

Unlocking Phase 2: True's Growth-focused Transformation

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True Corporation PCL

Reflecting on True Corporation

2.5 Years of Amalgamation



2023 Year 1 | **2024** Year 2

2025 Year 3

Phase 1: Integration

- Well executed integration plan from Day 1 leading to overachievement on synergies
- Integration of performance driven culture & financial discipline
- Consistent improvement in profitability

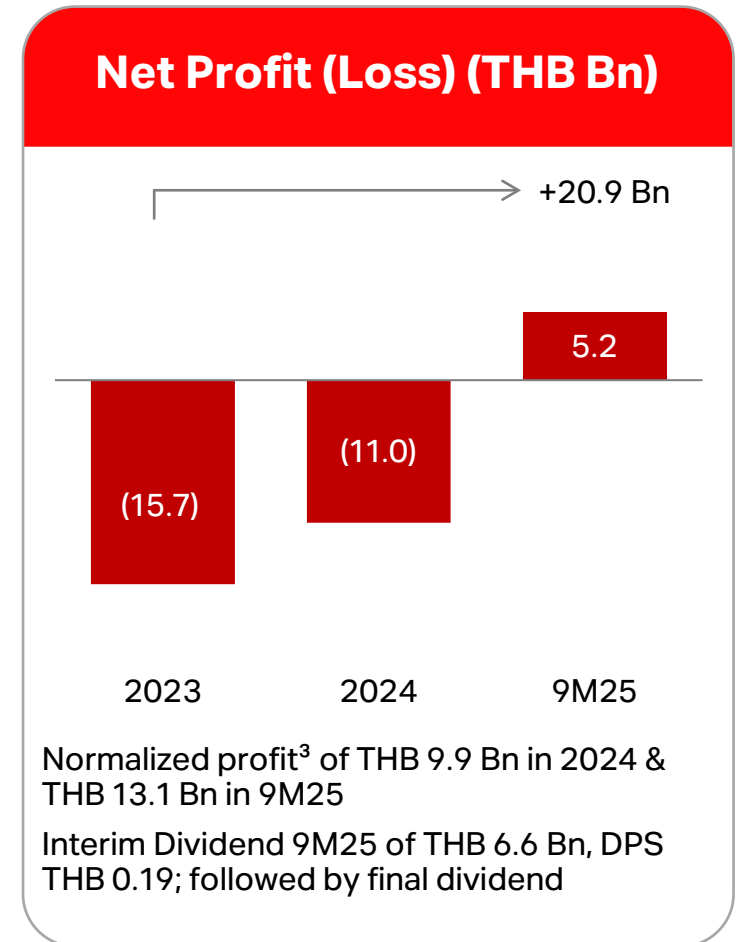
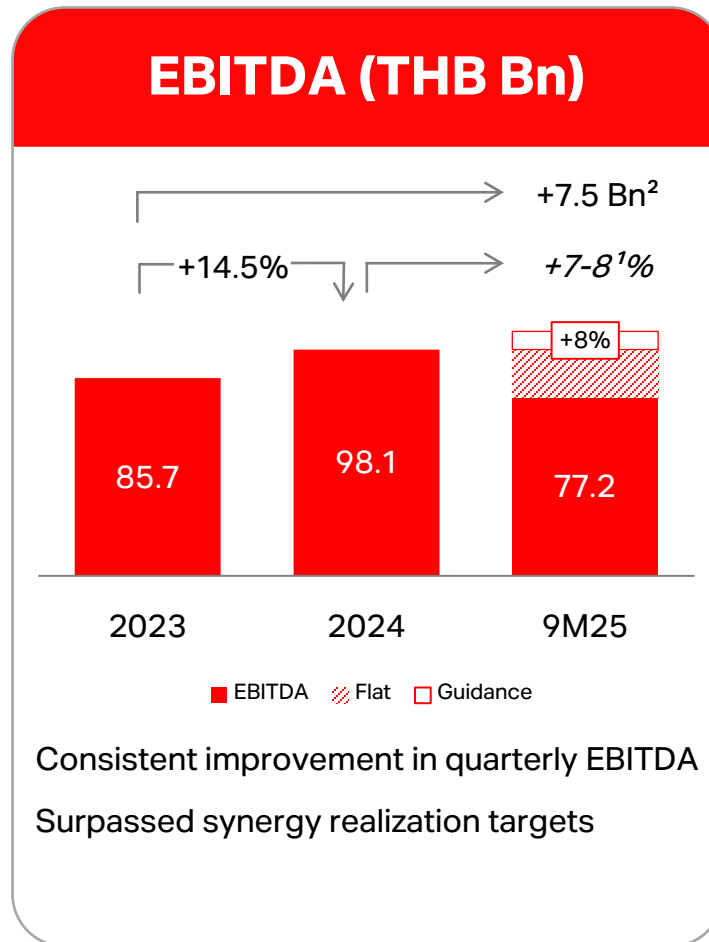
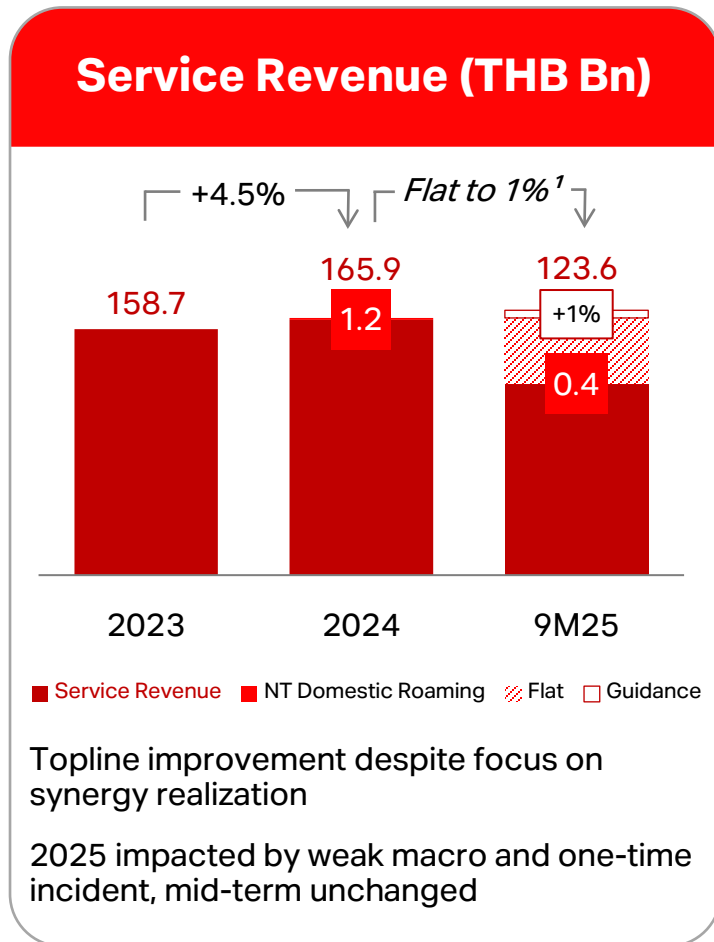


...we are not there yet

Phase 2: Transformation for Growth

- Leading in customer experience
- Strengthening core & enhancing beyond connectivity
- Driving a future-ready organization

Better Together: Strong Execution Despite Focus on Integration



¹Indicated guidance for FY 2025, service revenue excluding NT domestic roaming revenue

²EBITDA growth from Q123 until Q325 (since amalgamation)

³Normalized profit excludes one-time and non-cash write-off of assets pertaining to network modernization, and tax gain

Growth-focused Transformation & Modernization

A long-term journey with ambitious roadmap ahead

Leading in Customer Experience

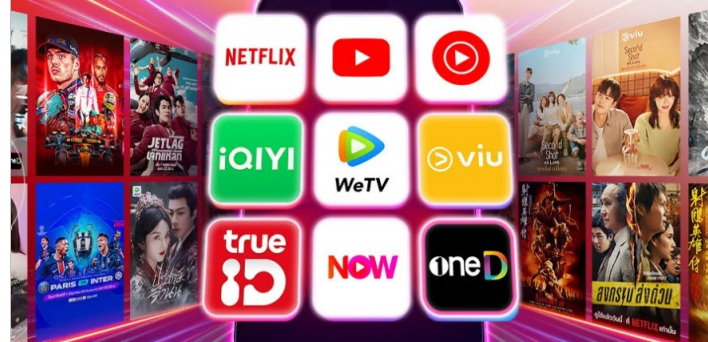


Modernization and enhancing network, leveraging rich spectrum portfolio

Simplifying product, portfolio & processes

Redesigning customer journeys towards digital first & AI-driven

Strengthening core & enhancing beyond connectivity



Strengthening core business with customer value management

Expanding beyond connectivity focusing on digital services in B2C/B2B

Leveraging shareholder and partner ecosystem

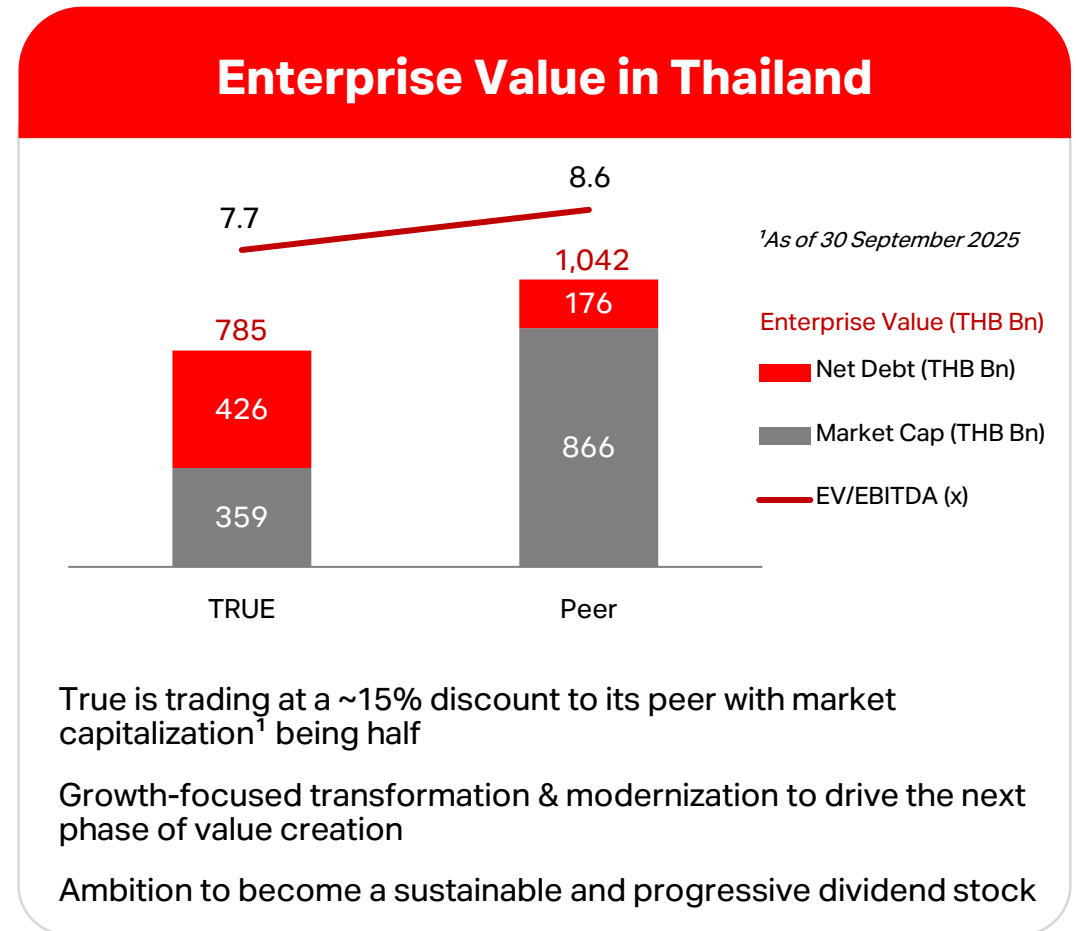
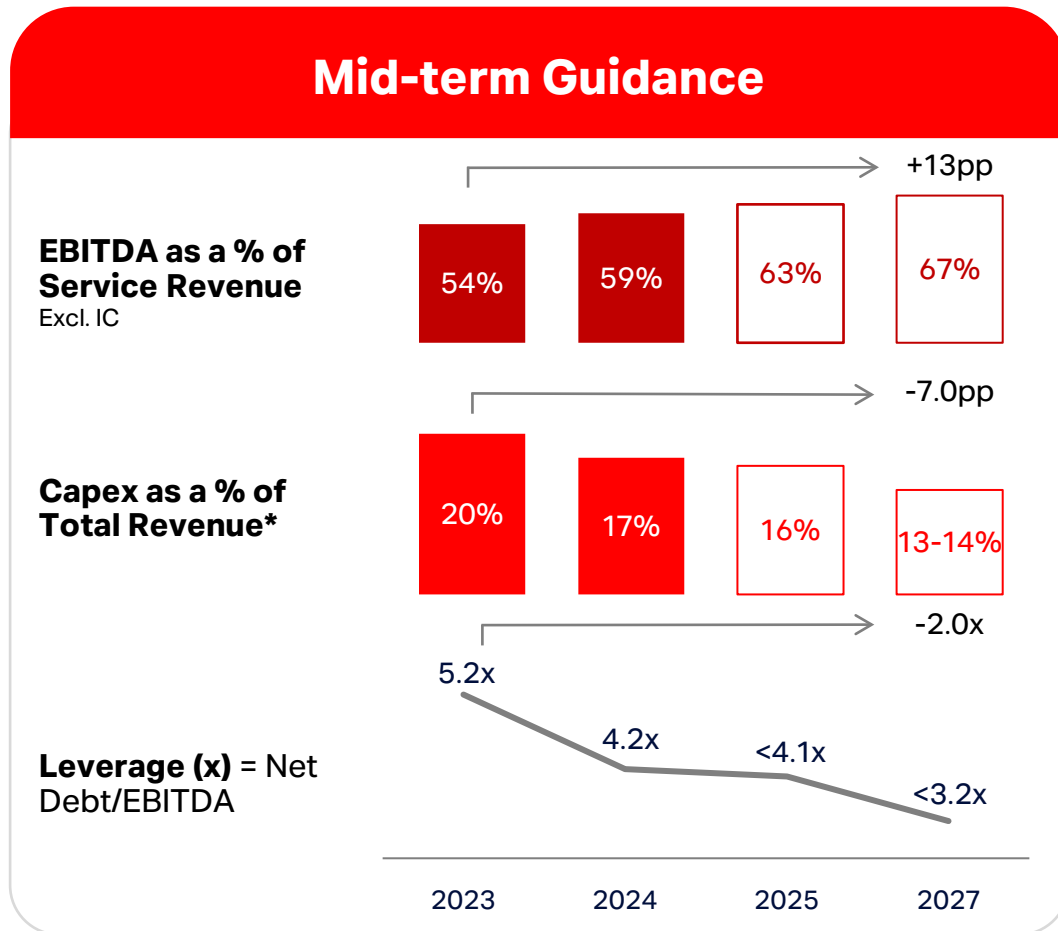
Driving a future-ready Organization



Transforming into a flatter, more agile organization

Accelerating automation through cloudification, Agentic-AI, zero touch operation

Value Creation for Shareholders



*Excl. Spectrum Arrangement (Network Rental Revenue)



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