rights, accommodating employees across different working life stages and circumstances. This includes initiatives to strengthen family well-being, support employees with disabilities, and prepare employees for retirement. Such approaches contribute to improved quality of life, stronger employee engagement, and workforce performance over the long term.
- **Occupational health, safety, and working environment:** The Company is committed to providing a safe, healthy, and conducive working environment that supports efficient operations. AIS prioritizes the reduction of occupational accidents and work-related illnesses, while continuously enhancing occupational health and safety standards. The Company's safety and working environment management covers all categories of workers and is structured into two main groups: AIS employees and contractors to ensure that measures are appropriate to the nature of work and effectively mitigate risks.

1. **Occupational health and safety management for AIS employees:** The Company manages occupational safety and the working environment for AIS employees through regular risk assessments and safety audits to prevent hazards, improve workplace conditions, and address non-compliance with established standards. Personal protective equipment is provided for employees working in high-risk areas or activities. In addition, the Company conducts safety and emergency preparedness training to enhance awareness and response capabilities, while continuously promoting a strong safety culture within the workplace. These measures help reduce accidents, improve operational efficiency, and foster a safe working environment.
2. **Occupational health and safety management for contractors:** Contractors are required to comply with applicable safety requirements and relevant laws and regulations. All contractors must complete job-specific safety training under the AIS Safety Passport program and use personal protective equipment in accordance with prescribed standards. The company also conducts Job Safety Analysis, defining appropriate preventive and control measures. In addition, the Company requires pre-work readiness checks (Safety Self-Checks) and conducts regular monitoring to ensure compliance with AIS safety standards. These practices promote a tangible safety culture among contractors, leading to risk reduction, improved work efficiency, and enhanced trust across the business value chain.

Human Rights, DEI & Fair Labor Practices

Respect for Human Rights in the Workplace

AIS is committed to respecting and protecting the human rights of all employees by integrating human rights principles into the Company's corporate culture and human rights policy. This commitment ensures fairness and transparency across the entire employment lifecycle, including recruitment, employment, employee care, and the provision of a safe and appropriate working environment. The Company conducts comprehensive human rights due diligence to assess potential risks and impacts arising from its operations across the value chain, and to define preventive, corrective, and remediation measures. Performance is regularly monitored and reviewed. In 2025, no cases of human rights violations related to the Company's operations were identified.

The Company has established a Welfare Committee to oversee and enhance employee welfare, and to serve as a formal channel for consultation, communication, and collective bargaining between employees and management. This mechanism supports the protection of labor rights, freedom of association, and equitable collective representation. The Company strictly complies with applicable labor laws to ensure fairness and transparency in employment practices.

In addition, AIS provides whistleblowing and grievance channels in accordance with its whistleblower policy, with strict protection of confidentiality and the safety of whistleblowers. Complaints are reviewed through a fair, transparent, and without any prejudice. Where potential human rights-related concerns are identified, the Company undertakes appropriate investigation and corrective actions in line with established procedures.

Diversity, Equity, and Inclusion

AIS conducts its business in accordance with the principles of Diversity, Equity and Inclusion (DEI). The Company promotes inclusive recruitment and talent development across diverse backgrounds, including education, ethnicity, nationality, religion, beliefs, gender identity, sexual orientation, age, and persons with disabilities, grounded in respect for human dignity and individual differences. AIS is committed to providing equitable access to development opportunities, learning, and career advancement for all employees without discrimination, while fostering an open and inclusive working environment that encourages participation, constructive dialogue, and collaboration. These practices strengthen employee engagement and trust, cultivate a culture of respect for diversity, and support the long-term potential of the workforce.

For further information:

- [Human Rights Policy](#)
- [Whistleblower Policy](#)
- [Human Rights Risk Assessment](#)

2025 Performance

Pride of Achievements

3 awards from HR Asia Awards 2024 organized by HR Asia, a leading regional publication in HR, including:

- **Best Companies to Work for in Asia 2025** recognizes AIS as one of the most desirable organizations to work for in Asia, with AIS being the only telecommunications company in Thailand to receive this award for seven consecutive years.
- **HR Asia DEI Awards** which reflects success in establishing a comprehensive HR management policy to promote diversity, equality, and inclusion in the organization.
- **HR Asia Tech Empowerment Awards** reflects the Company's capabilities and excellence in leveraging technology to enhance operational efficiency, strengthen employee experience, and drive innovation in human resource management.



Jump Thailand Hackathon was selected as one of the Steward Leadership 25, recognizing 25 outstanding initiatives from leading private-sector organizations across the Asia-Pacific region that drive sustainable growth through innovation and demonstrate strong potential for positive social and environmental impact. The recognition is organized by Temasek Holdings, Stewardship Asia Center, INSEAD's Hoffmann Global Institute for Business and Society, Willis Towers Watson, and The Straits Times.



Work Venture 2025 ranked 17th among the most desired companies for young professionals to work for, based on a survey by Work Venture



Certificate of Achievement of the Zero Accident Campaign in Gold level, Silver level, Bronze level, and Entry level from The Thailand Institute of Occupational Safety and Health.



Certificate of Model Workplace for Occupational Injury Reduction Award 2025 was awarded by the Social Security Office of Thailand in recognition of exemplary performance in reducing work-related injuries.



Learning & Capability Development

Digital readiness assessment and development

AIS Academy has organized training and conducted digital knowledge assessments for employees within the organization, aiming enhance their proficiency in digital skills and equip them for success in the digital world. The program, utilizing the LearnDi learning platform, covers essential topics relevant to the job, such as AI, Cloud, Data, Microsoft 365, Design Thinking, and Python Programming. Additionally, it incorporates and integrates activities with a token-based rewards system to encourage participation, enabling employees to exchange tokens for various prizes. The objective of this initiative is to foster readiness and elevate the digital skills and abilities of employees. In 2025, 10,242 employees participated in the program with over 91% passing the assessment criteria.

Growth Mindset

The objective of the program is to foster a work culture in which individuals have the courage to think, take action, and rise again after setbacks, viewing failures as opportunities for growth and learning. The Growth Mindset project embodies this commitment by inviting employees to share their personal stories of learning from failures, with selected participants engaging in a structured program designed to enhance communication and leadership skills essential for driving change.



In 2025, AIS implemented the "Innovative Leadership" initiative, targeting managerial-level employees to foster a psychologically safe environment that encourages team-based culture building and openness to new ideas. To date, the program has now reached its 4th cohort, with more than 460 employees participating.

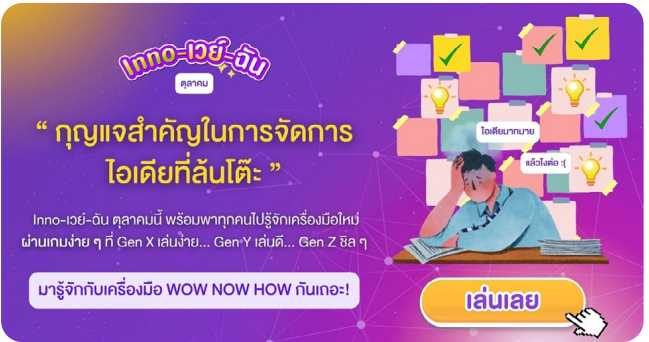
AIS INNOJUMP

The AIS INNOJUMP project aims to develop employees' innovation skills by creating a new work approach in which employees can incorporate their innovation skills into everyday work, while strengthening the Company's culture as an innovation-driven organization. The courses and activities under the project are as follows:

- Unlocking Your Creativity** is a learning workshop that focused on developing creativity and applying innovation in work. Participating employees learn skills in creative problem-solving, working as a team, and presenting innovative ideas. They also gain confidence and opportunities for career growth. In 2025, the program was delivered on a quarterly basis through both onsite sessions and online e-learning via the LearnDi platform. A total of 101 employees participated in onsite sessions, while 626 employees completed the program through online learning.



- Inno-My-Way** is an ongoing initiative designed to promote learning and the practical application of fundamental innovation tools in daily work through the sharing of real employee stories and experiences. The activity is held monthly and provides tokens as incentives to encourage the implementation of innovative ideas with tangible outcomes, thereby enhancing work efficiency. In 2025, a total of 1,399 employees participated, with innovation tools applied in 630 practical use cases.



- BINGO** is a team-based activity that enables employees to practice using innovation tools collaboratively through a variety of missions aimed at strengthening employee engagement and relationships. In 2025, participating functions included Human Resources, Accounting, IT Cyber Security & DPO, and Regional Operations, with a total of 856 employees.



- **AIS INNOJUMP Competition** is an idea contest for employees across AIS, focusing on the topic of "Process Innovation." The competition aims to develop 4 core processes: annual performance assessment, procurement, reimbursement, and IT client support and cybersecurity. The program was conducted over one year, from late 2024 to the end of 2025, and featured 1–2 month bootcamps that emphasized hands-on implementation. More than 300 employees applied, resulting in 114 submitted projects, with prize support over THB 100,000 awarded to the top three winning ideas.



- **Retail Management Bootcamp** is an innovation-focused bootcamp program that enables participants to work hands-on with five real business challenges from the retail function and present proposed solutions to executives. 30 executives participated, leading to the development of five initiative projects. The program strengthened employees' ability to apply innovative thinking in practice while executives to identify employee potential, contributing to improved customer experience and new approaches to enhancing retail operations and services.
- **Research and Development Projects** provide financial support to encourage employees to think creatively, take initiative, and experiment with new approaches to improve operational efficiency, whether through cost reduction, revenue enhancement, or quality improvement. In 2025, two projects were implemented: the FWA Solution, which pilots the connection of FBB/ONT devices with Radio Network Small Cell equipment to extend network coverage in rural or hard-to-wire areas; and the SED BOX (Smart EDS Detector), which enables more accurate identification of root causes of EDS link faults, helping to reduce operating costs and shorten task completion time for employees.

Jump Thailand Hackathon

The Jump Thailand Hackathon is a collaborative initiative between AIS Academy and the Ministry of Social Development and Human Security. The program aims to foster the development of innovations that enhance the capabilities of elders and persons with disabilities, enabling sustainable employment and income generation. It provides opportunities for university students and AIS employees to apply their knowledge and expertise for social benefit, while strengthening collaboration among the public sector, private sector, and educational institutions.

In 2025, a total of 114 teams from 55 educational institutions participated in the competition. Fifteen teams were selected as finalists, all of which successfully developed and delivered functional prototypes ready for practical application to support vulnerable groups through solutions that directly address their specific needs.

Talent Attraction & Retention

AIS Digital Talent is a project designed to nurture the capabilities and career growth of the younger generations through structured learning delivered by AIS Academy. The initiative aims to establish a national Digital Talent Hub to enhance workforce capabilities, narrow digital skills gaps within the organization, and strengthen overall competitiveness. In addition, the program serves as a mechanism to provide youth with access to real business knowledge, develop essential future-ready skills, and contribute to the long-term upskilling of Thailand's workforce in alignment with the country's digital economy. The AIS Digital Talent project comprises three programs: The Vanguard, The Masters, and The Bloom.

The Vanguard

AIS Academy initiated The Vanguard program, which focuses on developing a new generation of digital leaders within the Company. Employees in all lines of work can participate in this program to enhance their skills and plan a suitable career growth path through personalized development guidelines. In addition to accessing state-of-the-art learning tools, participants have opportunities to exchange ideas with mentors and participants from other lines of work to strengthen their skills and apply their knowledge to drive the Company's growth efficiently. In 2025, 324 employees participated in the program.

The employee development under the Vanguard program will be carried out in a timeframe of 3 years from 2024 to 2026 as follows:

- Year 1:** Focus on developing foundational knowledge of basic technology and necessary skills such as data analysis, cross-departmental communication, collaboration, etc.
- Year 2:** Focus on building digital leadership skills, fostering decision-making skills, and adopting digital tools to streamline work processes.
- Year 3:** Focus on enhancing innovation skills, leveraging advanced technology to create value-added products and services, improving creative thinking, and building a collaborative network to support sustainable growth.

The Masters

The program is designed to develop a new generation of leaders equipped to handle changes in the digital age. It aims to fostering the skills and capabilities necessary for work. Throughout the course of 19 months, participants engage in 3 different tasks: Business management, Data analytics, and technology utilization. They are also mentored by executives and have opportunities to grow rapidly in their career. Additionally, the program prepares participants to take responsible for critical tasks, empowering them to become confident team leaders. In 2025, 17 employees were selected to join the program.

The Bloom

The program provides opportunities for third-year or above university students across disciplines to participate in internships with AIS for 8-10 weeks. The students gain hands-on experience by working in various AIS departments, such as accounting, finance, engineering, and human resources to enhance practical skills and learn new skills. The program also offers high-performing interns the opportunity to be considered for employment with AIS upon graduation. In 2025, a total of 76 students from 17 universities participated in the program.

Promoting Employee Well-being

The Company promotes continuous employee engagement through year-round initiatives focused on well-being and quality of life. All activities are designed and implemented under the principles of Diversity, Equity, and Inclusion (DEI), ensuring inclusive participation and equal opportunities for employees across all levels.

Support for the Family Unit

- Provision of assistive funding to employees entering marriage.
- Maternity leave for pregnant female employees extends for 98 days, with the option for additional discretionary leave of 10 days with pay, beyond the statutory requirements.
- Paternity and family-care leave: Male employees have the flexibility to take 10 days of business leave beyond the statutory requirements to care for a newborn and their family. Additionally, they are entitled to take annual leave with pay, the duration of which depends on their length of employment.
- Provision of financial assistance to employees in the event of loss caused by natural disasters affecting the houses of employees, their spouses, or their parents.

Childcare Support

- Nursing Facilities: Recognizing the significance of the health and well-being of both mothers and their newborns, AIS has established lactation facilities for nursing mothers, equipped with proper supplies, including a refrigerator, to provide a private and hygienic space.
- Support for Scholarships: AIS consistently offers scholarships to the children of its employees. Similarly, contract employees who have maintained continuous employment for one full year are eligible to apply for these scholarships. In the year 2025, the company granted 1,301 scholarships, totaling 9,038,000 baht, to the children of employees who met the specified criteria and demonstrated academic excellence.
- Providing Children Facilities AIS provides designated spaces and facilities for the children of its employees, allowing them to engage in learning activities while waiting for their parents to finish work. These spaces, including The Cultivation, Co-working space, and Chillout zone, offer opportunities for children to learn, play, and complete homework. Moreover, they have the flexibility to use their own computers or mobile phones to access AIS' online platforms, LearnDi, and ReadDi.

Supporting and Development Quality of Employees with Disabilities

AIS supports the employment of persons with disabilities as stipulated by law and has established call centers for people with disabilities in Bangkok and provincial areas to broaden learning opportunities and uplift quality of life through the Work Wizard project, facilitated by the available assistive technology and innovations:

- A speech synthesizer for the visually impaired, allowing them to use a computer independently.
- Training programs through LearnDi to enhance knowledge.
- Provision of environment and other facilities such as elevators, accessible toilets, ramps, etc.

Comprehensive Retirement Support

Besides retirement compensation, AIS provides a commemorative gold coin to employees reaching retirement age, contributes to the provident fund, and offers for retirement financial planning. In addition, the company also renews home internet and mobile phone packages for 12 months to support employees' quality of life during the transitional period.

Promoting Employees' Physical and Mental Health and Well-being

- **Medical and physical therapy facilities** AIS provides medical and physical therapy facilities for employees. The facilities provide first aid in the workplace, dispense primary medication, treatment by medical specialists as well as treatment by physical therapists to relieve work-related pain (office syndrome) with basic equipment and devices such as traction beds, electric massagers, paraffin wax baths among others.
- **AIS offers influenza vaccinations** at an affordable price for full-time and part-time employees, excluding their family members. For 2025, a total of 2,364 employees were vaccinated.
- **AIS Wellness Program** encourages employees to maintain physical and mental health, reducing health problems. The program emphasizes preventive and routine care across 5 aspects: exercise, nutrition, mental well-being, savings, and Aunjai Asa. Participants will receive tokens redeemable for prizes such as gadgets, vouchersto encourage engagement and motivate employees to take care of their health and wellness. The activities are as follows:
 - **AIS Wellness Expo 2025** is a holistic well-being initiative that encourages employees to care for their physical and mental health through educational booths based on the "5 Aspects" wellness framework, together with the Lifestyle Survey by AIS Wellness to assess employees' health behaviors and leisure activities. Survey insights are used to design activities that better address employee needs. In 2025, a total of 5,302 employees participated in the survey.



- **Health Talk with Doctor** is a learning activity that promotes proper health care practices and preventive well-being through guidance from doctors. In 2025, the program covered topics related to gastrointestinal and respiratory diseases, with a total of 1,299 employees participating.



- **Workout Class** is a health promotion activity that enables employees to engage in physical exercise through dance-based workouts in a fun and motivating environment, guided by professional instructors and trainers. The program supports physical fitness and active lifestyles, with a total of 101 employees participating.



- **Wellness Champion by People Champion (PPCP)** is dedicated to supporting employee representatives (PPCP) in becoming wellness champions. They undergo training on preventing workplace illnesses, such as office syndrome and managing mental health care. The course includes stress management techniques and flexibility improvement sessions conducted by professional speakers. PPCPs apply their knowledge to organize activities promoting the physical and mental health of employees in their departments.



- **"ChatGen"** is a human resources chatbot developed to enhance internal communication efficiency and facilitate employees' access to key information such as policies, benefits, and internal activities anytime and anywhere. Since its launch, 4,530 employees have actively used the system. The platform also helps reduce information search time for employees, lowers repetitive inquiries handled by the HR team, and improves overall organizational efficiency, while supporting the Company's transition toward more digitally enabled human resource management.



- **"FunDi"** is an employee benefits platform that enables employees to redeem goods and services using tokens earned through participation in organizational activities. The platform offers a wide range of products and services across categories such as food and beverages, lifestyle, health and beauty, and electrical appliances. In 2025, a total of 14,643 employees redeemed rewards through the platform, reflecting strong employee engagement and contributing to continuous internal communication and participation.



Promoting Internal Relationship and Communication

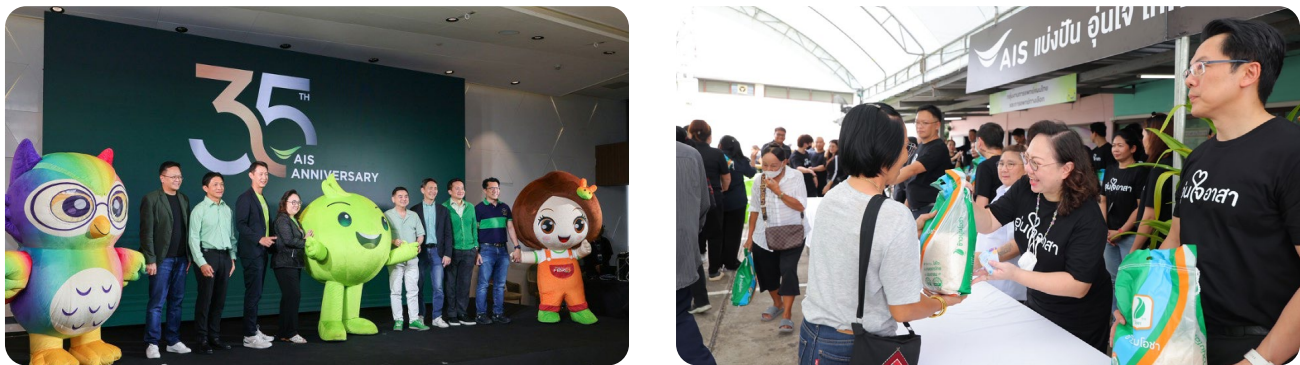
- **AIS Staff Party 2025** is an employee engagement event that brings together employees from across business functions to connect, build relationships, and participate in activities that reflect the Company's organizational culture. The event attracted participation from over 10,000 employees.



- **Free Happy Meal Together** is an activity designed to bring happiness and foster positive relationships within the company. Employees gather to enjoy meals together at the office building. This activity is held twice a year.



- **Aunjai Podcast** provides knowledge about work, work techniques, and the Company's major projects. Executives from various lines of work share insights and communicate with AIS employees.
- **Sharing happiness with Society** is a volunteering and fundraising initiative inviting employees to contribute in celebration of the Company's 35th anniversary. Employees collectively raised more than THB 6.2 million to procure medical equipment and develop patient waiting areas for Khao Yoi Hospital, as well as to donate 1,000 bags of rice to vulnerable communities in surrounding areas. The initiative also continued support for medical equipment at Umphang Hospital, Tak, for the second consecutive year. These activities helped improve the quality of life for patients and underserved communities, while fostering volunteerism, employee engagement, and pride in contributing to social value creation.



- **"Aunjai Asa: Standing with Thai Society"** is an employee-led volunteer initiative focused on disaster and crisis response. Employees jointly prepared and delivered 1,400 relief bags and 1,430 packs of drinking water to those affected by the Thai-Cambodian border situation, in collaboration with the Royal Thai Army and the Second Army Area. In addition, 300 blankets were donated to flood victims in Nan Province through the Royal Thai Air Force Disaster Relief Center. The Company also provided more than 1,330 relief kits, 1,000 packs of drinking water, and over 2,200 mobile phone chargers and power banks to support affected communities and employees in Hat Yai District and nearby areas. These efforts reflect the Company's commitment to standing alongside Thai society during times of crisis.



Employee Engagement in Development and Fostering Engagement with the Company

AIS conducted an Employee Engagement Survey in 2024 and plans to repeat the survey every two years to capture employees' perspectives and experiences. The survey covered 4 areas: basic needs, individual contribution, teamwork, and learning & growth. A total of 9,997 employees, accounting for 88.30% of the total workforce, responded to the survey, which achieved a score of 4.1 out of 5. These results will serve as a foundation for developing targeted plans aimed at enhancing the work environment and improving employee welfare.

Additionally, for the 10th consecutive year, the company appointed the People Champion to help create conducive work environment. Their responsibilities include organizing activities aligned with the corporate culture, listening to employees' opinions, and gathering information to drive development and enhance the overall employee experience.



Performance Table

Topic	Unit	2022	2023	2024	2025
Labor practices					
Employees					
Total employees	Persons	1,3141	11,448	19,698	18,855
Breakdown by gender					
Male	Persons	5,260	4,724	10,573	10,208
	%	40	41	54	54
Female	Persons	7,881	6,724	9,125	8,647
	%	60	59	46	46
Breakdown by age					
50 years old and above	Persons	1,084	924	1,927	1,827
30-50 years old	Persons	8,051	7,767	12,788	13,209
Below 30 years old	Persons	4,006	2,757	4,983	3,819
Breakdown by employee type					
Permanent					
Male	Persons	4,050	3,756	5,293	5,288
Female	Persons	4,898	4,579	5,454	5,420
Contract employee					
Male	Persons	1,210	968	5,280	4,920
Female	Persons	2,983	2,145	3,671	3,227
Diversity of governance bodies and employees					
Breakdown by employee positions					
Top Management					
Male	Persons	13	16	17	15
	%	86.67	94.12	89.47	78.95
Female	Persons	2	1	2	4
	%	13.33	5.88	10.53	21.05
Total Top Management	Persons	15	17	19	19

Topic	Unit	2022	2023	2024	2025
Senior Management					
Male	Persons	109	99	107	117
	%	62.29	57.89	59.12	61.90
Female	Persons	66	72	74	72
	%	37.71	42.11	40.88	38.10
Total Senior Management	Persons	175	171	181	189
Junior Management					
Male	Persons	1,924	1,821	2,211	2,298
	%	49.66	49.04	51.66	51.55
Female	Persons	1,950	1,892	2,069	2,160
	%	50.34	50.96	48.34	48.45
Junior Management	Persons	3,874	3,713	4,280	4,458
Operation Staffs					
Male	Persons	3,214	2,788	8,238	7,778
	%	35.41	36.94	54.13	54.82
Female	Persons	5,863	4,759	6,980	6,411
	%	64.59	63.06	45.87	45.18
Total Operation Staffs	Persons	9,077	7,547	15,218	14,189
Proportion of employees by nationalities					
Thai	%	99.96	99.96	99.96	99.97
Singaporean	%	0.02	0.03	0.02	0.01
Cambodian	%	0.01	0.01	0.01	0.01
British	%	0	0	0	0
American	%	0	0	0	0
Malaysian	%	0	0	0	0
Dutch (Holland)	%	0.01	0.01	0.01	0.01
Poland	%	0	0	0.01	0.01
Australia	%	0	0	0.01	0.01

Topic	Unit	2022	2023	2024	2025
Proportion of management by nationalities					
Thai	% of executives	99.93	99.92	99.87	99.91
Singaporean	% of executives	0.05	0.05	0.07	0.0002
British	% of executives	0	0	0	0
American	% of executives	0	0	0	0
Malaysian	% of executives	0	0	0	0
Dutch (Holland)	% of executives	0.02	0.03	0.02	0.0002
Poland	% of executives	0	0	0.02	0.0002
Australia	% of executives	0	0	0.02	0.0002
Other employee diversity					
Employees with Disabilities	Persons	149	138	219	186
	%	1.1	1.2	1.1	1.0
Share of women (Breakdown by positions)					
Share of women in total workforce	%	59.97	58.74	46.32	45.86
Share of women in all management positions ¹	%	49.66	50.37	47.88	47.92
Share of women in junior management positions	%	50.34	50.96	48.34	48.45
Share of women in top management positions	%	13.33	5.88	10.53	21.05
Share of women in management positions in revenue-generating functions	%	52.40	47.10	50.8	43.52
Share of women in STEM-related positions ²	%	29.20	30.50	17.74	46.52
Training and Development					
Total Training Hours	Hours	374,737	272,753	360,245	551,039
Total Average Training	Hours/ Person	29	24	18	29
Breakdown by Gender					
Male	Hours/ Person	32	26	22	28
Female	Hours/ Person	27	22	19	29
Breakdown by age					
Below 30 years old	Hours/ Person	27	28	18	26
30-50 years old	Hours/ Person	29	25	22	29
50 years old and above	Hours/ Person	27	18	16	30

Topic	Unit	2022	2023	2024	2025
Breakdown by employee type					
Top management	Hours/ Person	24	26	13	19
Male	Hours/ Person	21	21	12	18
Female	Hours/ Person	30	33	14	22
Middle management	Hours/ Person	39	34	30	40
Male	Hours/ Person	43	34	31	39
Female	Hours/ Person	36	33	30	40
Operation Staff	Hours/ Person	12	12	15	25
Male	Hours/ Person	16	17	14	25
Female	Hours/ Person	11	13	17	26
Total Costs of Training & Development	Mn. Baht	65.09	94.83	102.89	86.27
Total Costs of Training & Development	Baht/person	4,949	8,284	5,224	4,575
Human Capital Return on Investment (HCROI)	Times	4.9	4.8	4.5	5.6
Resignation					
Resignation	Persons	1,151	1,343	966	612
Total turnover rate	%	12.86	16.11	8.99	5.72
Total Voluntary turnover	Persons	1043	837	798	386
Voluntary turnover rate	%	11.66	10.04	743	3.60
Gender Pay Gap (Male vs Female)					
Gender Pay Gap					
Mean gender pay gap	%	5.40	5.80	4.7	4.41
Median gender pay gap	%	4.80	5.40	3.05	2.91
Mean bonus pay gap	%	2.60	2.76	2.45	1.44
Median bonus pay gap	%	2.60	2.61	2.5	4.43

Topic	Unit	2022	2023	2024	2025
Occupational Healt and Safety³					
Workers covered by an occupational health and safety management					
Workers covered by AIS safety system	Persons	13,141	11,448	11,903	11,215
	%	100	100	100	100
Workers covered by AIS safety system that has been internally audited	Persons	13,141	11,448	11,903	11,215
	%	100	100	100	100
Workers covered by AIS safety system that has been audited by external party	Persons	13,141	11,448	11,903	11,215
	%	100	100	100	100
Work-related injury					
Employees' fatalities as a result of work-related injury					
Number of employees' fatalities as a result of work-related injury	Persons	0	0	0	0
Rate of employees' fatalities as a result of work-related injury	Rate of fatalities per 200,000 working hours	0	0	0	0
Employees' high-consequence work-related injuries (excluding fatalities)					
Number of employees' high-consequence work-related injuries (excluding fatalities)	Persons	0	0	0	0
Rate of employees' high-consequence work-related injuries (excluding fatalities)	Rate of high-consequence work-related injuries per 200,000 working hours	0	0	0	0
Employees' recordable work-related injuries					
Number of employees' recordable work-related injuries	Persons	2	1	4	0
Rate of employees' recordable work-related injuries	Rate of recordable work-related injuries per 200,000 working hours	0.02	0.01	0.03	0

Topic	Unit	2022	2023	2024	2025
Work-related ill health					
Employees' fatalities as a result of work-related ill health					
Number of employees' fatalities as a result of work-related ill health	Persons	0	0	0	0
Rate of employees' fatalities as a result of work-related ill health	Rate of fatalities as a result of work-related ill health per 200,000 working hours	0	0	0	0
Employees' cases of recordable work-related ill health					
Number of employees' cases of recordable work-related ill health	Persons	0	0	0	0
Rate of employees' cases of recordable work-related ill health	Rate of cases of recordable work-related ill health per 200,000 working hours	0	0	0	0

Remark: ¹Female management in revenue-generating functions refers to female employees who are primarily working in sale function (e.g. direct sale manager, enterprise sale manager, head of units, engineering manager, etc.)
²STEM-related positions are, for instance, information technology manager, programming application manager, engineering manager, etc.
³The occupational health and safety performance information in 2025 was not inclusive of the performance information of Triple T Broadband Public Company Limited [TTTBB].

02

Promote Digital Inclusion

- Social Inclusion
- Digital Wellness

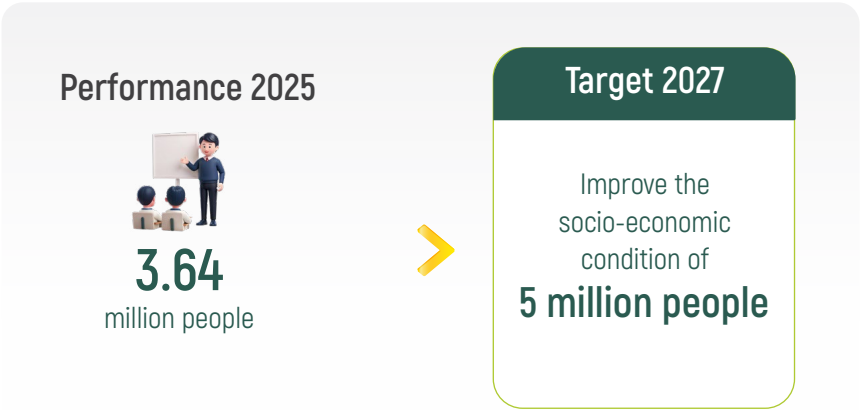
Social Inclusion

Uplift the quality of life for the community and reduce social inequality with digital infrastructure and solutions



Target

Improve the socio-economic condition of 5 million people by 2027, based on cumulative performance since 2022



Key Highlights in 2025

- Expanded a solar-powered telecommunication network to reduce disparities and enhance the quality of life in remote areas under the **"Green Energy Green Network for THAIs"** project, covering a total of 8 communities across 5 provinces and benefiting 6,339 people.
- Provided equal and diverse learning opportunities through the LearnDi application, allowing Thais to have a tool for self-development under the **"LearnDi for Thais Platform"** project, with a cumulative total of 278,934 participants.
- Expanded internet access to primary and secondary schools as well as communities in remote areas nationwide, to broaden educational opportunities under the **"Broadband Internet for Schools"** project, covering over 4,263 locations nationwide.

Opportunities, Challenges, and Impacts

Risk	Time Horizon	Opportunity	Time Horizon
- The digital divide results in unequal access to digital services. - Telecommunications network investment in rural or remote areas involves high costs and may require longer payback period or yield lower returns.	Short to Medium term	- Building community acceptance and strong relationships, which contribute to stakeholder confidence and the Company's corporate image. - Expanding the customer base within local communities. - Creating growth opportunities through new digital products and services, such as e-learning, e-health, and smart city solutions.	Short to Medium term
Demographic shifts toward an aging society and broader social changes may require the development of digital products and services tailored to specific population segments	Medium to Long term		

Impacts on Business Operations

Expanding telecommunications networks into remote areas involves high capital expenditure and ongoing maintenance costs, which may affect economic feasibility and limit the ability to extend services on a broad scale. At the same time, disparities in digital skills and user access in certain areas constrain demand for new digital services and require more tailored service offerings. These factors may reduce market growth potential and long-term service adoption rates.

Nevertheless, network expansion into new areas and the design of services that address the diverse needs of users create opportunities to broaden the customer base and increase service uptake. Moreover, improving digital access forms a critical foundation for the growth of value-added services, such as e-learning, e-health, and other specialized digital solutions, which can generate new revenue streams, enhance long-term competitiveness, and strengthen societal trust and confidence in the Company.

Business Operations that Impact Value Creation for All Stakeholders

The telecommunications sector plays a critical role in expanding network coverage and enhancing signal quality in remote areas through mobile networks, high-speed internet, and digital services, enabling access for diverse population groups—particularly vulnerable groups such as children, disadvantaged communities, the elderly, persons with disabilities, and migrant workers. This expanded access supports greater opportunities in education, healthcare, and financial services, while also enabling timely communication, alerts, and assistance during emergencies or natural disasters. Collectively, these efforts help improve quality of life, support economic growth, and reduce social inequality.

Management Approach

AIS is committed to enhancing the quality of life of Thai people by leveraging communication technology as a key enabler to reduce inequality and support digital inclusion. By utilizing its telecommunications infrastructure, human capital, and partnerships, AIS expands access to quality services and learning opportunities for all, with a particular focus on communities in remote areas that continue to face limitations in public utilities and educational systems.

Recognizing the disparities between urban and rural areas, AIS has established policies and operational frameworks to promote inclusive and equitable growth in Thai society. The Company aims to enhance quality of life through AIS digital platforms and partner networks, supported by three strategic pillars as follows:

1. Expansion of telecommunications networks through new technologies to ensure broad coverage in populated areas

AIS is committed to developing high-quality telecommunications networks with nationwide coverage across both urban and remote areas. Continuous investment in advanced technologies enables support for diverse usage needs, contributes to national economic growth, and enhances the quality of life of people in all regions.

In parallel, AIS places strong emphasis on building positive relationships with local communities through its community relations function, which engages directly with communities to listen to feedback, understand concerns, and jointly develop preventive and mitigation measures for potential impacts. AIS also provides accessible communication channels for public inquiries and complaints and integrates community-based educational support to improve quality of life alongside sustainable business growth.

2. Supporting public access to services and affordable digital communication devices

AIS promotes digital inclusion by providing and offering appropriate digital devices with affordable pricing and features tailored to the diverse needs of different user groups, including students, migrant workers, and other segments of society. The Company also develops targeted distribution channels to reach specific groups, contributing to increased internet access and the promotion of digital literacy across all regions of the country.

3. Developing digital platforms that promote inclusive access to technology and enhance quality of life

AIS leverages its technological capabilities to develop innovations and digital platforms that enhance quality of life and reduce social inequality. The Company focuses on creating educational opportunities, expanding access to knowledge, and supporting career development through digital technologies, enabling people to build skills, generate sustainable income, and thrive in the digital economy.

2025 Performance

Development of 5G and fiber-optic broadband home internet

AIS currently operates a telecommunications network that supports high-speed data connectivity through 4G technology, covering over 99% of the population, and provides broadband internet via fiber networks to more than 24.3 million households nationwide. The Company also offers Wi-Fi networks supporting educational institutions and the business sector. In addition, AIS has accelerated the expansion of its 5G network, covering over 95% of the population, alongside offering affordable 5G-compatible smartphones and comprehensive 5G service packages for both postpaid and prepaid users. These initiatives aim to enhance convenient, inclusive, and affordable access to digital devices and services. Access to high-speed internet expands opportunities in education, healthcare, and economic participation for all segments particularly low-income groups and people living in remote areas while strengthening AIS's competitiveness, expanding its customer base, and supporting the growth of Thailand's digital economy.

Development of Products and Services for Vulnerable Groups

AIS places great importance on promoting equality and increasing access to products and services for vulnerable groups, categorized as follows:

- **Young students:** AIS offers special packages for young children, bundled with AIS Secure Net to ensure safe internet usage and GPS-enabled watches that allow parents to track their child's location.
- **Persons with Disabilities:** Special packages enhance communication opportunities for subscribers with hearing or visual impairments. AIS also operates a sign language contact center to facilitate communication and transactions for those with hearing disabilities.
- **Migrant workers:** AIS provides Myanmar and Cambodian SIM cards with affordable international call rates. Additionally, AIS offers call center services in foreign languages such as Myanmar and Cambodian to support seamless communication and service access for foreign workers.



Green Energy Green Network for THAIs

AIS, in collaboration with Gulf Energy Development and the Highland Research and Development Institute, implemented the Green Energy Green Network for THAIs initiative to reduce inequality and enhance quality of life in remote areas by deploying telecommunications networks powered by solar energy. Launched in 2024, the project expanded the telecommunications network in 2025 to two additional communities—Ban Huai Pong Pattana and Ban Doi Wiang in Chiang Mai Province—bringing the total coverage to 8 communities across 5 provinces (Tak, Chiang Mai, Mae Hong Son, Chiang Rai, and Lamphun). This expansion reflects the project's value and scalability, benefiting more than 6,339 people. The initiative enables communities to access electricity and communications services, reduces travel time and costs, enhances local economic opportunities, and improves government coordination. At the same time the use of renewable energy in the network reduces greenhouse gas emissions. The project outcomes will be used to guide further expansion to other areas, promoting sustainable and scalable social and environmental impact.



AIS Academy for Thais

AIS implements the AIS Academy for Thais initiative to foster a learning society and enhance digital skills for all people. The program focuses on strengthening capabilities for living in the digital era, adapting to social change, and using technology safely. It aims to increase access to knowledge, reduce digital inequality, and develop essential skills for the future.

In 2025, AIS organized AIS Academy for Thais: Life Fest 40+ to prepare people aged 40 and above for an aging society. The event provided integrated knowledge across five key dimensions: financial planning (Wealth+), holistic health promotion (Health+), mental well-being (Mind+), lifestyle and living adaptation (Living+), and safe technology use (Digital+). The program featured experts from diverse fields and was held at CentralWorld, attracting a total of 5,466 participants.



For further information: [AIS Academy for Thais](#)

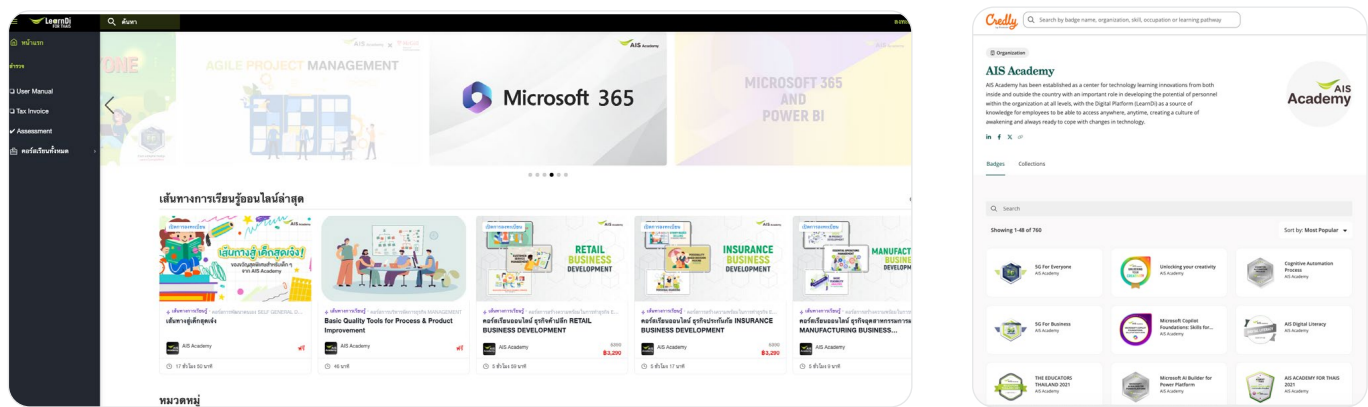
Educators & Tutors Thailand

AIS continues to implement educational initiatives, including The Educators Thailand program, which develops digital skills and teaching materials for Thai teachers, and The Tutors Thailand program, which collaborates with school teachers and private tutors to develop supplementary courses for Thai students. Together, these programs offer a total of 391 courses, covering topics such as finance, business management, and technology/IT. The initiatives increase access to knowledge anytime and anywhere, reduce educational inequality, and enhance the capabilities of both teachers and students. In 2025, over 439 individuals have already enrolled on education platforms.



LearnDi for Thais Platform

AIS has collaborated with a network of educational partners both locally and internationally to offer over 128 courses for the general public, including topics such as building business readiness, technology literacy, business management, self-development, knowledge for creating jobs and income. Since 2020, more than 278,934 learners have participated in these courses, and a total of 21,006 digital credentials badges have been issued to certify digital skills through the Digital Credentials system.



Digital Library

AIS has continued its efforts for the 5th consecutive year in collaboration with the Ministry of Social Development and Human Security to enhance learning through technology and expand access to knowledge for students and vulnerable groups in the forms of e-learning and e-books via the ReadDi digital platform. In 2025, collaboration was expanded to welfare institutions under the Ministry of Social Development and Human Security, enabling 7,585 students and personnel across 77 locations to access digital learning resources. The initiative was also showcased at Social Development Expo 2025 to further extend learning opportunities and help reduce educational inequality in Thai society.



Aunjai Asa Career Development

Since 2021, AIS has collaborated with the Ministry of Social Development and Human Security to enhance skills and support livelihood opportunities for vulnerable groups by providing office space for traditional Thai massage services. In 2025, 8 massage practitioners participated in the project, generating a total income of THB 495,200, which created stable earnings for the service providers and helped reduce their economic vulnerability.



Transformative Infinite SMEs

Under the “Enhance–Build–Expand” concept, AIS aims to strengthen the competitiveness of Thai entrepreneurs through business knowledge enhancement, technology advisory, and access to global markets. In collaboration with the Singtel Group and the Bridge Alliance, AIS developed the Transformative Infinite SMEs program, based on four pillars: Infinite Teamwork, Infinite Thoughts, Infinite Execution, and Infinite Solution to Sustainability Growth to drive holistic and sustainable business growth. From over 400 applicants, 29 companies were selected to participate in the program, which is structured to enable entrepreneurs to practically apply insights in business strategy, technology, and a Sustainability Growth Mindset, thereby strengthening their competitiveness and expanding opportunities for long-term growth.



The Good Kids, Brave Heart Project

Introduced in 2001, the project has since provided financial support for young people in need to reduce social inequality and offer educational opportunities for Thai youths. Building upon the concept “Giving opportunities is giving a future” the project grants scholarships to students at different levels who demonstrate good conduct, perseverance, help with the family, and volunteerism to help them pursue their academic goals through to a bachelor’s degree.

Over 25 years, AIS has granted over 1,000 scholarships, reducing social inequality, expanding educational access, and strengthening employability to improve family livelihoods. The program also promotes safe digital literacy through the “AunjaiCyber” curriculum, protecting youth from online threats and internet scams in various forms, reflecting AIS’s long-term commitment to sustainable human and social development.

Currently, 45 youth participants from the “The Good Kids, Brave Heart” project are pursuing tertiary education, categorized as follows:

9 Health Sciences

12 Science & Technology

7 Education

8 Humanities & Social Sciences

7 Business

2 Arts & Performing Arts

Broadband Internet for Schools

The Broadband Internet for Schools program aims to expand equitable access to education by providing free broadband internet services to primary and secondary schools, as well as communities in remote areas nationwide. The program enables schools to effectively access online educational materials and e-learning platforms, supports teachers in integrating digital media into teaching, and equips students with essential digital skills and access to diverse learning resources such as instructional videos, supplementary lessons, and online learning beyond the classroom. In addition, communities benefit from access to e-government services and opportunities to develop vocational skills and income-generating capabilities, contributing to the reduction of educational inequality and human capacity development.

Since 2011, AIS has implemented the project across more than 4,263 schools and communities nationwide, reaching 753,468 beneficiaries. In 2025, broadband services were further expanded to seven schools in Mae Hong Son, Chiang Mai, Phayao, Nakhon Phanom, Rayong, Kanchanaburi, and Phatthalung, as well as one hospital in Yala, supporting learning, communication, and access to financial and healthcare services through digital systems.



Digital Wellness

Strive to be a brand that promotes safe and appropriate use of the internet and social media



Target

Empower digital citizenship by providing digital solutions and tools for 3 million people by 2027

Remark: The target covers a five-year implementation period from 2022



Key Highlights in 2025

Topic	Unit	2023	2024	2025	Target 2027
Participants of the AUNJAI CYBER Project	person	508,570	792,100	1,497,100	3,000,000
Participants of the AUNJAI CYBER Curriculum	person	322,000	403,700	1,029,750	
Participants of Thailand Cyber Wellness Index 2025	person	21,862	50,900	66,300	
Users of the Cyberthreat Protective Tools by AIS and our Partner	person	164,708	337,500	401,050	

- Operated in accordance with government policies and measures on cybersecurity, actively participating in public-private collaboration to support Thailand’s designation as the “CYBER SECURITY YEAR” under the government’s urgent agenda. The Company serves as a member of the Anti Online Scam Operation Center (AOC) taskforce and works closely with national anti-online crime centers to prevent and mitigate online crime risks at source, while continuously strengthening customer protection and safe online usage.
- Disclosed the Thailand Cyber Wellness Index 2025 for the third consecutive year, based on a survey of more than 66,300 respondents. The results indicate that the overall level of digital wellness among the Thai people maintain a basic level of digital well-being (0.70 out of 1), with an improving trend year-on-year. However, vulnerable groups, including children, youth, and the elderly, continue to face elevated digital risks, highlighting the need for continued and targeted development of digital skills.
- Supported the Cyber Security Year initiative through the launch of the “1185 Snap and Share” SMS scam reporting service, which enables customers to report suspected fraudulent messages in a more timely, accurate, and efficient manner.

- Collaborated with the Department of Health Service Support (DHSS), Ministry of Public Health, through the Memorandum of Understanding to develop cybersecurity knowledge for Village Health Volunteers nationwide via the “Aunjai Cyber” digital learning platform, strengthening digital resilience and supporting community-level digital well-being.
- Partnered with the Bank of Thailand (BOT) to enhance public resilience against online fraud through digital skills development and cyber awareness, delivered via on-ground activities and digital platforms, to improve online safety and the security of financial transactions.

Opportunities, Challenges, and Impacts

Risk	Time Horizon	Opportunity	Time Horizon
- Increasingly complex, frequent, and severe online threats may cause customer concern and reduce confidence in the use of the Company's services. - Rising expectations from customers and society regarding the responsibility of service providers may impact the Company's reputation and credibility.	Short to medium term	- Development of new products and services to protect against online threats. - Strengthening long-term customer engagement and loyalty.	Short to medium term

Impacts on Business Operations

The appropriateness and safety of internet and online social media usage are critical to consumer confidence and the long term sustainability of the telecommunications and digital services industry. The growing prevalence of online issues, such as digital fraud, online harassment, and the dissemination of inappropriate content, may undermine public trust in the use of digital services overall and slow the adoption of new digital technologies and innovations.

From a business perspective, risks arising from inappropriate or unsafe online consumer behavior, particularly exposure to digital fraud and scams, may lead to increased regulatory pressure, heightened expectations from regulators, and greater public scrutiny regarding the responsibilities of network service providers. If the Company is unable to demonstrate a proactive role in safeguarding users and fostering a safe and appropriate digital environment, this may adversely affect corporate image, organizational credibility, and long-term competitiveness.

Business Impacts on the Appropriateness and Safety of Internet and Online Social Media Use

The Company's telecommunications and internet network services are essential infrastructure that enables access to information, communication, and inclusive participation in the digital society. At the same time, the advancement of increasingly complex digital products and services, which often involve large-scale processing of personal data, may give rise to risks for users and society if digital awareness, digital literacy, and adequate preventive behaviors are insufficient. These risks tend to increase in line with higher levels of technology adoption and may affect users’ quality of life and data security.

At the same time, telecommunications network operators play a vital role in shaping a positive digital environment. By leveraging network capabilities and technological expertise, operators can develop tools to prevent online threats, promote safe internet access, screen and manage inappropriate content, and enhance responsible digital skills among users across all segments. These opportunities enable the Company to create social value, strengthen consumer confidence, and support the sustainable growth of the digital economy.

Management Approach

AIS undertakes initiatives to enhance online safety and strengthen digital skills across all segments of society, with a focus on reducing risks associated with inappropriate online behavior and cyber threats, while promoting the creative and responsible use of technology. These efforts are guided by the concept of **"A Caring Network for a Safer Digital World,"** which serves as the overarching framework for the **"Aunjai Cyber"** initiative.

The Company advances its actions across three key dimensions:

Digital Intelligence and Skills Development

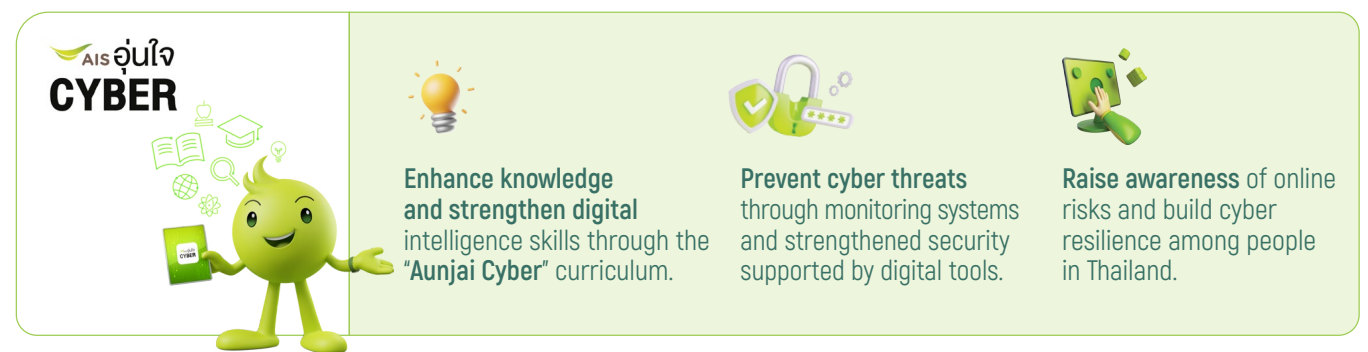
AIS focuses on developing educational content, tools, and learning programs to strengthen digital resilience, particularly in areas such as media literacy, personal data management, cybersecurity awareness, and appropriate online behavior.

Cybercrime and Online Threat Prevention

The Company develops technologies and solutions to reduce risks for customers, including inappropriate content filtering, online fraud prevention, risk alerts, and services that enable users to manage and control internet access safely. In addition, AIS systematically manages risks related to fraud and online threats through an integrated approach that combines technological measures, governance mechanisms, and collaboration with regulators and government agencies. These efforts aim to enhance the safety of digital usage for customers, prevent impersonation and illegal activities on the network, and continuously strengthen trust and security across the digital ecosystem.

Online Risk Awareness and Responsible Digital Use

The Company conducts communications and awareness campaigns through various channels to enhance public understanding of the impacts of inappropriate internet use, while promoting responsible online behavior and respect for the rights of others. The Company places particular emphasis on high-risk user groups, such as children, youth, and the elderly, and works in collaboration with government bodies, educational institutions, and social partners to broaden access to online safety knowledge and solutions. The ultimate objective is to foster **"responsible digital citizenship"** and support a digital society that is safe, trustworthy, and sustainable.



2025 Performance

AIS has continuously implemented the **"Aunjai Cyber"** initiative since 2019 to build online resilience, enhance cybersecurity awareness, and promote appropriate digital use among all segments of society. These efforts are delivered through digital solutions and knowledge resources that the Company has consistently developed and scaled over time.

In 2025, AIS further strengthened the initiative through collaboration with partners across multiple sectors, including cybersecurity agencies, educational institutions, public health organizations, financial institutions, and civil society organizations. These partnerships aim to jointly foster a safe and appropriate online environment for users of all ages. The outcomes of these efforts have contributed to raising online safety standards among users, promoting responsible digital citizenship, and supporting the stable and sustainable growth of the country's digital ecosystem.

The implementation of online safety initiatives generates positive impacts across multiple business dimensions. These include strengthening customer trust, reducing cyber risk exposure, and enhancing confidence in the use of digital services, all of which are critical to customer retention and satisfaction. At the same time, proactive threat management helps mitigate reputational and accountability risks by preventing incidents that could adversely affect AIS's corporate image. Enhancing user skills and digital safety also supports the sustainable growth of digital services, as users increasingly prefer platforms and solutions that offer robust security. Collectively, these efforts reinforce AIS's role as a responsible digital society leader and support the development of strategic partnerships across sectors in the future.

1. Build knowledge to promote digital intelligence skills



In 2025, AIS expanded the implementation of the “Aunjai Cyber” initiative through collaboration with government and private sector organizations to enhance digital skills and strengthen cyber resilience among personnel within participating organizations, while continuously extending knowledge transfer to the broader public. Key partners supporting the initiative during the year included cybersecurity agencies, financial and banking institutions, public health organizations, educational bodies, and universities, among others.

Aunjai Cyber 2025: Organizational Partners



National Security Council
(NSC)



Royal Thai Police
(RTP)



National Cyber Security Agency
(NCSA)



Ministry of Digital Economy and Society
(MDES)



National Broadcasting
and Telecommunications Commission
(NBTC)



Electronic Transactions
Development Agency
(ETDA)



Bank of Thailand
(BOT)



Office of the Basic Education Commission
(OBEC)



Student Loan Fund
(SLF)



Department of
Health Service Support
(HSS)



Department of Older Persons
(DOP)

University



Chulalongkorn University



Thammasat University



Mahidol University



Chiang Rai Rajabhat University

In 2025, a total of 1,029,750 participants completed the “Aunjai Cyber” curriculum. Post-training assessments indicated that graduates demonstrated improved ability to identify online threats, enhanced digital skills, and more cautious use of social media and digital services. Participants also showed reduced exposure to online fraud risks from malicious actors and greater digital literacy and awareness.

90

Act on Climate

Appendix

AIS

Sustainability Report 2025

Key Partnerships Driving the “Aunjai Cyber” Initiative in 2025

- **AIS collaborated with public and private sector partners**, led by the National Security Council, the Royal Thai Police, the Ministry of Digital Economy and Society, and the National Broadcasting and Telecommunications Commission, to jointly announce a commitment to advancing Thailand toward a “CYBER SECURITY YEAR” This collaboration aims to disrupt cybercriminal activities at the source through a three-pillar coordination model, comprising:
 - **Educate:** Build cybersecurity knowledge and preventive skills among network partners across all sectors.
 - **Collaborate:** Strengthen public-private partnerships to jointly communicate, coordinate, and drive collective action.
 - **Motivate:** Support the acceleration of concrete regulations and policy measures to advance Thailand toward a secure, resilient, and sustained digital society.

Announced a collaborative commitment to advancing Thailand toward the “CYBER SECURITY YEAR.”

- **AIS collaborated with the Department of Health Service Support (DHSS)**, Ministry of Public Health, to develop a system integrating the “Smart OSM” application with the Digital Health Check tool. In parallel, AIS delivered digital learning through the “Aunjai Cyber” curriculum for Village Health Volunteers, with more than 15,456 volunteers participating in digital skills development.

Enhance the “Aunjai Cyber” curriculum to develop digital skills among Village Health Volunteers.

91

- **AIS collaborated with the Bank of Thailand (BOT)** to advance initiatives aimed at strengthening cyber resilience, preventing online fraud, and fostering a safe and sustainable digital society for people in Thailand. The collaboration focused on developing public communications to enhance self-awareness and self-protection against cyber threats, including the following initiatives:
 - Developed cybersecurity awareness content disseminated through social media to expand public access to digital skills and promote the safe use of financial services.
 - Mobilized the potential of younger generations through the **“CU TU Cyberguard: Dual-University Power Against Cyber Threats”** initiative. This activity supports color guard student groups from Chulalongkorn University and Thammasat University by strengthening their digital skills and awareness of cyber and financial service risks, enabling them to transfer knowledge to local communities. The pilot phase was implemented at Khlong Yai Wittayakhom School, Khlong Yai District, Trat Province.



Collaborate to strengthen public resilience against online threats and protect citizens from digital scams.



- **AIS collaborated with the Electronic Transactions Development Agency (ETDA)**, the Department of Older Persons, and the Ministry of Social Development and Human Security, together with network partners, to deliver knowledge transfer and strengthen digital skills primarily for elderly groups as well as the general public. This was implemented through the **“1212 Digital Resilience for Thais Against Online Risks”** seminar series conducted across 18 locations.



1212 Digital Resilience for Thais Against Online Risks



- **AIS collaborated with the Office of the Basic Education Commission (OBEC)** to invite primary and secondary schools under its supervision to participate in learning through the **“Aunjai Cyber”** curriculum. The Company also expanded the **“Aunjai Cyber Safe School”** network to develop age-appropriate digital skills for students at each education level, covering the safe and responsible use of digital technologies. In 2025, more than 1,000 schools participated in the **“Aunjai Cyber Safe School”** network.



Collaborated with the Office of the Basic Education Commission to establish the “Aunjai Cyber Safe School” network.

- **AIS collaborated with the National Cyber Security Agency (NCSA)** and the Student Loan Fund (SLF) to introduce the **“Aunjai Cyber”** curriculum to students, university students, and education loan recipients. Participants who successfully completed the course received a certificate and were credited with three hours of public service, in accordance with the criteria specified by SLF. In 2025, a total of 31,199 participants completed the curriculum.



- **AIS collaborated with universities** to expand learning opportunities that promote responsible digital citizenship through the “Aunjai Cyber” curriculum, continuously strengthening cyber resilience and digital skills among university students. Participating institutions included Mahidol University, Chiang Rai Rajabhat University, and Chiang Rai College.



Thailand Cyber Wellness Index (TCWI)

AIS is committed to promoting safe and appropriate online use among people in Thailand. In support of this objective, the Company has continuously published the **Thailand Cyber Wellness Index 2025** for the third consecutive year, in collaboration with King Mongkut’s University of Technology Thonburi and academic experts in technology, health, mass communication, education, and assessment. The index is based on an analysis of data from more than 66,300 respondents across all 77 provinces nationwide. It is intended to serve as a “compass” to guide policy direction, education, communications, and multi-stakeholder collaboration among the public sector, private sector, and civil society toward building a safe and sustainable digital society.

The 2025 survey results indicate that the majority of Thais have a digital wellness level at the Basic level, with an average score of 0.70 out of 1.00, reflecting an improvement from the previous year’s score of 0.68. However, vulnerable groups such as children, youth, and the elderly continue to face higher risks and require urgent digital skills development. In the areas of Digital Communications and Collaboration and Digital Rights, the findings reveal that many people still lack in-depth understanding of privacy rights, freedom of expression, informed decision-making, and equitable access to information. This underscores the need to accelerate awareness-building on individual rights and respect for the rights of others to foster a sustainable digital culture in Thai society.

In 2025, the assessment was expanded to include Artificial Intelligence (AI) Literacy, a critical competency in the digital era. The results show that the average AI literacy score among Thais was 3.18 out of 5.00, indicating a moderate level. The lowest scores were observed among children aged 10–12 and individuals aged over 40, highlighting gaps in understanding of AI technologies and potential risks of inappropriate use. Accordingly, strengthening AI literacy has become a key priority in preparing Thai digital citizens to navigate the future safely, responsibly, and with confidence.



Thailand Cyber Wellness Index 2025

The Thailand Cyber Wellness Index assesses digital usage behaviors of people in Thailand across five key dimensions and categorizes digital wellness into three levels.



Results of the Thailand Cyber Wellness Index Study, 2025

The Thailand Cyber Wellness Index (TCWI) 2025 was further developed from the 2024 TCWI through collaboration with experts in measurement and evaluation from King Mongkut’s University of Technology Thonburi. This enhancement aimed to improve the relevance and effectiveness of the assessment tool, addressing limitations related to the number of questions in the previous questionnaire and insights derived from data analysis over the past two years, which indicated that certain index dimensions varied according to environmental context and age groups.

Accordingly, AIS revised the index structure from the original seven dimensions comprising 103 questions to five dimensions with 20 questions. The refinement was conducted rigorously in accordance with academic and statistical principles, using Item Discrimination Index based on Classical Test Theory (CTT), Item Response Theory (IRT), and factor loadings. This enhancement has resulted in a more concise and user-friendly assessment requiring less completion time, while maintaining reliability and accuracy at a level comparable to the original instrument. The revised TCWI is therefore well suited for use as a national-level indicator reflecting the digital wellness of people in Thailand.

Digital Health Check

AIS has developed an individual digital wellness assessment website, the Digital Health Check, as a tool to analyze users’ knowledge and capabilities in using digital technologies. The tool provides personalized assessment results, indicating users’ digital competency levels and offering tailored recommendations to enhance digital skills and prevent cyber risks through the Aunjai Cyber curriculum. This approach enables the delivery of appropriate and individualized digital knowledge to strengthen users’ digital resilience.



2. Cybercrime and Online Threats Protection

Prevention of Online Threats from Cybercriminals

Over the past three years, cyber risks and online threats have become increasingly complex and sophisticated, exposing users to a wide range of fraudulent schemes. In response, AIS has strengthened customer protection measures against all forms of online threats to help mitigate potential losses and create a safer digital usage environment.

AIS adopts a proactive approach to preventing cyber risks and online threats, grounded in compliance with relevant laws and public policies, including Thailand's regulatory framework for the prevention and suppression of technology-related crimes. The Company integrates collaboration with regulators, law enforcement agencies, financial and banking institutions, and telecommunications network operators to enhance user protection and reinforce trust in the national digital ecosystem. Key actions include:

- **Participation in public-private working groups under the Anti Online Scam Operation Center (AOC),** contributing to the formulation of practical guidelines and policy measures to address online crime. AIS leverages its network capabilities, technological expertise, and technical data to prevent, monitor, detect, and mitigate online threats in an integrated manner, including network access suspension in coordination with the AOC, to enhance the safety of users and the country's digital society.
- **Collaboration with the Online Crime Suppression Center under the Royal Thai Police.** When government agencies detect or receive reports of online crime incidents, AIS supports operations through network monitoring and anomaly detection, provides technical data for investigation and case expansion, and suspends or blocks network access used by malicious actors in accordance with lawful orders. These actions help reduce damage and improve the effectiveness of prevention, detection, and response to cyber threats in a tangible manner.

AIS remains committed to protecting customers and people in Thailand from all forms of online threats through six core focus areas.



1. Monitoring and Surveillance of Devices and Abnormal Usage Patterns

AIS has developed systems to detect repeated and distinctive abnormal usage patterns on its telecommunications network by analyzing device access behavior in combination with usage behavior data associated with specific numbers. This enables the identification of malicious actors. When abnormal usage is detected and confirmed to be associated with fraudulent activity, the Company will disconnect or block access to the telecommunications network to prevent misuse of AIS's network. These measures help enhance the safety of voice communications and SMS services for customers.



2. Customer Identity Verification for Mobile Number Ownership in Accordance with NBTC Requirements

AIS consistently complies with the requirements issued by the National Broadcasting and Telecommunications Commission by strengthening customer identity verification across multiple channels. This includes enhancing mobile number-based identity verification as an alternative to national ID cards through the AIS ID service for online transactions with public and private sector services, such as online account opening, digital service registration, and financial transactions. Security is further reinforced through liveness detection technology and mobile number ownership verification. These services operate in accordance with applicable standards and under the supervision of the Electronic Transactions Development Agency (ETDA), and are aligned with NBTC policy guidelines to protect personal data and elevate national digital security standards.

3. Registration and Control of Corporate SMS Sender Name Accounts

AIS implements registration and usage control of corporate SMS sender name accounts in collaboration with regulatory authorities, including the National Broadcasting and Telecommunications Commission (NBTC) and the National Cyber Security Agency (NCSA). AIS verifies and validates sender accounts against registered information. In parallel, sender names, message content, and embedded links are shared with the NCSA for risk assessment before and during service provision to prevent impersonation of organizations and SMS-based fraud. Where inconsistencies or risks are identified, AIS applies graduated measures according to severity, ranging from alerts and temporary suspension to service termination, and coordinates with the NBTC to appropriately suspend sender accounts associated with misconduct.

4. Monitoring and Detection of Abnormalities in Telecommunications Networks

AIS has developed systems to detect and monitor online threats across its telecommunications network by analyzing signal anomalies arising from fraudulent virtual network spoofing used by malicious actors. Such activities typically involve sending SMS messages or links impersonating trusted organizations, such as banks or service providers, to deceive victims into clicking malicious links or transferring funds, resulting in financial losses and compromise of personal data.

Upon detection of abnormal virtual network activity linked to malicious actors, AIS notifies the Central Investigation Bureau to support investigation and prosecution, thereby deterring online crime and reducing potential financial and personal data losses to the public.

5. Control and Prevention of Cross-Border Mobile Network Misuse in High-Risk Areas

AIS has strengthened measures to control and mitigate risks associated with mobile base stations in border areas in coordination with government agencies, in line with NBTC guidelines to prevent cross-border misuse of telecommunications signals by criminal networks. Actions include dismantling or lowering antenna heights near borders, suspending Wi-Fi Calling services connected to foreign networks, clearly labeling network identification on communication lines, and reinforcing service continuity through mobile base stations and small cells. These measures cover nine border provinces and are designed to systematically prevent illegal network usage and enhance overall network security.



6. Reporting Channels for Scam and Fraudulent Activities
1185 “Snap & Share” SMS Scam Reporting Service

In response to online threats from call center scam networks that have caused widespread harm and financial losses to the public, AIS has developed the “1185 Snap & Share” SMS scam reporting service to enable customers to report suspected fraudulent messages in a simple, convenient, and timely manner.

Customers can submit screenshots of suspicious SMS messages to 1185, where the system will review the information and provide feedback within 24 hours. If the message is confirmed to be fraudulent, the system will block the message and any embedded links (URLs) to prevent further dissemination to other customers. This service is provided **free of charge**, with no usage limits, for all AIS customers.

*1185# “Report with Confidence, Disconnect Scammers”

AIS provides a service for reporting phone numbers suspected of fraudulent activity to facilitate timely tracking and verification. Customers who receive suspicious calls are encouraged to dial *1185# within five minutes after ending the call. The service is available to AIS customers free of charge.

Reported numbers are immediately forwarded to the verification process of the Central Investigation Bureau. If a number is confirmed to be associated with scam activities, the system will suspend its usage and notify the customer accordingly, while also supporting subsequent legal proceedings in accordance with applicable laws.



Protective Tools against Cyber Threats Offered by AIS and Business Partners

AIS has developed digital cybersecurity protection tools to safeguard customers against online threats and has collaborated with business partners to develop and provide a range of protective solutions. These tools are designed to prevent and mitigate potential damage arising from various forms of fraudulent and scam activities.

Cyberthreat Protection Tools Provided by AIS	Cyberthreat Protection Tools Provided by Business Partners
 AIS Secure Net Detects and blocks viruses, malware, and fraudulent websites, ensuring a safer online experience across 4G and 5G networks.  SECURE NET+ Protected by MSIG Cyber insurance providing coverage for losses arising from viruses, malware, and fraudulent websites, with online threats blocked directly through the AIS network without the need to install an application.  AIS Fibre Secure Net Protects, alerts, and blocks high-risk websites, viruses, malware, and malicious links across all internet-connected devices in the household, enabling safe online use for the entire family.	 Family Link Supports parents in supervising their children's smartphone use, promoting safe, appropriate, and responsible digital behavior.  zIPS Protection Protects online usage by detecting cyber threats, blocking access to high-risk websites, and alerting users to unsafe connections.  Bitdefender Safeguards users from viruses, malware, and ransomware by detecting threats, blocking risky websites, and providing online risk alerts.

In 2025, a total of 401,050 users utilized digital cybersecurity protection tools provided by AIS and its partners. These services include tools that enable users to conveniently monitor, report, and prevent online crime, such as reporting phone numbers or SMS messages suspected of fraudulent activity, as well as utilizing security solutions offered by the Company. These measures have contributed to a continued decline in the number of scam-related phone numbers operating on AIS SIM cards.



Secure Net+ Cyber Insurance, Protected by MSIG

Raise awareness of risks and impacts from online and digital technology use

AIS strengthens digital literacy and online safety for people of all ages to raise awareness and enhance understanding of online risks. The Company collaborates with relevant public and private sector organizations to issue online safety alerts and disseminate information on emerging and evolving scam tactics through a wide range of communication platforms, including Facebook, YouTube, TikTok, and X.

In particular, AIS works in collaboration with the Bank of Thailand and the Cyber Crime Investigation Bureau (Cyber Police) to provide online scam alerts and share information on various fraudulent schemes. By presenting real-world examples, key warning signs of suspicious behavior, and practical guidance on self-protection prior to online transactions, these initiatives help reduce the risk of financial losses and promote safer internet use for the public.



In collaboration with the Bank of Thailand, AIS issued online risk alerts regarding scams involving impersonation of official organizations and common fraudulent schemes related to online shopping.



In collaboration with the Cyber Crime Investigation Bureau, AIS issued online risk alerts highlighting four key warning signs of fake social media pages.

Stop Cyberbullying Day 2025

AIS joined efforts to promote a safer online society through the “Roi Yim Mai Klai Chan” campaign, aligned with the global concept “Words Are Permanent,” to raise awareness of the impacts of online communication and encourage the sharing of positive messages in the digital space. Findings from the Thailand Cyber Wellness Index (TCWI) 2024 indicate that more than 42 % of children and youth continue to face risks of cyberbullying, reflecting gaps in skills to cope with hateful or harmful online language.

To further enhance awareness of responsible online communication, AIS launched the “Pause Before You Type, Think Before You Comment” campaign, utilizing interactive tools such as sticker tattoos and TikTok filters, alongside communications through KOLs and creators, including Tangmo Sayapa (Sayamo), to creatively convey practical approaches to addressing cyberbullying.



Stop Cyberbullying Day 2025: “Pause Before You Type, Think Before You Comment”



Stop Cyberbullying Day 2025: “A New Smile, Close to Me”

Cyber Awareness Month

Throughout October 2025, AIS conducted an intensive cybersecurity awareness campaign through proactive communications across social media platforms to enhance public awareness, understanding, and safe digital usage behaviors. The campaign aimed to reduce risks associated with online threats and the growing incidence of scams affecting the public.

The campaign focused on key at-risk groups, including children and youth, the elderly, and general users with limited cybersecurity knowledge. Content was delivered through easy-to-understand infographics, short videos, and practical guidance, supported by real-life scenarios to help users recognize and respond to online risks under the concept “Know Before You Fall Victim.”



4 Scam Tactics: Beware of Becoming a Mule Account Victim

Scam Alert: People Aged 40+ Face Higher Online Scam Risks

03

Act on Climate

➤ Climate Actions

➤ Waste Management



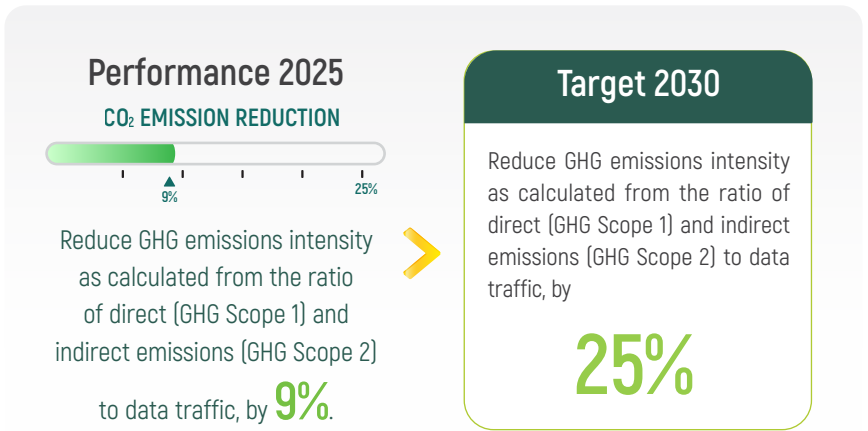
Climate Actions

Reducing environmental impacts through effective management of business operations and the supply chain

Target

Reduce GHG emissions intensity as calculated from the ratio of direct (GHG Scope 1) and indirect emissions (GHG scope 2) to data traffic, by 25% by 2030 compared to the 2024 baseline

Note: AIS has applied this target since 2024 due to a recent acquisition, which has resulted in a significant change in greenhouse gas (GHG) emissions.



Performance 2025

- Greenhouse gas emissions (Scope 1 and 2) amounted to 820,916 tCO₂e.
- Greenhouse gas emissions (Scope 1 and 2) intensity was 0.016 tCO₂e per data traffic, representing a 9% reduction compared with the 2024 base year

Key Highlight in 2025

Topic	Unit	2022	2023	2024	2025
Percentage of total energy consumption from renewable sources	%	1.73	2.25	3.06	3.79
Energy Efficiency Programs	MWh	26,882	27,958	32,316	47,335
Reduction of greenhouse gas emissions from energy efficiency programs	tCO ₂ e	13,414	13,951	16,155	23,641
Renewable Energy Projects	MWh	24,193	32,759	51,917	60,106
Reduction of greenhouse gas emissions from the use of renewable sources	tCO ₂ e	12,094	16,376	25,953	30,047

- **Expanding Renewable Energy Deployment:** In 2025, AIS further expanded the installation of solar power systems across base stations and buildings nationwide, including the execution of long-term on-site Power Purchase Agreements (PPAs) for its data centers. These initiatives enabled the company to generate a total of 60,106 MWh of renewable electricity, resulting in a reduction of more than 30,047 tCO₂e per year in GHG emissions.
- **Enhancing Network Energy Efficiency through Artificial Intelligence (AI):** AIS utilized AI to manage energy consumption at base stations nationwide by analyzing network usage patterns and automatically optimizing equipment operations based on actual demand. This initiative reduced electricity consumption by 38,321 MWh per year and reduced GHG emissions by 19,157 tCO₂e per year.
- **Improving Data Center Energy Efficiency:** AIS implemented asset optimization initiatives to decommission end-of-service or inefficient assets, improving the energy performance of its digital infrastructure. In 2025, the company's data centers achieved Power Usage Effectiveness (PUE) of approximately 1.55, delivering electricity savings of 876 MWh per year.
- **Expanding Collaboration with Supplier to Reduce GHG Emissions across the Value Chain:** AIS engaged key suppliers nationwide to communicate its climate strategy and targets, and to support GHG emissions reduction across the value chain, including guidance on Scope 1 and Scope 2 emissions data collection and reduction practices. In 2025, engagement was conducted with 57 suppliers.
- **Climate Change Risk Review and Assessment:** In 2025, the company conducted a comprehensive assessment of climate-related risks across all asset categories and business units. The assessment covered both physical risks, through the evaluation of five key climate hazards affecting organizational assets, and transition risks, taking into account carbon costs and technology costs associated with the transition to a low-carbon economy.
- **Disclose climate-related information** through the Carbon Disclosure Project (CDP), with the Company receiving a B rating (Management Level).

Opportunities, Challenges, and Impacts

Risk	Time Horizon	Opportunity	Time Horizon
• Potential impacts from physical climate risks, which may cause damage to network infrastructure and equipment, such as flooding.	Long term	• Reduction in resource consumption and operating costs across business activities • Development of new digital service offerings that support the transition to a low-carbon economy for the business sector.	Short to Medium Term
• Adaptation to and compliance with climate-related regulations, including the Climate Change Act, which is expected to impose more stringent requirements on operators with respect to the reporting and management of GHG emissions. • Increasing pressure from investors and enterprise customers who expect reductions in GHG emissions from the company's operations.	Short to Medium Term	• Enhancement of confidence in AIS's products and services, while attracting funding sources with a focus on green financing.	

Impact on Business Operations

AIS recognizes the impacts of climate change arising from increasingly severe and extreme weather events, including flooding, heatwaves, heavy rainfall, and storms. These events pose risks of damage to the Company's network infrastructure and equipment, as well as increased maintenance and insurance costs. In addition, the draft Climate Change Act may introduce GHG emission caps for the business sector, along with related mechanisms such as an Emissions Trading Scheme (ETS) and carbon taxation. These developments may require the Company to review and strengthen its GHG emissions management measures to ensure alignment with emerging regulatory requirements.

Furthermore, investors and enterprise customers increasingly expect the Company to establish clear, credible, and verifiable GHG emissions reduction plans, encompassing targets, measures, and tangible progress, to ensure effective climate risk management and support sustainable business growth.

Business Operations with Impacts on Climate Change

The majority of AIS's greenhouse gas emissions arise from electricity consumption by base stations and telecommunications network equipment nationwide. This represents a key challenge for the company as a national digital infrastructure provider that largely relies on the public electricity grid. At the same time, the company's role in advancing communications and digital services, including expanding nationwide network coverage, enhancing network capacity, and enabling new digital service offerings, continues to drive rising energy demand across the business value chain. As a result, the Company significantly contributes to overall energy-related GHG emissions.

At the same time, AIS's telecommunications operations play a significant role in supporting the country's GHG emissions reduction efforts through the provision of digital services such as 5G, fiber-optic networks, IoT, cloud solutions, and data centers. These services enable enterprise customers to enhance business capabilities across multiple dimensions, including improved energy efficiency, real-time resource monitoring, and more effective remote operations. Such technologies help reduce resource consumption and GHG emissions across various sectors and accelerate the transition to a low-carbon economy, while also creating new business growth opportunities for AIS and strengthening confidence among customers, investors, and business partners with a strong focus on sustainability.

Management Approach

Climate Governance

The Company has established a climate change governance structure to systematically manage climate-related risks and opportunities by integrating climate considerations into strategic decision-making and enterprise-wide operations. The Board of Directors provides strategic direction and oversight of the Company's climate-related performance and has delegated responsibility to the Sustainable Development Committee to formulate policies and targets, as well as to monitor progress on the climate strategy in alignment with the Company's overall strategy and domestic and global sustainability trends.

At the management level, the Management Committee, comprising the Chief Executive Officer and senior executives, is responsible for driving the climate strategy and delivering tangible outcomes. This includes oversight of risk management, GHG emissions reduction, and adaptation measures across business units. To support effective implementation, the Company has established a Climate Action Steering Committee and a Climate Action Taskforce to coordinate and continuously monitor operational execution, supporting the Company's long-term GHG emissions reduction targets.

Climate Target

The Company has established a greenhouse gas (GHG) emissions intensity reduction target of 25% by 2030, covering Scope 1 and Scope 2 emissions per unit of data traffic, compared with the 2024 base year. This target reflects the Company's practical and achievable approach to reducing emissions, based on measures that can be implemented within current operational, technological, and financial conditions. Key actions supporting the target include increased use of renewable energy, improvements in energy efficiency across network operations and facilities, and other feasible initiatives to reduce GHG emissions over time.

At the same time, the Company continues to explore the development of short-term and long-term targets aligned with Thailand's Net Zero 2050 ambition and the principles of science-based targets. In pursuing these objectives, the Company faces several key challenges, including:

- **National power grid dependency:** More than 95% of the Company's GHG emissions arise from electricity consumption across its nationwide network, which remains largely dependent on the national power grid operated by state-owned utilities. The share of renewable energy in the national electricity mix remains limited and is currently undergoing a transition under the Power Development Plan.
- **Access to clean energy for high electricity-consuming industries:** Telecommunications is a highly electricity-intensive sector, with mobile and broadband networks comprising a large number of geographically dispersed operational sites, such as base stations, network facilities, and access points. This dispersed infrastructure limits the ability to directly procure or deploy clean energy at scale across all locations, creating structural constraints on access to renewable energy at a level consistent with science-based GHG emissions reduction targets.
- **Participation in certain renewable energy programs:** The Utility Green Tariff (UGT), designed for large electricity users, presents limitations for telecommunications operators with widely distributed base stations nationwide and a large number of small electricity meters.
- **Renewable energy procurement mechanisms:** Access to high-quality Renewable Energy Certificates (RECs) remains limited and subject to price volatility, while direct Power Purchase Agreements (PPAs) are not yet liberalized and Virtual PPAs are not currently permitted under existing regulations.

These challenges create uncertainty in the direct procurement of clean energy and represent a significant constraint on the Company's ability to plan and implement GHG emissions reduction efforts over the short, medium, and long term.

Strategy Aligned with Environmental Policy

AIS has established strategies and management approaches to effectively address climate change-related risks and opportunities across its operations and business value chain, while supporting the transition to a low-carbon economy, in alignment with the objectives of the Company's environmental policy.

- To reduce negative impacts from business operations on the environment and natural resources.
- To improve resource efficiency in business operations when deemed appropriate.
- To assess and manage risks associated with climate change and the environment and strictly comply with environmental standards and regulations.
- To conserve the environment and protect our planet.
- To promote digital solutions that help users and businesses cope with environmental challenges.

Further details about the environmental policy are available at [AIS Environmental Policy](#)

The Company's climate change response strategy comprises two main approaches:

1. **Climate Adaptation**
AIS prioritizes strengthening the resilience and robustness of its infrastructure and operations to address physical risks from extreme weather events that are becoming more frequent and severe. The Company adopts a proactive approach by integrating climate resilience considerations into its long-term investment planning. This includes enhancing design and construction standards, strategic asset management, improving energy efficiency and the management of operational heat, strengthening energy security, business continuity planning, reinforcing supply chain resilience, and leveraging digital solutions to ensure service continuity for customers and partners.
2. **Climate Mitigation**
AIS implements a comprehensive GHG emissions reduction strategy to mitigate climate change impacts and support national and global emissions reduction objectives. The Company focuses on reducing Scope 1 and Scope 2 GHG emissions through a Decarbonization Roadmap, encompassing energy efficiency improvements, the transition to electric vehicles, and the deployment of renewable energy. In parallel, Scope 3 GHG emissions are addressed through collaboration with suppliers, the promotion of digital services, and support for the development of low-carbon products and services, contributing to GHG emissions reduction across the value chain.

Decarbonization Roadmap

The Company has developed a Decarbonization Roadmap to address transition risks arising from new climate change-related policies and regulations. The roadmap comprises four key pillars:

1. **Greener Products & Services** – Enhancing production and service processes to improve energy efficiency through AI and innovation; upgrading network equipment and data centers; designing energy-efficient retail stores and warehouses; and installing solar PV systems at base stations, switching centers, data centers, and other facilities.
2. **Greener Corporation** – Improving the operational efficiency of support functions, including enhancing energy efficiency in buildings and transitioning internal combustion vehicles to hybrid and electric vehicles (EVs).
3. **Greener Supply Chain** – Procuring low-carbon products and services and supporting suppliers in strengthening their capabilities to address climate change-related challenges.
4. **Greener Business Growth** – Integrating climate considerations into the assessment and planning of future business expansion investments.



The Company is committed to managing its investments and expenditures in alignment with its GHG emissions reduction target by incorporating GHG emissions considerations into investment decision-making and procurement processes within the annual budgeting framework. Projects with the potential to generate GHG emissions are assessed to identify lower-emissions alternatives, supported by evaluations of technical and financial feasibility. This approach aims to ensure that capital allocation decisions are informed by decarbonization considerations and are aligned with the Company's carbon reduction targets in an effective and sustainable manner.

Climate Change Risk Assessment and Management

AIS assesses and manages climate change-related risks in a systematic and comprehensive manner by integrating them into the Enterprise Risk Management (ERM) framework. This approach covers key processes from risk identification and assessment to prioritization and ongoing monitoring, enabling the Company to effectively address both physical and transition risks. The process comprises the following elements:

- **Risk Identification:** Collecting and analyzing a broad range of information, including geographic data, location-specific climate data, historical records of asset damage from past events, inputs from internal experts, national and international regulations and standards, and stakeholder expectations regarding the Company's climate change management, to identify risks that may have material impacts.
- **Risk Assessment:** Assessing asset exposure and vulnerability in conjunction with scenario analysis, covering both physical and transition risks across the short, medium, and long term.
- **Risk Prioritization:** Prioritizing risks based on the likelihood of occurrence and severity of impact, and integrating them into the ERM framework for appropriate comparison with other strategic risks faced by the Company.
- **Risk Management and Response:** Establishing relevant key performance indicators (KPIs) and key risk indicators (KRIs) and linking them to the business planning process.
- **Monitoring and Review:** Reporting to management on a quarterly basis and regularly reviewing climate-related conditions and assumptions on an annual basis.

Further details are available in IFRS S2: [AIS Climate-related Report 2025](#)

2025 Performance

Action within Our Operation

Decarbonization Roadmap

AIS has implemented its Decarbonization Roadmap by integrating it into the business plans of relevant departments, including Network Engineering, Finance, and Accounting. The performance results for 2025 are detailed as follows:

Renewable Energy Utilization

The Company is committed to continuously increasing the share of clean energy used in its operations through feasibility assessments for the installation and operation of solar photovoltaic (Solar PV) systems across various locations nationwide. Key considerations include site suitability, landlord approvals, and investment viability.

In 2025, the Company undertook the following initiatives: 1) installed solar PV systems at 10 base stations and buildings and 2) entered into long-term on-site Power Purchase Agreements (PPAs) for solar-generated electricity at three data center buildings.

In summary, after incorporating the additional capacity installed in 2025, AIS operates Solar PV systems at a total of 13,465 base stations and buildings, 11 data centers and switching centers, and 1 base stations equipped with wind turbine technology, as well as five Solar PV installations under long-term PPAs. As a result, AIS generates a total of 60,106 MWh per year of renewable electricity and achieves a reduction of more than 30,047 tCO₂e per year in GHG emissions.



Energy Efficiency Enhancement

AI-Enabled Network Energy Efficiency Program

AIS has deployed artificial intelligence (AI) to manage energy consumption at base stations across all regions nationwide. The AI system analyzes network usage patterns, such as traffic load and user behavior, by location and time period, enabling automated and dynamic adjustment of network equipment operations in line with actual demand. This supports continuous energy efficiency optimization across the network. As a result, the Company reduces electricity consumption by 38,321 MWh per year and achieves a reduction of 19,157 tCO₂e per year in GHG emissions.

Energy Efficiency Program through Equipment Management at Data Center

The Company continues to enhance the energy efficiency of its data centers through regular assessments of equipment utilization to identify assets that have reached end of service or have deteriorated to a level where repairs are no longer cost-effective, followed by appropriate decommissioning to eliminate inefficient energy use. In the current year, these measures have been implemented at three data centers, with plans to expand implementation to additional data centers in subsequent phases as part of a continuous improvement approach.

These actions support sustained improvements in data center energy performance. In 2025, the Company's data centers achieved a Power Usage Effectiveness (PUE) of approximately 1.55, while delivering electricity savings of 876 MWh per year and a reduction of 416 tCO₂e per year in GHG emissions.

Smart Cooling Systems Program

The Company plans to install temperature sensor-based control systems to enhance the energy efficiency of building cooling systems. The installations will cover more than 10 buildings nationwide from the present through 2030. In 2025, the program achieved electricity savings of 1,362 MWh per year, equivalent to a reduction of 681 tCO₂e per year.

Nearly Zero Building Program

The Company focuses on improving the energy efficiency of office and operational buildings through multiple measures, including optimized space utilization (partitioning), upgrading air-conditioning systems to high-efficiency inverter systems, and installing on-site solar PV systems on Company buildings. In 2025, the program reduced energy consumption by 6,745 MWh per year, equivalent to a reduction of 3,372 tCO₂e per year.

Energy-Efficient LED Lighting Retrofit Program

The Company is replacing conventional lighting with energy-efficient LED lighting across its buildings and key operational areas to improve energy efficiency and reduce overall electricity consumption. The program targets the installation of more than 8,400 LED units nationwide by 2030. In 2025, the initiative reduced electricity consumption by approximately 30 MWh per year, equivalent to a reduction of approximately 15 tCO₂e in GHG emissions per year.

Low-Emission Vehicle Program (EV/Hybrid)

The Company is transitioning vehicles powered by internal combustion engines to energy-efficient alternatives, including hybrid vehicles, electric vehicles (EVs), and electric forklifts, to reduce GHG emissions from transportation and internal operations. The program targets the replacement of more than 3,700 vehicles nationwide by 2030.

Inverter Air-Conditioning Upgrade Program

The Company is replacing air-conditioning units that have been in operation for more than 10 years with high-efficiency inverter air-conditioning systems to reduce electricity consumption in buildings. The program targets the installation of more than 2,600 units nationwide from the present through 2030.

Value Chain Management

In 2025, Scope 3 GHG emissions amounted to 638,547 tCO₂e, representing approximately 44% of the Company's total GHG emissions for the year, while Scope 2 GHG emissions remained the largest contributor at 54%.

Given the relatively significant proportion of Scope 3 GHG emissions, AIS is committed to continuously reducing Scope 3 emissions through collaboration with stakeholders across the business value chain. Key initiatives include the following:

Supplier Engagement

AIS places strong emphasis on ongoing sustainability engagement with its suppliers. In 2025, the Company conducted engagement sessions with key suppliers across five regions nationwide to communicate its climate change strategy, targets, and implementation approaches, and to encourage suppliers to support GHG emissions reduction across the Company's value chain. This included sharing guidance on data collection and methodologies for assessing Scope 1 and Scope 2 GHG emissions, as well as providing initial examples of emissions reduction practices applicable to suppliers' operations. During the year, AIS engaged with a total of 57 suppliers, covering a diverse range of business sectors.

Customer Engagement

AIS enhanced the myAIS application as a centralized digital transaction platform to serve diverse customer needs, supporting the transition to fully digital transactions (Full-E) that are convenient and user-friendly. Continuous improvements were made to user experience, enabled customers to manage transactions and services independently with greater convenience and efficiency. As a result, the number of transactions conducted through the myAIS application increased by 21% compared with the previous year. In parallel, the use of e-Bill and e-Receipt services continued to grow, totaling 298 million transactions, contributing to a reduction of 27,095 tCO₂e per year through reduced paper consumption and travel.

Enabling the Business Sector's Transition Toward a Low-Carbon Economy

AIS provides telecommunications technologies, digital solutions, and smart infrastructure, playing a significant role in supporting the transition of the business sector toward low-carbon operations and business models. This is achieved through enhanced connectivity and the effective application of digital technologies across operational processes, energy use, and resource management. The services are categorized into two main groups, as follows.

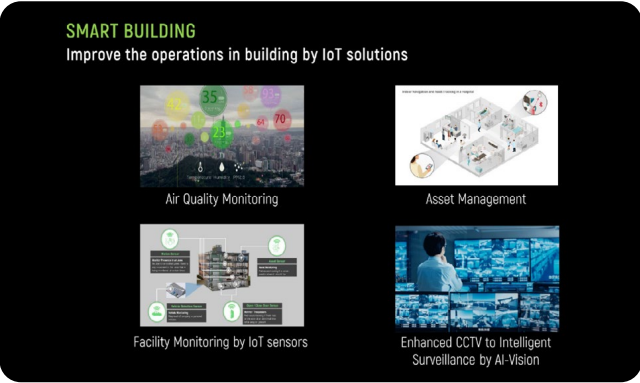
Cloud, Data Center & Mobility

- Cloud Services:** The Company provides comprehensive cloud services covering application development, database management, and IT infrastructure, such as VMware solutions. Examples include AIS Cloud Powered by Oracle, which reduces the need for customers to install and operate on-premises data centers, thereby lowering IT resource consumption and hardware requirements in an efficient manner.

- Data Center Services:** The Company offers data center facilities for hosting computing systems and networks. These data centers are designed for energy efficiency, incorporating energy-efficient cooling systems and stable temperature control. They are certified under ISO 14001, reflecting appropriate environmental management practices, and enable organizations to share IT infrastructure in a cost-effective and resource-efficient manner.
- Hybrid Workplace Solutions:** The Company supports flexible working arrangements through online meeting platforms, cloud-based contact center services, and business management tools delivered over 4G, 5G, and fiber networks. These solutions reduce the need for travel, enhance the effectiveness of remote work, and directly contribute to reducing GHG emissions associated with employee commuting.

5G & IoT Solutions to Enhance Operational Efficiency

- Smart Property & Building Management Systems:** The Company provides IoT-based solutions for monitoring energy consumption and the operation of building systems, such as electrical systems, parking facilities, and security systems. The collected data can be analyzed to assess energy usage patterns and identify opportunities to reduce unnecessary energy consumption. These solutions enable organizations to enhance building energy management efficiency and reduce GHG emissions in line with smart building management principles.
- Smart Transportation & Logistics Systems:** These solutions leverage digital platforms in combination with IoT devices and AI to optimize fleet operations, route management, and real-time monitoring of vehicle performance. This solution helps reduce fuel consumption, shorten travel time, and lower operational costs, while improving overall transportation efficiency.



Climate-Related Disclosures in Line with International Standards

AIS prepares its climate-related disclosures and reporting in accordance with IFRS S2, the international standard for climate-related disclosures issued under the framework of the International Sustainability Standards Board (ISSB). The disclosures comprehensively cover climate governance, climate change strategy, risk management, as well as metrics and targets.

The Company reports impacts arising from both physical risks and transition risks, covering a total of seven risk types, and presents related financial impact information across time horizons: short term (2025–2030), medium term (2031–2040), and long term (2041–2050). The assessment is conducted under three climate physical scenario (SSP1-2.6, SSP2-4.5, SSP5-8.5) and three climate transition scenarios (STEPS, APS, IEA NZE 2050) to reflect potential impacts under different climate and policy pathways. The Company also discloses its adaptation plan and GHG emissions reduction approaches to address these impacts.

Further details are available in IFRS S2: [AIS Climate-related Report 2025](#)

Additional information on climate change management and performance can be found at: [Climate Actions](#)

Performance Table

Topic	Unit	2022	2023	2024	2025
GHG emissions ¹					
Total GHG emissions (Scope 1 and 2)	tCO ₂ e	675,497	704,264	798,881	820,916
Direct GHG emissions (Scope 1) ²	tCO ₂ e	7,411	9,351	30,349	28,787
Indirect GHG emissions (Scope 2) ³	tCO ₂ e	668,086	694,913	768,532	792,129
Location-based	tCO ₂ e	668,086	694,913	768,559	793,194
Market-based	tCO ₂ e	668,086	694,913	768,532	792,129
GHG intensity (scope 1 and 2) ⁸	tCO ₂ e per terabytes	0.032	0.026	0.018	0.016
Indirect GHG emissions (Scope 3) ^{4,5}	tCO ₂ e	456,538	414,205	729,107	638,547
Category 1: Purchased Goods & Services	tCO ₂ e	234,742	179,328	191,612	211,642
Category 2: Capital Goods	tCO ₂ e	75,985	85,857	128,932	50,795*
Category 3: Fuel & Energy-related Activities	tCO ₂ e	89,963	100,310	154,494	147,483
Category 4: Upstream Transportation & Distribution	tCO ₂ e	-	-	9,399	10,555
Category 5: Waste Generated in Operations	tCO ₂ e	-	-	460	705
Category 6: Business Travel	tCO ₂ e	-	-	930	1,043
Category 7: Employee Commuting ⁶	tCO ₂ e	-	-	14,190	13,754
Category 8: Upstream Leased Assets	tCO ₂ e	-	-	82	89
Category 9: Downstream Transportation & Distribution	tCO ₂ e	-	-	0	0

Topic	Unit	2022	2023	2024	2025
Category 10: Processing of Sold Products	tCO ₂ e	-	-	0	0
Category 11: Use of Sold Products	tCO ₂ e	55,848	48,710	186,832	192,765
Category 12: End-of-life Treatment of Sold Products ⁷	tCO ₂ e	-	-	256	848
Category 13: Downstream Leased Assets	tCO ₂ e	-	-	8,031	8,868
Category 14: Franchises	tCO ₂ e	-	-	-	-
Category 15: Investments	tCO ₂ e	-	-	-	-
Energy					
Total Energy Consumption	MWh	1,394,989	1,456,351	1,694,322	1,751,026
	Terajoule	5,022	5,243	6,100	6,304
Total non-renewable energy consumption	MWh	1,370,796	1,423,592	1,642,405	1,690,920
	Terajoule	4,935	5,125	5,913	6,087
Direct energy consumption: Fuel and other	MWh	34,356	33,488	105,033	106,345
	Terajoule	124	121	378	383
Indirect energy consumption: Electricity	MWh	1,336,440	1,390,104	1,537,372	1,584,575
	Terajoule	4,811	5,004	5,535	5,704
Energy from renewable sources ⁹	MWh	24,193	32,759	51,917	60,106
	Terajoule	87	118	187	216
Percentage of total energy consumption from renewable sources	% total energy consumption	1.73	2.25	3.06	3.79

Topic	Unit	2022	2023	2024	2025
Power Usage Effectiveness (PUE) at data centers ¹⁰	Unit	1.51	1.50	1.58	1.55
Energy consumption in data centers	MWh	83,851	89,629	117,214	121,984
Percentage of energy from renewable sources used in data centers	% total electricity consumption in data centers	1.74	1.69	1.30	1.19
Energy cost	Million baht	5,798	6,877	7,628	7,505
Total Water Use					
Water withdrawal ¹³	Cubic Meters	198,751	199,734	283,156	249,364
Municipal water ¹¹	Cubic Meters	194,762	194,870	275,926	240,029
Water Stress Area ^{**}	Cubic Meters	0	0	0	125,663
Ground water ¹²	Cubic Meters	3,989	4,864	7,230	9,336
Water Stress Area	Cubic Meters	3,989	4,864	7,230	0
Water Discharge	Cubic Meters	101,322	68,871	114,064	101,101
Total water consumption	Cubic Meters	97,429	130,863	169,092	148,263

Note: Please refer to Notes 1–13 on pages 130–131 for further details.

* Scope 3 Category 2 – Capital Goods. In 2025, Scope 3 Category 2 (Capital Goods) emissions decreased compared to 2024. The higher emissions in 2024 were attributable to the large-scale installation of base stations under the strategic Network Sharing collaboration on the 700 MHz spectrum with National Telecom Public Company Limited (NT), representing a significant investment to expand nationwide network coverage and enhance network resource efficiency.

** Although the Company operates in certain areas classified as water-stressed according to the WRI Aqueduct Water Risk Atlas (see the “Notes” section for details of the assessment methodology), it manages water use prudently and responsibly by sourcing water exclusively from legally authorized local water utilities and does not abstract water directly from natural water sources.

Waste Management

Reducing and recycling waste from operations and promoting proper E-Waste disposal among consumers.



Target

Maintain zero E-Waste to landfill*



* As AIS has consistently achieved this target for four consecutive years and remains committed to maintaining this performance, the target is retained without specifying a time horizon.

Key Highlights in 2025

Topic	Unit	2023	2024	2025	Target
Disposal of E-Waste through landfilling	Ton	0	0	0	0

- **Managed operational e-waste toward a zero landfill target** through systematic tracking and monitoring, with independent third-party audits covering waste collection, component separation, and downstream recycling in accordance with standards, resulting in no non-recyclable residue from the recycling process.
- **Expanded collaboration with a network of over 250 partner organizations** and more than 3,065 nationwide e-waste drop-off points, collecting over 241,184 items of e-waste and ensuring disposal via zero-landfill management.
- Collaborated with PTTGC to continue the **“Green University: Dispose, Turn, and Make a World to Remember Upvel 3”** project, establishing plastic and e-waste collection points across universities nationwide to promote recycling and circular economy practices—collecting over 1.6 million items.
- Delivered the **“Turn E-Waste into Internet for Kids”** initiative, encouraging the public to dispose of e-waste (1 item = 1 GB internet) to support remote schools, converting a total of 7,200 GB of internet from e-waste contributions.

Opportunities, Challenges, and Impacts

Risk	Time Horizon	Opportunity	Time Horizon
Non-compliance with regulations related to electronic and hazardous waste disposal may adversely affect the Company's reputation and result in penalties or compensation liabilities.	Short to Medium term	Strengthening customer trust and positive corporate image through environmentally responsible products and services.	Short to Medium term
		Reducing resource consumption and operational costs while enhancing the circular use of end-of-life products	Short to Long term

Impacts on Business Operations

Rising global awareness of the hazards associated with electronic waste, reflected increasingly at the national level, has prompted the government to propose the first draft of legislation on the management of waste electrical and electronic equipment (WEEE). This development may lead to higher compliance and monitoring costs related to e-waste disposal processes, as well as potential risks of penalties or compensation in cases where hazardous substance leakage causes harm to communities or the environment. Effective electronic waste management is therefore essential to maintaining corporate credibility. At the same time, it contributes to strengthening trust among customers and society and enhances the corporate reputation through environmentally responsible products and services. Furthermore, resource efficiency practices, such as reusing end-of-life equipment and circulating materials through recycling processes, helps reduce long-term costs and support AIS's competitiveness.

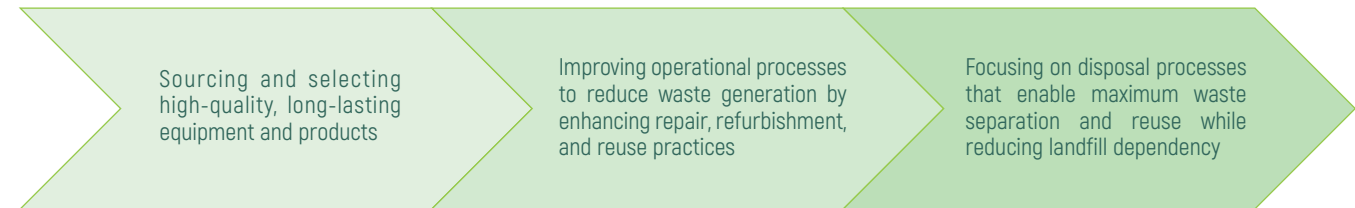
Business Operation Waste Impacting the Environment

The Company's operations generate waste with material environmental implications, particularly electronic waste, network equipment, and hazardous waste arising from the installation, maintenance, upgrading, and decommissioning of telecommunications infrastructure. These include batteries, cables, and end-of-life network equipment. If not properly managed, electronic and hazardous waste may pose environmental and health risks due to the presence of chemicals, heavy metals, or other hazardous substances that can contaminate soil, water resources, and surrounding ecosystems, especially when storage, transportation, or disposal does not comply with environmental standards.

In addition, rapid technological change and continuous network expansion to meet growing demand may shorten equipment life cycles and lead to increased volumes of electronic waste. Without effective measures for reuse, recycling, or proper disposal, such waste could result in long-term environmental impacts.

Management Approach

AIS is committed to effectively managing waste generated from its operations that may impact society and the environment. A comprehensive management framework is applied across the entire lifecycle, from procurement and usage to end-of-life disposal—to minimize waste generation, enhance reuse and recycling, and ensure proper disposal.



The Company has set a target to manage e-waste properly without landfilling or Zero e-waste to landfills to drive change in the management process and define the waste management framework in five areas as follows:

1. Green Procurement

AIS has established the Green Procurement policy emphasizing environmental, social, and governance (ESG) principles. The policy aims to promote efficient resource use and minimize environmental impacts. Key initiatives include:

- Avoiding single-use disposable products and encouraging reusable or durable materials.
- Selecting energy-efficient equipment or technologies with lower environmental impacts.
- Supporting products and services that promote efficient water use and prevent the release of hazardous substances.

The Company is dedicated to educating the relevant departments on green procurement and encouraging consideration of natural resource conservation and biodiversity. This policy is consistently implemented across all business units and extended throughout the supply chain.

2. Operational Process Improvement to Reduce Waste

AIS systematically manages equipment to minimize waste generation. Network equipment that no longer supports new technologies or is decommissioned undergoes inspection and condition assessment. Equipment that remains functional is redeployed in suitable locations or retained as spare parts, while damaged but repairable equipment is refurbished and returned to service.

Customer-premises equipment, such as set-top box and routers, is collected upon service termination or malfunction and inspected, refurbished, or repaired for reuse. Equipment that cannot be repaired is formally written off through a committee review process to ensure appropriate, transparent, and effective waste management.

3. Operational Electronic Waste Management

AIS has established a committee to oversee the disposal of end-of-life network equipment and assets, including network devices, office electronics, and mobile devices. The committee ensures that disposal processes comply with regulatory requirements and align with environmental impact reduction objectives.

End-of-life equipment is assessed and managed through the following approaches:

- Reuse: Returned to beneficial use
- Refurbish: Upgraded for continued use in suitable operations
- Recycle: Processed to recover valuable materials

The company engages licensed contractors and waste management service providers in compliance with legal and environmental requirements, prioritizing recycling and achieving zero e-waste to landfill. In this regard, service providers are required to prepare and submit disposal outcome reports to AIS within 30 days after the completion of electronic waste treatment, enabling transparent, systematic verification and traceability of the disposal process.

Independent third-party audits are conducted to assess waste disposal contractors across the entire value chain from collection and sorting to final recycling destinations to ensure contractual compliance and transparent reporting. Any non-compliance is addressed through corrective actions and close monitoring.

4. Office Building Waste Management

AIS promotes waste segregation within office buildings to increase recycling rates and reduce improper disposal. Employees are educated on proper waste separation to encourage environmentally responsible behavior. AIS also collaborates with partners to recover and utilize segregated waste, supporting the circular economy and raising awareness of efficient resource use among employees and the wider community.

5. Promoting Awareness and Proper E-Waste Disposal

AIS implements the “Thais Say No to E-Waste” initiative to promote proper e-waste management and expand public access to e-waste collection points through multi-sector partnership. Under the initiative, four categories of e-waste are accepted: mobile phones and tablets, computer components, small electronic devices, and mobile phone and tablet accessories. All collected e-waste is transferred to authorized treatment facilities for proper recycling, ensuring zero disposal to landfill.

In addition, the initiative focuses on raising public awareness of the environmental and health impacts of e-waste and promoting proper disposal practices. This is achieved through collaboration with stakeholders across all sectors, including government agencies, private sector partners, educational institutions, and the media, to broaden public engagement and encourage responsible e-waste management nationwide.

2025 Performance

Disposal and Recycling of Operational Electronic Waste

AIS has implemented a systematic and appropriate approach to managing electronic waste generated from its operations to promote efficient resource utilization and progress toward its Zero e-waste to landfill goal. In 2025, the Company generated a total of 422 tonnes of operational e-waste, including network equipment, fiber optic cables, routers, and communication devices. This represented an increase compared with 2024, primarily due to differences in the types and materials of electronic equipment, variations in annual asset write-off cycles, and the disposal of assets from Triple T Broadband Public Company Limited (TTTBB) following its acquisition by AIS, as part of effective asset management practices. All such electronic waste was properly managed and entirely recycled in accordance with applicable environmental standards. As a result, AIS was able to manage and dispose of its electronic waste efficiently, with no electronic waste sent to landfill throughout the entire process (Zero landfill).

In addition, AIS conducted audits of 14 e-waste disposal vendors through independent external auditors, covering the entire e-waste management value chain—from transportation and segregation to recycling and smelting. These 14 vendors collectively handled approximately 80% of AIS’s total operational e-waste, providing assurance that waste management practices complied with relevant standards and contributed to tangible reductions in environmental impacts.



Office Building Waste Management

AIS has implemented waste segregation across four categories: general waste, recyclable waste, hazardous waste, and food waste. This enables effective waste separation at source and maximizes resource recovery, such as composting food waste, recycling electronic waste, and converting general waste into energy.

In 2025, waste generated at headquarters and regional offices was reduced by 186 tonnes through effective segregation, enhancing resource efficiency, reducing disposal costs, and supporting the circular economy.

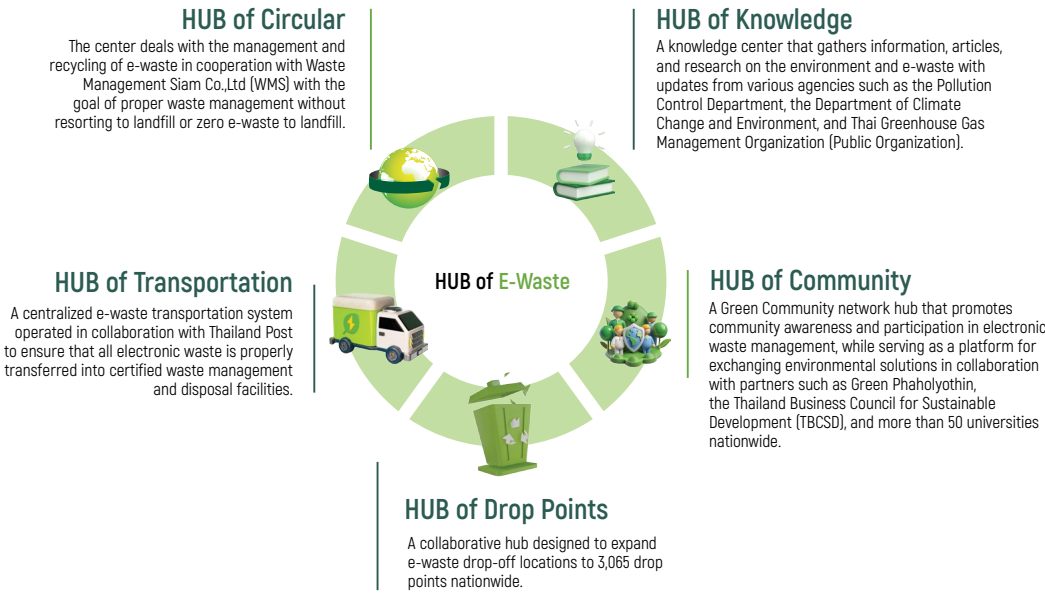
The AIS Contact Center Development & Training Arena in Nakhon Ratchasima continues to convert food waste into organic fertilizer. In 2025, approximately 8.69 tonnes of food waste were reduced and processed into 1.63 tonnes of organic fertilizer for on-site green spaces, with surplus distributed to employees and nearby communities, including temples, schools, and organic farming groups. This initiative promotes organic waste utilization and strengthens environmental awareness within surrounding communities.



Promoting Proper E-Waste Disposal through “Thais Say No to E-Waste”

The “Thais Say No to E-Waste” initiative serves as an electronic waste management hub implemented (HUB of E-Waste) in collaboration with partners across the public and private sectors, communities, and educational institutions. The initiative functions as both a knowledge hub and a network hub for electronic waste management, with a focus on raising awareness and understanding of e-waste management practices with Zero E-Waste to Landfill, as well as the health and environmental impacts of improper disposal. The initiative encourages the public to dispose of e-waste properly, expands e-waste collection points across diverse locations, promotes the development of green communities, and implements marketing activities to drive solutions to e-waste challenges. At the same time, it enhances the Company’s corporate image and strengthens customer confidence in AIS’s products and services.

HUB of E-Waste



Performances of the Thais Say No to E-Waste project in 2025 include the following:

1. **AIS expanded its collaboration with a network of 250 public and private organizations** to build on the HUB of E-Waste initiative, successfully increasing the number of e-waste drop-off points to 3,065 locations nationwide, providing Thai people with convenient access to drop off their e-waste.

In partnership with the Wives Association of the Office of the Permanent Secretary for Defence, AIS organized the “Office of the Permanent Secretary (OPS) Without E-Waste” initiative to enhance awareness and foster responsible electronic waste management practices. Activities included knowledge-sharing on the impacts of improper e-waste disposal, internal e-waste collection campaigns, and study visits to the recycling processes at Waste Management Siam Co., Ltd. (WMS) in Chonburi Province, strengthening organizational understanding of effective waste management practices.



In collaboration with the Directorate of Civil Affairs, AIS implemented the “E-Waste with Royal Thai Air Force Civil Affairs Unit” initiative to educate schools and communities in five pilot provinces - Chiang Mai, Chiang Rai, Khon Kaen, Ranong, and Sa Kaeo - on the environmental impacts of e-waste and Cybersecurity. The initiative promotes proper e-waste segregation and responsible disposal behaviors among youth and the general public.



AIS partnered with the Ministry of Agriculture and Cooperatives through a Memorandum of Understanding (MOU) under the “Thais Say No to E-Waste” initiative to enhance environmental awareness and expand e-waste management practices across government agencies and the agricultural sector nationwide. E-waste collection points were installed at 22 affiliated agencies and provincial agricultural offices in all 76 provinces, improving access to proper e-waste disposal channels and reducing environmental contamination from hazardous substances.



In collaboration with the Secretariat of the House of Representatives and the United Nations Development Programme (UNDP), AIS organized the “Race to Zero with the ASEAN Community Center of Parliament” workshop, attended by over 90 government officials. The workshop enhanced understanding of climate change and provided a platform for proposing pathways toward transforming the Thai Parliament into a Green Parliament, aligned with the target of achieving net-zero greenhouse gas emissions by 2032.



In partnership with PTT Global Chemical Public Company Limited (GC), AIS continued the “Green University: Dispose, Turn, and Make a World to Remember Upvel 3” project for the third consecutive year. The initiative aims to build a nationwide green university network and empower young people to address waste issues through proper electronic and plastic waste management. In 2025, the project expanded to 50 universities nationwide, collecting over 1.6 million pieces of electronic waste and used plastic bottles, totaling 37,365 kilograms, and reducing greenhouse gas emissions by 31,132 kg CO₂e, reflecting active participation by students and local communities in sustainable waste management.



In collaboration with the Bangkok Metropolitan Administration (BMA) and Phaya Thai District Office, AIS advanced the “Phaya Thai Without E-Waste” initiative to promote proper electronic waste management in a model urban district. The initiative emphasizes participation from the public, government agencies, and the private sector through the establishment of e-waste collection points at district offices and public outreach via BMA activities to raise awareness of e-waste impacts and proper segregation practices. This collaboration represents a pilot step toward an e-waste-free urban district, with potential for expansion across Bangkok.



In partnership with the Bangkok International Trade & Exhibition Centre (BITEC), AIS promoted e-waste management by installing 10 e-waste drop-off points at BITEC Bangna. This initiative provides convenient and proper disposal channels for visitors and event participants while supporting the transfer of waste into certified management and recycling processes in accordance with international standards, contributing to environmental impact reduction and progress toward Zero E-Waste to Landfill.



In collaboration with Thai Airways International Public Company Limited, AIS installed e-waste collection points at Thai Airways' headquarters to serve as a centralized hub for collecting and transferring e-waste into proper management processes. The initiative also encourages employee participation in reducing e-waste and mitigating environmental impacts.



In partnership with Bar B Q Plaza, AIS launched the "Aunjai Rak Lok x Nong Kahlum" campaign under the concept "Taste of Tomorrow." The campaign raises awareness of the hazards of e-waste and promotes proper disposal practices by expanding e-waste collection points to 38 branches nationwide, enabling consumers to dispose of mobile phones, batteries, charging cables, and accessories through appropriate management systems. Public engagement was enhanced through the use of a campaign character to strengthen awareness and participation.



In collaboration with Thaivivat Insurance Public Company Limited, AIS organized the "E-Waste Influencer Junior- Young Heroes Powering Change" initiative, a short video competition designed to raise awareness among youth on electronic waste issues and proper management. Primary and secondary students nationwide were invited to share their perspectives through video submissions, with 245 videos. The initiative also included workshops and the development of environmentally responsible model schools, fostering sustainability awareness from an early age.



2. Disseminating knowledge about E-Waste hazards and proper E-Waste disposal (Zero Landfill) through various campaigns to raise environmental awareness among Thai people and encourage behavioral change in e-waste disposal. These efforts also include expanding e-waste drop-off points and fostering broader participation from communities, schools, and partner organizations.

"Turn E-Waste into Internet for Kids" integrates e-waste education with educational support by inviting the public to dispose of e-waste, with each item equivalent to 1 GB of internet access donated to schools in remote areas. The initiative operates through more than 3,065 collection dropped points, involving over 250 partners. To date, 7,200 GB of internet has been provided to six pilot schools in Tak, Lamphun, Chiang Mai, Chiang Rai, and Mae Hong Son, in collaboration with Gulf Energy Development and the Highland Research and Development Institute.



- The "Signals of Sustainable Future" campaign, launched on World Environment Day, raises public awareness of the e-waste crisis as a silent threat to the environment and encourages proper e-waste management. The campaign reached more than 3.9 million people via social media.



- The "Taste of Tomorrow" campaign communicates the impacts of electronic waste on the environment and Thailand's food supply chain through four iconic Thai dishes - Tom Yum Goong, Pad Thai, Tom Kha Gai, and Som Tam - highlighting the risks of improper e-waste disposal. The campaign was disseminated through social media and influencers, achieving over 3.5 million views.



- On International E-Waste Day (14 October), AIS organized awareness activities and announced the results of the "Signals of Sustainable Future" campaign. The initiative enabled the collection and proper management of more than 1,212,272 e-waste items, reducing greenhouse gas emissions by 556,573 kgCO₂e, equivalent to planting over 46,380 trees, through collaboration with more than 250 partner organizations across the public and private sectors, educational institutions, and the Singtel network.



- AIS also partnered with media organizations to conduct public awareness activities on proper e-waste disposal by establishing on-site activity zones at major public events such as Amazing Thailand Festival 2025, Loy Krathongat Wat Arun, Knowledge Fest x Bangkok Music Festival, and Green Hug. These activities enabled immediate e-waste drop-off and encouraged active public participation in sustainable e-waste management.



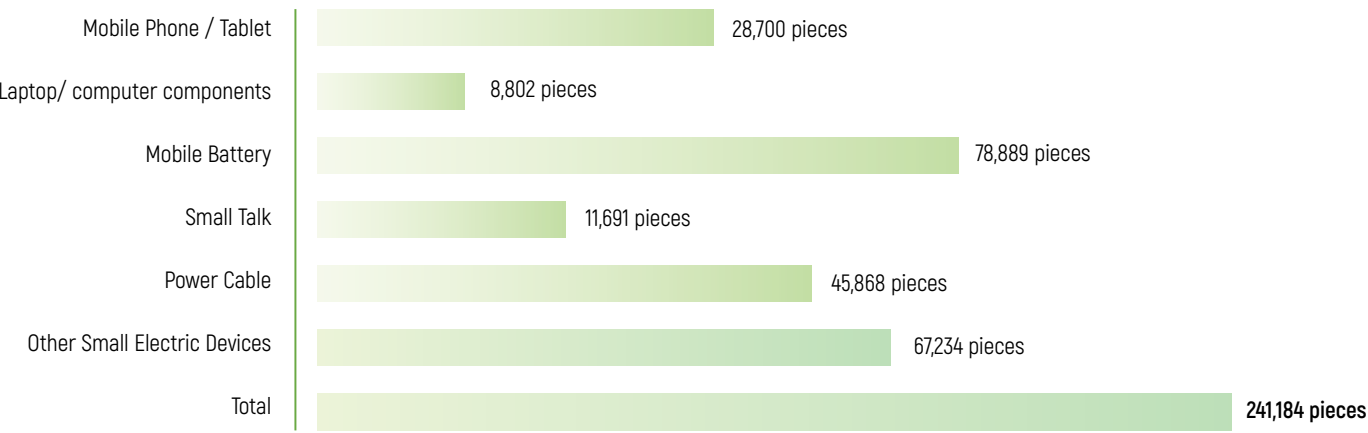
3. Promoting special marketing activities in support of the Thais Say No to E-Waste

AIS implements marketing initiatives in collaboration with partners to support the "Thais Say No to E-Waste", with the objective of raising public awareness and encouraging proper electronic waste disposal behaviors through creative engagement.

- The "Film Your E-Waste Drop & Fly to Japan for Free" campaign implemented in collaboration with Central Group and Japan Airlines, encouraged the public to submit short video clips sharing proper electronic waste disposal practices. Selected participants were given the opportunity to visit the integrated recycling process at DOWA Smelting & Refining and Eco-Recycle in Japan, a leading company in e-waste management. Moreover, AIS has expanded e-waste drop-off points to more than 42 Central Department Store locations nationwide since 2020, supporting the adoption of efficient recycling practices, reducing environmental impacts, and enhancing the quality of life for the Thai people.



Operating Result from AIS HUB of E-Waste Project



The data collection period was between January 1 – December 31, 2025.

Performance Table

Subjects	Unit	2022	2023	2024	2025
Total Waste generated	Tons	1,277	2,927	1,687	2,275
Total waste diverted from disposal	Tons	1,094	2,570	1,134	1,253
Total waste directed to disposal	Tons	183	357	553	1,022
Break down by waste type and disposal method (Totally offsite)					
1. Non-Hazardous Waste	Tons	217	1,594	1,484	1,853
1.1 Waste diverted from disposal					
Preparation for reuse	Tons	0	873	388	282
Recycling	Tons	13	302	466	458
Other recovery operations (organic fertilizer)	Tons	25	62	77	91
1.2 Waste directed to disposal					
Incineration (with energy recovery)	Tons	0	6	0	0
Incineration (without energy recovery)	Tons	5	16	20	25
Landfilling	Tons	116	335	533	998
Other disposal operations	Tons	58	0	0	0
2. Hazardous Waste	Tons	1,060	1,333	203	422
2.1 Waste diverted from disposal					
Preparation for reuse	Tons	68	0	0	0
Recycling	Tons	988	1,333	203	422
2.2 Waste directed to disposal					
Incineration (with energy recovery)	Tons	4	0	0	0
Landfilling	Tons	0	0	0	0
Other disposal operations	Tons	0	0	0	0
Non-recyclable or Residue	% of Total Hazardous Waste	0	0	0	0

Remarks

Environmental Data

The environmental aspect information in this report covers activities considered by AIS and its subsidiaries may have significant impacts on the environment. The environmental aspect information comes from different sources, e.g., recording gauges, accounting evidence, operating processes, and data evaluation on a scientific basis, and external data throughout our business value chain, with reporting scope of environmental data as follows:

Greenhouse Gas Emission (GHG) covered GHG emissions in scope 1, scope 2, and scope 3 (page 114-115).

1. GHG data collection and consolidation are prepared by the operational control approach. The GHG accounting is calculated by the reference method of the Thailand Greenhouse Gas Management Organization (TGO) version AR5, it is in accordance with the Fifth Assessment Report: AR5 of the International Panel on Climate Change (IPCC).
2. The sources of direct GHG emissions (Scope 1) come from the burning of fuels, vehicles, power generators, coolant leakage, and carbon dioxide-type fire extinguishers. For the direct energy consumption from the burning of fuels, it is calculated by the reference method of the Department of Alternative Energy Development and Efficiency (DEDE).
3. The source of indirect GHG emissions (Scope 2) comes from electricity used in business operations, including network service provision. Electricity consumption data is collected in megawatt-hours (MWh) based on billing information from the Metropolitan Electricity Authority and the Provincial Electricity Authority. The Global Warming Potential (GWP) factors applied in the calculation are referenced from the Thai National LCI Database, TIISMTEC-NSTDA, AR5 (with TGO electricity 2016–2018).
4. From 2022 to 2023, GHG emissions (Scope 3) comprised four categories: purchased goods and services, capital goods, employee commuting, and use of sold products.
5. The source of indirect GHG emissions (Scope 3) comes from other indirect GHG emissions that are beyond our control. In 2024, the Company reported Scope 3 emissions across 11 categories: purchased goods and services, capital goods, fuel- and energy-related activities not included in Scope 1 or 2, upstream transportation and distribution, waste generated in operations, business travel, employee commuting, upstream leased assets, use of sold products, end-of-life treatment of sold products, and downstream leased assets. These reported emissions have been independently verified by a third-party auditor.
6. Scope 3 Category 7 - Employee Commuting. In 2025, the Company reviewed and enhanced data accuracy (Data Validation) by refining employee commuting distance data obtained from internal surveys. As a result, the Company restated the 2024 GHG emissions figures to ensure data consistency and enable accurate year-on-year comparability of performance trends.
7. Scope 3 Category 12 – End-of-Life Treatment of Sold Products. In 2025, the Company revised its calculation methodology from the Average-data method to the Supplier-specific method in cases where product manufacturers directly disclose product-specific Emission Factors. This methodological enhancement improves calculation accuracy and aligns with the principles of the GHG Protocol.
8. GHG Intensity is the ratio of GHG emissions per data traffic generated during the reported year. The indicator is widely used in the telecommunication industry to gauge the efficiency of the emission by stating how much GHG is emitted for use of data traffic. Since 2024, the unit was changed from tCO₂e per terabit to tCO₂e per terabyte, along with the data traffic scope was expanded to cover both mobile and fixed broadband businesses. Previous reported numbers have been adjusted accordingly to ensure consistency with these changes.

Energy comprises non-renewable energy (consumable energy) and renewable energy (renewable sources) (page 115-116).

9. Renewable energy comes from solar panels installed at base stations nationwide and data centers. Energy from solar rooftops is taken from electric meters while energy from base stations is calculated from the solar capacity of each site, which is derived from factors such as the average solar radiation energy (based on topography and regional weather condition), produced solar energy from the solar panel, the days of activated solar panels.
10. Power Usage Effectiveness (PUE) is an indicator to measure the efficiency of energy consumption in data centers. PUE is defined as the total energy used in a data center divided by the usage of the IT equipment load in a particular data center.

Water Use comprises third-party water supply (municipal water) and groundwater, with consideration given to impacts on water-stressed areas (page 116).

11. Third-party water refers to Municipal Water - tap water supplied by Water Authorities, both metropolitan and provincial. The total quantity of municipal water usage comes from the billings from both authorities. Our consumption is not from a scarce water source and it is only freshwater.
12. Groundwater is utilized at one data center, two switching centers, and six office buildings in the country. The Company's groundwater withdrawal remains within the permitted volume authorized by the relevant government groundwater management authorities. The water source and withdrawal volumes are measured, recorded, and maintained in the system on a monthly basis. All groundwater used is freshwater.
13. In 2025, the Company adopted the internationally recognized WRI Aqueduct Water Risk Atlas to assess areas exposed to water stress. The assessment is based on basin-level geospatial data to analyze the balance between water withdrawals and the availability of water resources, covering both surface water and groundwater. This approach differs from that of the previous year, which focused primarily on areas reliant on groundwater, and therefore enhances the accuracy and comprehensiveness of the Company's water risk assessment by better reflecting the local hydrological context. The assessment is specifically applied to data centers that use water as a cooling medium, as these assets have relatively higher water consumption compared with other properties where water is used primarily for domestic purposes within buildings.

Waste management comprises general waste and hazardous waste generated within office buildings, as well as waste arising from business operations (page 129).

14. Non-hazardous waste refers to office waste or municipal waste that is not listed in the latest announcements by the Pollution Control Department (PCD) and the Department of Industrial Works (DIW). Typically, they are general office waste, organic waste, and recyclable waste. The calculation method involves weighing the amount of office waste collected from office buildings, which is then managed by municipal agencies through landfill, composting, or incineration. The average amount of waste generated per employee is calculated and multiplied by the total number of employees at the end of the year to determine the total weight of non-hazardous waste. Recyclable waste undergoes a similar process where weight sampling is conducted to determine the average waste per employee. This data is used to calculate the total weight of recyclable waste, which is subsequently sent to recycling processes.
15. The definition of hazardous waste is aligned with the international standards and the state's definition (Pollution Control Department, Department of Industrial Works, and other relevant regulations). Within the telecommunications industry, most of the hazardous waste is e-waste, including network equipment, batteries, and cellular phones. The total amount of e-waste is collected and recorded their weight. All generated hazardous waste is disposed of by authorized contractors.

About this Report

Objectives

AIS has published the Sustainability Report since 2012 to present information about its sustainability policy, strategies, and performance covering material topics pertinent to the long-term business operation and growth from the economic, social, and environmental dimensions.

The sustainability performance disclosed in this report is under the responsibility of AIS, which the executives deem relevant and of value to stakeholders.

Scope and Boundary

- The report boundary covers the operations of AIS and its subsidiaries, comprising a total of 23 entities. The Information presented is for the period from 1 January 2025 to 31 December 2025.
- The report is prepared in accordance with the Global Reporting Initiative (GRI) Standards 2021 at the “In accordance with” level, and also draws on the frameworks and indicators of other international standards as guidance for sustainability disclosures, including the Sustainability Accounting Standards Board (SASB), the Telecommunications Services Standard, and the Task Force on Climate-related Financial Disclosures (TCFD)

Data Assurance

- Numerical data related to economic operations applies the same data as published in the annual financial statements for 2025, which is audited by an independent external auditor.
- Data regarding environmental performance and employee training is audited and verified according to the GRI Standard 2021 by an independent assurer SGS (Thailand) Limited. (Further details are on [pages 146-147](#))

Process for Defining Report Quality

Business Sustainability Unit under the Investor Relations & Compliance Department has the responsibility to ensure the quality of this report in accordance with the standard and also presents this report to the Sustainable Development Committee.

- **Accuracy:** Information presented in this report is applied the accuracy principle such as the evidence, data measurement, calculations and assumptions, etc.
- **Balance:** AIS is committed to presenting balanced information so that readers can accurately assess the company's sustainability operations.
- **Clarity Information** is presented in a clear and accessible manner.
- **Comparability:** Information from prior operation is presented to display changes and development in the company. It allows assessment of progress on impacts over the time and against the targets.
- **Completeness:** Information presented in this report is provided sufficient information to assess the positive and negative impacts.
- **Sustainability context:** Information presented in this report has described the impact of the holistic context of sustainable development.
- **Timeliness:** This report is compiled annually so stakeholders may evaluate the sustainability of AIS operations in a predictable timeframe.
- **Verifiability:** Information presented in this report is verified and assured by a third-party assurer so that readers are confident that all information is accurate, transparent, and verifiable.

Inquiry Channel

Advanced Info Service Plc.

414, AIS Tower 1 Fl. 22, Paholyothin Rd. Samsen Nai, Phayathai District, Bangkok 10400

➤ **Tel.:** (66) 2029 5117 ➤ **Email:** AISustainability@ais.co.th ➤ **Website:** <https://sustainability.ais.co.th>

GRI Content Index

Advanced Info Service Public Company Limited has reported in accordance with the GRI Standards for the period from 1 January 2025 to 31 December 2025.

GRI Standard	Disclosure		page number (s) and/or URL (s)	Omissions/ Remark
General Disclosures				
GRI 2: General Disclosures 2021	2-1	Organizational details	SD Report 2025, page 3, 132-133	
	2-2	Entities included in the organization's sustainability reporting	Annual Report 2025, page 57-68	
	2-3	Reporting period, frequency and contact point	SD Report 2025, page 132-133	
	2-4	Restatements of information	SD Report 2025, page 146-147	The boundary covered the operation of AIS and 22 subsidiaries in all dimensions.
	2-5	External assurance	SD Report 2025, page 146-147	
	2-6	Activities, value chain and other business relationships	- SD Report 2025, page 10 - Annual Report 2025, page 105-114	
	2-7	Employees	SD Report 2025, page 70-73	
	2-8	Workers who are not employees	SD Report 2025, page 70-73	
	2-9	Governance structure and composition	- SD Report 2025, page 11-12 - Annual Report 2025, page 223-231	
	2-10	Nomination and selection of the highest governance body	Annual Report 2025, page 268-269	
	2-11	Chair of the highest governance body	- Annual Report 2025, page 237 - https://investor.ais.co.th/directors.html	
	2-12	Role of the highest governance body in overseeing the management of impacts	- SD Report 2025, page 6-7,11 - Annual Report 2025, page 244 - https://sustainability.ais.co.th/storage/respect-to-human-rights/human-rights-policy-en.pdf	
	2-13	Delegation of responsibility for managing impacts	- SD Report 2025, page 11 - Annual Report 2025, page 302	
	2-14	Role of the highest governance body in sustainability reporting	- SD Report 2025, page 11 - Annual Report 2025, page 302	
	2-15	Conflicts of interest	Annual Report 2025, page 211-212, 238-239, 288-289	
	2-16	Communication of critical concerns	Annual Report 2025, page 292-294	
	2-17	Collective knowledge of the highest governance body	Annual Report 2025, page 203	
	2-18	Evaluation of the performance of the highest governance body	Annual Report 2025, page 203	
	2-19	Remuneration policies	Annual Report 2025, page 255-258, 279-286	
	2-20	Process to determine remuneration	Annual Report 2025, page 255-258, 279-286	
	2-21	Annual total compensation ratio		Confidentiality constraints
	2-22	Statement on sustainable development strategy	SD Report 2025, page 6-7	
	2-23	Policy commitments	- https://investor.ais.co.th/governance_policy.html - https://sustainability.ais.co.th/storage/respect-to-human-rights/human-rights-policy-en.pdf	
	2-24	Embedding policy commitments	SD Report 2025, page 6-7,11	

GRI Standard	Disclosure		page number (s) and/or URL (s)	Omissions/ Remark
	2-25	Processes to remediate negative impacts	• Annual Report 2025, page 128-129, 288-294	
	2-26	Mechanisms for seeking advice and raising concerns	• Annual Report 2025, page 213-214	
	2-27	Compliance with laws and regulations	• Annual Report 2025, page 179-195	
	2-28	Membership associations	• SD Report 2025, page 8-9 • https://investor.ais.co.th/en/corporate-governance/public-policy-participation	
	2-29	Approach to stakeholder engagement	• SD Report 2025, page 18-23	
	2-30	Collective bargaining agreements	• https://sustainability.ais.co.th/storage/sustainability-priorities/work-safety/sd-2025/ohs-performance-table-2025-en.pdf	
Materials Topics				
GRI 3: Material Topics 2021	3-1	Process to determine material topics	• SD Report 2025, page 13-17	
	3-2	List of material topics	• SD Report 2025, page 14-17	
Drive Digital Economy				
Digital innovation				
GRI 3: Material Topics 2021	3-3	Management of material topics	• SD Report 2025, page 29	
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	• SD Report 2025, page 36	
	201-2	Financial implications and other risks and opportunities due to climate change	• https://sustainability.ais.co.th/storage/sustainability-priorities/emissions/ais-climate-related-report-2025.pdf • https://sustainability.ais.co.th/storage/sustainability-priorities/emissions/ais-tcf-2024.pdf	
Cybersecurity & customer privacy protection				
GRI 3: Material Topics 2021	3-3	Management of material topics	• SD Report 2025, page 39-48	
GRI 418: Customer Privacy	418-1:	Substantiated complaints concerning breaches of customer privacy and losses of customer data	• SD Report 2025, page 52	
Human resource management				
GRI 3: Material Topics 2021	3-3	Management of material topics	• SD Report 2025, page 55-58	
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	• https://sustainability.ais.co.th/storage/sustainability-priorities/work-safety/sd-2025/ohs-performance-table-2025-en.pdf	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	• SD Report 2025, page 64-69	
	401-3	Parental leave	• https://sustainability.ais.co.th/storage/sustainability-priorities/work-safety/sd-2025/ohs-performance-table-2025-en.pdf	
GRI 402: Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes	• SD Report 2025, page 44	

GRI Standard	Disclosure		page number (s) and/or URL (s)	Omissions/ Remark
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	https://sustainability.ais.co.th/storage/sustainability-priorities/human-capital-development/ohs-commitment-and-programs-en.pdf	
	403-2	Hazard identification, risk assessment, and incident investigation	https://sustainability.ais.co.th/storage/sustainability-priorities/human-capital-development/ohs-commitment-and-programs-en.pdf	
	403-3	Occupational health services	https://sustainability.ais.co.th/storage/sustainability-priorities/human-capital-development/ohs-commitment-and-programs-en.pdf	
	403-4	Worker participation, consultation, and communication on occupational health and safety	https://sustainability.ais.co.th/storage/sustainability-priorities/human-capital-development/ohs-commitment-and-programs-en.pdf	
	403-5	Worker training on occupational health and safety	https://sustainability.ais.co.th/storage/sustainability-priorities/human-capital-development/ohs-commitment-and-programs-en.pdf	
	403-6	Promotion of worker health	SD Report 2025, page 64-69	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	https://sustainability.ais.co.th/storage/sustainability-priorities/human-capital-development/ohs-commitment-and-programs-en.pdf	
	403-8	Workers covered by an occupational health and safety management system	https://sustainability.ais.co.th/storage/sustainability-priorities/work-safety/sd-2025/ohs-performance-table-2025-en.pdf	
	403-9	Work-related injuries	https://sustainability.ais.co.th/storage/sustainability-priorities/work-safety/sd-2025/ohs-performance-table-2025-en.pdf	
	403-10	Work-related ill health	https://sustainability.ais.co.th/storage/sustainability-priorities/work-safety/sd-2025/ohs-performance-table-2025-en.pdf	
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	https://sustainability.ais.co.th/storage/sustainability-priorities/work-safety/sd-2025/ohs-performance-table-2025-en.pdf	
	404-2	Programs for upgrading employee skills and transition assistance programs	SD Report 2025, page 57-58	
	404-3	Percentage of employees receiving regular performance and career development reviews	https://sustainability.ais.co.th/storage/sustainability-priorities/work-safety/sd-2025/ohs-performance-table-2025-en.pdf	
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	https://sustainability.ais.co.th/storage/sustainability-priorities/work-safety/sd-2025/ohs-performance-table-2025-en.pdf	
	405-2	Ratio of basic salary and remuneration of women to men	https://sustainability.ais.co.th/storage/sustainability-priorities/work-safety/sd-2025/ohs-performance-table-2025-en.pdf	
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	SD Report 2025, page 58	
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	https://sustainability.ais.co.th/storage/respect-to-human-rights/20250417-advanc-sd-human-rights-risk-assessments-en.pdf	
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	https://sustainability.ais.co.th/storage/respect-to-human-rights/20250417-advanc-sd-human-rights-risk-assessments-en.pdf	

GRI Standard	Disclosure		page number (s) and/or URL (s)	Omissions/ Remark
Promote Digital Inclusion				
Social inclusion				
GRI 3: Material Topics 2021	3-3	Management of material topics	SD Report 2025, page 79	
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	- SD Report 2025, page 77-85 https://sustainability.ais.co.th/storage/sustainability-priorities/social-inclusion/ais-stakeholder-communication-engagement-01.pdf	
	413-2	Operations with significant actual and potential negative impacts on local communities	SD Report 2025, page 79	
Digital wellness				
GRI 3: Material Topics 2021	3-3	Management of material topics	SD Report 2025, page 88	
Act on Climate				
Climate actions				
GRI 3: Material Topics 2021	3-3	Management of material topics	SD Report 2025, page 107-110	
GRI 302: Energy 2016	302-1	Energy consumption within the organization	SD Report 2025, page 115	
GRI 303: Water and Effluents 2018	303-3	Water withdrawal	SD Report 2025, page 116	
	303-4	Water discharge	SD Report 2025, page 116	
	303-5	Water consumption	SD Report 2025, page 116	
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	SD Report 2025, page 114	
	305-2	Energy indirect (Scope 2) GHG emissions	SD Report 2025, page 114	
	305-3	Other indirect (Scope 3) GHG emissions	SD Report 2025, page 114	
	305-4	GHG emissions intensity	SD Report 2025, page 114	
	305-5	Reduction of GHG emissions	SD Report 2025, page 105	
	305-6	Emissions of ozone-depleting substances (ODS)	https://sustainability.ais.co.th/en/sustainability-priorities/climate-actions	
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		Not applicable as our key GHG emissions come from CO ₂ , which is an indirect emissions from electricity.
Waste management				
GRI 3: Material Topics 2021	3-3	Management of material topics	SD Report 2025, page 118-120	
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	SD Report 2025, page 118-120	
	306-2	Management of significant waste-related impacts	SD Report 2025, page 118-120	
	306-3	Waste generated	SD Report 2025, page 129	
	306-4	Waste diverted from disposal	SD Report 2025, page 129	
	306-5	Waste directed to disposal	SD Report 2025, page 129	

Remark: For further details, please refer to [AIS Annual Report 2025](#)

Sustainability Accounting Standard Board (SASB) Index

The tables below outline how our existing disclosures align with the recommended metrics under the SASB Telecommunications Services standard.

Activity metrics					
Topic	SASB Code	Activity metric	Unit of measure	Reporting information	Disclosure reference
	TC-TL-000.A	Number of wireless subscribers	Number	46.8 million subscribers	Annual Report 2025, page 147
	TC-TL-000.B	Number of wireline subscribers	Number	N/A	
	TC-TL-000.C	Number of broadband subscribers	Number	5.2 million subscribers	Annual Report 2025, page 147
	TC-TL-000.D	Network traffic	Petabytes	51,546	
Sustainability Disclosure Topics & Accounting Metrics					
Topic	SASB Code	Activity metric	Unit of measure	Reporting information	Disclosure reference
Environmental Footprint of Operations	TC-TL-130a.1	(1) Total energy consumed	Gigajoules (GJ)	6,302,035	page 115
		(2) Percentage grid Electricity	Percentage (%)	91%	page 115
		(3) Percentage renewable	Percentage (%)	3.79%	page 115
Data Privacy	TC-TL-220a.1	Description of policies and practices relating to behavioral advertising and customer privacy	n/a	See more detail in Customer Privacy Protection Section in Cybersecurity and Customer Privacy Protection.	page 44-45
	TC-TL-220a.2	Number of customers whose information is used for secondary purposes	Number	AIS complies with relevant law and regulation. Customer data is used in accordance with the terms of service and/or customer consent and is done only for the purposes notified to customers, referring to Privacy Notice. Please see more detail in Data Life Cycle Management section in Cybersecurity and Customer Privacy Protection.	page 44-45
	TC-TL-220a.3	Total amount of monetary losses as a result of legal proceedings associated with customer privacy	Thai Baht	None	
	TC-TL-220a.4	(1) Number of law enforcement requests for customer information	Number	24,653	page 52
		(2) Number of customers whose information was requested	Number	We only record number of cases	
		(3) Percentage resulting in disclosure	Percentage (%)	96%	page 52
	Data Security	TC-TL-230a.1	(1) number of data breaches	Number	0
(2) percentage that are personal data breaches			Percentage (%)	0%	
(3) number of customers affected			Person	0	
TC-TL-230a.2		Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	n/a	See more detail in Cyber security Section in Cybersecurity and Customer Privacy Protection.	page 38-44
Product End-of life Management	TC-TL-440a.1	(1) Materials recovered through take-back programmes	Metric tons (t)	241,184 pieces of e-waste were collected, equivalent to approximately 30.9 tons. More detail in Promoting propoer e-waste disposal section	page 128
		(2) percentage of recovered materials that were reused	Percentage (%)	0	
		(3) percentage of recovered materials that were recycled	Percentage (%)	100%	
		(4) percentage of recovered materials that were landfilled	Percentage (%)	0	

Topic	SASB Code	Activity metric	Unit of measure	Reporting information	Disclosure reference
Competitive Behavior & Open Internet	TC-TL-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	Thai Baht	None	
	TC-TL-520a.2	Average actual sustained download speed of (1) owned and commercially-associated content (2) non-associated content	Megabits per second (Mbps)	AIS does not have these specified metrics. We comply with regulations from the National Broadcasting and Telecommunication Commission (NBTC) related to the quality of service. We also report download speed in accordance with the reporting standard specified by the NBTC.	
	TC-TL-520a.3	Description of risks and opportunities associated with net neutrality, paid peering, zero rating, and related practices	n/a	AIS provides internet access services based on equal and non-discriminatory treatment and comply with related regulations on customers' rights.	
Managing Systemic Risks from Technology Disruptions	TC-TL-550a.1	(1) System average interruption duration	Minutes	44	
		(2) System average interruption frequency and	Numbers	0.007	
		(3) customer average interruption duration	Minutes	6,631	
	TC-TL-550a.2	Discussion of systems to provide unimpeded service during service interruptions	n/a	Refer to the discussion on Risk 7: Risk from Major Network Failure or Interruption to Important Systems in 2.2 Risk factors section, Annual Report 2025.	Annual Report 2025, page 92

Remark: For further details, please refer to [AIS Annual Report 2025](#)



ASSURANCE STATEMENT

SGS (THAILAND) LIMITED’S REPORT ON SUSTAINABILITY ACTIVITIES IN THE ADVANCED INFO SERVICE PUBLIC COMPANY LIMITED’S CORPORATE SUSTAINABILITY REPORT FOR 2025

NATURE OF THE ASSURANCE/VERIFICATION

SGS (Thailand) Limited (hereinafter referred to as SGS) was commissioned by Advance Info Service Public Company Limited (hereinafter referred to as AIS) to conduct an independent assurance of the Corporate Sustainability Report year 2025. The scope of the assurance, based on the SGS Sustainability Report Assurance methodology, included the sampled text, and data in accompanying tables, contained in the report presented. SGS reserves the right to update the assurance statement from time to time depending on the level of report content discrepancy of th published version from the agreed standards requirements.

INTENDED USERS OF THIS ASSURANCE STATEMENT

This Assurance Statement is provided with the intention of informing all AIS’s Stakeholders.

RESPONSIBILITIES

The information in the AIS’s Sustainability Report 2025 and its presentation are the responsibility of the directors or governing body (as applicable) and the management of AIS. SGS has not been involved in the preparation of any of the material included in the Report.

Our responsibility is to express an opinion on the text, data, graphs and statements within the scope of verification with the intention to inform all AIS’s stakeholders.

ASSURANCE STANDARDS, TYPE AND LEVEL OF ASSURANCE

The SGS ESG & Sustainability Report Assurance protocols used to conduct assurance are based upon internationally recognised assurance guidance and standards including the principles of reporting process contained within the Global Reporting Initiative Sustainability Reporting Standards (GRI Standards) GRI 1: Foundation 2021 for report quality, GRI 2: General Disclosure 2021 for organisation’s reporting practices and other organizational detail, GRI 3: Material Topics 2021 for organisation’s process of determining material topics, its list of material topics and how to manages each topic, and the assurance of this report has been conducted according to the following Assurance Standards: Limited levels of assurance contained within the ISAE 3000 and ISAE 3410.

SCOPE OF ASSURANCE AND REPORTING CRITERIA

The scope of the assurance included evaluation of quality, accuracy and reliability of specified performance information as detailed below. The organizational boundary of this assurance engagement covers AIS and its subsidiaries, operating in Thailand. Evaluation of adherence was conducted against the following reporting criteria:

- Global Reporting Initiative (GRI) Standards (In accordance with)
- The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard – Revised Edition (2004), developed by the World Business Council for Sustainable Development (WBCSD) and the World Resources Institute (WRI)
- GHG Protocol Scope 2 Guidance: An Amendment to the GHG Protocol Corporate Standard (2015), developed by the World Resources Institute (WRI)
- GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2013), developed by the World Business Council for Sustainable Development (WBCSD) and the World Resources Institute (WRI)

SPECIFIED PERFORMANCE INFORMATION AND DISCLOSURES INCLUDED IN SCOPE

- Evaluation of content veracity of scrutiny for AIS and its subsidiaries, and applicable aspect boundaries outside of the organization covered by this report, including performance data from January 1 – December 31, 2025.
- Evaluation of the report against the requirements of Global Reporting Initiative Sustainability Reporting Standards claimed in the GRI content index as material and evaluating that accuracy and reliability of data and information for only the selected datasets listed below:
 - GRI 302 - Energy 2016 (302-1 Energy consumption within organization)

- GRI 303 - Water 2018 (303-3 Water withdrawal, 303-4 Water discharge and 303-5 Water Consumption)
- GRI 305 - Emissions 2016 (305-1 Direct (Scope 1) GHG emissions, 305-2 Energy indirect (Scope 2) GHG emissions and 305-3 Other indirect (Scope 3) GHG emissions)
- GRI 306 - Waste 2020 (306-3 Waste generated, 306-4 Waste diverted from disposal and 306-5 Waste directed to disposal)
- GRI 404 – Training and Education 2016 (404-1 Average hours of training per year per employee)

ASSURANCE METHODOLOGY

The assurance comprised a combination of pre-assurance research, interviews with relevant employees, superintendents, environmental team, procurement team, accounting team, human resources team and sustainability committee members and senior management; documentation and record review and validation with external bodies and/or stakeholders where relevant. The assurance was conducted using a sampling approach, covering AIS and its subsidiaries, in order to verify the reported performance information.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

LIMITATIONS AND MITIGATION

Financial data drawn directly from independently audited financial accounts has not been checked back to source as part of this assurance process. Note here any other specific limitations for the assurance engagement and actions taken to mitigate those limitations

STATEMENT OF INDEPENDENCE AND COMPETENCE

The SGS Group of companies is the world leader in inspection, testing and verification, operating in more than 140 countries and providing services including management systems and service certification; quality, environmental, social and ethical auditing and training; environmental, social and sustainability report assurance. SGS affirm our independence from AIS, being free from bias and conflicts of interest with the organisation, its subsidiaries and stakeholders.

The assurance team was assembled based on their knowledge, experience and qualifications for this assignment, and comprised auditors and sustainability professionals specializing in the Environmental, Social and Governance (ESG), environmental, safety, energy, supply chain and carbon fields

ASSURANCE/VERIFICATION OPINION

On the basis of the methodology described and the verification work performed, we are satisfied that the disclosure with inclusivity, materiality, responsiveness, and impact information in the scope of assurance is reliable, has been fairly stated and been prepared, in all material respects, in accordance with the reporting criteria.

We believe that the organisation has chosen an appropriate level of assurance for this stage in their reporting.

GLOBAL REPORTING INITIATIVE REPORTING STANDARDS CONCLUSIONS AND RECOMMENDATIONS

The report, AIS’s Corporate Sustainability Report of 2025, is reporting with reference to the GRI Universal Standards 2021 and complies with the requirements set out in section 3 of GRI 1 Foundation 2021. The significant impacts were assessed and disclosed with reference to the guidance defined in GRI 3: Material Topic 2021 and the relevant Topic Standard related to Material Topic have been disclosed. The report has properly disclosed information related to AIS’s contributions to sustainability development.

Signed:

For and on behalf of SGS (Thailand) Limited



Montree Tangtermsirikul
General Manager
238 TRR Tower, 19th-21st Floor, Naradhiwas Rajanagarindra Road,
Chong Nonsi, Yannawa, Bangkok 10120, Thailand
11 February 2026

WWW.SGS.COM



Advanced Info Service Public Company Limited

414 AIS Tower 1, Phaholyothin Road, Samsen Nai, Phayathai, Bangkok 10400

Tel: +662 029 5000

www.ais.co.th