

# AMATA

POSSIBILITIES HAPPEN

AMATA CORPORATION PUBLIC COMPANY LIMITED



# SUSTAINABILITY REPORT 2017





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# Message from CEO



By adopting the concept of sustainable development in 2017, AMATA has transformed its vision of being a leading global industrial city developer to now and henceforth creating and developing perfect cities where possibilities happen: cities of continuous development which create benefits and opportunities for society and all stakeholders. AMATA's new mission is our commitment to apply a culture of "ALL WIN" to all stakeholders and expand the new frontier by actively seeking and applying new innovations to build a Smart City for enriching quality of life.

The new vision and mission led to the rebranding and changing of our corporate logo. The gear or cogwheel that symbolized the old-fashioned industry was cut out. In our new logo, the progressive line under AMATA stands for sustainable development and growth and symbolizes the new business of AMATA which will be created continuously and not limited to the industrial estate business only.

With the concept of sustainable development, we took a big step forward in the year 2017. The Company has set a five-year plan (2017-2021) to become a world-class Smart City leader, integrating sustainable management approaches into business plans. The sustainable management approaches align more effectively to major global trends or mega forces that are focused on natural resource conservation and on addressing the emerging risks. The Company has revised its vision and mission in line with its ongoing business plan which will make AMATA Smart City the perfect investment area in the Eastern Economic Corridor (EEC) and a regional learning center, creating economic growth in this region and Thailand.

The Company has been developing various projects under the AMATA Smart City concept in collaboration with world-class smart cities such as Yokohama City and leading global companies from many industries: a total of 15 projects in energy business, manufacturing, social, research and innovation, aviation industry and education. The projects will be implemented at the AMATA City Chonburi Industrial Estate (AMATA Nakorn) as the first AMATA Smart City in Thailand.

These projects will support AMATA Smart City to become self-reliant in energy, to have the sustainable management of natural resources and the environment, to develop AMATA Smart City to be the center for research and technological development and innovation in the ASEAN region and also to enhance human resource development to support the 10 targeted industries. It also gives people the opportunity to work and live in the good quality environment with a better quality of life. Besides this, the AMATA Smart City model will be applied to our new business development in other countries.

The Company experienced tragic losses in 2017. We lost some key persons in the Company, including the Chairman of the Board, Dr. Surin Pitsuwan and Chief Administration Officer, Mr. Yoot Rojvirasingh who passed away recently. However, the absence of executives did not adversely affect the internal processes. The Company has a well-prepared succession plan and our clearly defined working standard has kept the management work running effectively.

Finally, on behalf of the Board of Directors, executives and all employees, I am grateful for all the support and encouragement for over 40 years. I believe that with the cooperation of all employees and executives in the Company, including the promotion and support of all "ALL WIN" stakeholders, together we will enable the Company to grow its business and drive the socio-economy with environmental responsibility and corporate governance to achieve our sustainable development goals for all sectors.



Vikrom Kromadit  
Chief Executive Officer



# About AMATA

## VISION

“Creating Perfect Cities where possibilities happen”

## MISSION

“Committed to creating a culture of ALL WIN for our stakeholders by expanding new frontiers and exploring innovation to build a Smart City that enriches quality of life”

## Business Philosophy

**A L L W I N**

## Corporate Culture - AMATA DNA

**D**

**Dependable**

Professionalism  
Code of Ethics  
Credible Reliable

**R**

**Responsive**

Fast and accurate  
Responsible to stakeholders & environment

**I**

**Innovative**

Promote innovation in products & services  
Quality efficiency

**V**

**Visionary**

Long term projection  
Create opportunities for everyone

**E**

**Efficient**

High standard  
Excellent team

## At a Glance

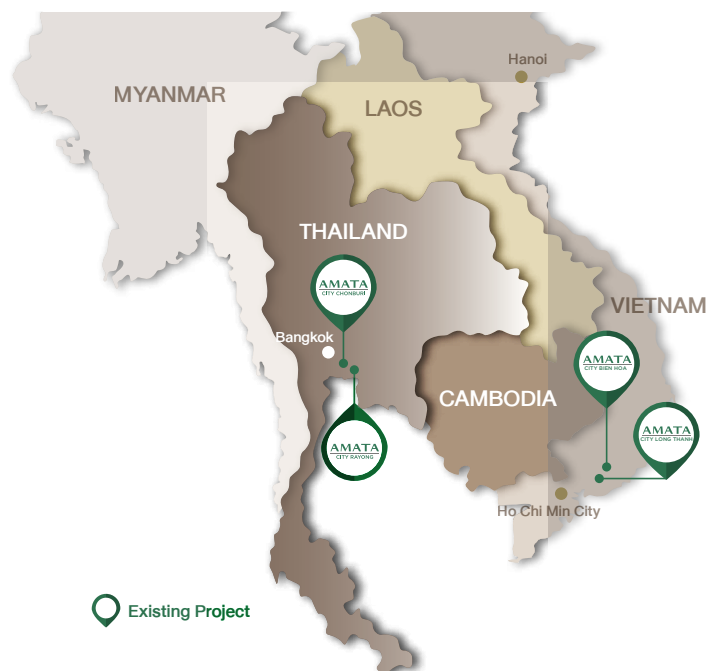
AMATA Corporation Public Company Limited, one of Thailand's leading industrial estate developers, was founded on 6 March 1989 and was listed in The Stock Exchange of Thailand in 1997. The Company envisioned the opportunity in the economic development of Eastern Thailand, which was the result of the 5th National Economics and Social Development Plan (B.E. 2525-2529) and Thai Investment Promotion Policy. The Company, therefore, initiated the development of area in Chonburi Province to support industrial investors in Eastern Thailand. From that starting point, the Company nowadays becomes the leading industrial estate development company which is highly successful in Asia.

AMATA specializes in planning, developing, managing, and marketing integrated industrial estates. AMATA not only builds industrial estates of international standards adhering to strict rules for the protection of environment; but also strives to build a perfect city to enhance quality of life for the people working in and for local communities around the sites, so that they can work and live happily.

Currently, AMATA industrial estates have the combined areas of more than 100 square kilometers under the notification of Royal Thai Government Gazette. Our industrial cities significantly contribute to regional economic growth. Altogether, our sites are home to a global clientele of over 1,200 manufacturers from 30 nationalities, including numerous Global Fortune 500 companies, which employ over 320,000 people and producing annually almost USD 55 Billion worth of output (Thailand and Vietnam).

AMATA operates industrial estates and has invested in land development both locally and overseas. Current AMATA Projects are as follows:-

- AMATA City Chonburi Industrial Estate, Chonburi, Thailand
- AMATA City Rayong Industrial Estate, Rayong, Thailand
- AMATA City Bien Hoa Industrial Estate, Dong Nai, Vietnam
- AMATA City Long Thanh Industrial Estate, Dong Nai, Vietnam
- AMATA Township Long Thanh, Dong Nai, Vietnam



## Location






AMATA Corporation Public Company Limited has its headquarter at 700 Bangna-Trad Highway Km.57, A. Muang, Chonburi 20000, Thailand and Bangkok branch at 2126 Kromadit Building, New Petchburi Road, Bangkok, Huay Kwang Bangkok 10310

Two industrial estates in Thailand operating by AMATA are

- AMATA City Chonburi is located at 700 Bangna-Trad Highway Km.57, A. Muang, Chonburi 20000
- AMATA City Rayong is located at 7, Highway 331. Km.39, A. Sriracha, Chonburi 20230

## Overview of AMATA Industrial Cities and Urban Project

As of 31 December 2017

	<p><b>AMATA City Chonburi (AMATA Nakorn)</b> Chonburi, Thailand</p> <p><b>Area</b> 4,330 Ha 43.30 Km<sup>2</sup></p> <p><b>No. of factories</b> 750</p> <p><b>Factories' employees</b> 215,425</p>	<p>In the heart of the Eastern Seaboard, a leading center for industry and manufacturing</p> <p><b>Distances:</b></p> <ul style="list-style-type: none"> <li>• Suvarnabhumi International Airport 42 km</li> <li>• Laem Chabang Deep Sea port 46 km</li> <li>• Bangkok 57 km</li> </ul>
	<p><b>AMATA City Rayong</b> Rayong, Thailand</p> <p><b>Area</b> 2,703 Ha 27.03 Km<sup>2</sup></p> <p><b>No. of factories</b> 317</p> <p><b>Factories' employees</b> 65,514</p>	<p>Best location for export-oriented companies</p> <p><b>Distances:</b></p> <ul style="list-style-type: none"> <li>• Laem Chabang Deep Sea port 27 km</li> <li>• Suvarnabhumi International Airport 99 km</li> <li>• Bangkok 114 km</li> </ul>
	<p><b>AMATA City Bien Hoa</b> Dong Nai, Vietnam</p> <p><b>Area</b> 700 Ha 7.00 Km<sup>2</sup></p> <p><b>No. of factories</b> 164</p> <p><b>Factories' employees</b> 49,000</p>	<p>Strategic location on Highway No.1, connecting the South and the North of Vietnam</p> <p><b>Distances:</b></p> <ul style="list-style-type: none"> <li>• Ho Chi Minh City Airport 35 km</li> <li>• Cat Lai Port 33 km</li> <li>• Cai Mep Port 50 km</li> </ul>
	<p><b>AMATA City Long Thanh</b> Dong Nai, Vietnam</p> <p><b>Area</b> 517 Ha 5.17 Km<sup>2</sup></p> <p><b>No. of factories</b> N/A</p> <p><b>Factories' employees</b> N/A</p>	<p>Located in North-East of Ho Chi Minh City around 20 km from Bien Hoa City, along Long Thanh-Dau Giay express way</p>
	<p><b>AMATA Township Long Thanh</b> Dong Nai, Vietnam</p> <p><b>Area</b> 753 Ha 7.53 Km<sup>2</sup></p>	<p><b>Distances:</b></p> <ul style="list-style-type: none"> <li>• New Airport 10 km</li> <li>• Ho Chi Minh City 20 km</li> <li>• Vung Tau International Port 50 km</li> </ul>
<p><b>Total</b></p>	<p><b>Area</b> 9,003 Ha 90.03 Km<sup>2</sup></p> <p><b>No. of factories</b> 1,231</p> <p><b>Factories' employees</b> 329,939</p>	



All of these four industrial estates are matured in accordance with the Company's sustainable development policy by focusing on the economic development in coexistence with industrial and the local communities.

The key success factor of the industrial estate development under the management direction is the ability to fulfill needs of the industrial estate customers. The Company has developed products and services to completely support business of investors in all areas, categorized as follows:

#### **Industrial Estate business and urban development**

##### **Utility business**

- Power plant
- Water supply plant and distribution for industry
- Waste water treatment plant
- Natural gas network and control station for industrial estate
- Industrial gas business
- Information Technology and Communication business
- Renewable Energy business

##### **Service business**

- Industrial waste management
- Ready built factory for rent
- Logistics and distribution centers
- Security
- Telecommunication
- Maintenance for office and factory
- Hospital
- Education
- Residential
- Commercial

AMATA group is considered to have complete comprehensive network of businesses that can serve well and support the investors and factories in the industrial estates. All businesses are managed under sustainable development principle.

# Existing infrastructure and utilities at AMATA City Chonburi Industrial Estate



# Existing urban area at AMATA City Chonburi Industrial Estate

**Amata Mansion**  
5-Floor, Condominium  
168 Unit

**Amata Spring Country Club**  
18 hole world class golf club

**Amata Singapore International School**  
Education Grade 1-6,  
English Program

**Thai German Institute**  
Quality Training Facilities and  
institute for upgrading of  
workers' skills

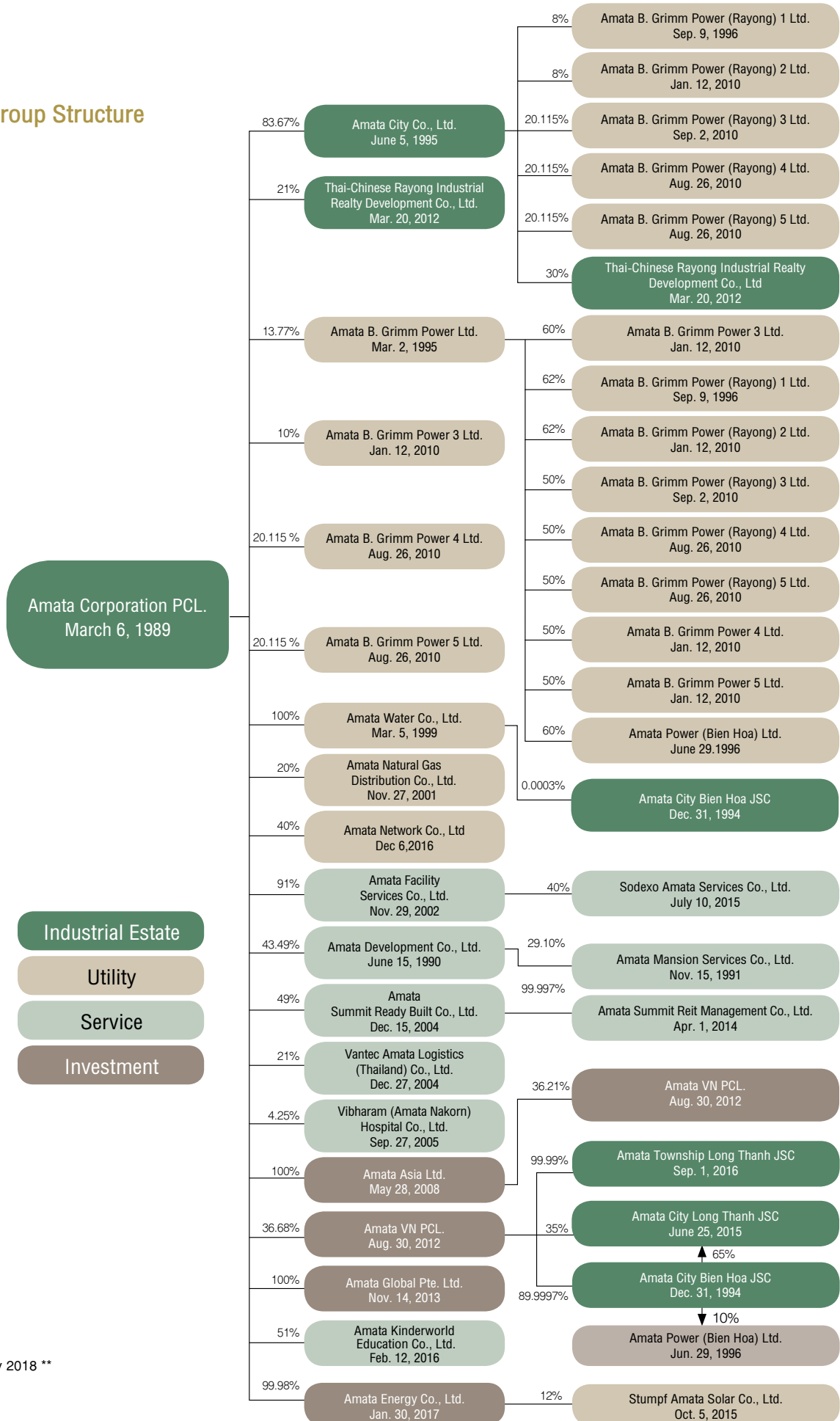
**Satit Kaset Laboratory School**  
Grade 1-12

**Amata Vibharam Hospital**  
a 200-bed hospital with  
specialist services

**Financial Street**  
9 Major Banks and  
leasing companies

**Tesco Lotus Plus Mall**  
38,000 sqm complex with a hyper mart

### AMATA Group Structure

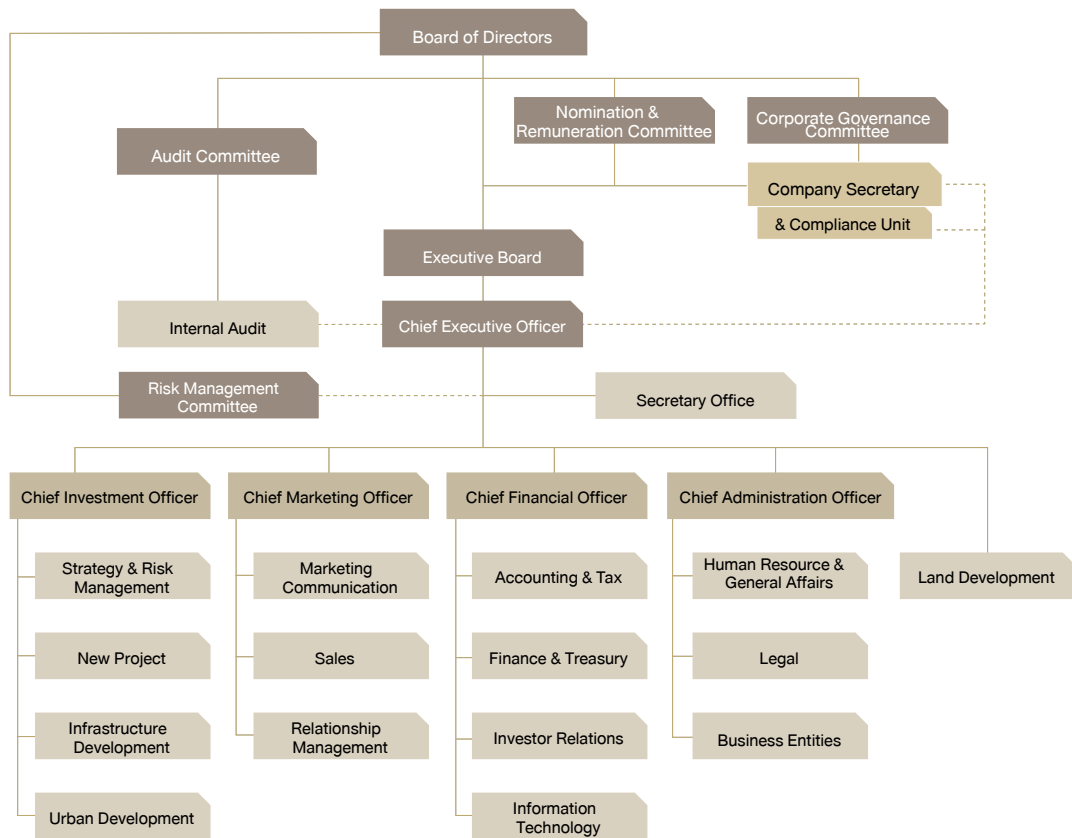


\*\* as of January 2018 \*\*

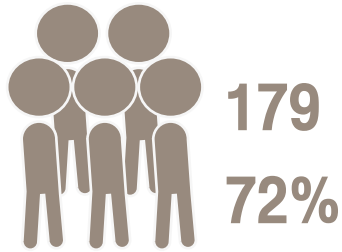
## Organization Structure

The corporate structure of AMATA Corporation Public Company Limited consists of the Board of Directors and 4 committees which were appointed by the Board of Directors to effectively support their works. The 4 committees are:

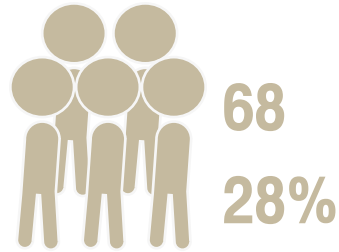
1. The Executive Board
2. The Audit Committee
3. The Nomination & Remuneration Committee
4. The Corporate Governance Committee



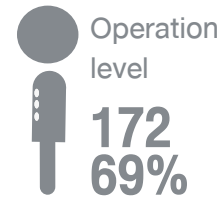
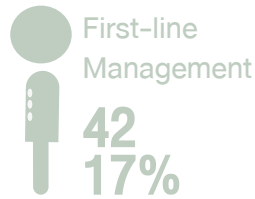
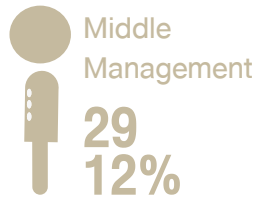
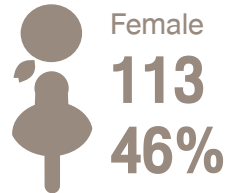
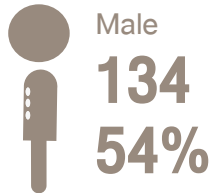
At the end of year 2017, there were 247 employees.



AMATA Employee



Outsourcing Employee



**Service Year\***

Less than 5 years	66	37%
5-10 years	35	20%
Over 10 years	78	43%

\*Excluding outsourcing employees

# Sustainable Development

## About This Report

This Sustainability Report demonstrates the performance of AMATA Corporation Public Company Limited in 2017 during the period from 1 January 2017 to 31 December 2017 in relation to the management towards the sustainability in economic, social and environmental issues. The Company has developed and published a Sustainability Report for the fourth year. The materiality assessment process conducted under the consideration of the key factors for sustainable business of the Company and in line with the needs or expectations of the stakeholders, both directly and indirectly. The reporting guidelines referenced concur to the Global Reporting Initiatives Guideline Version 4.0 (GRI G4) Framework.

## Scope of the report

This Sustainability Report demonstrates the sustainable development performance of AMATA Corporation Public Company Limited in year 2017 during the period from 1 January 2017 to 31 December 2017. The contents cover the key issues and performance related to AMATA City Chonburi and AMATA City Rayong Industrial Estates. However, for other businesses in which the Company has either direct or indirect investment less than half, and does not directly participate in their management, but only supervise through those companies' Board of Directors, their performances will not be included in this report.

## Disclosure of Sustainable Management Results

For transparency in sustainability governance, the Company reported its performance through Sustainability Report. The current Sustainability Report is the fourth edition aiming to unveil the Company's sustainability strategy and performance to the stakeholders.

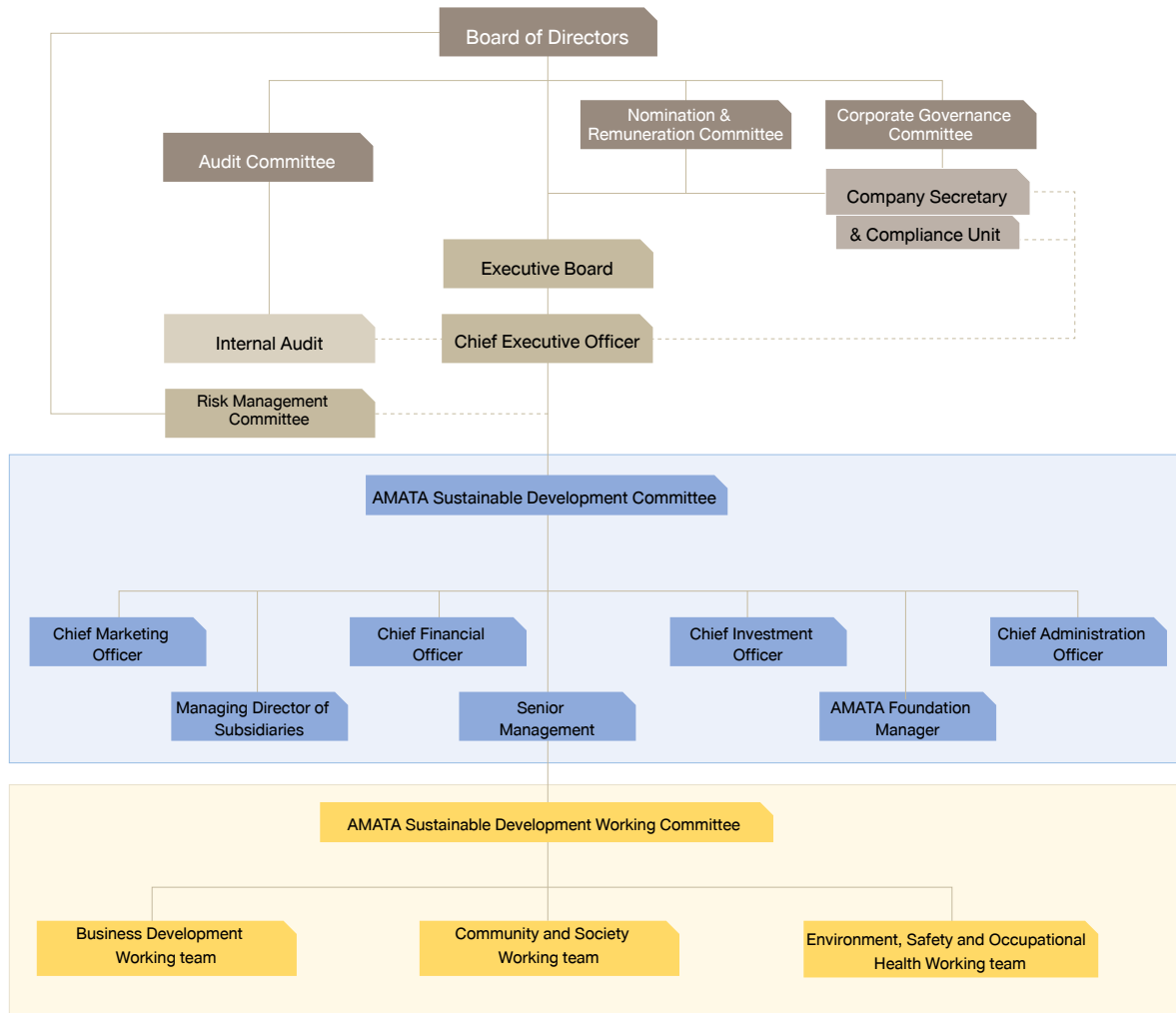
We are determined to continually improve the quality of our sustainability report. For the next sustainability report, the Company intends to participate in the sustainability assessment conducted by independent organizations in order to improve the process for sustainable development.

## Corporate Sustainable Development Structure

The Company is committed to sustainability in every part of the organization. The Board of Directors, executives and employees are encouraged to participate and create strong corporate culture that is conducive to sustainability. The Company believes that good corporate governance with visionary and responsible Board of Directors and executives, efficient, transparent and verifiable management systems, innovation and responsibility towards all stakeholders, will result in credibility and sustainability of the Company and society. This will create the additional values to the Company's shareholders in the long run.

The Company has appointed the AMATA Sustainable Development Committee reporting directly to the Chief Executive Officer. The Committee consists of senior executives from various departments and takes roles and responsibilities in setting up policies, monitoring the results of policy implementation and also providing supports to operations under the Sustainable Development Framework.

### Corporate Sustainable Development Structure



Roles and responsibilities of AMATA Sustainable Development Committee are as follows:

1. To determine the social responsibility and sustainable development policy including the objectives, goals and implementation plans.
2. To oversee the sustainable business development in order to effectively execute the policy and implementation plans.
3. To appoint the working committees to be responsible for all aspects of the Company's sustainable development policy.

Currently, the Company does not have an internal unit who is directly responsible for corporate sustainable development. Therefore, the Company has appointed the AMATA Sustainable Development Working Committee, consisting of representatives from all parties in the Company and its subsidiaries to drive the projects aiming for the sustainability



under the supervision of AMATA Sustainable Development Committee. Roles and responsibilities of AMATA Sustainable Development Working Committee are as follows:

1. To attend the Sustainable Development Working Committee meeting quarterly to present the progress of each department.
2. To attend trainings and pass on the AMATA Sustainable Development Committee's policies, strategies, plans, and practices to all staffs in the department.
3. To coordinate, monitor, and collect data on the sustainable development of that department including screening and selecting the materiality to be presented to the Sustainable Development Committee.
4. To jointly prepare a report on sustainable development in accordance with the disclosure guidelines of listed companies.

## Business Philosophy



AMATA's industrial estates have had an important role in economic growth of this region and been the operation base of various industrial businesses. As the characteristics of large industrial cities, it requires a lot of resources and creates directly and indirectly both positive and negative impacts on economy, society and environment. The Company is committed to develop its business and socio-economy together with good coexistence between the industries and surrounding communities on the basis of preserving natural resources and environment. Therefore, the Company has been operating strictly according to the “ALL WIN” philosophy. As a result, the Company has been trusted by its stakeholders and able to create long-term value for all stakeholders as well.

In applying “ALL WIN” philosophy into the business, the Company does not only focus on its own interests but also recognizes the importance of all stakeholders in the value chain e.g. employees, customers, partners and the surrounding communities. The Company has been driving its sustainable development by integrating sustainable management into its business strategies and operations. The stakeholder analysis and materiality assessment will lead to the change of policies, management standards or practices as well as creating innovative processes or new businesses in order to minimize or create no negative impacts and enhance the sustainability and maximize benefits of stakeholders.

In addition, the Company recognizes the importance of strengthening corporate culture as the sustainable development would not be achieved without a corporate culture that promotes sustainable development. The AMATA DNA culture consists of 5 principles are Dependable, Responsive, Innovative, Visionary and Efficient, all of these principles are the key factors in driving the Company to its sustainability.

## Sustainable Development Policy

The Company’s philosophy “ALL WIN” is the foundation for sustainable growth. Therefore, the Company has set the policy of sustainable development as follows:

### Increase business value with innovative and quality

- Focus on improving and developing work processes and services, promoting innovation and new business which add more value to organizations and stakeholders.

### Carry out the business by taking into account the benefits of all stakeholders

- Conduct the business by minimizing of direct and indirect negative impacts on the stakeholders, making commitment to manage the risks in compliance with international standards and creating sustainable benefits to all stakeholders.

### Carry out the business on the basis of good governance

- Conduct business with honesty and fairness, compliance with laws and business ethics, anti-corruption, encourage the principles of human rights to maximize the fairness to stakeholders.

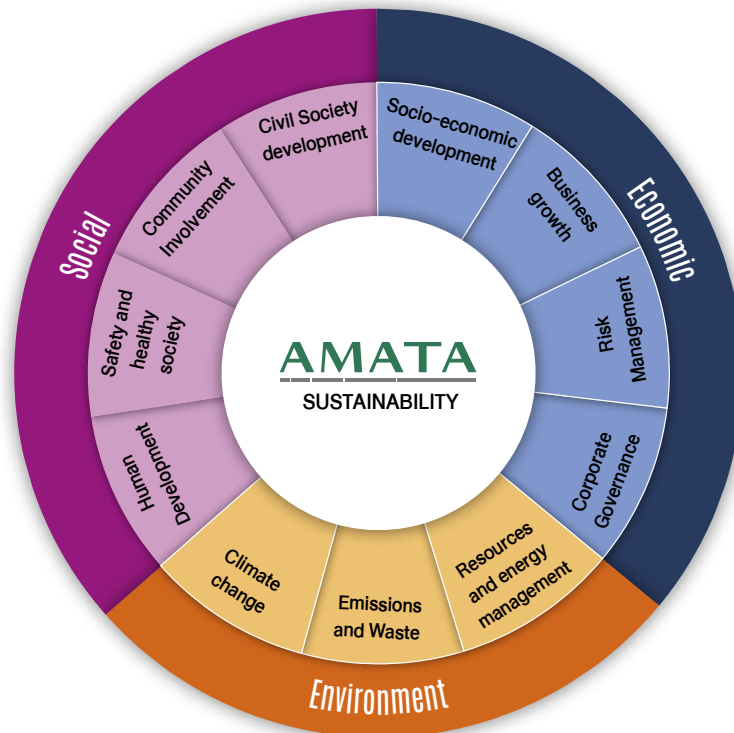
### Carry out the business with social and environmental responsibility

- Promote the use of natural resources in the most effective way. Encourage innovation or new businesses to reduce the social and environmental impacts. Raise awareness on social and environmental responsibility.

## AMATA Sustainability Framework

The Company has developed a sustainable management framework to use as a guideline for sustainable development of the Company covering the Company's business in both subsidiaries and associated companies. It can be applied in the same framework, based on the Tripple Bottom Line concept. The Company realizes that the sustainable business needs transparency and supports from social sectors, including maintaining a balance between industry and society on the basis of social and environmental responsibility.

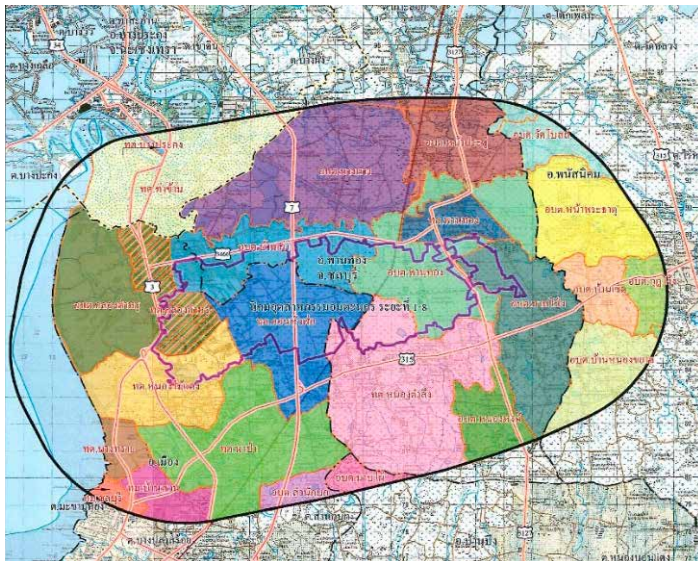
AMATA Sustainability framework



## Challenges and Opportunities

### 1. Population Growth

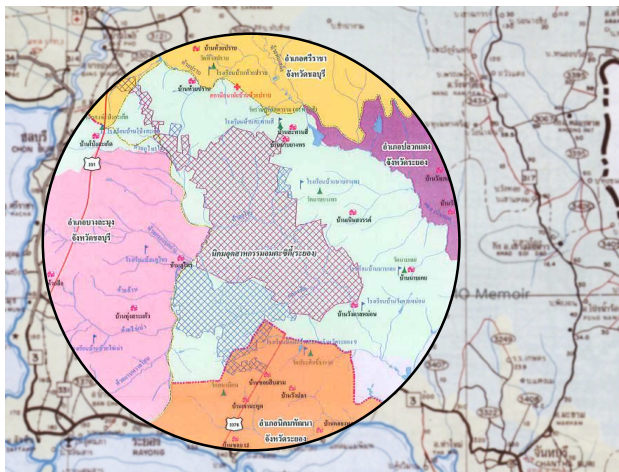
The development of AMATA Industrial Estate in Chonburi and Rayong provinces causes the economic growth and social changes in the industrial estates and the surrounding area. Those who directly affected by the Company's business are the surrounding local communities. Therefore, the Company pays attention to and care for the local communities in the radius of 5 kilometers away from AMATA Industrial Estate in order to reduce the negative impacts that may occur and strengthen the relationship for a sustainable co-existence.



**2** Provinces  
**5** Districts  
**23** Subdistricts  
**212** Villages

Location of AMATA City Chonburi Industrial Estate

AMATA City Chonburi Industrial Estate currently has an area of over 43 square kilometers covering 5 districts, 23 subdistricts in Chonburi and Chashoengsao province. There are 212 villages located on the land over 260 square kilometers calculated from the boundary of the Project in the radius of 5 kilometers. The registered population at present is about 294,000 people and it is estimated that the registered population will be increased to 650,000 in 2022. This number does not include migrants who migrate to work in industrial estates. As of 31 December 2017, the number of employees in the factories in AMATA City Chonburi Industrial Estate was over 200,000 people.



**2** Provinces  
**4** Districts  
**6** Subdistricts  
**19** Villages

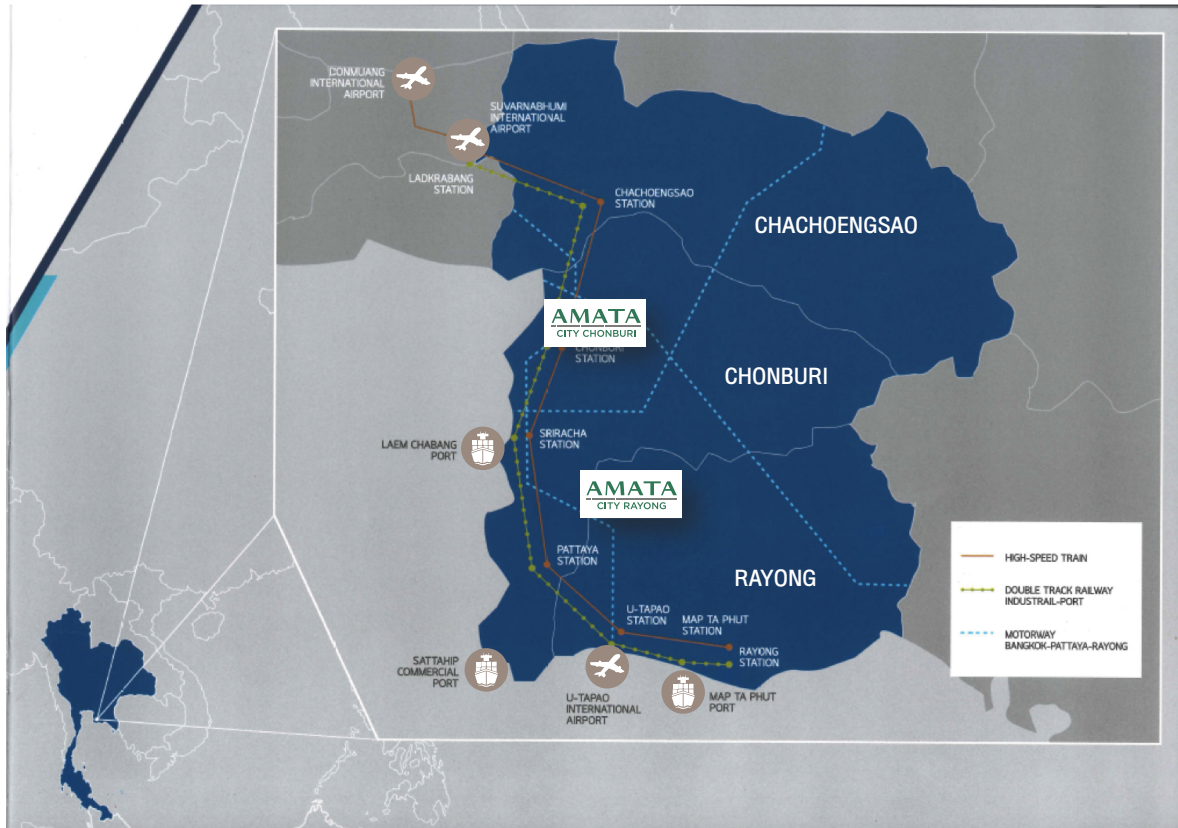
Location of AMATA City Rayong Industrial Estate

AMATA City Rayong currently has an area of 27 square kilometers covering 4 districts, 6 subdistricts in Chonburi and Rayong Provinces. As of 31 December 2017, the number of employees in the factories in AMATA City Rayong Industrial Estate was over 65,000 people. There are 19 villages and 85,000 registered people living in the area calculated from the boundary of the Project in the radius of 5 kilometers.

Increasing population in these areas create both opportunities and problems that are extremely challenging for sustainable development in social, economic and environmental dimensions.

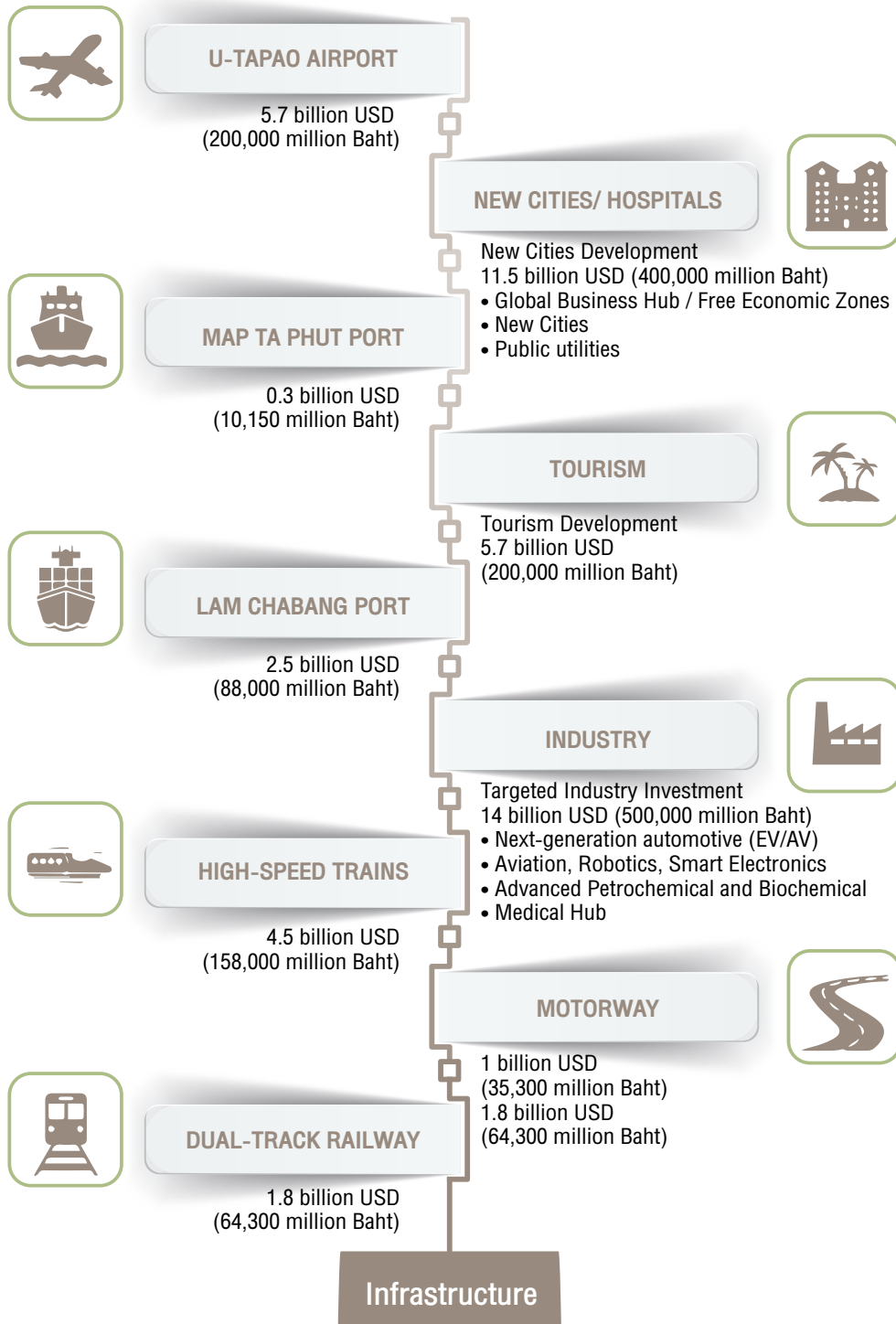
## 2. Eastern Economic Corridor Development Project: EEC

According to the government's policy to change Thailand to "Thailand 4.0" model which is "Value-based Economy" focusing on "Innovation-driven Economy" in order to strengthen Thai economy to be prosperous and sustainable. The EEC Development Plan aims to improve infrastructures to support the expansion of economic investment and facilitate the private sector in operating their business and making EEC the most advanced economic area in ASEAN.



The EEC area covers 3 provinces which are Chachoengsao, Chonburi and Rayong. It is a continuous project from the success of Eastern Seaboard Development Plan which has been running for 30 years. The EEC project worths over 1.5 billion Baht with the aim to attract foreign investment in 10 targeted industries. The five first S-Curve Industries are next-generation automotive, smart electronics, affluent medical & wellness tourism, food for the future, and agriculture and biotechnology, and the five new S-Curve industries are robotics, aviation and logistics, biofuels and biochemicals digital, and medical hub.

Estimated Public/Private Investment for first 5 years  
More than 43 billion USD  
EASTERN ECONOMIC CORRIDOR: EEC



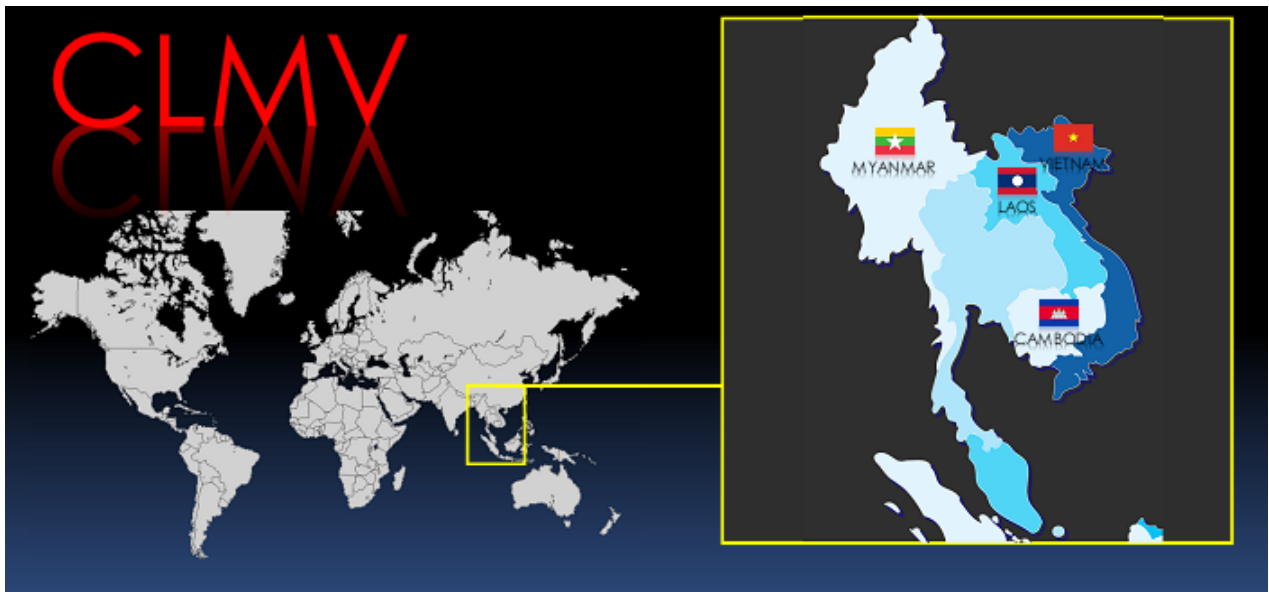
The EEC Project has high potential because it is in a strategic area. It will be the largest special economic zone of ASEAN in terms of budget and regional GDP. The EEC will be the linking hub of the north-south, east-west economic corridor and Indian Ocean with Pacific Ocean including countries along Mekong river and southern China.

In addition, several government agencies have supported and promoted the EEC project by providing investment incentives to various targeted industries and also promoting the establishment of research and development centers in sciences and technology and private training facilities for human resource development.

If the EEC development project is successful as planned, it is estimated that the investment from public and private sectors will worth more than 1.5 billion Baht within 5 years (2017-2021). This will create 5% annual economic growth with over 100,000 new jobs per year, reduce logistic cost of 400,000 million Baht a year, increase 10 million tourists a year, and create a new annual tax base of 100,000 million Baht a year.

### 3. CLMV Growth

The establishment of the ASEAN Economic Community (AEC) in 2015 has brought ASEAN to become an important market for global investors. especially CLMV countries (Cambodia, Laos, Myanmar and Vietnam) due to its good economic growth rate, low labor cost, abundant natural resources, supports from the government of each country in terms of free trade, business facilities, and investment promotion benefits.



Moreover, CLMV countries have a strategic location at the heart of the ASEAN region which is a connecting point of major trade routes from all corners of the world. CLMV countries have been continuously developing and improving their infrastructure, supported by powerful nations such as China, Japan, and the United States. As a result, CLMV countries are attractive to the investors who want to reduce costs by moving their production base and to expand the business to a high potential market.

The rapid growth of CLMV countries has created challenges for businesses in Thailand and also created great opportunity for Thai investors to develop new businesses in these countries.

## Key Strategies for AMATA Sustainable Development

The vision and mission of AMATA are to create a perfect city providing opportunities and benefits to all stakeholders and also to develop the business and grow the socio-economy together with the co-existence between industry and surrounding community on the base of natural resources and environmental conservation. AMATA has established key strategies for sustainable business through the risk management process and the assessment of impacts to stakeholders, opportunities and challenges. The key strategies are as following:

### 1. Enhancing competitiveness through the Smart City concept

AMATA has been transforming its business model from an industrial estate developer to a leading smart city developer in the Eastern Region of Thailand in order to meet the requirements of the investors especially from 10 major industries which are promoted in the Eastern Economic Corridor. AMATA is committed to developing quality products and services, created a competitive advantage to the Company and add value to the customers including reduce social and environmental impacts.

### 2. Growing through strategic business partnerships

The strategy for developing new business related to the smart city in order to meet the customers' needs and expectation is joint ventures with strategic business partners who are wellknown and professional in various business. This enables the Company to create new products and services that can respond effectively to customers' needs. This is also an additional source of revenue and risk diversification for the Company.

### 3. To build a civil society to create benefits for the society

The Company places an importance on all stakeholders, especially primary stakeholders. The happy co-existence and promoting each other are the important driven forces for sustainable business. A good society within the company will lead the organization to success. Therefore, the Company takes good care of its employees and provides them both skill and mental development. Then they could create good quality of work and contribute to the external society. The civil society is a collaboration among customers and surrounding communities together with local government entities to create collective impacts on doing good things for the better society.

### 4. Creating opportunities for stakeholders

Businesses developed by the Company at present and in the future benefit and create opportunities for a wide range of stakeholders inside and outside the Company. The Company promotes the advancement and development of employee learning. Employees have the opportunity to adjust or rotate their job duties to suit their knowledge and abilities in order to create encouragement at work and engages with the organization. The Company gives stakeholders the opportunity to joint invest in its new business development in order to solve the problems or meet the needs of customers and people living in and outside the industrial estates. The Company provides opportunities for people in and out of the industrial estates to easily access to products and services, such as medical care, education, government services and create jobs for the people with the aim to improve quality of life and the community economy as well as the growth of the Company.



### 5. Creating a safe and environmentally-friendly society

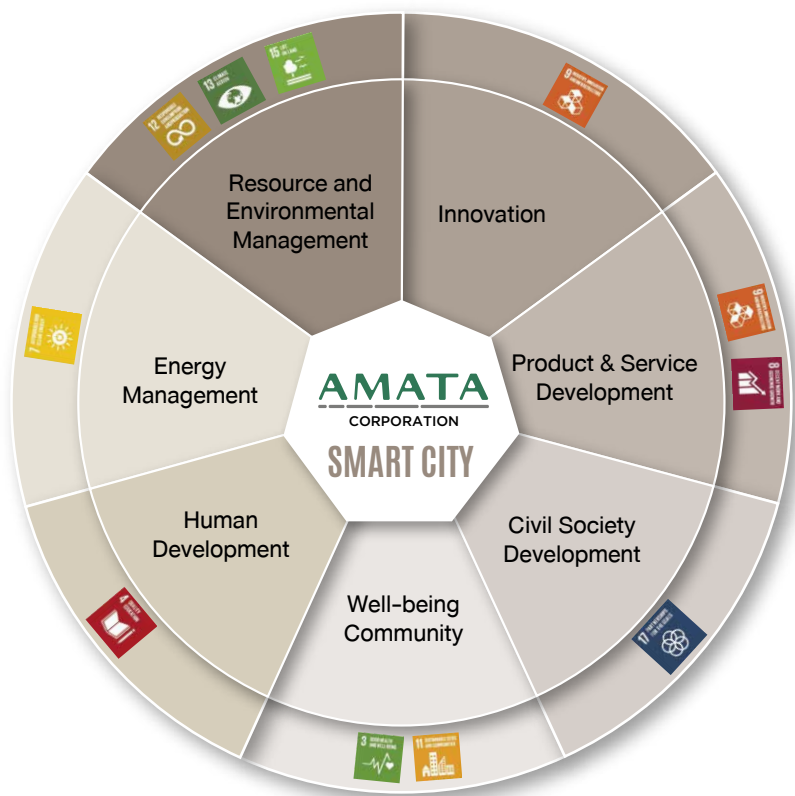
The Company places an importance on the safety of its stakeholders and the responsibility for natural resources and environment by encouraging the members of the industrial estates and surrounding communities to realize and pay attention to the effective waste management and natural resource management. In addition, the Company keeps developing its work processes to reduce the impact on society and environment and developing new businesses that can more efficiently utilize natural resources and energy. The Company also discloses its information on practices and the result of natural resources and environment management in a transparent manner through several channels.

## Sustainable Development Framework for Year 2017-2021

The Company is aware of opportunities, problems and challenges caused by global change trends and 17 goals of the United Nations Sustainable Development Goals (SDGs). For this reason, the Company has studied and set corporate sustainable development goals within the framework of the United Nations in order to reduce the negative impact of the Company’s business and to balance between economic, social and environmental development for creating sustainable growth together.

The year 2017 is another important step of the Company. The Company has adopted the concept of sustainable development integrated into its five-year business plan (2017-2021) to cope with major global trends or mega forces which focus on natural resource conservation and emerging risks more effectively. The Company aims to become a world-class smart city developer and ready to drive the AMATA Smart City to be a perfect investment area in the Eastern Economic Corridor or EEC and a learning center in this region.

Sustainable Development Framework for Year 2017-2021



The Company has explored the international practices of Sustainable Development from leading companies in real estate industry, industrial estate industry and related industries together with doing case studies and executive workshops. Finally, it can be defined as a sustainable development practice that is used as a part of AMATA Smart City development strategies in the next five years (2017-2021) to ensure that the Company is able to achieve Sustainable Development in economic, social and environment along with the growth of the company and maximize the benefits for all stakeholders.

## Stakeholders

The Company has divided its stakeholders by the business in its value chain. These stakeholders have got both positive and negative impacts from the Company's operations. The Company has placed an importance on the participation of all stakeholders as a part of our sustainable development process. Therefore, the Company provides various channels for stakeholders to convey their expectations, needs, concerns and opinions to the Company and bring them to analyze and respond in various ways.

### Identification of stakeholders in the value chain and impacts

AMATA Sustainable Development Working Committee is required to review the impacts in the Company's value chain once a year to identify stakeholders and sustainability issues by an internal assessment based on employee involvement at all levels and a public survey for stakeholders through various channels such as group meetings, questionnaires, interviews to get key points of view and suggestions which are brought to consideration in the materiality process.



STAKEHOLDERS					
<ul style="list-style-type: none"> <li>• Employee</li> <li>• Government in Thailand and foreign countries</li> <li>• Business partner</li> </ul>	<ul style="list-style-type: none"> <li>• Employee</li> <li>• Government</li> <li>• Local Communities</li> </ul>	<ul style="list-style-type: none"> <li>• Employee</li> <li>• Government</li> <li>• Advisor</li> </ul>	<ul style="list-style-type: none"> <li>• Employee</li> <li>• Supplier/ Contractor</li> <li>• Communities/ Civil Society</li> <li>• Creditor</li> <li>• Media</li> <li>• Governmen</li> </ul>	<ul style="list-style-type: none"> <li>• Employee</li> <li>• Customer</li> <li>• Shareholder</li> <li>• Investor</li> <li>• Business Competitor</li> <li>• Local Communities</li> <li>• Business partner</li> </ul>	<ul style="list-style-type: none"> <li>• Employee</li> <li>• Customer</li> <li>• Shareholder</li> <li>• Investor</li> <li>• Business competitor</li> <li>• Local Communities</li> <li>• Business partner</li> </ul>
IMPACTS					
<ul style="list-style-type: none"> <li>• Safety</li> <li>• Occupational Health</li> <li>• Area management</li> <li>• Information Disclosure</li> <li>• Risk Management</li> </ul>	<ul style="list-style-type: none"> <li>• Safety</li> <li>• Occupational Health</li> <li>• Anti-Corruption</li> <li>• Environment</li> <li>• Compliance</li> <li>• Information Disclosure</li> </ul>	<ul style="list-style-type: none"> <li>• Employee capability</li> <li>• Anti-Corruption</li> <li>• Environment</li> <li>• Compliance</li> <li>• Information Disclosure</li> </ul>	<ul style="list-style-type: none"> <li>• Safety</li> <li>• Occupational Health</li> <li>• Environment</li> <li>• Pollution</li> <li>• Labor Practices</li> <li>• Human Rights</li> <li>• Climate Changes</li> <li>• Energy usage</li> <li>• Waste management</li> <li>• Compliance</li> <li>• Corporate Governance</li> <li>• Risk Management</li> <li>• Communities/ Society</li> <li>• Information Disclosure</li> <li>• Joint development with partners</li> </ul>	<ul style="list-style-type: none"> <li>• Employee capability</li> <li>• Information Disclosure</li> <li>• Fair competition</li> <li>• Customer confidentiality</li> <li>• Quality and Price</li> <li>• Service</li> <li>• Corporate Governance</li> <li>• Service accessibility</li> <li>• Communities/ Society</li> </ul>	<ul style="list-style-type: none"> <li>• Employee capability</li> <li>• Fair treatment</li> <li>• Information Disclosure</li> <li>• Quality</li> <li>• Service accessibility</li> <li>• Corporate Governance</li> <li>• Communities/ Society</li> </ul>

# Key Sustainability Issues and Actions

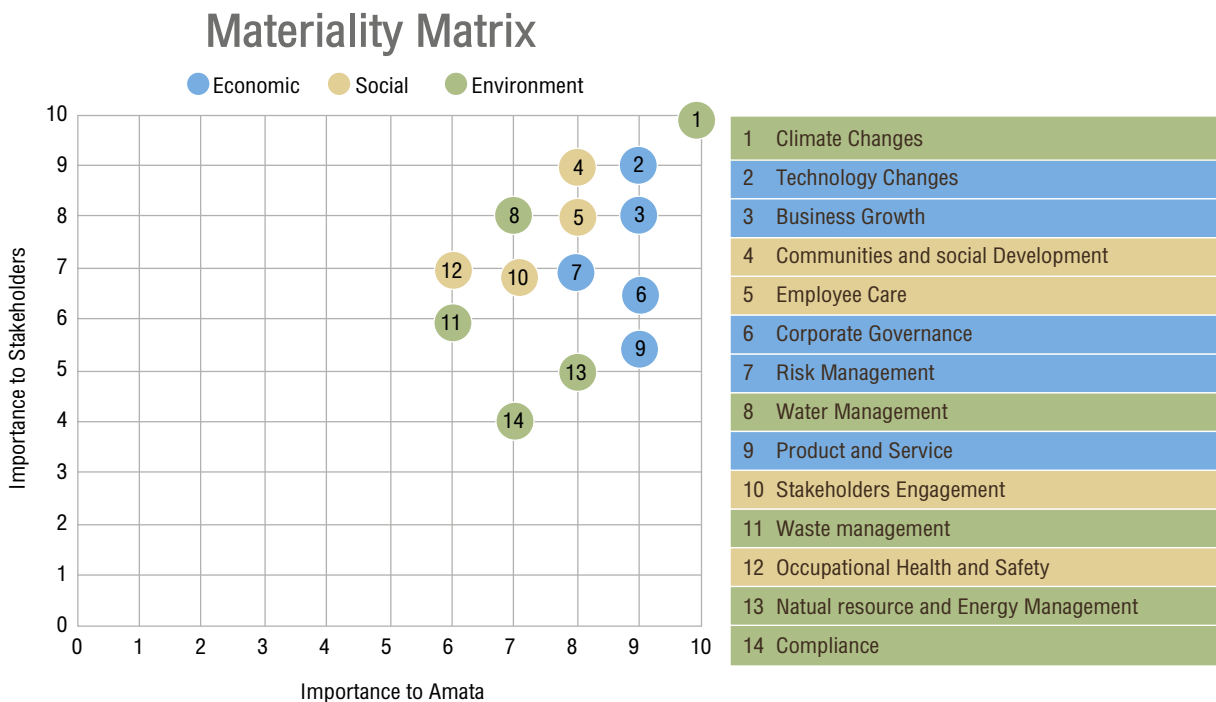
## Materiality Assessment Process

### 1. Issue identification by stakeholders

The Company has received opinions from various stakeholders both inside and outside the organization through several channels and methods such as meetings, formal and informal interviews, questionnaires, engagement surveys and P.O. Boxes. This information was used to analyze the stakeholder expectations and the key issues related to the five-year business plan, and other factors that have positive and negative impacts on the Company's business and stakeholders which may affect to the business of the Company.

### 2. Issues prioritization

AMATA Sustainable Development Working Committee jointly considered grouping and prioritizing issues by the impact on the Company's sustainability and stakeholders covering economic, social and environmental aspects. The key sustainability issues were analyzed following GRI G4 practice and developed into the Materiality Matrix which the horizontal axis (X axis) represents the level of importance or relevance to the Company in economic, social and environmental aspects, and the vertical axis (Y axis) represents the level of importance or relevance to the stakeholders. The results were shown in the chart below.



The presentation of key sustainability issues in 2017 was different from that of 2016 due to the changing of Company's goals and business plans and the changing of expectations of some stakeholders.

### **3. Process Review**

The Company offers all stakeholders opportunities to express their opinions through various communication channels. The related departments are assigned to regularly collect any suggestions or comments from the stakeholders, and present to the Sustainable Development Committee for consideration. The Company reviews the process of materiality assessment annually to ensure that the channels and processes can respond to the expectations and concerns of the stakeholders effectively.

### **4. Credibility of Sustainability Report**

This report has not yet been approved by the external agencies, but some of the performance results in this report were certified by the external agencies. The accuracy of this report was reviewed by the data owner. In order to make the completion and transparency of this report, the AMATA Sustainable Development Committee has endorsed it on 21 February 2018. However, the Company has no plan to submit the whole report to the external agencies.

### **5. Contact for inquires**

This report is made for the stakeholders of the Company and general public. If any inquiries or suggestions are required, please contact Ms. Saranya Chouyboonnak, Secretary to AMATA Sustainable Development Working Committee at AMATA Corporation Public Company Limited, 700 Bangna-Trad.Highway, Km. 57, A. Muang, Chonburi 20000. Tel : 038 939 007 E-mail : saranya@amata.com

# Key Sustainability Issues and Actions

Key Sustainability Issues	Content inside the report	AMATA Sustainability Framework	AMATA SD Framework for Year 2017-2021	SDGs	Page
<b>Economic Issues</b>					
Corporate Governance	<ul style="list-style-type: none"> <li>Good Corporate Governance               <ul style="list-style-type: none"> <li>Business Practices</li> <li>Anti-corruption</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Corporate Governance</li> </ul>			32
Risk Management	<ul style="list-style-type: none"> <li>Risk Management</li> </ul>	<ul style="list-style-type: none"> <li>Risk Management</li> </ul>			34
Business Growth	<ul style="list-style-type: none"> <li>Business Performance</li> <li>Economic Distribution</li> <li>Building financial confidence and sustainable investment</li> <li>Sustainable Supply Chain Management</li> </ul>	<ul style="list-style-type: none"> <li>Business growth</li> <li>Socio-economic development</li> </ul>	<ul style="list-style-type: none"> <li>Product and service development</li> <li>Innovation</li> </ul>		40
Products and Services	<ul style="list-style-type: none"> <li>Products and Services Development               <ul style="list-style-type: none"> <li>AMATA Smart City</li> <li>Smart Traffic Application</li> <li>Development of Accounting System</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Business growth</li> </ul>	<ul style="list-style-type: none"> <li>Product and service development</li> <li>Innovation</li> </ul>		45
<b>Social Issues</b>					
Stakeholder Engagement	<ul style="list-style-type: none"> <li>Stakeholder Participation</li> <li>Stakeholder Engagement</li> </ul>	<ul style="list-style-type: none"> <li>Community involvement</li> <li>Civil society development</li> </ul>	<ul style="list-style-type: none"> <li>Civil society development</li> </ul>	   	51

Key Sustainability Issues	Content inside the report	AMATA Sustainability Framework	AMATA SD Framework for Year 2017-2021	SDGs	Page
Community and Social Development	<ul style="list-style-type: none"> <li>• Community Development                             <ul style="list-style-type: none"> <li>- Smart Mobility</li> <li>- Traffic Management Committee</li> <li>- Smart Community</li> <li>- Development of telecommunication system</li> </ul> </li> <li>• Educational Development                             <ul style="list-style-type: none"> <li>- Smart Education</li> <li>- Learning Center for Industrial Estate Management including Resource and Energy Conservation</li> <li>- Education Support for Youth</li> </ul> </li> <li>• Safety and Occupational Health                             <ul style="list-style-type: none"> <li>- Emergency Response Centers and Industrial Firefighting School</li> <li>- Safety Week</li> <li>- Development of Eco-school for Environment and safety</li> </ul> </li> <li>• Social Services                             <ul style="list-style-type: none"> <li>- One Stop Service Centers</li> <li>- AMATA Job Fair</li> <li>- AMATA Caravan Creates a Smile</li> <li>- Sports for Community and Society</li> <li>- Blood Donation for Life</li> <li>- Knowledge transfer through the books</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Safety and healthy society</li> <li>• Civil society development</li> <li>• Human development</li> </ul>	<ul style="list-style-type: none"> <li>• Civil society development</li> <li>• Well-being community</li> <li>• Human development</li> </ul>		61
					63
					68
Employee Care	<ul style="list-style-type: none"> <li>• Human Resource Management                             <ul style="list-style-type: none"> <li>- Employee Management</li> <li>- Employee Care</li> <li>- Employee Development</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Safety and healthy society</li> <li>• Human development</li> </ul>	<ul style="list-style-type: none"> <li>• Well-being community</li> <li>• Human development</li> </ul>		70
					82

Key Sustainability Issues	Content inside the report	AMATA Sustainability Framework	AMATA SD Framework for Year 2017-2021	SDGs	Page
<b>Environmental Issues</b>					
Climate Change	<ul style="list-style-type: none"> <li>Climate Change               <ul style="list-style-type: none"> <li>Smart Energy</li> <li>Energy Conservation in Buildings</li> <li>Energy Saving in Reclamation Process by Solar Roof</li> <li>Construction of Check Dams</li> <li>Forestation in AMATA Industrial Estates</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Climate Change</li> <li>Resource and energy management</li> </ul>	<ul style="list-style-type: none"> <li>Energy Management</li> <li>Resource and environmental management</li> </ul>	   	96
Water Management	<ul style="list-style-type: none"> <li>Water Management               <ul style="list-style-type: none"> <li>Water Management in AMATA Industrial Estates</li> <li>Increasing the Capacity of Reclamation System</li> <li>Flood Protection</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Climate Change</li> <li>Resource and energy management</li> </ul>	<ul style="list-style-type: none"> <li>Resource and environmental management</li> </ul>		100
Waste Management	<ul style="list-style-type: none"> <li>Industrial Waste and Solid Waste Management               <ul style="list-style-type: none"> <li>Zero Waste to landfill</li> <li>AMATA Best Waste Management Award</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Emission and waste management</li> </ul>	<ul style="list-style-type: none"> <li>Resource and environmental management</li> </ul>		105
Compliance	<ul style="list-style-type: none"> <li>Compliance with laws               <ul style="list-style-type: none"> <li>Environmental Monitoring and Control Center (EMCC)</li> <li>Disclosure of actions and performance followed Preventive Action Plans and Environmental Impact Assessment (EIA Monitoring Report)</li> <li>Eco-industrial Estate</li> <li>Environmental Governance Assessment</li> <li>Management of Complaints related to social and environmental impact</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Emission and waste management</li> </ul>	<ul style="list-style-type: none"> <li>Resource and environmental management</li> </ul>		108



# ECONOMIC PERFORMANCE

Revenue

**4,652** million Baht

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**ZERO** Significant CG Complaint

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**15** Projects Supporting  
AMATA Smart City Transformation



# Good Corporate Governance

## Business Practices

The Board of Directors promotes business sustainability and oversees stakeholder interests, providing opportunities for stakeholders to express their opinions on the Company's operations as well as a mechanism and process for implementing real action. This allows the Company to be a true corporate governance organization. The corporate governance has been applied to the Company as follows:

- 1) Strictly comply with all relevant laws and regulations.
- 2) Comply with the "Corporate Governance" policy and "Code of Ethics" of the Company.
- 3) Commit to operate the business with transparency, honesty and fairness.
- 4) Adhere to be a good citizen and cultivating good employee awareness.
- 5) Take into account the benefits and impact of the operation of the organization with equality and fairness to Company stakeholders.
- 6) Perform business with responsibility while sustaining the interests of stakeholders and society.
- 7) Establish strong working systems to prevent fraud through internal auditing.
- 8) Assign directors, executives and employees across the organization to participate in anti-corruption, to report conflicts of interest, to create effective communication, and to promote quality of work life.
- 9) Provide channels for stakeholders to voice their complaints and opinions and take measures for protecting them.

The Company has established a Corporate Governance Policy and Code of Ethics and publishes it on the Company's website and intranet.

## Anti-corruption

The Board of Directors places strong emphasis on anti-corruption and has set the policy stating that "All directors, executives and employees of the Company are prohibited from acting or receiving corruption to/from any agencies, either public or private sectors, where the company's business is involved, in whichever country, in order to promote a corporate culture of values, honesty and responsibility."

The policy against corruption set by the Board of Directors and covering all operations of the Company including as follows:

- 1) The Company provides a risk assessment for corporate corruption and develops appropriate risk management measures that are consistent with the risk prevention and in accordance with the internal audit.
- 2) The Company prepares clear procedures for accurate implementation that can prevent any occurrence of corruption in the business operations.
- 3) The Company provides orientation and training to employees to educate and create understanding of the policies, measures and procedures against corruption.
- 4) The Company provides an internal audit to ensure efficiency and effectiveness of its anti-corruption policy which involves the process of recording financial information, accounting, human resources management, and other business operations relating to the Company's performance.
- 5) The Company provides appropriate reporting procedures to monitor, follow up, and review anti-corruption policy compliance thereby ensuring the policy is adequate and fits with the situation.
- 6) The Company provides secure communication channels and protection measures for employees and stakeholders to inquire for opinions, or to provide traces, comments or complaints related to acts of corruption.
- 7) The Company communicates the anti-corruption policy both inside and outside the Company, including to its overseas subsidiaries, affiliated companies, and other companies controlled by the Company so that they also will implement the anti-corruption policy.
- 8) The Company encourages the exchange of knowledge, experience and good practices among other companies and related parties in the same industry, which together participating in the anti-corruption activities organized by the Company, chambers of commerce, associations or other regulatory agencies.

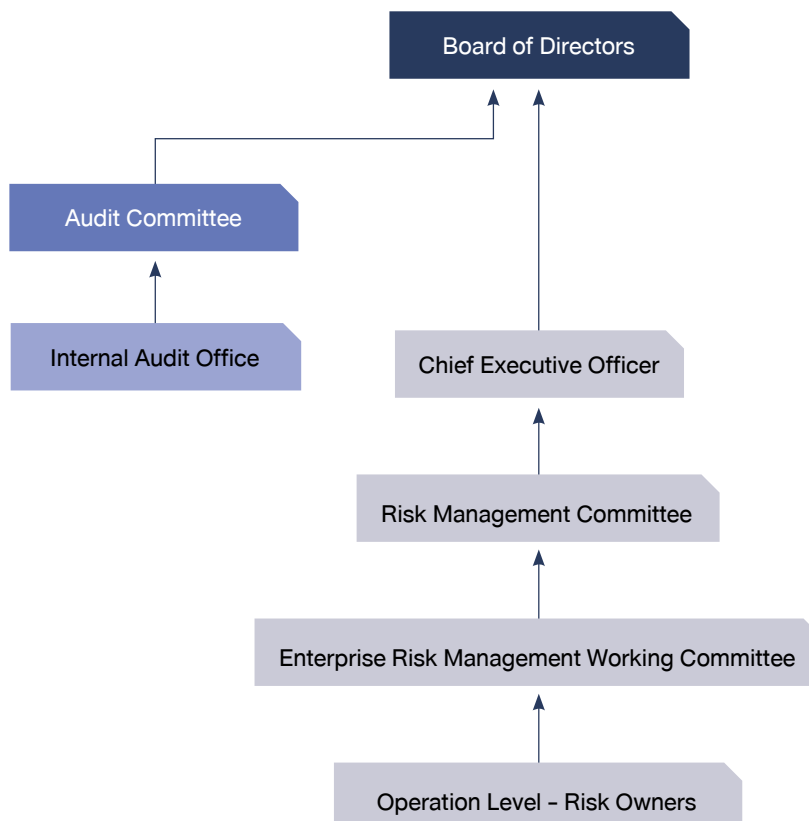
In 2017, the Company received no complaints related to Corporate Governance from any stakeholders. Despite no incident of fraud, corruption, or any actions that may cause of damage, the Company still review its preventive measures and monitor regularly to prevent its occurrence of corruption in the organization.

# Risk Management

AMATA Corporation Public Company Limited and its subsidiaries emphasize the importance of risk management in reducing the likelihood of risks and/or mitigating their associated consequences in order to achieve business goals and gain business opportunities toward the creation of sustainable value for the Company together with stakeholders. Since the nature of the industrial estate business relates directly to society and the environment, the Company emphasizes operational compliance with related laws and regulations.

## Risk Management Structure

The Board of Directors appointed the Chief Executive Officer to be the Chairman of the Risk Management Committee, while the Chief Investment Officer, Chief Marketing Officer, Chief Financial Officer and Chief Administration Officer were appointed as members of the Committee, and Mrs. Pano-chandra Charurungsipong was appointed as the secretary of the Committee. The Committee's roles and responsibilities are to specify the policy for risk management, direct the risk management practices in the organization, and provide suggestions on risk management suitable for the Company's efficient operation and in line with the Company's strategy and business plan.



In order to undertake more effective risk management activities throughout the organization and respond effectively to the Company's policy on risk management and crisis management, the Chairman of the Risk Management Committee appointed the Enterprise Risk Management Working Committee in 2017. The Committee consist of management, representatives from various departments and Managing Directors of subsidiary companies totally 20 persons. The Chairperson of the Committee is the Senior Vice President of Accounting, Tax and Finance, Investor Relation, and Information Technology.

The roles and responsibilities are as follows:

1. Assess key enterprise risk factors related to company direction and value chain, such as strategic risk, operational risk of health, safety and environmental aspects, investment and business development risk in each country including financial, legal and regulatory, and other risks that may bear an impact on the corporate level. Providing suggestions on prevention and reduction of the level of risk to an acceptable level.
2. Monitoring, evaluating and improving operational plans to reduce risks appropriately for business conditions.
3. Reporting to the Risk Management Committee risk assessment results and corresponding risk mitigation measures.
4. Setting up a business continuity plan at the corporate level to address key risks.
5. Promoting learning/ training/ dissemination about knowledge of risk and risk management to personnel at all levels in the Company,

## Corporate Risk Management Policy

The Company has set risk management policies as follows :-

1. To delegate risk management responsibility to all levels of executives and employees. The staff must be aware of the existence of risks in the business value chain and their work process. They must also focus on managing risks to be at an acceptable level.
2. To develop risk management process to be in line with the international standard in order to manage all operations effectively. Risk management must be implemented in the same direction across the organization, including being part of the decision making, strategic planning and business operation. It must also support the achievement of business objectives and goals.
3. To prescribe prevention and mitigation plan to avoid or reduce impact that may occur. Monitoring process and risk assessment have to be conducted regularly.
4. To allow all employees to access to risk management information. It is necessary to formalize the effective risk reporting approach to Management, Risk Management Committee, Audit Committee and AMATA Board of Directors.

## Risk Management Process

The Company conducts enterprise risk management using the guidelines of the Committee of Sponsoring Organization (COSO).



In 2017, the Company organized three meetings and workshops for the Risk Management Committee, Enterprise Risk Management Working Team and all related persons. The following activities were implemented:-

- Set corporate strategy and operational goals for risk analysis.
- Identify business risks throughout the business chain and identify the owners of that particular risk whose work in normal operations are related to such risks. So, it will be a corporate culture in the end.
- Analyze and assess the risks in order to prioritize the likelihood of occurrence and the impact to be incurred
- Analyze and define indicators to address each risk. The management and the operational department who are responsible for the risks will analyze and define the Key Risk Indicators (KRIs) and risk management plan together.
- In order to have an efficient and flexible risk management process, the Company has considered using links to key elements in risk management or Bow Tie Diagram as the main document to carry out progress monitoring. This diagram is used in meetings, reports, consultations, discussions with the Risk Management Committee and other stakeholders.
- The person in charge of the risk performs the prevention or mitigation of such risk.
- Risk Management Working Team will follow up for risk response results and risk causing situations and will report the findings to the Strategic Management Meeting (consisting of the Chairman of the Audit Committee and all Chief Executive Officers), and to the Board of Directors Meeting.
- The Company communicates to all employees the corporate risk management guidelines and organizes formal and informal training courses on risk management to relevant personnel.
- The Company discloses risk and risk management in its annual report.

## Risk Categories

Risk Categories	Examples of Risk
Operational Risk	Risk in land acquisition and development Risk from changes in customer behaviors or demands
Emerging Risk	Risk from climate change
Strategic Risk	Risk in human resources management in response to the future growth Risk from investment in new business
Financial Risk	Risk from insufficient funds for investment plan
Compliance Risk	Risk in changes in laws or policies in the targeted countries

## Operational Risk

### 1. Risk in land acquisition and development

As a result of the developing of basic infrastructures for the connectivity of land, sea and air logistics of the Eastern Economic Corridor: EEC which includes Chonburi and Rayong Provinces by the Government with the aim to promote this area to be the economic center of the region with the budget ceiling of 980,000 million Bath, this makes the purchase price of the land, especially in Chonburi and Rayong tend to be more expensive.

### 2. Risk from changes in customer behaviors or demands

Due to rapid development of technologies, some customers have adopted new technologies in their operation by bringing in more machinery and robots in the production process to increase efficiency and save costs. So, some customers will buy a small piece of land for its factory. Moreover, some target customers might move to invest in our neighboring countries as the investment promotion policies of those countries are more attractive than ours. This can cause a drop down of our land sales income.

So, in 2017, the Company has turned itself from being an industrial city developer to be a Smart City developer, where modern facilities are provided in respond to the change of technologies and customers' demand in order to increase the Company's competitiveness.

## Emerging Risk

Emerging risks are greatly involved with sustainability of the Company and are able to cause serious impacts on the value chain of the Company. According to the risk assessment of the Company, the significant emerging risks found are resulted from climate change.

## Risk from Climate Change

- 1. Water** Since water is the main factor of an industrial estate business that has to supply clean and standardized water to the plants in the industrial estates; moreover, the climate variability has caused the drought, water shortage in some areas and heavy rain resulted to having floods in some years, the Company has emphasized on the management of all types of water such as raw water, waste water and flood by development of water management projects for each type of water continuously; for instance, utilization of recycled water, acquisition of raw water reserves and preparation for flood situations. These are for sustainable water management.
- 2. Greenhouse Gas (GHG)** Owing that the greenhouse gas is a significant global issue that is expected to be reduced by using the energy that generates the decreased greenhouse gas emission, the Company has changed its business direction from industrial estate development which is the base of general production to a Smart City where the self-reliant energy is adopted becoming the city of utmost use of energy efficiently by the renewable energy in various forms and the sustainable environment management.

## Strategic Risk

### Risk in Human Resource Management for Future Growth

In 2017, the Company continued to expand its business both domestically and internationally. Therefore, human resources are the driving force for the projects to succeed. However, the Company found that its capable human resources were limited, not enough to meet the future manpower needs. As the number of good potential applicants whose qualifications matched the required positions were not as many, as well as the turnover rate was likely to be higher than last year. The Company has put the issue as the organization risks. Thus, the Company has developed an action plan to reduce the risks as following projects:

1. Improving compensation structure competitively project.
2. Increasing recruitment channels to the target group.
3. Competency analysis to improve human resource development project.

In addition, the Company recognizes the risk of losing the senior executives for several reasons, such as resignation or retirement, which could result in the discontinuity of the Company's business management. Therefore, the Company has prepared a succession plan for the top executives, expected to finish within 1-2 years.

### Risk in investment in new businesses

From increasing number of manufacturing and population inside Industrial Estates, the Company has discovered business opportunities, which are utilities, industrial services and urban development. To minimize risk, provide quality of services, and competitive, the Company has set up a strategy to explore potential partners who have expertise in each business categories.

To expand business to other countries, law and regulation are different from Thailand and Vietnam. Local Partners are important to support on knowhow and local business practice. As a result, the Company focuses on international investment risk closely and due diligence will be implemented strictly.



## Financial Risk

### Risk from insufficient funds for investment plan

Though the company has a strong financial position, the Company still needs to concern the risk of insufficient funds for many future investment projects. The insufficient funds may arise from lower-than-expected revenue stream and unforeseeable needs of fund, resulting in incapability of funding and inappropriate use of loan.

In 2017, given the consideration of business expansion plans and repayment of outstanding loan from financial institutions, the Company issued its inaugural debentures totaling to 5,000 million Baht. Apart from that, the Company secured credit facilities from financial institutions as to adequate investment backing. These financial instruments as aforementioned could lower cost of capital and mitigate financial risks of the Company.

The Company has invested prudently considering its source of capital and its current capital. Furthermore, it has monitored financial position, debt level, cash balance, interest-bearing bet to equity ratio, debt service coverage ratio, the Company's expansion plan, and so on.

## Compliance Risk

### Risk from changes in laws or policies in the targeted countries

Due to an expansion of our investment in other countries, change of national policies laws in targeted countries will impact significantly to the Company's investment. The Company has arranged the assigned departments and professionals to follow up situation closely. Change in bilateral agreements and laws, including future impact are key concerns. Not only monitoring the situation, the Company has shared knowledge to professionals, who need to comply with laws and regulations, and has controlled strick compliance with the laws.

# Business Growth

## Business Performance

AMATA Corporation Public Company Limited has developed its products and services to meet the demands and expectations of its stakeholders by generating the good returns to its employees, shareholders, investors and the development of customers and business partners to grow stronger together leading to the sustainable development.

For the financial year 2017, the Company reported total revenues of 4,652.1 million Baht, increasing by 80.6 million Baht or 2% from the year 2016, with net income of 1,409.5 million Baht.

The decrease in total revenues in 2017 was driven largely by the 102.5 million Baht or 5% decline in revenue from real estate sales since the Company's land transfer performance in AMATA City Chonburi Industrial Estate was less remarkable, compared to the previous year.

Despite the slightly decreased revenue from real estate sales, revenues from utility services and rental improved by 167.2 million Baht or 7%, the exceptional items related to higher water consumption and an addition of leasable area of ready-built factories during the year 2017.

Cost of real estate sales downed by 57.1 million Baht or 8% decreased when compared to year 2016, and it was mainly derived from the lower revenue from real estate sales. Due to an effective cost management, the Company achieved satisfying gross profit margin, moving from 68% in 2016 to 69% in 2017. Cost of utility services increased by 44.4 million Baht or 4%, and that of rental business also surged to 21.2 million Baht or 12%, correlated to the growth in utility services and rental revenues.

Selling and administrative expenses rose by 54.3 million Baht or 7% from the year 2016, due mainly from cost of land transfer and employees.

## Economic Distribution

	2016	2017
<b>Distribution of value to shareholders</b>		
Dividend per share (Baht)	0.39	0.50
Dividend to shareholders (Baht)	416,118,591.00	533,486,950.00
<b>Personnel investment</b>		
Remuneration for employees* (Baht)	199,828,852.66	214,647,476.62
Remuneration for directors (Baht)	30,328,231.36	31,706,976.85
<b>Community and social investment</b>		
Donation (Baht)	3,223,957.63	3,510,259.16
Social activities (Baht)	11,805,430.73	14,478,071.83
<b>Sharing to business partners</b>		
Domestic procurement (Baht)	2,098,623,590.67	2,177,740,491.64
<b>Other economic values</b>		
Finance cost (Baht)	266,476,369.83	227,952,146.96
Taxes payable to government (Baht)	304,052,654.66	282,904,368.64

\*Note: Salary, bonus, wages, welfare, Provident Fund, Social Security Fund and personnel development expenses

Source: Consolidated Financial Statement 2017 and Annual Report 2017

## Accounting policy related to corporate income tax

### Income tax

Income tax represents the sum of corporate income tax currently payable and deferred tax.

### Current tax

Current tax is provided in the accounts at the amount expected to be paid to the taxation authorities, based on taxable profits determined in accordance with tax legislation.

### Deferred tax

Deferred tax is provided on temporary differences between the tax bases of assets and liabilities and their carrying amounts at the end of each reporting period, using the tax rate enacted at the end of the reporting period.

The Company and its subsidiaries recognise deferred tax liabilities for all taxable temporary differences while recognise deferred tax assets for all deductible temporary differences and tax losses carried forward to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences and tax losses carried forward can be utilised.

At each reporting date, the Company and its subsidiaries review and reduce the carrying amount of deferred tax assets to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

The Company and its subsidiaries record deferred tax directly to equity if the tax relates to items that are recorded directly to shareholders' equity.

## **Building financial confidence and sustainable investment**

The Company has set the guidelines of building the financial confidence and sustainable investment by controlling and managing various kinds of risk stringently. Through continuous planning and providing appropriate financial instruments for each business unit, the Company can also maintain the efficiency of working capital utilization, and short-term and long-term loan management. Additionally, the concordance between investment plans and financial has reduced cost of fund and strengthened the Company's sustainable growth.

Apart from the above, the Company had entered into a credit rating system with one of the most trusted and reputable agencies to assess the Company's financial position and its capability as a bond issuer, before it was then rated at "A Stable". The satisfying score represents the Company's creditworthiness and relatively low risk, building a good corporate image and confidence among financial institutions, as well as other related agencies.

In 2017, given the consideration of business expansion plans and repayment of outstanding loan from financial institutions, the company issued its inaugural debentures, which is considered as one of the most efficient and suitable methods of fund raising, bringing about a competitive advantage in business due to the access to lower cost of capital and higher financial liquidity.

Concerning an effective cash management, the Company has committed to facilitate and streamline the business operations in terms of liquidity management, payment of cash checks and the money transfer, with its goal to reduce transaction expenses, redundant processes involved in banking system, and use of resources. Therefore, the Company decided to change its cash management pattern to online transactions which ultimately contributed to improvements in flexibility, convenience, punctuality, and efficiency. Also, the change of Company's cash management system has built the good relationship among the creditor's groups and has also been beneficial to the Company's business operations which have been expanded overseas. The result of the change of cash management pattern to via online transaction has enabled the Company to reduce the banking fees and other related expenses.

In addition to the preceding schemes, the Company has also received credit facility backings from financial institutions for its working capital and for short-term and long-term loan with low interest rate, equipped for future investments and business operations. This ultimately well represents the trustworthiness and the solid financial position of the Company.

## **Sustainable Supply Chain Management**

To build the sustainability in the supply chain, the Company has given the importance to suppliers, contractors and customers by designating the guidelines of administration management and the strategies for sustainable economic, social and environmental development leading to the delivery of quality products with fair prices, as well as, the transparency in the work operation throughout the Company's supply chain. The effective supply chain management has helped reducing the risk of business operation of both short-term and long-term and has helped to increase the Company's potential and capability in competitiveness.

In 2017, the Company had revised the Company’s procurement policy by assigning the Human Resources Department to prepare the draft of procurement policy and best practices in order to be used as guidelines for all subsidiary companies in the future. Also, the Company had set up the strategies to efficiently select and monitor the performance of its suppliers to be consistent to the principles of the Good Corporate Governance Policy in accordance with the code of conduct and business ethics by risk assessment and arrangement of supplier groups in order to negotiate before making a decision on procurement, as well as, setting the guidelines of promoting the potential of the suppliers to be able to operate in accordance with the Company’s guidelines and requirements. In this regard, the Company has set the timeframe for the development of supply chain management system starting from 2017 onwards by having already implemented 3 steps out of 6 steps as follows:

1. **Specifying the main supplier groups** by cost analysis to arrange the main group of customers.
2. **Supply Chain and Supplier risk assessment**

In 2017, the Company had adopted the results of the enterprise risk management analysis to be a part in revision of Company’s policy and best practices of procurement.

3. **Improvement of policy and best practices of transparent and fair procurement**

In 2017, the Company has drafted a revision of policy and best practices of procurement by focusing on the transparent and fair procurement to cover all issues of risks such as compliance with applicable laws and regulations, financial risk, business ethics, human rights, occupational health and safety of the employees and environmental management, etc. Besides, the Company has focused on supporting and promoting the suppliers delivered key products and services to the Company to acquire the certification of management system in compliance with the international standards such as ISO 9001, ISO 14001, ISO 17025, OSHA 18000, etc.

### Sustainable supply chain management guidelines



## Roadmap for sustainable supply chain management

2017

- Specifying of main supplier groups
  - Risk assessment of supply chain and suppliers
  - Revision of policy and best practices of procurement
- 

2018

- Announcement of new procurement policy and best practices
  - Delivery new policy and best practices to all suppliers
  - Preparation of registration system for existing and new suppliers
  - Training for purchasing staff
- 

2019

- Arrangement of joint meeting with key suppliers
  - Supplier audit and assessment to be in line with Company's policy
- 

2020

- Arrangement of supplier development plan
  - Continuous review of work plan
-

# Products and Services Development

The Company has adopted a sustainable development approach in combination with business development to build the Company's growth along with the community, social and environmental development, as well as, promote the sustainable economic growth of the country and the region continuously by creating jobs and increasing production value through the adoption of technological innovation in relation to Goal No.8: Decent Work and Economic Growth of the Sustainable Development Goals set by the United Nations (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all)

In addition, the Company has changed its business strategy to a Smart City in order to develop the important infrastructure to respond to the change of technology including the business development that responds to the economic, social and environmental challenges in relation to UN's Goal No.9: Industry, Innovation and Infrastructure (Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation) which will help supporting the sustainable development of the Company.

## AMATA Smart City

Under the concept of sustainable business operation and development, the Company has set a five-year operation plan (2017-2021) aiming to become a leader of Smart City in order to efficiently respond to the trend of global change emphasizing on the importance of natural resources conservation and the emerging risk. The Company, therefore, has revised its vision and mission to correspond to the ongoing development of business plan. Furthermore, the Company is ready to develop AMATA Smart City to be the perfect investment area in the Eastern Economic Corridor (EEC) and to be a learning center in this region for building the economic growth of the region and the economic value to Thailand.

In 2017, the Company has started to develop various sub-projects under the concept of AMATA Smart City at AMATA City Chonburi totally 15 projects including smart energy, smart mobility, smart manufacturing, smart community, smart innovation, smart aerospace city and smart education projects. The vision of AMATA Smart City is to be a self-reliant, energy-efficient city with renewable energy sources and sustainable environmental management. The Company has promoted the human resources development and has prepared the personnel to support the labor market of 10 target industries, as well as, has built the opportunities for the people working in this city and the neighboring communities to have a better quality of life.

The Company has set its growth strategy through the strategic business partners in order to enhance the rapid business development with high quality. The Company, therefore, has cooperated with the leading Thai and foreign companies that are the leaders of various businesses to develop new business projects under the concept of AMATA Smart City. The collaboration with these leading companies not only has driven the Smart City substantially under various projects, but also has been beneficial to Thai entrepreneurs of related industries in learning new concepts

and new technologies from the foreign experts in order to create a technology transfer and to extend to the research and invention of their own technological development which will become an important mechanism in helping to drive Thailand moving forward sustainably. The strategic business partners joining with the Company in developing and driving those projects of AMATA Smart City are as follows:

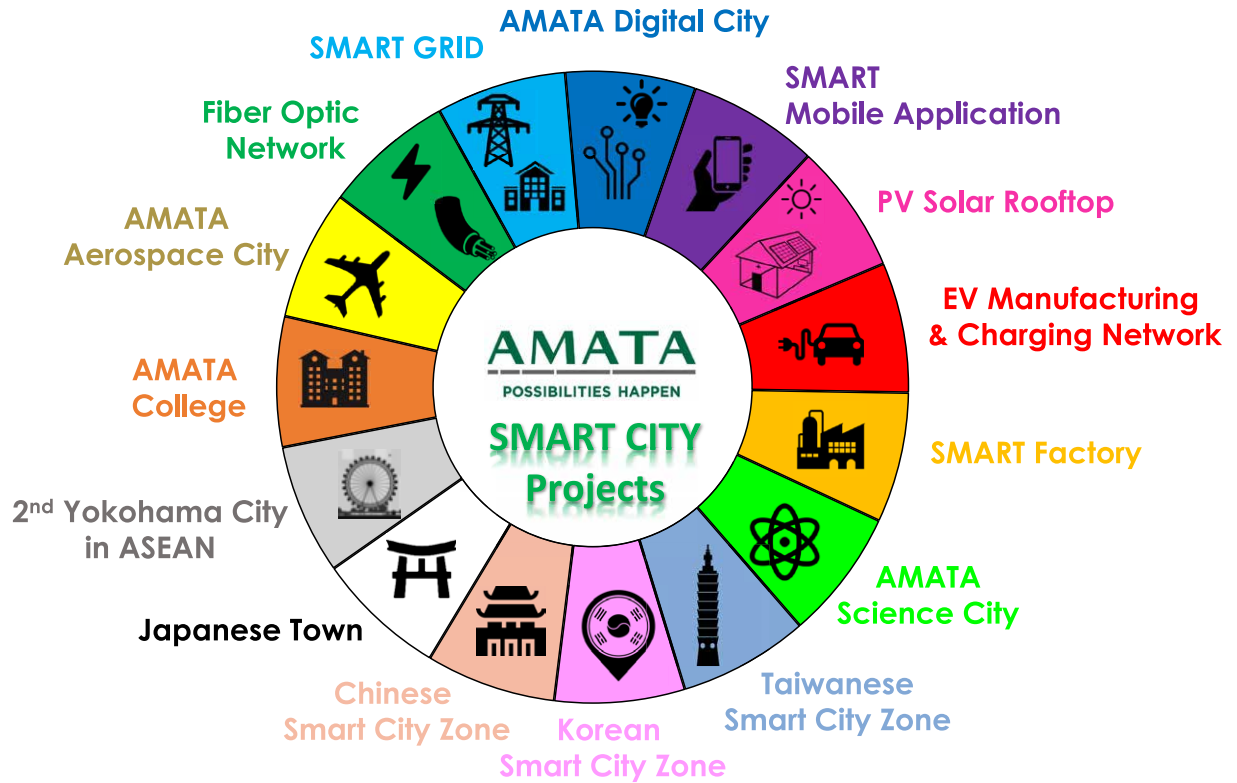


AMATA Smart City has eight areas of development concepts which are

1. Smart Energy
2. Smart Mobility
3. Smart Community
4. Smart Environment
5. Smart Education
6. Smart Manufacturing
7. Smart Aerospace City
8. Smart Innovation



In 2017, the Company has started implementing 15 sub-projects under the Smart City concept as shown below:



Details of 15 projects are shown in table below.

	Development Concept	Project name	Project Progress
1	Smart Energy	PV Solar Rooftop	Invested in PV Solar Rooftop business for factory's electricity generation.
2	Smart Energy	Smart Grid	Conducted Feasibility Study to implement Smart Grid in AMATA Smart City as a pilot project.
3	Smart Mobility	EV Charging Network	Determined feasibility of investing in EV charging Station
4	Smart Mobility	Smart Mobile Application	Developed Smart Traffic Mobile Application for both Android and IOS system in order to solve traffic problem in AMATA Smart City.
5	Smart Community	Smart Community (Japanese Town)	Joint invest in Japanese Town project consisting of hotel, service apartment, commercial mall and commercial facilities.

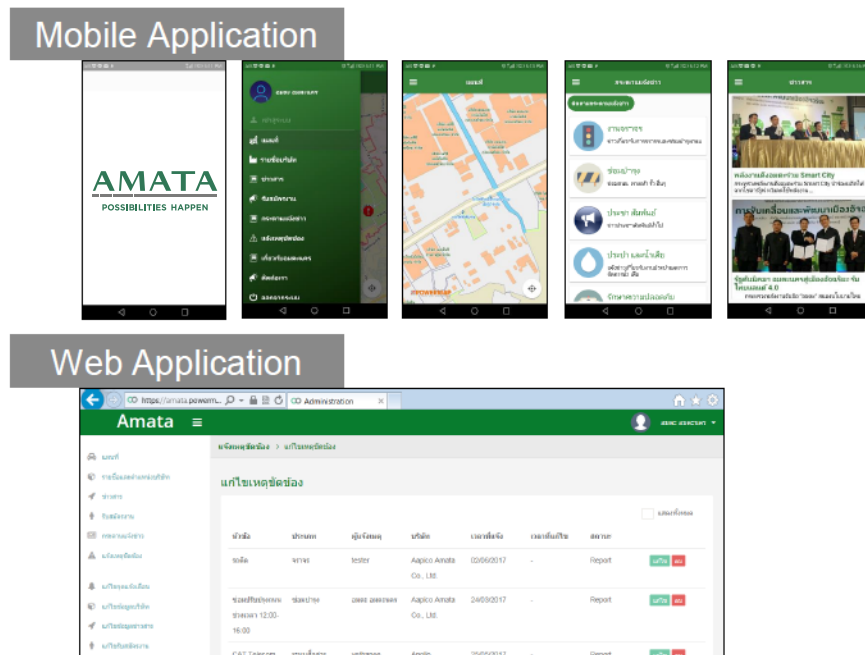
	Development Concept	Project name	Project Progress
6	Smart Community	2nd Yokohama City in ASEAN	AMATA collaborated with City of Yokohama to create AMATA Smart City roadmap using Yokohama's model.  Yokohama was interested in creating 2nd Yokohama city in ASEAN at AMATA Smart City. The project comprises of Business, Shopping, Convention, MICE, Entertainment, Museum, Residential.  It is in the process of conceptual framework preparation.
7	Smart Education	AMATA College	AMATA signed MOU with National Taiwan University to conduct the feasibility study to set up satellite campus in AMATA Smart City
8	Smart Manufacturing	Smart Factory	Set up new JV with Hitachi High-Technologies to provide IoT service and solution for Smart Factory
9	Smart Aerospace City	AMATA Aerospace City	AMATA signed MOU with SAAB to study potential areas of collaboration in the development of Smart City and Aerospace City including training and simulation.
10	Smart Innovation	Fiber Optic Network	Set up new JV with Advanced Broadband Network to provide fiber optic network as a backbone of AMATA Smart City
11	Smart Innovation	AMATA Digital City	Developed land and provided premium infrastructure to support customers in the business related to Digital industry such as Data Center, Software Park
12	Smart Innovation	Chinese Smart City Zone	Conduct feasibility study to develop Chinese Smart City Zone in AMATA Smart City to attract investment from China.
13	Smart Innovation	Taiwanese Smart City Zone	Conduct feasibility study to develop Taiwanese Smart City Zone in AMATA Smart City to attract investment from Taiwan.
14	Smart Innovation	AMATA Science City	To study the feasibility of developing Science City attracting research and development investment, creating linkage among government, university and private sector in research and development.
15	Smart Innovation	Korean Smart City Zone	AMATA signed MOU with Incheon Smart City to conduct feasibility study to develop Korean Smart City Zone in AMATA Smart City to attract investment from Korea.

Not only Smart City Development, the Company has also explored business opportunity in CLMV countries. The Company plans to utilize its experience and expertise on city development and bring in AMATA Smart City concept to expand greenfield business in CLMV countries.

In 2017, the Company has established a new project in Vietnam and started business feasibility study in Myanmar.

## Smart Traffic Application

Traffic issue is an important issue that the stakeholders affected by the traffic issues have paid the attention and expected the Company to improve on this issue. The Company, therefore, has joined with a leading company in development of smart navigation applications to develop a smart traffic application which supports IOS and Android system for both Mobile Application and Web Application so that the users can check their travel information, GPS Navigator to the locations in AMATA City Chonburi and neighboring areas, as well as, can alert and coordinate notifying the incident or accident found immediately.



## Development of accounting system to reduce work duplication

The Company is committed to improving the working process and reducing the work done manually and duplicated work including the internal control management. Due to the concept to centralize the accounting system in order to enhance the efficiency of accounting system, the Accounting Department had successfully pushed the affiliates of AMATA group to use only one system in 2015. And in 2016, the Accounting Department had extended the project to the sales and revenue document issuance system including the collection system of accounts receivable and accounts payable so called “Collection and Billing Systems Center” which can issue a sales or revenue document to the customer and a receipt, as well as, cut the account receivable when receiving the payment by searching the customer name with bar code. As a result, the accounting entry can be automatically input into the ledger account system and quickly print out the entry as evidence.

According to the result of accounting system development in 2017, the Company can increase the efficiency of working process including the good internal control and can quickly meet the needs of the customers, save time for employees and save the photocopying paper. Besides, the Company can extend to plan ahead to use the system to manage the consolidated financial statements of AMATA Group of companies which are increasing in accordance with the strategic policy of the executive management, to manage the consolidated financial statements for effective analysis and to optimize the issue of the reports to support the management team.

# SOCIAL PERFORMANCE

AMATA Industrial Estates in Thailand received  
**97 out of 100 scores**  
from community satisfaction survey

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**29** local communities  
have joined hands with AMATA

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**49,100 people**  
participated in AMATA CSR activities

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**74** projects for social and environmental  
development at AMATA Industrial estates  
in Thailand

(including all projects at AMATA City Chonburi and AMATA City Rayong industrial estate)

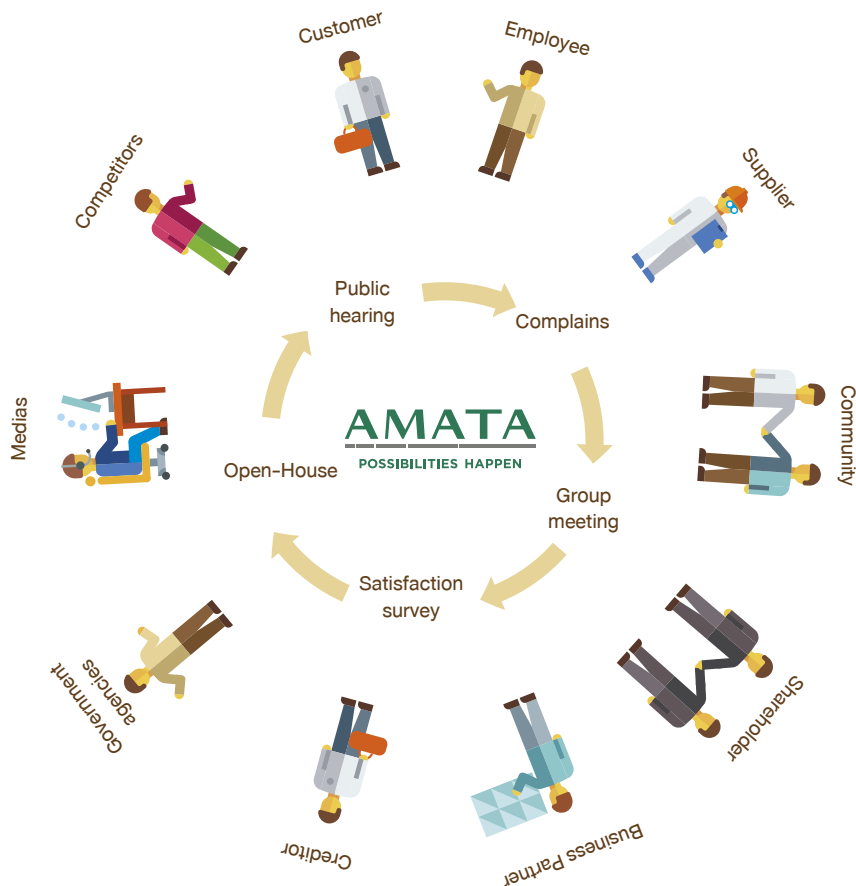
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**81%** of employees got training in accordance  
with Human Resources Development Plan

# Stakeholder Engagement

## Stakeholder Participation

The Company recognizes that engagement with all stakeholders is very important for sustainable business growth. Therefore, the Company has set up the stakeholder management approaches to meet the needs and expectations of all stakeholders, and to build confidence and trust. The Company also provides opportunities for all stakeholders to share their views and recommendations for sustainable development with the Company. The Company's stakeholders consist of ten major groups: customers, employees, suppliers, communities, shareholders, business partners, creditors, government agencies, medias and business competitors.



In preparing the 2017 sustainability report, the Company has provided opportunities for all stakeholders to express their opinions through appropriate channels. The frequency of communication with stakeholders varies with the work plans and contexts in order to identify key sustainability issues and listen to feedback, suggestions, expectations of all stakeholders. All information from stakeholders' participation will be considered by the committees for planning

and responding to those expectations and improving the Company's operation to meet those stakeholders' needs. The Company has established various communication channels for stakeholders as shown in the table below.

Stakeholder	Participation Channels	Needs / Expectations	The Company's Response
Employees	<ul style="list-style-type: none"> <li>Annual meetings for executives to meet the employees and monthly staff meetings</li> <li>Online communication, intranet and email.</li> <li>Channels for receiving complaint, grievance and suggestions from employees</li> <li>Participation in various committees.</li> <li>Employee Engagement Survey</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate and reasonable compensation and welfare</li> <li>Job security and career path</li> <li>Knowledge and capability development</li> <li>Good working environment.</li> <li>Participation and ability to voice opinions and ideas</li> </ul>	<ul style="list-style-type: none"> <li>Good remuneration and appropriate benefits and welfare.</li> <li>Provide career development by giving employees the opportunity to change jobs within the group of companies.</li> <li>Fair performance evaluation</li> <li>Provide training courses that meet the needs and catch up with the changing world.</li> <li>Consider the suggestions and make improvement.</li> </ul>
Customers	<ul style="list-style-type: none"> <li>Talking and meeting with customers directly</li> <li>Online / Email Communications</li> <li>Trainings and workshops</li> <li>Annual Customer Satisfaction Survey</li> <li>Call Center to receive customers' complaints</li> </ul>	<ul style="list-style-type: none"> <li>Quality products and services at reasonable prices.</li> <li>Deliver products and services on time.</li> <li>Quality of after-sales services.</li> </ul>	<ul style="list-style-type: none"> <li>Provide good and reliable services with responsibility</li> <li>Deliver quality products and services on time.</li> <li>Be responsible for products and services.</li> <li>Support customer's operations, such as training courses to enhance the customers' operations in accordance with the law.</li> </ul>
Communities	<ul style="list-style-type: none"> <li>Public hearing and meetings</li> <li>Channels for receiving complaint, grievance and suggestions from community</li> <li>Community activities</li> <li>Online / Email Communication</li> </ul>	<ul style="list-style-type: none"> <li>Effective grievance and complaint management</li> <li>Environmental and safety management in accordance with the law.</li> <li>Promotion of community activities.</li> </ul>	<ul style="list-style-type: none"> <li>Learn, understand and respond to the issues effectively and efficiently.</li> <li>Collaborate and response to the needs and expectations systematically.</li> <li>Build local collaborative networks or civil society</li> <li>Promote job creation and income generation in the community.</li> <li>Promote the development for a better quality of life in the communities</li> </ul>

Stakeholder	Participation Channels	Needs / Expectations	The Company's Response
Suppliers/ Contractors	<ul style="list-style-type: none"> <li>Meeting with Suppliers/Contractors</li> <li>Suppliers/Contractors assessment and inspection</li> <li>Online / Email Communication</li> <li>Channels for suggestion and complaint</li> </ul>	<ul style="list-style-type: none"> <li>Fair treatment in business</li> <li>Fair and transparent procurement process</li> <li>On time and accurate payments</li> <li>Occupational health and safety in workplace</li> </ul>	<ul style="list-style-type: none"> <li>Create sustainability in the supply chain.</li> <li>Transparent and fair contracts</li> <li>Transparent and fair competition</li> <li>Keep confidential information of suppliers</li> <li>Payments paid on time and in accuracy</li> </ul>
Shareholders	<ul style="list-style-type: none"> <li>Annual General Meeting</li> <li>Directors' meetings in subsidiaries and Associated companies</li> <li>Investor Roadshow</li> <li>Quarterly Investor Meetings</li> <li>Online / Email Communication</li> <li>Channels for suggestions and complaint</li> <li>Publication of the annual report and other related reports</li> </ul>	<ul style="list-style-type: none"> <li>Good performance and continued business growth which creating a sustainable profit</li> <li>Good Corporate Governance</li> <li>Risk Management</li> </ul>	<ul style="list-style-type: none"> <li>Transparent, ethical and verifiable business</li> <li>Good Corporate Governance</li> <li>Conduct business with Code of Ethics.</li> <li>Sustainable management.</li> <li>Risk management.</li> <li>Disclosure of information with transparency, continuity and completeness.</li> </ul>
Business Partners	<ul style="list-style-type: none"> <li>Directors' meetings in subsidiaries and associated companies</li> <li>Joint venture Meetings</li> <li>Online / Email Communication</li> </ul>	<ul style="list-style-type: none"> <li>Fair and transparent business</li> <li>Collaboration in business development and growing together.</li> <li>On time and accurate payment</li> <li>Knowledge and Technology Transfer</li> </ul>	<ul style="list-style-type: none"> <li>Transparent and fair joint venture agreement/ contract.</li> <li>Fair, transparent and efficient business operation</li> <li>Keep confidential information of business partners</li> <li>Payments paid on time and in accuracy</li> <li>Conduct business with Code of Ethics</li> </ul>

Stakeholder	Participation Channels	Needs / Expectations	The Company's Response
Creditors	<ul style="list-style-type: none"> <li>• Letter</li> <li>• Meetings with creditors</li> <li>• Online / Email Communication</li> <li>• Publication of the annual report and other related reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Correct financial information.</li> <li>• Ability to comply with contract terms and agreements</li> <li>• Timely repayment of debt</li> <li>• Risk Management</li> </ul>	<ul style="list-style-type: none"> <li>• Strict compliance with contract terms and agreements</li> <li>• Conduct business with Corporate Governance and Transparency</li> <li>• Disclosure of accurate and complete financial information.</li> <li>• Timely repayment of debt and care of mortgage security</li> </ul>
Government Agencies	<ul style="list-style-type: none"> <li>• Meetings at various occasions</li> <li>• Participation in and supporting projects run by the government</li> <li>• Publication of the annual report and other related reports.</li> <li>• Online / Email Communication</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with laws and regulations.</li> <li>• Creating value for the economy and society.</li> <li>• Management of social and environmental impacts occurred from the operation of the Company.</li> <li>• Fair and equitable competition</li> <li>• Collaboration in various activities</li> <li>• Grievance and complaint management</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with relevant laws and regulations</li> <li>• Carry out business in a transparent and fair manner</li> <li>• Sustainable management</li> <li>• Disclosure of information transparently</li> <li>• Support and cooperation in activities</li> </ul>
Medias	<ul style="list-style-type: none"> <li>• Request for disclosure of information</li> <li>• Creating a good relationship with the media</li> <li>• Publication of annual reports and other relevant reports</li> </ul>	<ul style="list-style-type: none"> <li>• Correct, accurate and timely information</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on a disclosure of accurate information based on facts.</li> <li>• Maintain a long-term relationship and treat the media with good relations</li> </ul>
Business Competitors	<ul style="list-style-type: none"> <li>• Meetings arranged by organizations</li> <li>• Publication of the annual report and other related reports</li> </ul>	<ul style="list-style-type: none"> <li>• Fair competition</li> <li>• Doing business with integrity</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct the business with fairness and integrity</li> <li>• Compliance with the law and code of ethics</li> <li>• Collaboration in activities that benefit customers</li> </ul>



## Stakeholder Engagement

The Company concerns on the impacts of doing the business in economic, social and environmental aspects thus it has been operating on stakeholder engagement policy which is to provide effective communication channels and to effectively communicate with stakeholders in order to receive both the suggestions and feedbacks of each stakeholder. The outcomes from all stakeholder engagement activities e.g. employees, customers, communities, and business partners were used for identifying and prioritizing the Company's key sustainability issues. The Company has undertaken activities to engage with stakeholders in the year 2017 as follows:

### Creating engagement with investors

In 2017, the Company has held meetings with local investors, institutional investors and analysts in Thailand and abroad. The objective of this activity is to provide company information for investment decision to various groups such as investors, institutional investors and analysts, in order to reflect the company's status, management capabilities, as well as future trends. The disclosure and communication of the information must be transparent, timely and consistent with the law, good governance and regulations of the Stock Exchange of Thailand.



### Creating customer engagement: Exclusive Dinner with AMATA CEO activity

The Exclusive Dinner with AMATA CEO activity was founded in 2017. The Company invited top executives in AMATA Industrial Estates to meet with AMATA's Chief Executive Officer and top management of the Company and its subsidiaries. The purpose of this activity is to create good relationship between the management of AMATA and its subsidiaries and the management of factories which are located in AMATA City Chonburi and AMATA City Rayong Industrial Estate, and also to increase the two-way communication channel for the Company and its customers. This activity is a good channel to listen and exchange points of views and suggestions from the customers. The results will be used to improve the Company's services and business operation. In addition, this activity is also a channel to introduce new products and services to customers directly.

In the year 2017, the Company held 11 events and there were 500 executives from factories joined the events.



### Creating customer engagement: CSR Club

At present, there are 750 factories operating their business in AMATA City Chonburi Industrial Estate. In the past, each factory has its own CSR activities which resulting in repetition in activities and arrangement in the same local communities. The Company and the Industrial Estate Authority of Thailand (IEAT) have concerned on this issue, therefore, they finally collaborated to establish the CSR club in 2015.

The Company realizes the importance of the CSR Club in sustaining social activities hence, it was one of the club founders and has been working in expanding CSR club network and enlarging membership numbers and also being a member of club management committee for planning the annual activities. The purpose of the CSR club is to create a strong synergy in driving CSR activities on behalf of all operators in AMATA City Chonburi Industrial Estate to the communities, and to be able to distribute aid and development to the wider local communities.

In the year 2017, the CSR Club has the total of 85 factory members in AMATA City Chonburi Industrial Estate which was increased by 20 members from 2016. The corporate social responsibility activities arranged by CSR Club concern about the sustainable development of business along with environmental preservation and community care altogether. In 2017, the CSR Club organized 6 activities and 6 meetings with the total participants of 1,764 people joining the said activities and meetings.

### Creating customer engagement: AMATA CSR Volunteer Club

AMATA CSR Volunteer Club was established in 2014. AMATA CSR Volunteer Club is a collaboration between the management and employees of AMATA City Rayong Industrial Estate who are interested in doing CSR activities to give help to surrounding communities near AMATA City Rayong and other farther areas.

The goals of AMATA CSR Volunteer Club are to increase the factory membership numbers inside AMATA City Rayong Industrial Estate to provide helpful CSR activities to the local communities, to create participation for mutual benefits and live together in a sustainable way according to the urban eco-industrial development, to strengthen the relationship among management, employees, network members and to promote the Company and its customers' commitment in social and environmental responsibility.

The Company realizes the importance of the AMATA Volunteer Club which help it drive and develop the community and society sustainably. Consequently, the Company was one of the club founders and has been working in enlarging networks and membership numbers. The Company has been a member of club management committee for annual events planning and working as the secretary and public relations officer to the club committee. In addition, the Company also supported the budget of the activities in 2017 with the total amount of 60,000 Baht.

Currently, the CSR Club in AMATA City Rayong Industrial Estate has 50 factory members which was increased by 10 members from 2016. AMATA CSR Volunteer Club organized 3 activities and there were 328 people participated in the activities throughout the year of 2017.

### **Creating customer engagement: AMATA Japanese Society**

Among the customers in AMATA City Chonburi and AMATA City Rayong Industrial Estate, the majority of the customers are Japanese which is equal to 65% and 35% respectively. Therefore, the customer engagement with Japanese customers is necessary. Regarding to the unique culture of Japan, the Company must keep learning and developing the effective communication channels for Japanese customers.

AMATA Japanese Society was established by a group of Japanese executives working in two AMATA industrial estates, and in neighboring area. At the end of 2017, there were 221 company members, increased by 21 companies from 2016. 95% of the members are the companies operating in AMATA Industrial Estates. AMATA Corporation Public Company Limited has been a member of the Association since 2015 and has been involved in organizing and supporting the Association's activities.

The Society was established with the purpose of business communication among its members through joint activities such as monthly meetings, annual meetings, golf tournaments with the Japanese Chamber of Commerce or other Japanese associations. In 2017, the Society held 17 meetings and organized 10 golf tournaments.

### **Creating customer engagement: AMATA City Management Group (ACMG)**

AMATA City Management Group (ACMG) was established in 2002 by management of the factories in the AMATA City Rayong Industrial Estate. ACMG aims to share useful information especially human resources management information, and to provide consultation and guidance about the operating business in accordance with legal requirements.

The Company played a major role in the ACMG establishment and has been working in enlarging its network and members, and also working as the secretary to the group. The Company also supports the monthly meeting budget about 35,000 Baht per year.

The members of ACMG are the operators in AMATA City Rayong Industrial Estate. In 2017, there were 120 members, which was increased from 2016 that had the total of 90 members only. ACMG organized 12 monthly meetings to share information among members and seminars on professional human resource management. There were about 80 participants joining each meeting. In addition, the club organized a yearly training program which its certificate would be provided to all attendees.

### Creating customer engagement: HR Association of AMATA City Chonburi (HRA)

The HR Association of AMATA City Chonburi (HRA) was registered in 2010. It was developed from the HR Management Club of AMATA City Chonburi Industrial Estate, which was established in 1997.

HRA aims to be an organization in helping and coordinating the activities of human resources, to be the center of academic exchange in human resource management in workplace, to promote study, research and exchange of the useful academic knowledge in human resource management among members and other organizations including government entities, and to participate in business and industry development in Thailand.

Since the beginning under the name of of HR Management Club to HRA at present, the Company was one of the key members in the transformation the club into the association and has been working in expanding membership network every year and also working as the secretary to HRA. The Company also supports the monthly meeting budget about 100,000 Baht per year.

The members of HRA are the operators in AMATA City Chonburi Industrial Estate. In 2017, there are 315 members, increased by 40 factories from 2016. HRA organized 12 monthly meetings to share information among members and seminars on professional human resource management. There were about 150 companies joining each meeting, totally 1,874 participants in 2017.

### Creating customer engagement: AMATA City Chonburi Safety and Environment Group (ASEG)

AMATA City Chonburi Safety and Environment Group (ASEG) was established in 2014. ASEG aims to provide counseling, support and coordinate for the members, employers, employees, government agencies and other organizations. This will lead to success in handling problems in safety, occupational health and working environment. ASEG aims to ensure that all workplace have safety, occupational health and working environment standards in accordance with the law.

The Company was one of ASEG founders and has been working in enlarging group and numbers of members and also working as the secretary to ASEG. In addition, the Company supports the monthly meeting budget about 30,000 Baht per year.

Members of ASEG are the operators in AMATA City Chonburi Industrial Estate. In 2017, there were 210 members, increased by 35 members from 2016. ASEG holds quarterly meeting to share information and organizes seminars. There were 4 meetings held in 2017 with a number of 100 companies in each meeting. Total number of participants in year 2017 were 580 people.

### Creating community engagement: Tripartite Council of Klong Luang Basin

AMATA City Chonburi is located near Klongluang Basin in Amphur Bangpakong where water will run through the sea. Klongluang Basin is a part of the Bangpakong River Basin located in the Eastern Region of Thailand. Klongluang Basin has 1,897 square kilometer catchment area, covering 7 districts in Chonburi province namely Banbung, Panthong, Panas Nikom, Koh Jun, Bor Thong, Muang Chonburi, Nong Yai, and 3 districts in Chachoengsao province namely Banbho, Bangpakong, and Plaeng Yao. Total catchment area in these two provinces, Chonburi and Chachoengsao, covers 10 districts and 63 local communities.

The Company recognizes the importance of maintaining water resources and water management to reduce the impact of floods in the community and industrial estates. Therefore, the Company focuses on the participation of civil society which consists of government sector, private sector and communities to solve common problems together. The Company collaborating with local government agencies and communities in Khlong Luang Basin established “Klong Luang Watershed Management Council” in order to build up the management system for the conservation, restoration, preservation of natural resources and environment in the Watershed and Sub-watershed, and to manage the use of natural resources in the Watershed effectively.

The tripartite council for the Khlong Luang River Basin Management has created a good relationship between the Company and surrounding communities and also provided them better understanding of the Company’s goodwill and serious commitment to conducting environmental friendly business. It also enhanced the participation of the communities to help maintain waterways by setting up the teams to monitor water problems e.g. effluents and floods that may be caused by others. The tripartite council has created awareness among communities and local government entities about the other sources of wastewater which is non-industrial effluent and worked together on problem solving and protection. The Khlong Luang Watershed Management Council has become an important mechanism to drive the collaboration among the government, private sectors and local communities.

### Creating community engagement: Tripartite Committee for Surrounding Community Development

The Tripartite Committee for Surrounding Community Development was set up for the communities and local authorities around the two AMATA industrial estates to involve in community development, to acknowledge the problems and to facilitate the management in problem solving and mitigation and also to develop community around the industrial estates alongside sustainable industrial development.

The structure of the Tripartite Committee consists of representatives from the local communities, government sectors and private sectors. The objectives of the Tripartite Committee for Surrounding Community Development are to provide feedback and suggestions for actions on the complaints and environmental impacts, to acknowledge the report on the quality of the environment inside and outside the industrial estates, to disseminate environmental awareness and correct information and to build confidence in environmental management to people in the communities around the industrial estates.

In 2017, the Tripartite Committee for Surrounding Community Development at AMATA City Chonburi Industrial Estate has 97 members consist of representatives from local communities, government sector and private sector. The Tripartite Committee at AMATA City Rayong Industrial Estate has 29 members. Both committees held one meeting per year.



## Creating community engagement: Eco-Green Network

Industrial Estate Authority of Thailand (IEAT) has a policy in upgrading and developing the industrial estate to become an Eco-Industrial Town by balancing the five dimensions which are physical, economic, environmental, social, and management. IEAT has set up a working group to develop and link the operational network called “CSR + ECO + Environment & Safety + CG or Eco-Green Network” in AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate.

The Eco-Green Network consists of representatives from communities, local government agencies, hospitals, schools and the Company. The purpose of Eco-Green Network is to set up plans, projects and budget for the development of AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate to become an Eco-industrial city, to coordinate with all relevant parties to integrate cooperation and encourage the operators in the industrial estates to support in becoming an Eco-industrial town and to publicize the performance of the Eco-Industrial town.

The Eco-Green Networks in both AMATA industrial estates have been set up in 2017 and held two meetings.



## Creating engagement with other stakeholders

The Company provides opportunities for other stakeholders such as government agencies, state enterprises, media, educational institutions to visit AMATA City Chonburi Industrial Estate aiming to share knowledge on the management of industrial estates and to educate the stakeholders to get better understanding of the Company’s business goals and social and environmental management with accountability in the industrial growth along with the environmental and community-based care. In 2017, the Company welcomed 64 delegations, totally 2,614 people.



# Community and Social Development

## Community development

The growth of industrial estates has resulted in positive and negative impacts on local communities and society. Thus, the Company is committed to reducing negative impacts and creating opportunities for communities and other stakeholders. The Company has developed AMATA Smart City at AMATA City Chonburi which is the pilot project. It consists of many sub-projects to fulfill the needs and expectations of the stakeholders for good health and well-being for everyone. This is in line with the 3rd goals of the United Nations which is “Ensure healthy lives and promote well-being for all ages”. Also, the Company continues to develop this Smart City to be the City of safety to cope with changes and the sustainable development which is in line with the goals of the United Nations No.11 “Make cities and human settlements inclusive, safe, resilient and sustainable”.

## Smart Mobility

The traffic problem in AMATA City Chonburi and neighboring area is one of the concerned issues that has a negative impact to surrounding communities. So, the Company has developed the application called “Smart Mobility” to sustainably solve the problem of traffic through an on-line control center where all traffic data has been linked together. In 2017, the implementation details are as follows:-

1. The Company has developed the “Smart Traffic Application” in the form of both Mobile Application, for Android and IOS, and Web Application so that people who live in AMATA City Chonburi can check their traveling information and use the application for navigation and monitoring of road accidents and traffic jam.
2. The Company has set up the “Traffic Management System” by installing CCTVs and planning for sensor network installation to collect data to solve traffic problems in AMATA Smart City. The CCTV cameras, which can detect and alert when there are any unusual events or criminal incidents. Also, the system has Image Recognition System to collect the information.
3. The Company promotes the eco-system for Next-Generation Automotive Industry by preparing the land in AMATA City Chonburi for manufacturing of Electric Vehicles. At present, it is under the test run process and the sales of electric vehicles will be launched in 2018.
4. The Company has planned to prepare a network of EV charging stations inside AMATA City Chonburi.
5. The Company supports the new technologies testing (Test bed) such as preparation of spaces for Autonomous Vehicle Testing.

## Traffic Management Committee

In order to reduce the social impacts on the traffic problems, the Company has established the AMATA City Chonburi and the AMATA City Rayong Traffic Management Committee since 2014. The Company collected the issues and complaints from the community and entrepreneurs in the industrial estates and invited the stakeholders and relevant government agencies, professionals and the traffic control teams outside the industrial estates to find out how to improve the traffic system together in term of policy to make the traffic system inside and outside the industrial estates related and minimize the impacts as much as possible. The Company supports both manpower and budget to drive the works of the Traffic Management Committee of the two industrial estates, amounted of approximately 180,000 Baht per year.

This committee is scheduled to hold the meeting every two months. In the year 2017, there were six meetings. The performance of the Traffic Management Committee in the year 2017 that led to real improvements in the area are as follows;

1. Expanding Roads within the Industrial Estates including the adjustment with the use of roundabouts, adding traffic signs including traffic lights etc.
2. Connecting the roads inside the industrial estates to the main public roads to reduce the crowded traffic and accidents.
3. Increasing the traffic disciplines of the factory employees within the industrial estates including the setup of traffic checkpoints together with the police officers from the local police station to reduce the accidents.
4. Pushing on the road expansion project for Sukhumvit-Panthong 3466 Road and Baan Rai-Puntaoma 3127 road from 2 lanes to 4 lanes to reduce traffic congestion.
5. Coordinating with the Thai Railway Authority to expand traffic lanes from 2 lanes to 4 lanes to solve a problem of bottleneck roads in the industrial estates.

## Smart Community

With the aim to improve quality of life of the people, the Company has developed an urban development project with mixed use Japanese concept by using Smart Building for both Building and Energy Management System (BEMS) and Information Technology in the buildings. The Project includes:

1. Housing Project: This is a joint venture project with Japanese real estate developer to develop and operate serviced apartments and elderly housing project for Thai and expats.
2. Commercial area such as community malls, restaurants, supermarkets and any recreation facilities.
3. Space for the establishment of International headquarters.
4. Space for convention hall and exhibition center to be used for seminars and meetings for MICE industry.

In 2017, the Company and our Japanese partners have done a survey to check the demand of this urban project from our customers and have found that more than 150 leading companies are interested in this project.





To top up from AMATA Smart Community project, AMATA has signed contract with Yokohama City, leading by Yokohama Urban Solution Alliance (YUSA), the organization that sponsor by Japan Government, to work with AMATA Smart City team on the strategic planning by using Minato Mirai development model. The model is Central Business District development from previous industrial area of Yokohama City. YUSA will sending urban development expert to work with AMATA team, the planning timeline is in the first half of 2018, and after finish the planning YUSA will facilitate to invite Japanese leading companies with hi-technology that matching with Thailand EEC's target S-Curve industry to invest and setup and office in AMATA Smart City.

### Development of telecommunication system

Due to an increasing demand for telephone lines and internet in respond to the growth of AMATA City Chonburi and AMATA City Rayong, in 2017, the Company has changed its telephone system from copper lead line to fiber optic system or IP phone system to enhance the quality of system to be more stable, clearer, faster and durable than the old system. The new fibre optic telecommunication system makes the customers in both AMATA City Chonburi and AMATA City Rayong satisfied at the rate of 85%.

## Educational Development

The Company highly focuses on the importance of education due to an increasing demand for skilled personnel and skilled labors to be in line with technology development in the production process. Therefore, the Company has implemented various educational projects to increase capability and competitiveness of Thai people and industries. All these educational projects will provide equitable quality education to everyone; this is in line with the goal of the United Nation No. 4 "Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all".

### Smart Education

AMATA's Smart Education concept is to develop all levels of education to foster human resource development in AMATA Smart City, to support human resources development for the 10 targeted industries by establishing of vocational and general schools starting from kindergarten up to university level with international quality standards.

In 2016, AMATA has a joint investment with Kinderworld Education Group from Singapore to set up AMATA Kinderworld Education Group to upgrade kindergarden in AMATA City Chonburi to the international standard. In 2017, the school started to implement Singapore's curriculum on 3 groups of subjects which are Math, English and Science. Since the main goal of the kindergarden is to support AMATA's tenant, parents who are working in the day time, then the school have a policy on the first 3 years of its operation to remain the tuition fee as the same level as Thai kindergarden that using Thai curriculum.



In 2017, the Company has signed a memorandum of understanding (MOU) with the National Taiwan University to do a feasibility study for the setting up of the Faculty of Engineering and the Satellite Campus for EEC and ASEAN regions. And the university and the campus projects have got approval of their licenses from the Ministry of Education already.

Moreover, the Company has signed a Memorandum of Understanding with King Mongkut's Institute of Technology Ladkrabang and the Digital Economy Promotion Agency (DEPA) to do the feasibility study on organizing training courses for personnel in manufacturing plants. The survey was conducted to check market demand of entrepreneurs in AMATA Industrial Estates in order to develop the courses to serve the market.

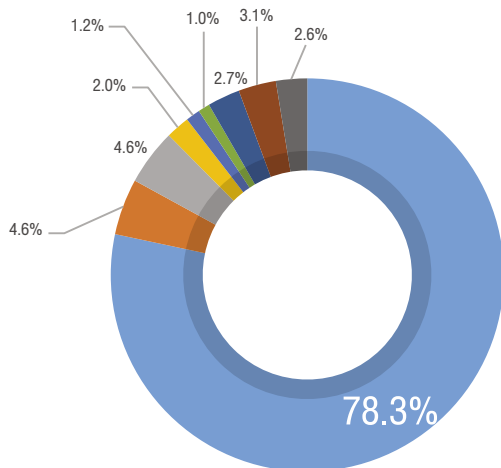
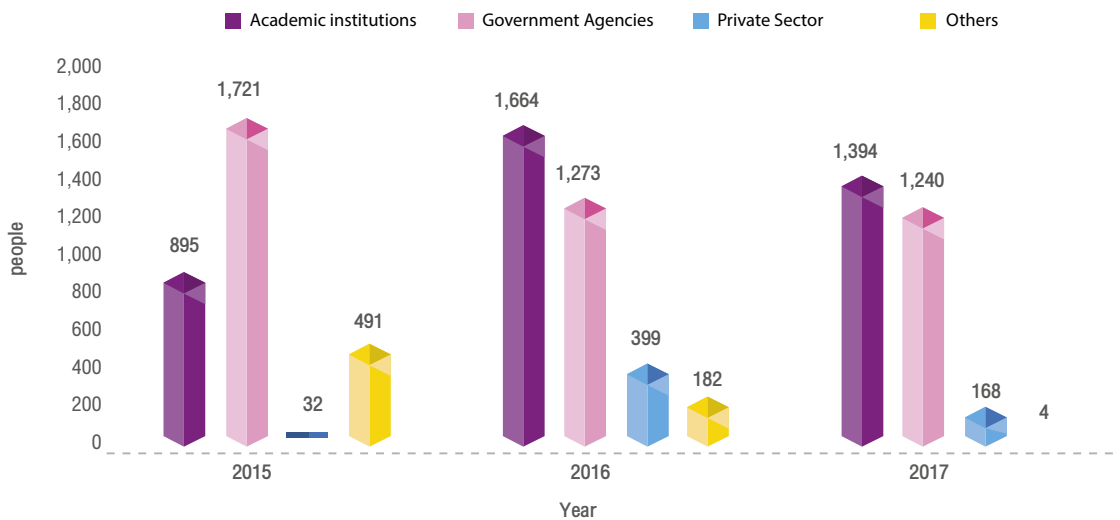
In addition, the Company has cooperated with the Ministry of Social Development and Human Security to do the feasibility of setting up a "Handicapped Service Center" as a training and developing center for the disabled and the elderly in AMATA industrial estates where they can be trained to have skills and get the job opportunities so that their living standard will be upgraded.

### Learning Center for Industrial Estate Management including Resource and Energy Conservation

The Company intends to disclose and transfer knowledge about industrial estate management including community and social development as well as the preservation of the environment in various ways to benefit the public. Therefore, the Company gives the opportunity to outsiders e.g. surrounding communities, local and international organizations such as government agencies, private sector, academic sector and operators in the industrial estates of AMATA to visit the site and study the management of AMATA Industrial Estates, especially at AMATA City Chonburi Industrial Estate which is a large industrial estate equivalent to a city so it required an ability to manage. Besides, there are also many learning centers within the site such as centers for water management and waste management.

In 2017, the Company welcomed 68 visitor groups, equal to 2,806 persons, divided into 1,394 persons from academic sector and academic institutions, 1,240 persons from government agencies and 172 persons from general public and corporations. The most visiting countries are China, followed by Japan, the Lao People’s Democratic Republic and the Republic of the Union of Myanmar respectively.

Type of Visitors at AMATA City Chonburi Industrial Estate during 2015-2017



Nationality of Visitors in 2017

- Thailand
- China
- Japanese
- Laos
- Myanmar
- Vietnam
- Countries in South of Asia
- Countries in Europe
- Others

## Learning Center for Water Management in AMATA City Chonburi

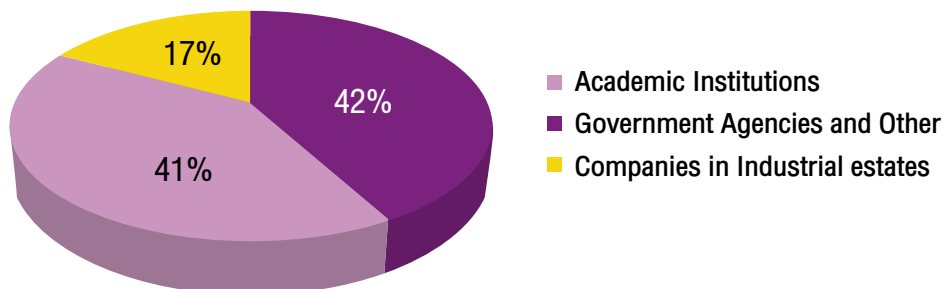
Water is one of the most important utilities for both industries and communities. The Company, therefore, encourages all stakeholders to be aware of sustainable water management. The Company focuses on the power of cooperation for sustainable development in accordance with the goal of the United Nation No.17 “Strengthen the means of implementation and revitalize the global partnership for sustainable development”.

So, the Company has established a learning center for water management in AMATA City Chonburi Industrial Estate. The learning center is open for public to learn and understand about water management in AMATA Industrial Estates. This learning center provides useful information and cultivate awareness and cooperation in water resources conservation for visitors from various organizations from government agencies, communities, schools and factories in AMATA City Chonburi and AMATA City Rayong.

Since the commencing day of the Water Management Learning Center in AMATA City Industrial Estate, Chonburi in 2009, the center has welcomed 256 groups from all over the country, total of 9,003 visitors.

In 2017, there were 326 visitors at the Water Management Learning Center in AMATA City, Chonburi, from 5 academic institutions, 5 government agencies and local authorities and 2 entrepreneurs in the industrial estate, total of 12 groups.

### Type of Visitors at Learning Center for Water Management in 2017





## Educational Support for Youth

The Company is aware of an importance on education which is fundamental to the development of the country, especially the education of youth who are the future of the nation. Therefore, the Company places the importance on youth development by providing scholarships to promote and support the educational opportunities for youth which is divided into 2 categories as follows;

1. Scholarships for employees' children: The Company supports the educational scholarship to employees' children who have good school-record, but no more than two students at every level from the elementary education to undergraduate level as the morale for the employees. The children must have a GPA of at least 3.50 or equivalent. In the year 2017, the company has granted scholarships to the 11 employees' kids, with the total amount of 124,100 Baht.
2. Scholarships for the youth in schools surrounding the AMATA Industrial Estates area, they will be selected according to each schools' criteria or the organization that applied for the scholarship. The Company will consider on case by case basis. The purpose of this is to help disadvantaged youth to have a better education and be able to study in the higher level.

In 2017, the company provided scholarships to the surrounding schools and hospitals around AMATA City, Chonburi and AMATA City Rayong, accounted for 210,000 Baht.

## Safety and Occupational Health

The Company is committed to create a safe society for employees, customers and communities. Therefore, the Company has implemented various programs to reduce risks that could lead to loss of life, injuries or illness, and to prepare for all types of accidents and emergencies.

### Emergency Response Centers and Industrial Firefighting School

The Company placed an importance on building trust and confidence in its emergency and security services to the customers. The Company, therefore, have established two emergency response centers at AMATA City Chonburi Industrial Estate by having skilled personnel for firefighting and mitigation. These centers offer 24-hour services to customers inside AMATA industrial estates via direct hot lines.

The Company has also set up a firefighting school for manufacturing industry. The school provides training courses on basic firefighting, fire drill and fire evacuation training. The trainings are provided both theoretical and practical in the occupational health and safety in workplace including the prevention and fire suppression. The Company aims at creating safety and security in all area of AMATA City Chonburi Industrial Estate and supporting its customers to have good occupational health, safety and good environment in their workplace as required by laws. After training, the employees will be able to respond properly when the fire breaks out.

In addition, in 2017, the Company conducted the emergency response training for fire explosion and chemical spills in both AMATA industrial estates. A great number of customers and local authorities have joined such trainings arranged by AMATA.



### Safety Week

In 2017, the Company organized its first “Safety Week” activity in AMATA City Chonburi Industrial Estate. The objective is to promote and raise an awareness for safety in workplace in accordance with the government policy, and to build cooperation and good relationship with each other.

The trainings for emergency response plan were arranged for the safety team in the organization including executives, safety staff, employees, all relevant local government agencies. There were 1,000 participants who are representatives

from factories, safety staff and general public joining the safety week activities. The practice of annual emergency response plan was organized in this Safety Week event as well. The result of this activity has formed good cooperation and relationship among executives, safety staff, employees of factories in AMATA industrial estates as well as government agencies and relevant local administration organizations near AMATA City Chonburi Industrial Estate and also gained trust and confidence in the Company's emergency response and management according to the government policy as well.

Moreover, this event has built up knowledge and skills in emergency response to employees and relevant organizations which could help keep the society and environment safe.



### Development of Eco-School for Environment and Safety.

Aside from providing training services on primary fire fighting and fire evacuation to various organizations, with the knowledge and experience of the Company's staff, the Company in corporation with Siam DENSO Manufacturing Co., Ltd., Siam Kyosan Denso Co., Ltd., the Industrial Estate Authority of Thailand (IEAT): AMATA City Chonburi Office, and Wat Ban Kao School in Chonburi has worked together to upgrade Wat Ban Kao School to be a model of Eco-school for environment and safety. As a result, Wat Ban Kao School has been awarded the first runner-up for "Safe Educational Institution" in 2017 from Safety Division, Department of Labor Protection and Welfare, Ministry of Labor. The school staff and students have gained knowledge of primary fire fighting and fire evacuation which could be applied to use in daily life in case of an emergency.



## Social Services

In addition to our business operations to meet the needs and expectations of our stakeholders, the Company also provides facilities to people working in AMATA Industrial Estates and surrounding communities so that they can easily access to services without wasting time and money. Moreover, the Company has arranged social activities aiming to improve quality of life of people in this area and also strengthen good relationship among all stakeholders which will bring about the better society and benefit to all parties as a whole.

### One Stop Service Centers

AMATA City Chonburi Industrial Estate is a large industrial estate with a number of both Thai and foreigners over hundreds of thousand people. In order to reduce the complexity and provide more convenience to all members both Thai and non-Thai in dealing with government agencies for various types of permits and services and reduce travel time and cost, the Company has established One Stop Service Centers. The service centers operating in 2017 are as follows:

- **Visa and Work Permit Service Center**

Visa and work permit application for foreigners who work in AMATA City Chonburi Industrial Estate can be applied at the mobile unit of Visa and Work Permit Center which can provide visa and work permit services up to 600 expats per year. The process takes just only one hour to get the service done while in the past, it took about one week to finish. The visa and work permit center has received customer satisfaction score at 85%.

- **Front Office for Government Service Center, AMATA City Chonburi**

At present, the front office for government service center in AMATA City Chonburi Industrial Estate has combined 7 government units to provide various services. They are 1) Chonburi Administration Office, 2) Chonburi local office under the administration of Ministry of Labor, 3) National Blood Donation Service Center No.3, Chonburi Province, Thai Red Cross Society, Regional Blood Service No. 3, Chonburi, 4) Klong Tumru District Municipality Office, 5) Nong Mai Daeng District Municipality Office, 6) Don Hua Roh District Municipality Office, and 7) Napa District Municipality Office. There are 56 services such as ID card, certify of documents, house registration work, registration of birth certificate, death certificate, marriage/divorce certificate and social security work and blood donation, etc.



This front office was the first model of government office in Thailand which set up by the cooperation between private sector and government units to provide one stop service of various kinds of certificates and permits to registered people and non-registered people in and around AMATA City Chonburi more than 500,000 people in order to reduce the process time, travel time and cost and increase satisfaction and convenience.

## AMATA Job Fair

The Company in cooperation with the Employment Office, Ministry of Labor and Chonburi Province, annually organized the AMATA Job Fair at two AMATA Industrial Estates. The objectives are to provide an opportunity for employers and employees to meet each other directly, to support the customers to get sufficient human resources for their business, to provide opportunities for all work forces to get a job which will generate income and self-dependence including better quality of life.

AMATA job fair helps save both employers' and job seekers' time and cost. It provides an opportunity for the applicant to apply a job that matches well with his/her qualifications and aptitudes and also be able to apply with many employers at the same time. The AMATA Job Fair ultimately promotes employment and solves the problem of shortage in workforce.

In 2017, there were 1,351 employers and 7,500 job seekers participated in AMATA Job Fair which were equal to 75 million Baht in employment value.





## AMATA Caravan Creates a Smile

The Company focuses on growing together with the communities and pursue to maintain a good relationship with all local communities. Thus, the Company concerns about the well-being of the surrounding communities, especially communities in some remote area that maybe hard to access and lack of convenient facilities.

Then the Company has created a campaign called “AMATA Caravan Creates a Smile” to bring a smile and joy to the communities. The project focuses on providing services and needed help to poor communities based on demand and problems of each community for the highest benefits of the people in such communities, especially, children, disadvantaged, women, disabled and senior citizen.

With the objective to reduce necessary expenses of the people in the communities and to take good care of the communities as family members, the project has provided to the communities with services such as an oil changing service for a motorcycle, motorcycle repair, electrical appliance repair, haircut, health check-up, dental services, distribution of plants and aquatic animals, and career training. Cooking foods are also given away to participants free of charge. The Company joins hands with all sectors e.g. government agencies, local authorities, operators in AMATA City Chonburi and AMATA City Rayong Industrial Estate and their employees and AMATA’s employees.

In 2017, the Company coordinating with local administration organizations organized eight “AMATA Caravan Creates a Smile” events to provide haircut service and food kiosks to local communities in 8 different sub-districts around AMATA industrial estates which are Phan Thong sub-district, Klontumru sub-district, Na Pradu sub-district, Kohloy Bahuk sub-district, Mabpong sub-district, Nong Thung Lung sub-district, Khok Khi Non sub-district, and Bang Nang sub-district.



## Sports for Community and Society

### AMATA Friendship Sports

AMATA Friendship Sports Project was set up under the cooperation among the Company and its customers in AMATA industrial estates. AMATA Friendship Sports has been organized annually since 2001 from March to August and arranged the competitions on Sunday only. The objective is to promote unity, sportsmanship, and quality time spending for good health and being away from drugs. This project also strengthened good relationship between the Company and its customers inside the two AMATA industrial estates. The 16th AMATA Friendship Sports in 2017 had gained good participation from the factories' management and employees.

In AMATA City Chonburi Industrial Estate, there were 8 types of sports with 349 teams while in AMATA City Rayong arranged 5 types of sports with 165 teams.





### AMATA Mini Marathon

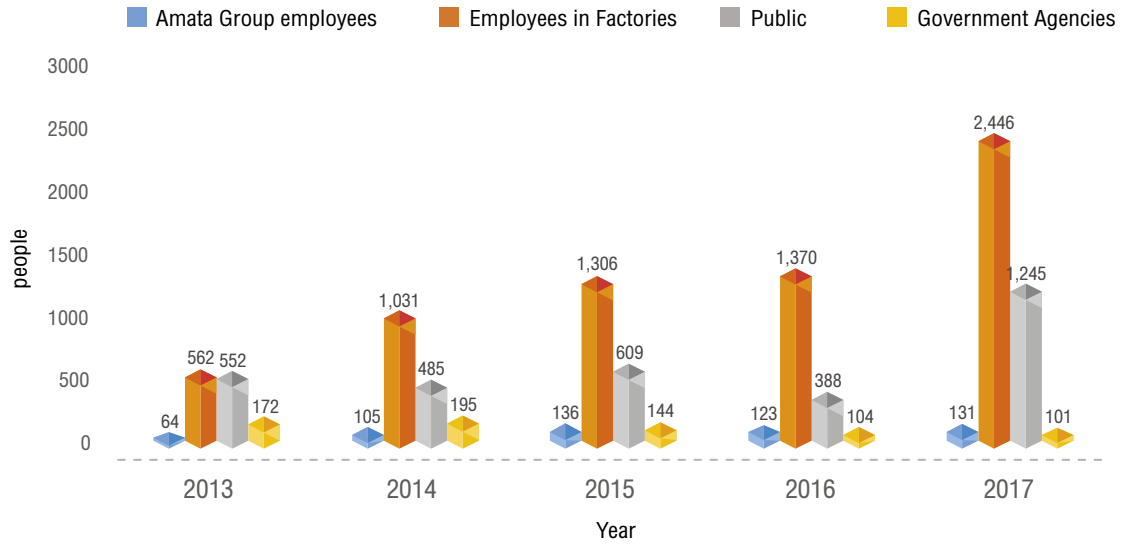
In 2017, the Company has organized the 9th AMATA Mini Marathon at AMATA City Chonburi Industrial Estate with participation from its customers in two industrial estates and local communities. The objective of the event is to promote running and walking exercise to people working in AMATA industrial estates and surrounding communities, and to use free time productively for good health and being away from drugs. The activity has also built a good relationship among members in AMATA City Chonburi Industrial Estate, AMATA City Rayong Industrial Estate, and surrounding communities and informed the stakeholders about the Company's policy on continuous encouragement and support of physical activity.

In 2017, the number of people from factories, local communities, and general public joining AMATA Mini Marathon was increased by 1.9 times from the number of participants in 2016. The main participants were employees from factories in AMATA industrial estates and general public. AMATA Mini Marathon was divided into two classes which are 10.5 km and 4.8 km.

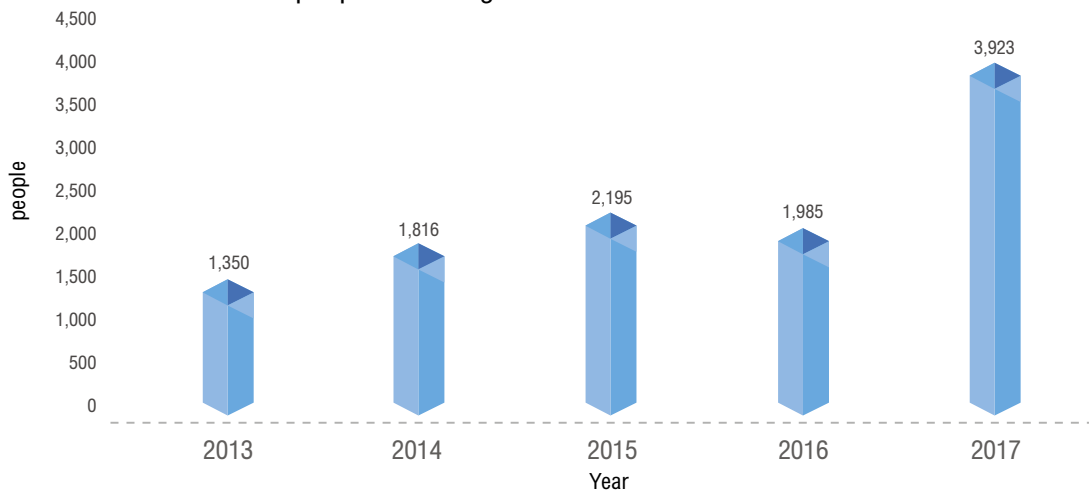
#### Prizes :-

1. Trophy for 1st to 5th winners of 10.5 km mini-marathon
2. Trophy for club or association with 1st to 5th largest number of participants
3. Trophy for factories in AMATA industrial estates with 1st to 5th largest number of participants
4. T-shirts and medals for every participant

### Types of participants in AMATA Mini Marathon 2017



### Number of people attending AMATA Mini MaratornYear 2013-2017

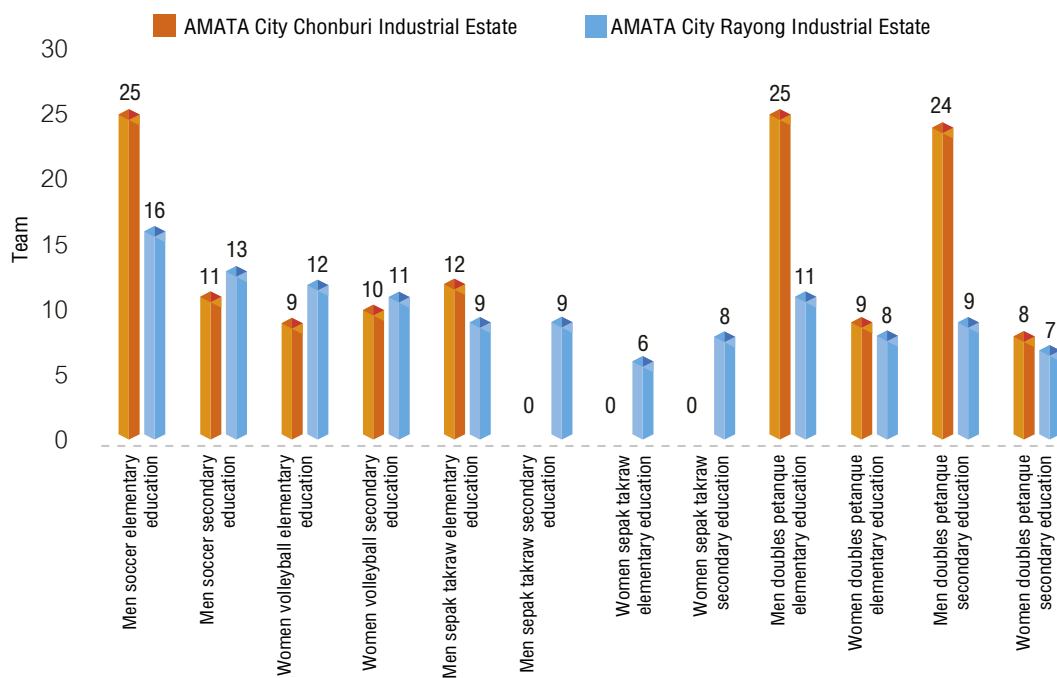




### AMATA Junior League

AMATA Junior League has been organized for young students from schools near AMATA City Chonburi and AMATA City Rayong Industrial Estates. The main objective of AMATA Junior League is to encourage young people to spend their free time wisely. The sports competition is divided into 2 levels, senior elementary education and junior secondary education level. There are 4 types of sports: men soccer, women volleyball, men sepak takraw and men/women petanque. In 2017, there were 133 teams participating in AMATA City Chonburi Industrial Estate and 119 teams participating in AMATA City Rayong Industrial Estate.

### AMATA JUNIOR LEAGUE 2017







## Blood Donation for Life

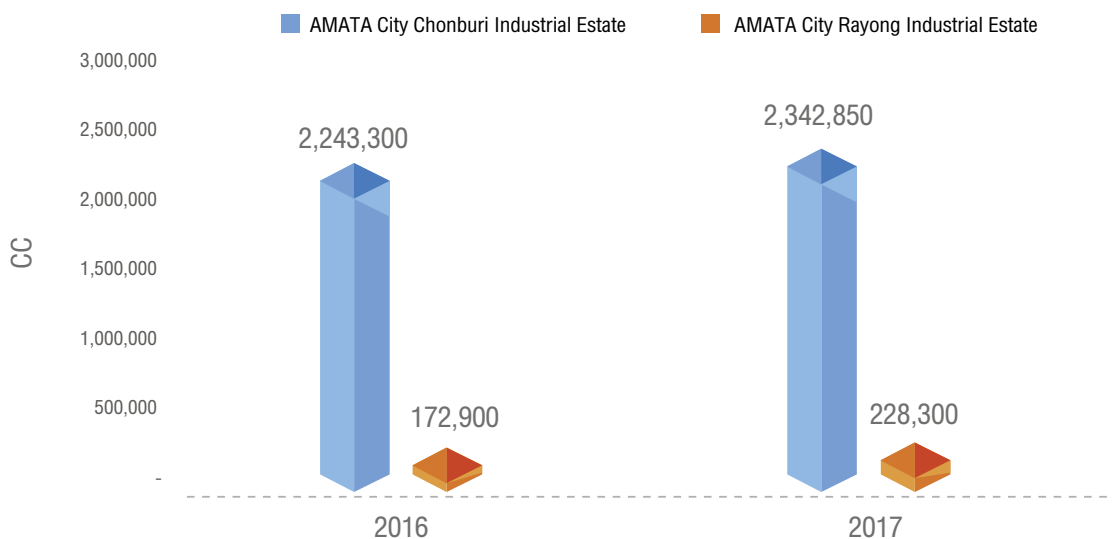
With a huge number of more than 500,000 people working in AMATA Industrial Estates including people in the surrounding communities, the Company has conducted a blood donation program in cooperation with the offices of the Industrial Estate Authority of Thailand in AMATA City Chonburi and AMATA City Rayong, and Thai Red Cross Society in Chonburi and Rayong Province. This campaign aimed at encouraging employees of AMATA group of companies and employees of factories in AMATA City Chonburi and AMATA City Rayong Industrial Estates to donate their blood regularly to the Thai Red Cross Society as reserve in the blood bank of the Thai Red Cross Society and some hospitals.

Blood donation activities at AMATA City Chonburi are held quarterly since 2014. It is the ninth time of the blood donation campaign with total number of about 300-400 donors. Moreover, the Company has allocated the space in its building at the Financial Street to be used as the “Blood Donation Center - AMATA City Chonburi” for Thai Red Cross Society, Regional Blood Service 3, Chonburi Province. This blood donation center is open for public on Monday, Tuesday and Thursday from 9:00 a.m. to 2:00 p.m. The total blood amount from donation in 2017 was 2,342,850 cc., increased by 4.44% compared to year 2016.

In 2017, The Company arranged three blood donation activities at AMATA City Rayong Industrial Estate. The venue of each activity was provided by the factories in AMATA City Rayong Industrial Estate. The total blood amount from donation at AMATA City Rayong Industrial Estate was 228,300 cc., increased by 32.04% compared to year 2016.

- 1<sup>st</sup> event on 9 February 2017 at Daikin Compressor Industries Company Limited. Total amount of donated blood was 95,000 cc.
- 2<sup>nd</sup> event on 30 May 2017 at Yokohama Tire Manufacturing (Thailand) Company Limited. Total amount of donated blood is 65,000 cc.
- 3<sup>rd</sup> event on 4 October 2017 at International Refreshment (Thailand) Company Limited. Total amount of donated blood is 68,300 cc.

Blood Donation in 2016-2017





## Knowledge transfer through the books by the AMATA Foundation

AMATA Foundation was established in 1996 by Mr. Vikrom Kromadit, Chief Executive Officer of AMATA Corporation Public Company Limited, under the concept of “Return to Society”. The foundation has been supporting the youth education, environmental management and the promotion of arts and culture. The AMATA Foundation is financially supported by the personal funds of Mr. Vikrom Kromadit.

As a Chairman of AMATA Foundation, Mr. Vikrom Kromadit shares his life story, his thoughts and working experience through writing books, radio and television programs aiming to be helpful for people in the society and build a knowledge base and good thoughts for young people. Over the past 15 years in the role of a writer, Mr. Vikrom Kromadit has published 21 books and they were translated into 8 languages and sold more than 8 million copies.

In 2017, AMATA Foundation handed over 289,720 books to local communities and educational institutions near AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate, government agencies, private agencies and organizations and charitable activities with no charge. The total number of book are worth 6,045,000 Baht. The details are as shown in the graph below:



# Human Resource Management

The Company recognizes that human resources are not only a key element for successful business operations but also a key drive of the Company's business towards sustainable development. Hence, the Company emphasizes on the importance of good human resource management by creating a good working environment for the employee's safety and well-being, as well as making a balance between work and personal life. It also promotes the employees' creativity, enhancing the capability according to their career path to support future opportunities and challenges for their benefits and the Company's in the long run.

## Employee Management

### Recruitment and Selection

AMATA places top priority on the recruitment and selection processes. The Company's policy on recruitment and selection is that the opportunities are opened to both internal and external potential candidates. The recruitment and selection have been planned according to the business growth.

**Internal recruitment and selection** give the opportunity for the employees within the Company to grow and advance their career. The Company internal vacancy announcement allows any interested employee to apply through the selection process. The employees can rotate their job according to their interest, work-location, which results in a happier and more productive workforce.

**External recruitment and selection** are in line with the Company's business plan. Recruitment have been executed with the Company's manpower plan and business expansion plan. Having identified the required positions according to plan, the Company announced qualifications and competencies needed through its career page. Not only the employees are required to possess working skills set but they are also required to communicate in English or other languages, as to work on the international stage.

The Company is committed to recruiting qualified professionals to join the organization, potential candidates can apply through many channels, such as the Company's website and other renown recruitment job posting websites, etc. The Company has also been using the recruitment service agencies in finding the right candidates that meet the needs of the Company. The recruitment process is opened to whoever qualified and will be dealt with equality principle.

### Employment and Human Rights

The Company adheres to the principles of gender equality and respects for the human rights. Employment is determined by the candidate's ability without discrimination of genders, sexual orientation, religions, disabilities nor

domicile.

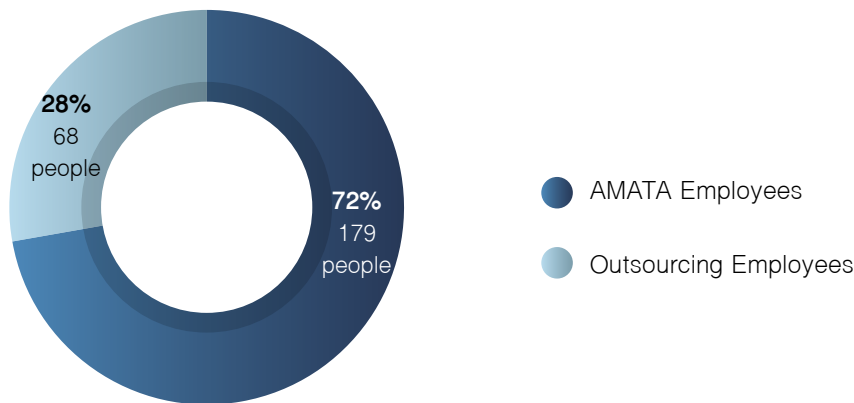
The Company sets clear policies and guidelines for human resource management, performance management and fair compensation by considering the efficiency and effectiveness of works. In addition, the Company also provides opportunities for people with disabilities to be able to work according to their competency without discrimination.

The Company values the employee's welfare in accordance with the law. There is a clear communication on welfare and benefits, the employee will receive welfare and benefits information on the first day of joining the Company.

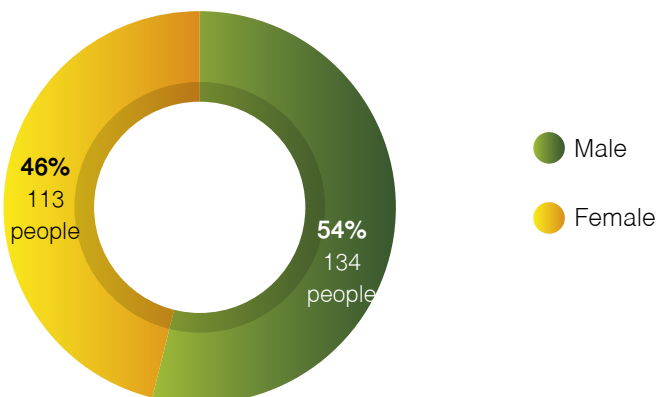
There are 2 types of employment in the Company, firstly the contract employments either a permanent employment or a year contract employment, secondly the outsourcing employment (external employment or outsourcing).

In 2017, the Company had a total of 247 employees, consisting of 134 male employees (54%) and 113 female employees (46%). Having analyzed employees age, the Company hired 110 persons who were older than 35 years old or 61.45% of the total employees. There were 69 employees or 38.55% of the total employees who age between 18 to 35 years old. Regarding to the education of the employees, the majority graduated in bachelor's degree, with the master's degree or higher came second, and the under-bachelor's degree was the last. When considering hiring local, the Company employed about 35.75% of all employees in the eastern region.

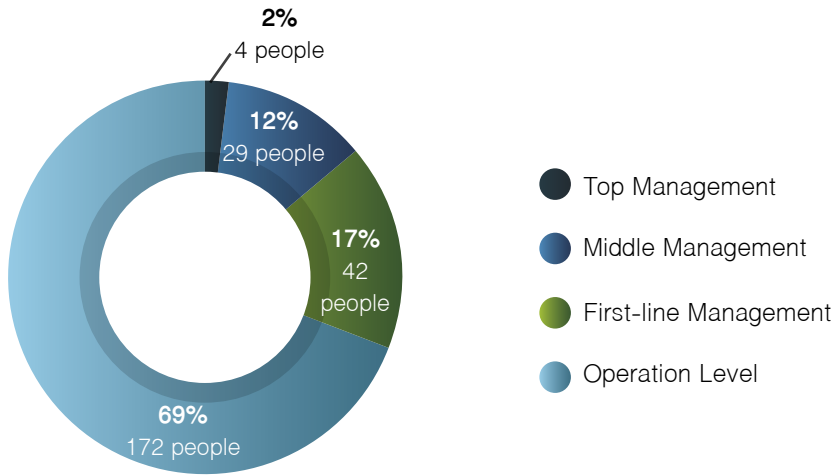
### Type of employment



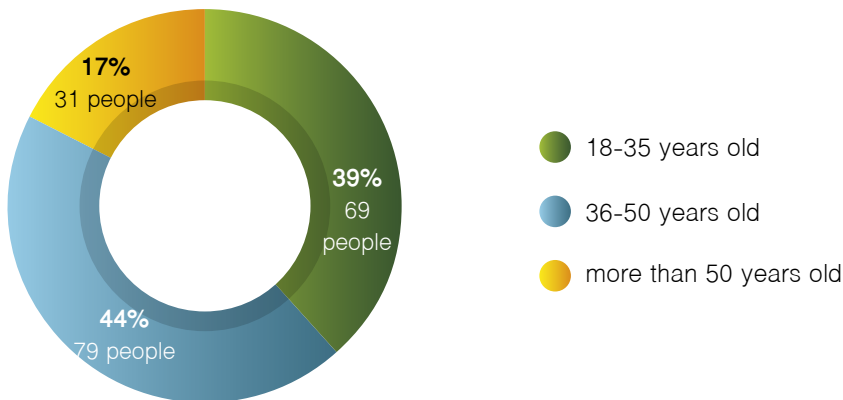
### Sex



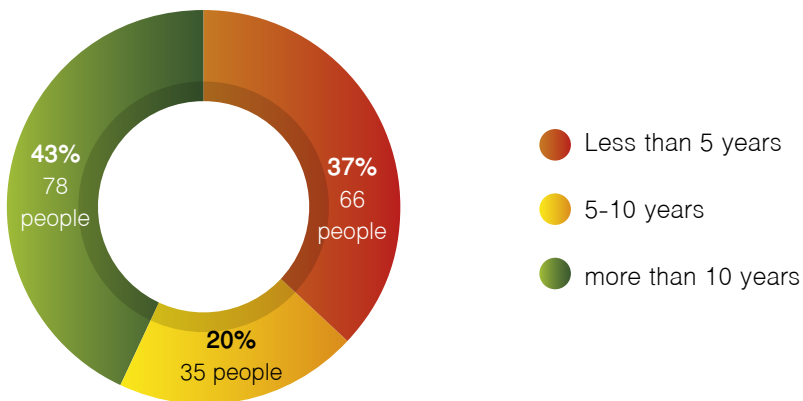
### Job position



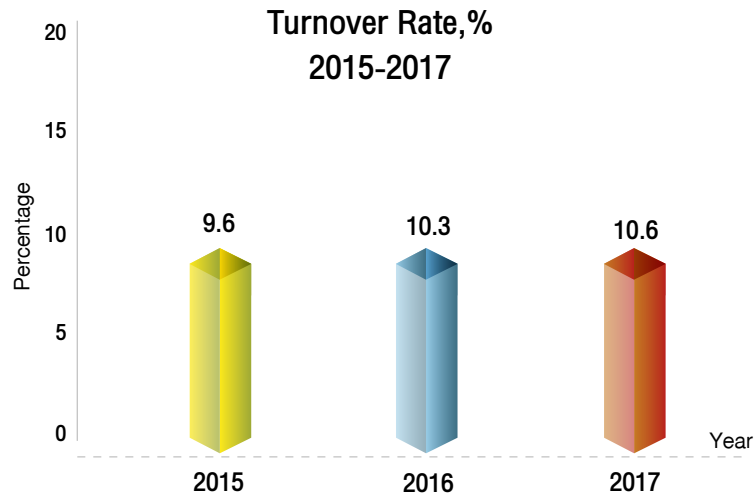
### Age\*



### Service years\*



## Turnover\*



\*Only AMATA employees

In 2017, the resignation rate increased slightly, these could be from external factors such as competitive labor market, the economy condition, relocation and the employee's health.

## Code of Conduct

Having realized the significance of corporate ethics standards within the organization, the Company has issued the Code of Ethics in both Thai and English versions, to ensure that all employees understand and adhere to the same ethics standard. As well as ensuring ethical principle business operations in the industrial estates for the benefit of its shareholders and the economy. Thus, in order to achieve the above mentioned corporate characteristics in a stable and ongoing manner, various 'best practices' have been established for the management and staff, the ethical business practices are as follows:

1. Practice for Oneself
2. Practice for Customer, Stakeholder and Society
3. Practice among staff
4. Practice for the organization

The Company has strictly monitored the code of conduct. Any employee who violates the rules and regulations of the Company shall be subject to disciplinary action according to labor law. In 2017, there were two employees received written warnings as a result of not complied with the Company's regulations.

## Performance Management System and Remuneration

The Company has developed an effective and fair annual performance appraisal. In 2017, Key Performance Indicators (KPIs) have been introduced and applied to the junior management and above. KPIs are related to Balanced Scorecard principle (BSC), they have been used as a management tool to drive Performance Management System for the Company as well as the employee. Moreover, the Company has also instructed the employees at all levels from the operation level, First Line Manager, Middle and Senior managers to be evaluated in 13 expected behaviors. These are AMATA DNA, which have been used as a part of the assessment, besides, the 13 expected behaviors have been evaluated at a different proportion depends on employee's levels, 25% for senior management, 50% for middle and first line manager and 90% for operation level.

The Company evaluates the employee's performance every six months, the 6 months appraisal provides opportunities for the supervisors and the employees to discuss their performance meant for future improvement. The remuneration has also been based on the performance results (Pay for Performance).

### **Evaluation and Remuneration for Chief Executive Officer**

The Nomination & Remuneration Committee reviews and evaluates the remuneration for the Chief Executive Officer (CEO). KPIs are based on a shared opinion between the Board of Directors and the CEO, which covers all part of the operations, aims to achieve business goals, as well as goals in social and environmental aspects. As for the remuneration policy, the salary and compensation rates of the executives from other companies in the same industry were surveyed. The endorsed by the Nomination and Remuneration Committee will be submitted to the Board of Directors for approval.

### **Evaluation and remuneration for senior executives**

The Company has set an annual salary increase policy for the executives by using individual performance appraisals which are the individual KPIs and the AMATA DNA behaviors. The Corporate KPIs covered business achievement, society and environment as a common goal of sustainable development. The assigned KPIs from the CEO were then given to each head of division to accomplish within their responsible areas.

## **Employee Care**

### **Remuneration and welfare**

#### **Welfare and benefits**

The employee benefits have been provided by the Company without any discrimination. They were based on scope of responsibilities and the state of assigned works. The common benefits are annual health check-up, health insurances, life and accident insurances, and social security.

In addition, the Company has offered the employees the opportunities to create the employee benefits and activities. The Company has appointed the welfare committee consisting of the employee representatives from various departments as well as from the subsidiaries. The welfare committee meetings have been held every 2 months.





**Provident Fund**

The Company together with its employees established the Company’s provident fund, supervised and managed by the Provident Fund Committee, to encourage the employees to save money. Each employee can contribute 5-15% of their salary to the Provident Fund every month. The Company will contribute another 5-15% of the employee’s salary depending on years of service of the employee.

**Financial supports**

Financial assistance has been provided to the employees on various occasions, such as emergency loan, wedding allowance, maternity allowances. The support also extends to family members of the employees, such as scholarships for their children and the family member death grant.

In 2017, the Company provided the employee loans to 4 employees for home repairing and tuition fee for the employee’s children.

Employment salary rate upon initial entry and benefits				
Item	Officer Level	Manger Level	Vice President Level	Chief Level
Initial Salary (excluding experience fee)	15,000 Baht	According to Salary Structure		
Travel Fee	✓			
Accident Insurance	✓	✓	✓	✓
Mobile Allowance	Some Positions	✓	✓	✓
Company Car	-	-	✓	✓
Scholarship for Children (if any)	✓	✓	✓	✓
Provident Fund	✓	✓	✓	✓
Financial Assistance for Funerals of Employee’s relatives	✓	✓	✓	✓
Financial Assistance for Marriage (one time only)	✓	✓	✓	✓
Child Delivery Financial Assistance	✓	✓	✓	✓
Medical Treatment Fee (Outpatient and dental)	✓	✓	✓	✓

**Happy Workplace**

The Company values the balance of work and personal life, encouraging the employees to have a good working life by using “Happy Workplace” concept which consists of 8 elements. The employees receive not only in monetary terms but also non-monetary terms such as welfare and other various benefits according to Happy Workplace program.

- **Happy Body** — The Company has provided heath benefits to the employees such as annual health check-up, medical expense, pharmaceuticals, as well as promoted mini-exercise every day at 3:00 p.m. to relieve fatigue.

- **Happy Heart** — The Company has recognized the importance of caring for one another as one believes that true happiness is giving. The Company has organized activities to encourage the employees to return to society such as blood donation, making happiness happen in the office such as Happy Birthday surprise for the employees and helping colleagues with medical fees voluntarily.
- **Happy Relax** - Several activities have been organized to create happiness and entertainment for the employees to relax both body and mind such as AMATA Staff Party (New Year Party), team building activities, sport day, AMATA Radio.
- **Happy Brain** — The Company has arranged activities to encourage employees' life-long learning and self-development, and to develop knowledge and skills, and to prepare the employees for reaching their highest potential at work in the future.
- **Happy Soul** — The Company has encouraged the employees to follow religious principles and ethics, to be a good person with good soul and good actions. The Company arranged the annual merits making at AMATA Nakorn and AMATA City Rayong, sprinkling water onto Buddha statue and senior management members and asked for blessing during Songkran festival.
- **Happy Money** — The Company has encouraged the employees to save money for long-term through providing the provident fund. The Company also arranged smart money management seminars by a financial expert to advise how to spend money wisely.
- **Happy Family** — The Company places an importance on having a good family life and encourages its employees to spend quality time with their beloved family by arranging activities such as photo contest on Mother's Day.
- **Happy Society** —The Company has encouraged employees to give back to society by arranging some volunteering activities such as painting school building and playground and hosting lunches for children, donating blood etc.



## Safety and Occupational Health for Employees

The Company has been complying with the relevant laws on safety and occupational health to emphasize the efficiency and effectiveness of the safety and occupational health of all operations, AMATA City Chonburi Office has set up the Safety and Occupational Health and Work Environment Committee, its member are the representatives from both the employees and the Company. The annual fire drill has been practiced to ensure that in case of an emergency, the employees can evacuate from the building to a safe place safely and promptly. In 2017, the Company surveyed the office buildings to find risks or any hazardous places. There were various types of safety inspections, including building security checks, surveying the building structure and its systems and equipment so that in case of an emergency the tenants could be evacuated on time.

In 2017, the Company had organized a contest of the Best Health Employee Awards. There were four awards, two awards for employees who were 40 years old or over, each for male and female, and two awards for employees who were under 40 years old, each for male and female. The Safety and Occupational Health and Work Environment Committee had chosen the winners who met the criterias.

The Company installed CCTV cameras in AMATA Service Center building for security reasons. The satisfaction survey of the employees and the tenants working in the AMATA Service Center showed that 80% of them had confidence in the safety of their life and the property. Moreover, the Company has installed GPS to its cars, to increase road safety, control speed, and set the right route to reach the destination on time, reducing costs and any loss.



## Employee Grievance and Action Taken

Not Only the Company allows every employee to send suggestions to the Company for improvement of the Company's operations, but also permits them to send any grievance directly to the top executives. The grievance policy ensures confidentiality of the employees. The grievance channels are as follows.

1. Inform to the Chief Executive Officer directly.
2. Inform by post to the Post Office PO Box 7, Monterey Tower, Bangkok 10320
3. Inform through Suggestion Box
4. Engagement Survey

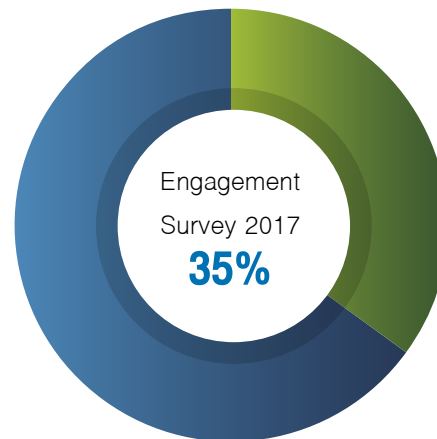
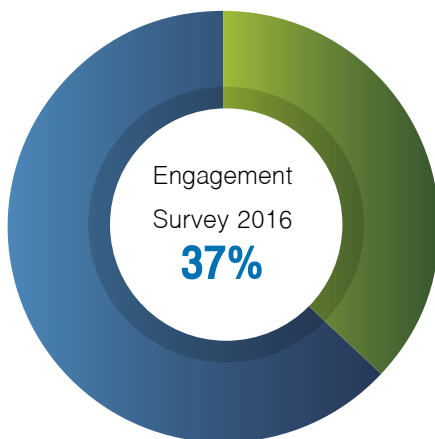
In 2017, there were 10 suggestions and opinions of the employees sent directly to the Chief Executive Officer through various channels. The Company considered the suggestions and rectified them as appropriately. As for the suggestions related to the employee welfare, the Company had presented to the welfare committee for further action.

## Employee Engagement

The Company has been conducting Employee Engagement Survey by a third party since 2016. The Company has taken the employee engagement survey results in 2016 into consideration and set an action plan for 2017, there were 3 prioritized topics as follows;

- Employee development and career path
- Competitive compensation plan
- Performance Management System

In 2017, the employee engagement decreased by 2% from last year, the result showed that employees focused on the competitive remuneration and welfare. As a result, the Company has continued to use its efforts to meet the expectations of the employees. However, the engagement score of the contract employees and the outsourcing staff have increased from 32% to 45% and 28% to 53%, respectively, indicating that the Company has improved its welfare, compensation and others benefits to all employees equally.



## Employee Development

For the Company to achieve its business goals and moving towards the sustainable development, the Company realizes that human resource development is the key factor to accomplish future challenges and business opportunities.

### Learning and Development

The Company has been organizing internal and external training programs for the employees and the executives through analyzing, designing, and providing courses from highly qualified trainers from leading organizations both from government educational institutions or private organizations such as a course for Leadership Succession Program, as well as foreign language skills training programs for the employees such as English, Japanese and Chinese.

The employee 's competency development includes various development formats such as on the job training internal and external training workshops, e-learning, and sharing experiences by the executives.

Statistics of Training program	2015		2016		2017	
		percentage		percentage		percentage
<b>Total Attendance (Person)</b>	<b>131</b>	<b>74</b>	<b>108</b>	<b>59</b>	<b>145</b>	<b>81</b>
Male	59	45	48	44	58	40
Female	72	55	60	56	87	60
<b>Total Courses (Course)</b>	<b>48</b>		<b>42</b>		<b>92</b>	
In-House Training	13		21		21	
Public Training	35		21		71	

In 2017, there were 81% of the employees and the executives who received both in-house and public training. The average duration of trainings per person was 30 hours per year. The employee development model is based on the well-known 70:20:10 approach whereby 10% was the formal classroom training and self-study. Currently, the Company is in the process of uplifting the standard of training in core business functions by developing a training roadmap. The majority of the development methods or 70%, however, were experiential learning, for example, job enlargement, project assignment, participating in special committees, community volunteering, being members of the Board in subsidiaries. Regarding the other 20%, the employees were developed by other means including, for instance, coaching and feedback.



## AMATA DNA

In addition, the Company encourages the employees to work effectively, the Company also creates good morals to the employees from different backgrounds to work together in harmony regardless of their gender, age, language, race and culture, they can be united under AMATA's culture.

The Company has encouraged its employees to understand corporate culture, developed their characteristics to be as expected as AMATA's people. Enable them to work effectively, and giving them the opportunity for career advancement, leading to a sustainable growth of the Company. The Company has determined the 5 characteristics of AMATA DNA, including:

**D = Dependable**

**R = Responsive**

**I = Innovative**

**V = Visionary**

**E = Efficient**

In 2017, the Company has applied AMATA DNA through its various activities throughout the year, encouraging the employees to actually accomplish and pushing the corporate culture through training programs and activities such as

- Orientation program for new comers to ensure their understanding of corporate culture.
- Reiteration the understanding of the corporate values through various activities.

The Company has also given the awards annually, “The Best Employee Awards” which have been categorized by the employee’s level. The awards are given to the qualified employees who possess AMATA DNA characteristic.





## Career Development

The Company appreciates the employee's career advancement, therefore, the opportunities have been given to the employees who would like to change their job according to their ability or interest, as well as those who are interested in changing job could apply to work in the new businesses under the development of the Company, rather than recruiting new candidates from outside. In addition, by ensuring that employees can progress in their jobs, both at the operation level and the management level, thus the Company receives higher employee engagement. Moreover, the employee career development can reduce the risk of business discontinuity. As a result of having the employees whose position matches their qualifications, the Company benefits not only from the employees who are happy at work but also receives higher performance from the employees. Having valued career planning for the employees, the Company hopes to inspire and encourage the employees to do whatever they would like to do in the future with happiness.



# ENVIRONMENTAL PERFORMANCE



**65 factories**  
joined AMATA Best Waste  
Management Award 2017

The number of Waste sent  
to landfill is **0.92%**  
of total waste

**100%**  
of recycled water was utilized  
in our industrial estates

# Climate Change

The impact of climate change is widening and intensifying. It is the risk for which the company and all stakeholders have the most concern. However, climate change is not just a risk and a challenge that the Company must address to reduce its impact, it is also something that creates business opportunities for the Company as well.

Climate change has affected the operational management of AMATA City Chonburi and AMATA City Rayong Industrial Estates as it has caused a greater volume of water from rainfall and higher temperatures when compared to the past. Climate change has prompted the Company to take urgent measures to cope with the impact of these increases in rainfall and temperatures. This is in line with Goal No. 13 of the United Nations (take urgent action to combat climate change and its impact), by developing the capacity to cope and adapt to climate change and natural disasters, and integrate this into the corporate policies, strategies and plans by transforming ourselves from being an industrial city into a smart city with the goal of reducing energy consumption, increasing energy efficiency management, and increasing the investment and development of clean energy and utilization of high technology to reduce pollution, thereby reducing the negative impacts to the environment as well as to preserve natural resources. This is also in line with the Goal No.7 of the United Nations (Ensure access to affordable, reliable, sustainable and modern energy for all).

In addition, the Company also focuses on protecting, restoring and promoting sustainable use of terrestrial ecosystems according to Goal No.15 of the United Nations (Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt land degradation and halt biodiversity loss).

## Smart Energy

In 2017, the Company began to transform AMATA City Chonburi Industrial Estate into its First Smart City. The goal is to create an energy self-reliant city where the Smart Grid and Energy Management System (EMS) have been applied into use. It will be a city of sustainable environmental management where energy is used efficiently by using renewable energy in various forms. The smart energy project has been developed.

AMATA's Smart Energy concept is that a city developer can manage its electricity networks with power generation, power transmission and a distribution system by connecting the energy management system with the energy storage system used to store energy during power outages; this stored energy can be used immediately when needed. In so doing, the electricity from renewable sources becomes stable and flexible. Users have the option to choose various power supply sources as required, by quality and price (power rate according to quality).

AMATA Corporation Public Company Limited signed a Memorandum of Understanding (MoU) with the Energy Policy and Planning Office (EPPO), Ministry of Energy to develop its Smart City on 14 March 2017. After the MoU signing,

the Company and EPPO conducted weekly meetings to drive the Projects which fall under AMATA Smart City, especially the projects related to Smart Energy, renewable energy: Solar Power, Waste to Energy and the Smart Grid.

The Company aims to develop Smart Energy as follows:

1. Promoting renewable energy use — such as from solar power or waste to energy — together with the energy storage system.
2. To reduce greenhouse gas emission and become a low carbon city
3. To develop itself to be an energy self-reliant city which do not need to rely on any external power supply. This means that the energy production system of this Smart City can produce enough energy to supply its demand.
4. To be a city with a Smart Grid System, which produces and uses energy with minimal power loss.

## Energy Conservation in Building

The Company has focused on reducing energy consumption and the use of resources within the office building of AMATA City Chonburi Industrial Estate. In 2017, the Company encouraged energy conservation awareness through appropriate use of natural resources and the environment for sustainability by launching the campaign through communication board and intranet, to conduct energy conservation policies with the goals and plans to conserve energy, and this included organizing trainings and activities to promote energy conservation. All actions have been implemented according to the energy conservation plans, monitored and analyzed according to the set goals, and monitored and evaluated the energy management. As a result, the Company reduced expenses from water and electricity consumption in office buildings by 16.10% compared to year 2016.



## Energy Saving in Reclamation Process by Solar Roof

AMATA Water Company Limited, a subsidiary of the Company, has aligned with the mission and vision of the Company on efficient energy management by reducing the use of electricity in its water reclamation supply (recycled waste water). AMATA Water has studied and developed the use of solar energy to use in its reclamation system. In 2017, AMATA Water has installed the second solar panels on the roof top of the Reclamation Building in AMATA City Chonburi Industrial Estate to produce electricity from solar energy to replace the current power supply source

by 6% of total electricity consumption of the reclamation system and reduce greenhouse gas emissions by 45 tons CO<sub>2</sub>e /year.



## Construction of Check Dams

AMATA City Rayong Industrial Estate is situated on the highland. As a result, during rainy season, rain water will flow immersely from mountains to public canals in AMATA City Rayong Industrial Estate, especially during the period of season change when there are heavy and frequent rainfalls resulting in heavy flooding and soil erosion at the common area of AMATA City Rayong Industrial Estate.

In recent years, the problems of heavy flooding and soil erosion have become more and more severe. The Company, therefore, has applied to use a preventive approach under the Royal Projects of King Rama IX. This is a starting point of the check dam construction project. Also, a tree plantation project has been implemented at the same time along the boundary of the check dams, land not yet developed, and the buffer zone area of AMATA City Rayong Industrial Estate and some deserted public land outside AMATA City Rayong Industrial Estate by working together with government agencies, schools in the communities, surrounding communities, and factory members in AMATA City Rayong industrial estate. There were 1,500 participants joined the Project in 2017.

The objective of the check dam project is to slow down the speed of water-flow to public canals and streams in AMATA City Rayong Industrial Estate, and to increase green area along the check dams to indirectly reduce the impact of climate change. In 2017, the Company constructed 5 check dams and planted 10,000 trees.



## Forestation in AMATA Industrial Estates

The Company committed to creating and sustaining green areas in our industrial estates. Other than tree planting as required by measures in the Environment Impact Assessment report (EIA report), the Company also strives to increase green areas in AMATA Industrial Estates to maintain its natural balance and create a pleasant environment inside our industrial estates. The environmental management measures include:

- Every factory must have the green area of at least 5% of its total factory area.
- The green area and buffer zone of the industrial estate must not be less than 10% of the total area, including green areas along the road. In 2017, the Company has increased its green area to 10.17% of total area in AMATA City Chonburi Industrial Estate and 10.34% of total area in AMATA City Rayong Industrial Estate.
- Trees will be planted on the 10 metre width buffer zone at the boundary area of AMATA industrial estates with a perennial tree of 3 rows. The selected planted trees are: Acacia mangium, Wild Almond, Tamarind, Mahogany, Teak, Copper Pod, Iron Wood Horsetail, Siamese cassia, and eucalyptus. The Company must choose trees that can grow easily in all types of soil due to the salty soil condition of the two industrial estates.
- Start to develop the green area as soon as construction on that area begins. The Company committed not transform the green area to be used for other purposes.

Community and social sectors including local communities, factory operators and government agencies are interested in taking care and participating in this tree planting project. The Company has organized tree planting activities on national important days. In 2017, the Company planted 5,000 trees in AMATA City Chonburi, and 10,000 plants in AMATA City Rayong.



# Water Management

Water is an important resource for industries and all lives on earth. Growth of industries, rapid population growth and climate change lead to risks and challenges in all sustainable business operations. Consequently, it is very important that the Company always pays attention to cope with risks of water supply shortage and flooding.

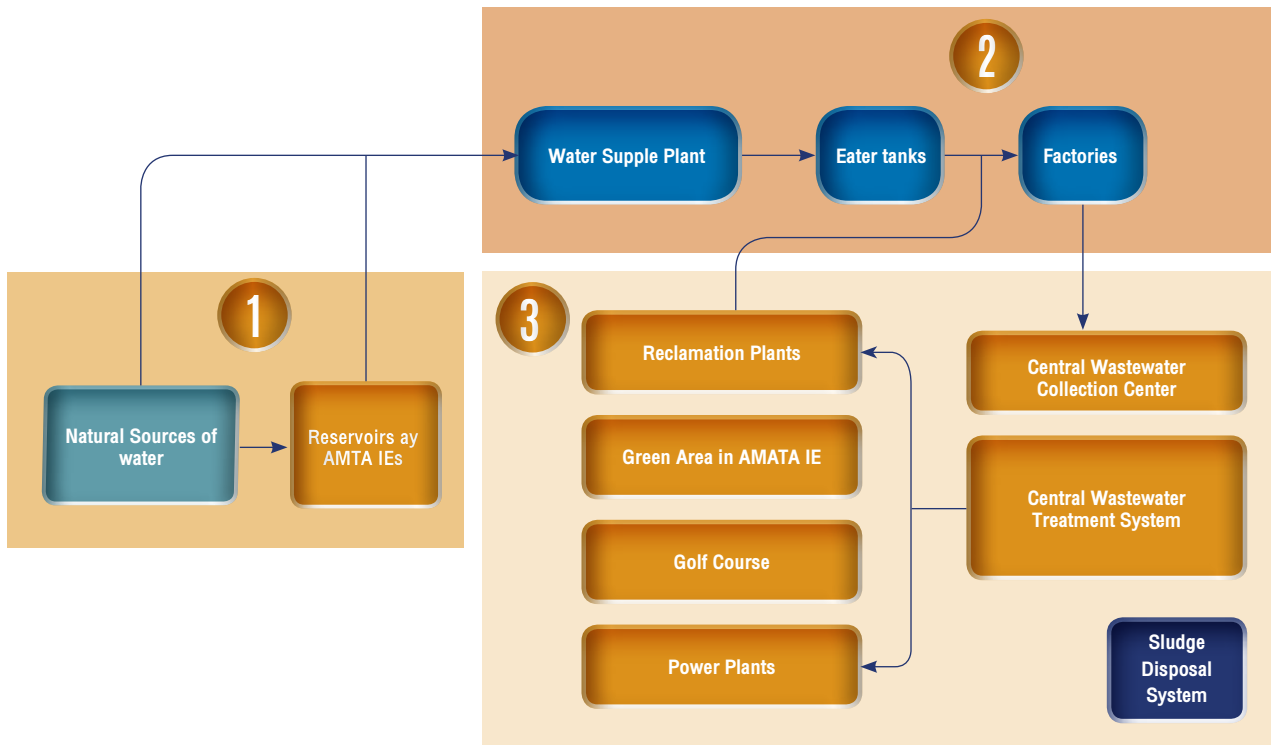
The Company has a policy to reduce environmental impact that may occur from operation within AMATA Industrial Estates to the minimum including the plans to use sustainable resources in line with Goal No. 12 of the United Nations (Ensure sustainable consumption and production patterns). Therefore, the Company has initiated and invested in the development of a waste water management system to ensure no discharge of any waste water to outside area of AMATA Industrial Estates. This is called “Zero Discharge Concept”. The Company has planned for the supply and reserve of water to meet the demand of our customers. The Company always checks and monitors quality of water supply sources and at the same time, always checks and monitors wastewater disposed in various locations in order to ensure that we have efficient water management and will not create any impacts to all stakeholders for both short term and long term.

## Water Management in AMATA Industrial Estates

The Company has a policy to reserve raw water (in the reservoirs both inside and outside AMATA Industrial Estates) with a reserve capacity of not less than 150% of the required consumption amount. As a result, the Company had never experienced on water supply shortage in the past 30 years although the eastern part of Thailand has suffered the most drought, which has affected many operators in Eastern Seaboard. Currently, the total number of reservoirs at the two AMATA Industrial Estates are 16 reservoirs with the total water capacity of 35.5 million cubic meters.

In implementing the water management of the reservoirs in both AMATA Industrial Estates, the Company has adopted the zero-discharge approach to reduce any impacts to natural water sources and reduce the use of raw water from natural sources, resulting in efficient use of water resources and reduce the chance of contaminating the environment.

The factories in the industrial estates will dispose the wastewater to the central wastewater collection center and the central wastewater treatment system respectively. The treated wastewater will be reused in various forms (Water Recycling) such as production of high grade water by Reverse Osmosis system for factories that need high quality water, cooling systems of power plants at AMATA Industrial Estates, and watering trees in the common area in AMATA Industrial Estates.



## Increasing the capacity of reclamation system

The Company recognizes the importance of using resources efficiently and worthwhile in order to reduce the use of limited water resources. We have adopted the reclamation system to recycle wastewater by using Reverse Osmosis with the treated water to produce high quality water to supply to factories in AMATA Industrial Estates.

As a result of this technology, it has benefit the Company by increasing water supply production capacity from 34% to 40% of total treated wastewater amount and also reducing the consumption of raw water in water supply production from 80% to 78%. This reclamation system helps the Company to maintain the quantity of the raw water during the dry season and spares the time of about one month for finding the raw water source. Hence, the system secures the Company’s sufficient water resources and water management for its industrial estates. On the other hand, it also gives confidence to the surrounding communities about the Company’s efficient water management.



## Flood Protection at AMATA City Chonburi Industrial Estate

The geographical location of AMATA City Chonburi Industrial Estate is at the ending point of the water flow from communities before water flows into the Bang Pakong River. Therefore, sea level is one of the important factors affecting the drainage of rainfall from our area to the sea. So, during the raining season, there is a chance that AMATA City Chonburi may facing the drainage floods on the road surface. This will affect the traffic and logistics of the stakeholders who work in AMATA Industrial Estates or live nearby the areas.

The Company has set up a flood prevention plan for AMATA City Chonburi Industrial Estate to reduce the negative impact on customers in the industrial estate, including employees and the public who are coming to work or travel inside AMATA. The major flood protection plans are construction of raw water reservoirs with a capacity of 21.4 million cubic metres in AMATA City Chonburi Industrial Estate to support the rainfall, improvement of existing drainage canals, and excavation of new drainage canals in order to drain and defer rainwater during the rainy season, for example by digging such canals along the motorway with the length of 11 km. With our experience and capability of water management, the Company can efficiently handle water management at the time even when we have flood or drought resulting from a climate change.

Every year, the Company has scheduled the canal dredging activity for all public canals passing through AMATA City Chonburi to be completed before June by coordinating with local authorities and reporting the results to AMATA City Chonburi Traffic Committee as they supervise the traffic issue resulting from flooding and many groups of stakeholders are also a part of the committees. Moreover, a sufficient number of water pumps were installed by the Company throughout AMATA City Chonburi to drain rainwater to the canals and to Bang Pakong River efficiently. The Company has worked closely with relevant government authorities and the Royal Irrigation Department under hydrographic rainwater drainage theory, such as installing an electric water propulsion system at Klong Klang connecting with Klong Sattapong, coordinating with Royal Irrigation Department to control water level in Tumru Canal and Phan Thong Canal during rainfall to be at its lowest level, and pumping the water out of the canals immediately when the tide is getting high.

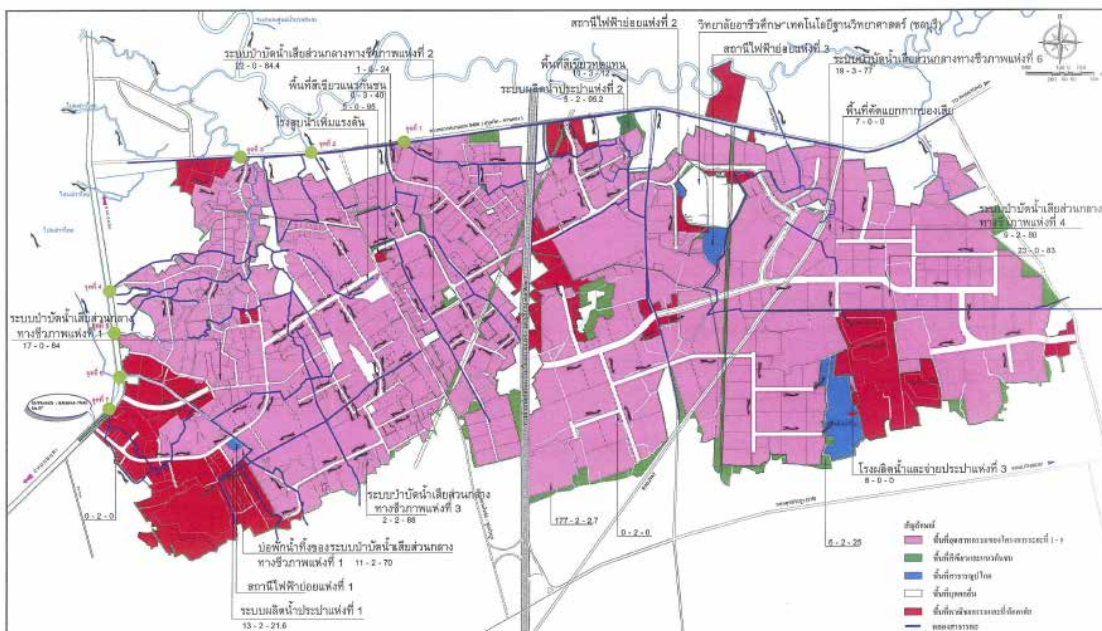


As a result, the flood on the road surface in some area of AMATA City Chonburi was reduced to 1-2 hours only and there were no complaints from customers who work in the closed area (not close to the public canals) during the heavy rainfall.

In 2017, the Company set up the meetings with all customers in AMATA City Chonburi to inform them about flood prevention and control measures of AMATA City Chonburi so that all members understand about drainage flood and rainfall. With this understanding, all members can prepare themselves to handle the drainage floods inside their factories efficiently and properly.

### Canal Dredges





# Industrial Waste and Solid Waste Management

There are more than 1,000 factories situated in AMATA Industrial Estates with more than 270,000 employees. Therefore, the effective waste management from production process including general wastes from the offices and employees is important to reduce negative impacts on the environment. The Company has a policy to reduce environmental impacts which may arise from business operations within AMATA Industrial Estates to a minimum by encouraging the recycling and reducing of solid wastes in the production patterns of the factories and promoting sustainable consumption of natural resources in accordance with Goal No. 12 of the United Nations (Ensure sustainable consumption and production patterns)

## Zero Waste to Landfill

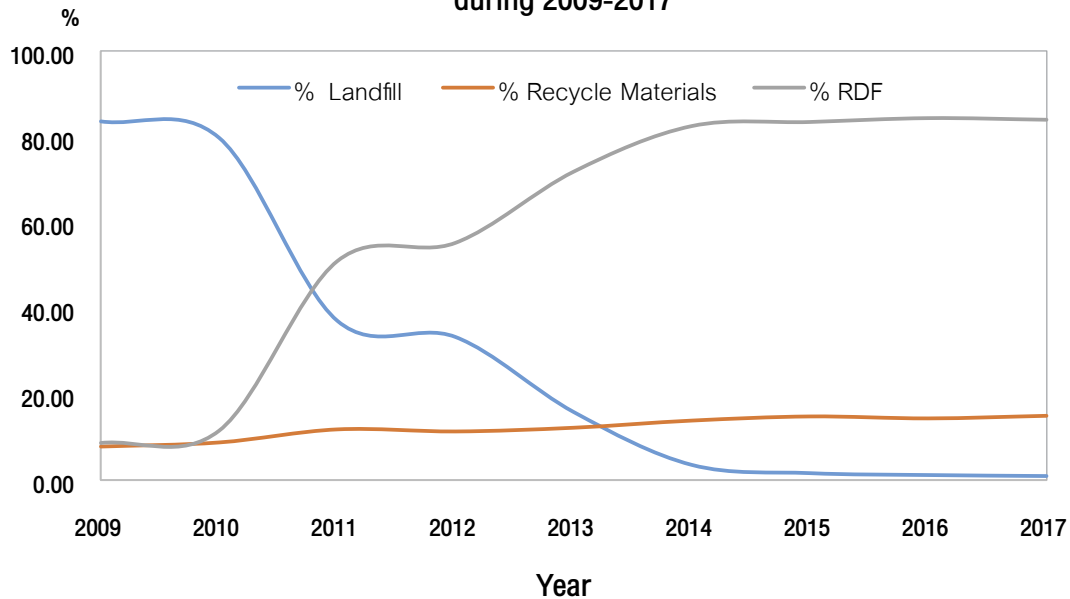
The Company pays attention to the general waste management process of customers in AMATA Industrial Estates. The objective is to reduce the amount of general waste by the landfill method. Therefore, Zero Waste to Landfill has been applied in the collecting, sorting and disposing waste processes.

AMATA Facility Services Company Limited (AFS), a subsidiary of AMATA Corporation, provides general waste management services for the business operators in AMATA Industrial Estates, with an average amount of 23,500 tons per year, comprised of the total amount of general waste in AMATA City Chonburi of 20,000 tons per year and in AMATA City Rayong of 3,500 tons per year. AFS has improved the waste management process in its waste segregation plant in AMATA Industrial Estates according to a guideline of Zero Waste to Landfill. It is a pilot project which started in 2011 by emphasizing the increase of staff efficiency in waste separating, the improvement of waste management process which changed from landfill to refuse-derived fuel (RDF) and the combustion in cement plants.

As a result of the project implementation, in 2017, the Company could increase the efficiency of sorting the recycled waste from solid waste, from 10% to 15% of the total amount of solid waste in the waste segregation plant. The amount of waste disposed by landfill was reduced to 0.92% of the total waste. Nevertheless, there are still the general wastes which have to be dumped into landfill which are non-combustible waste, brick, stone, cement, sand and food waste, etc.

Additionally, the management of solid waste disposal by zero waste to landfill can save the Company's cost about 6.64 million Bath per year. The customers' satisfaction survey conducted by AFS shows that 85% of the service users have confidence in the Company's waste management that it is in accordance with related laws. The surrounding communities of AMATA City Chonburi Industrial Estate also have confidence in our waste management as well. On the other hand, it also decreases the use of new resources in making industrial fuel. Currently, the Company is studying to bring this Zero Waste to Landfill system to be used in AMATA City Rayong as well.

### Comparison of Waste Management by Landfill and Recycling System during 2009-2017



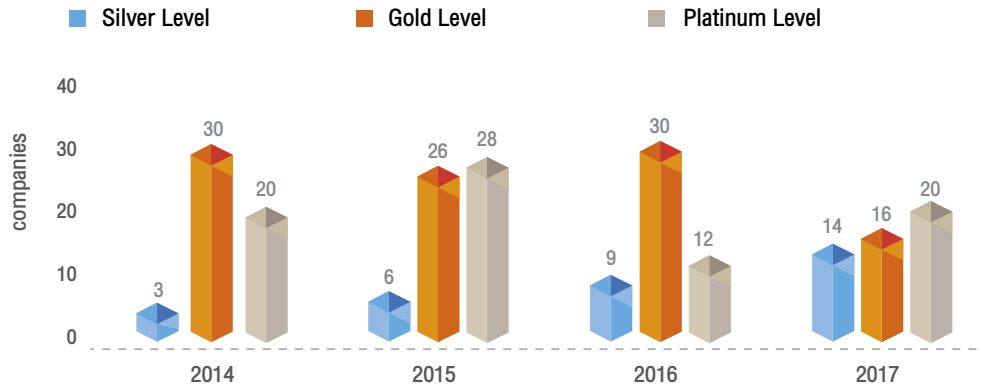
## AMATA Best Waste Management Award

The Company considers the involvement of customers in AMATA industrial estates to reduce negative impacts to society and the environment. Therefore, the Company is committed to promote knowledge and understanding to customers in AMATA City Chonburi and AMATA City Rayong about general waste and industrial waste management as required by law. An annual event has been held continuously since 2014 under the Project named “AMATA Best Waste Management Award” in order to improve the performance in managing non-hazardous waste, solid waste and sewage in the factories by encouraging Company’s customers to adopt the 3Rs Principles (Reduce-Reuse-Recycle) which can help reducing their production costs. In 2017, there were 65 companies participating in this AMATA Best Waste Management Project. The awards are categorized into 3 levels as follows :-

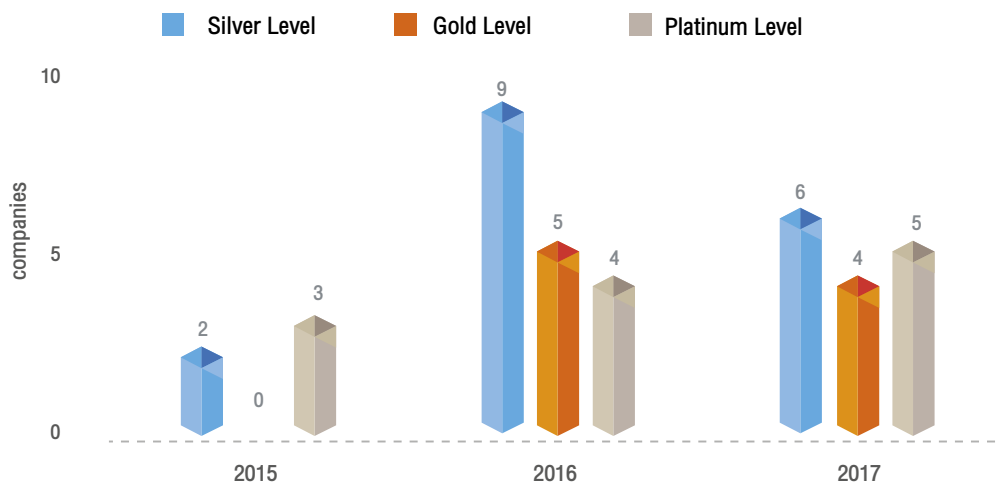
1. Silver awards for 20 companies, comprised of 14 companies in AMATA City Chonburi Industrial Estate and 6 companies in AMATA City Rayong Industrial Estate.
2. Gold awards for 20 companies, comprised of 16 companies in AMATA City Chonburi Industrial Estate, and 4 companies in AMATA City Rayong Industrial Estate.
3. Platinum Awards for 25 companies, comprised of 20 companies in AMATA City Chonburi Industrial Estate and 5 companies in AMATA Rayong City Industrial Estate.

The project is run under an industrial waste management internal audit method by industrial waste management experts, officials from Industrial Estate Authority of Thailand (IEAT) and representatives from AFS. The implementation of the internal audit can improve the efficiency of industrial waste management of factories in AMATA City Chonburi and AMATA City Rayong as required by law; this can be aligned to the customers’ corporate policies in terms of industrial waste management based on 3Rs and Zero Waste to Landfill Principles.

### AMATA City Chonburi Industrial Estate



### AMATA City Rayong Industrial Estate



# Compliance with laws

The Company together with the Industrial Estate Authority of Thailand operate AMATA industrial estate under the relevant laws and regulations, in relevant with economic, social and environmental dimensions. Accordingly, the Company not only passionately supports and participates in the activities of the Industrial Estate Authority of Thailand but also strictly adheres to related laws and regulations, to minimize negative impacts on society and environment.

In addition, the Company has created an intelligent environment (Smart Environment), a component of AMATA Smart city. Namely, innovation and technology are used to ensure that environment in the urban area is closely monitored. Thus, all stakeholders can rest assure that the Company operates strictly within related laws and regulations, resulting in quality of living in AMATA Smart City.

## Environmental Monitoring and Control Center: EMCC

Environmental Monitoring and Control Center or EMCC is a part of environmental management projects aimed to solve environmental problems in AMATA industrial estates area. EMCC was established by adopting the concept and development policy from the Industrial Estate Authority of Thailand, intended to continuously monitor and control environment quality in AMATA industrial estate area. The project shall ensure stakeholders that the Company places an importance on the best practices for environmental management in the local communities and conducts the environmental governance principles at AMATA industrial estates.

The Company has established Environmental Monitoring and Control Centers at two AMATA Industrial Estates since 2013. EMCC has 4 stations at AMATA City Chonburi Industrial Estate and 2 stations at AMATA City Rayong Industrial Estate, they are connected by real-time online system with monitor-displaying at the Office of AMATA City Chonburi Industrial Estate. The structure of Environmental Monitoring and Control Center consists of :

**1. The central database system of industrial estate** is working as an information center by collecting environmental data from both the industrial estate and factory levels such as water consumption, wastewater quantity, wastewater quality, industrial waste and air quality, etc.

**2. The monitoring and controlling system for quality of treated water discharged from the central waste water treatment plant;**

The Company is linking waste water quality data, after it being treated from the central waste water treatment system to EMCC in the format of BOD Online. In case that the treated water quality is under the standard as specified in the notification of the Ministry of Science, Technology and Environment No.3 B.E. 2539 (A.D. 1996) regarding the standard of waste water from factories and industrial estates, EMCC will notify the waste water control center for analysis and find out the root cause then fix the issues immediately.

**3. The Air Quality Monitoring Station (AQMS);**

The Company monitors air quality through the Air Quality Monitoring Station (AQMS) by linking the air quality data from 4 AQMS at AMATA City Chonburi area which are U Tapao Temple, Mabsamgleow Temple, Panthong Ratchanupatham School and Omkaew Temple and 2 AQMS at AMATA City Rayong areas which are Health Promotion Hospital, Tumbon Mabyangporn and Pananikom Temple. The air pollution monitoring investigates total suspended particulates (TSP), particulate matter up to 10 microns (PM10), sulfur dioxide (SO<sub>2</sub>), nitrogen oxide (NO<sub>2</sub>), and wind speed/ wind direction. Then, the air pollution monitoring analyses the collected data together with wind direction and air quality from factories' chimney. All this information will help identifying the air pollution's source.

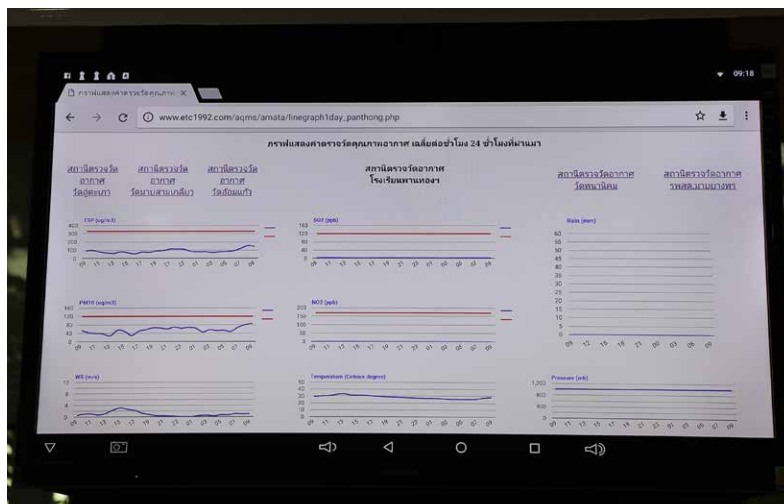


**4. The monitoring and controlling system from factory chimnies;**

This system is an online method to monitor and control environment by linking the measured data from factory chimnies. EMCC will alert the factory in question to inspect and report the causes, then immediately make correction and improvement. All power plants located in AMATA Industrial Estate are required to link the data online once the plant construction is completed.

**5. The security surveillance system in the area using CCTV to process and create a safety planning in the industrial estates.**

The continuous environmental monitoring of EMCC will ensure all sectors that AMATA industrial estate environmental problems are dealt immediately. It can be said that EMCC is the organization that is not only handle the important roles in solving environmental issues but also a mechanism creating a better quality of life in communities surrounding AMATA Industrial Estates.



## Disclosure of actions and performance followed Preventive Action Plans and Environmental Impact Assessment (EIA Monitoring Report)

The Company discloses performance reports of preventive action plans, environmental quality assessment, and environmental impact resolution and evaluation in the EIA reports (Environmental Impact Assessment) of AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate which were submitted to the Industrial Estate Authority of Thailand and the Office National Environment and Policy (ONEP) every 6 months. In addition, the EIA Monitoring Report were also presented to the Environmental Quality Audits Committee of industrial estates in both AMATA City Chonburi and AMATA City Rayong for their acknowledgement.

In 2017, the Company presented the results of the EIA Monitoring Reports 4 times. The recommendations by the Environmental Quality Audit Committee of AMATA City Chonburi and AMATA City Rayong will be used to conduct the implementation plan and to increase effective management for both industrial estates next year.



## Eco-Industrial Estate

The Company and the Industrial Estate Authority of Thailand collaborated in developing industrial estate area. The guideline development plan has been in line with the development framework laid out by the Industrial Estate Authority of Thailand (IEAT). In the frame work, eco-industrial town will be developed followed by 5 dimensions and 22 aspects, the 5 dimensions are physical, economic, environmental, social, and management dimension and each dimension contains 22 aspects for development as explained in the below pictures;





For the process of land development of AMATA City Chonburi and AMATA City Rayong to become eco-industrial towns, the Company has carried out several activities and projects such as setting up traffic management committee, industrial waste management committee, as well as creating jobs to the communities, creating fully integrated environmental management, increasing quality of life for people in the communities and factories, and developing internal modern information management system.

As a result of many development projects in 2017, the Company was awarded “Eco-industrial Estatelevel Eco-Champion: C3” from the Industrial Estate Authority of Thailand to both AMATA City Chonburi and AMATA City Rayong. The Company still determines to continue developing land based the concept to become a perfect sustainable Eco Industrial City.

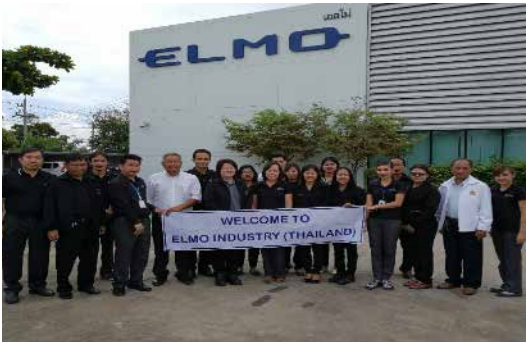


Eco Industrial Estat: Eco-Champion: C3 Level for AMATA City Chonburi  
Indusrial Estate and AMATA City Rayong Indusrial Estate

## Environmental Governance Assessment

The Company has joined the Board of Directors in the Environmental Governance Program (White Flag Green Star or Thong Khao Dao Kheow), organized by the Industrial Estate Authority of Thailand to continuously monitor the factories' ability in managing the environment continuously by using the environmental governance program. The program comprises of the provision of comprehensive information with transparent dissemination, verification, and community-based participation to reduce conflicts, fair benefits sharing between industries, development of environmental monitoring and control center to build confidence in environmental quality monitoring in line with the vision of the Industrial Estate Authority of Thailand that focuses on being the leading organization to create a balanced and sustainable eco-industrial city.

In 2017, the Company provided staff to join the board of directors of the project and conducted a factory inspection including 8 factories in AMATA City Chonburi and 6 factories in AMATA City Rayong. The assessment result showed that all inspected factories have scored more than 70% which are ranked in good — excellent level.



## Management of complaints related to social and environment impact

The Company strives to grow sustainably with the societies and surrounding communities. Hence, it opens for all stakeholders to comment and give recommendation related to the company's business operation via call center, telephone, e-mail, post mail, conference, etc.

In 2017, a total of 426 complaints were reported through various channels, only 5 items, or 1% are related to social and environmental impact. The Company has immediately managed and tracking the complaint since it they have been reported including completely solve all the issues according to "ISO 14001: 2004 Environmental Management System" with the Industrial Estate Authority of Thailand (IEAT) in both politics and laws approach.

Analysis on causes of complaints are also performed in order to formulate preventive measures. On December 31, 2017, the Company has completely solve all the 426 complaints equivalent to 100%.

- Directly contact through the Company's various channels : 421 items.
- Only 5 complaints are related to social and environmental issues (factory-to-factory complaints).

No.	Social and Environmental Impact	Number of Complaints
1	Water Supply Problem (Quality and Quantity)	192
2	Wastewater problems (wastewater overflow, odor Problem, clogged pipes)	137
3	Services of waste management problem (inconsistency issue, trash overloaded, falling rubbish)	58
4	Traffic Problems and Central Areas (Parking blockage, defective road and pipe caps)	22
5	Green Area Problem (tree obstructed the electricity pole and factory)	12
6	Black smoke from the factories' chimney	2
7	Odor Problem from factories	2
8	Noise Problem from factories	1
<b>Total</b>		<b>426</b>



# Performance Data in 2017

## Economic Performance and Human Resources

Performance Data	2015	2016	2017
<b>Economic Performance</b>			
<b>Economic Value Added (Consolidated Financial Statements for the Year ended 31 December 2017)</b>			
<b>Common Share Information</b>			
Par value (THB)	1	1	1
Book value per share (THB)	10	10.44	11.59
Earnings per share (THB)	1.14	1.12	1.32
<b>Economic Performance (THB, million)</b>			
Revenue from sales and services	5,115.42	4,426.51	4,491.25
Total revenue	6,237.71	4,732.69	4,652.14
Net profit	1,216.02	1,198.27	1,409.49
<b>Financial Position (THB, million)</b>			
Current assets	11,345.49	10,218.17	10,056.99
Total assets	25,451.40	26,595.70	29,279.67
Current liabilities	5,095.60	5,862.62	2,160.35
Total liabilities	11,950.88	12,355.55	14,308.36
Registered and paid-up capital	1,067.00	1,067.00	1,067.00
Total shareholders' equity attributable to owners of the Company	13,500.52	14,240.15	14,971.31
<b>Financial Ratios</b>			
Return of equity (%)	11.43	10.37	11.50
Return on assets (%)	5.11	7.41	8.04
Gross margin (%)	44.79	53.24	53.73
Current ratio (times)	2.23	1.74	4.66
Debt to equity ratio (times)	0.89	0.87	0.96
<b>Tax and Tax Incentives (THB, million)</b>			
Tax paid <sup>(1)</sup>	396.12	304.05	282.90
<b>Business ethics</b>			
Numbers of complaints on business ethics	0	0	0
Numbers of complaints on business ethics that are true	0	0	0

Performance Data	2015	2016	2017
<b>Human Resource</b>			
<b>Total number of employees <sup>(2)</sup> (headcounts)</b>			
Male	80	90	83
Female	97	94	96
<b>Number of employee by workplace <sup>(2)</sup> (headcount)</b>			
Bangkok Office	51	57	52
AMATA Nakorn Industrial Estate Office, Chonburi	104	107	107
AMATA City Industrial Estate Office, Rayong	22	20	20
<b>Number of new employees <sup>(2)</sup> (headcount)</b>			
Bangkok Office	7	11	10
AMATA Nakorn Industrial Estate Office, Chonburi	10	13	12
AMATA City Industrial Estate Office, Rayong	17	2	1
<b>Number of employee turnover (headcount) <sup>(2)</sup></b>			
Employee turnover with age below 30 years	5	4	6
Employee turnover with age above 30 years	12	15	13
<b>Employee turnover rate <sup>(2)</sup></b>			
Employee turnover rate, %	9.6	10.3	10.6
<b>Maternity Leaves and Return <sup>(2)</sup> (headcount)</b>			
Number of Maternity Leaves (headcount)	2	1	1
Rate of return from maternity leave (%)	100	100	100
<b>Employee by Job Level <sup>(2)</sup> (headcount)</b>			
Officer Level	106	108	104
Section Manger Level	38	43	42
Department Manger Level	15	15	17
Vice President Level	10	11	12
Chief Level	7	7	4
<b>Employee by Domicile <sup>(2)</sup> (headcount)</b>			
Bangkok	60	66	63
Eastern	67	65	64
Central	26	25	25
Northern	5	7	6
Southern	2	3	4
North Eastern	14	14	13
Western	3	4	4

Performance Data	2015	2016	2017
<b>Employee by religion <sup>(2)</sup> (headcount)</b>			
Buddhism	177	182	177
Islam	0	1	1
Christianity	0	1	1
Hindus	0	0	0
Others	0	0	0
<b>Human resources development</b>			
Total spending (million Baht)	6.9	2	1.2
Number of courses	47	44	92
Number of participants	131	108	145
Average number of training / person (hours)	16.88	27.53	30
total of personnel promoted	5	15	5
<b>Employee care and welfare</b>			
Budget for employee care and welfare (million Baht)	9.5	13.5	12.3
<b>Engagement Evaluation</b>			
Company Engagement Rate, %	-	37	35

**Note:**

(1) The information from the consolidated financial statements of AMATA Corporation Public Company Limited and its subsidiaries

(2) The information excludes employees, special contracts and contractors. (Sub-Contractor)

## Environmental Performance: AMATA City Chonburi Industrial Estate

AMATA City Chonburi Industrial Estate	Unit	Standard	2015	2016	2017
<b>Water Management</b>					
Amount of water used	m <sup>3</sup>	-	25,818,699	26,251,773	26,573,085
Amount of raw water used in water production	m <sup>3</sup>	-	22,418,955	21,280,749	19,234,020
Amount of recycle water (treated by RO)	m <sup>3</sup>	-	3,399,744	4,971,024	4,975,759
Amount of waste water from factories to central waste water treatment plant	m <sup>3</sup>	-	13,301,901	12,073,231	11,111,664
Amount of effluent discharged from central waste water treatment plant	m <sup>3</sup>	-	13,301,901	12,073,231	11,111,664
<b>Quality of Effluent discharged from central wastewater treatment plant</b>					
<b>Effluent quality monitoring</b>					
pH		5.5-9.0	7.04	7.02	6.8-8.0
Temperature	°c	≤ 40	32	31	27-35

AMATA City Chonburi Industrial Estate	Unit	Standard	2015	2016	2017
Biochemical Oxygen Demand (BOD5)	mg/L	≤ 20	6.2	2.8	2.3-18.4
Chemical Oxygen Demand (COD)	mg/L	≤ 120	48	34	<40-72
Grease and Oil	mg/L	≤ 5	<2.0	<2.0	ND, 2.0-2.3
Suspended Solid (SS)	mg/L	≤ 50	6	14	<5-46
Total Dissolve Solid (TDS)	mg/L	≤ 3000	1280	1232	624-1,242
Total Kjeldahl Nitrogen (TKN)	mg/L	≤ 100	1.69	0.99	<5-33
Mercury (Hg)	mg/L	≤ 0.005	<0.0005	<0.0005	ND, <0.0010
Selenium (Se)	mg/L	≤ 0.02	<0.0005	<0.0005	ND
Cadmium (Cd)	mg/L	≤ 0.03	<0.01	<0.01	ND
Lead (Pb)	mg/L	≤ 0.2	<0.05	<0.05	ND
Arsenic (As)	mg/L	≤ 0.25	0.005	0.0023	<0.0020-0.0036
Chromium (Cr3+)	mg/L	≤ 0.75	<0.01	0.05	ND
Chromium (Cr6+)	mg/L	≤ 0.25	<0.01	<0.01	ND, <0.10
Barium (Ba)	mg/L	≤ 1.0	<0.02	<0.02	<0.02-0.04
Nickel (Ni)	mg/L	≤ 1.0	<0.05	0.17	<0.10-0.28
Copper (Cu)	mg/L	≤ 2.0	<0.01	0.02	<0.10-0.10
Zinc (Zn)	mg/L	≤ 5.0	0.13	0.16	0.11-0.45
Sulfide as H <sub>2</sub> S	mg/L	≤ 1.0	<0.03	<0.03	ND, <0.53
Cyanide as HCN	mg/L	≤ 0.2	<0.01	<0.01	ND
Chloride as Cl <sub>2</sub>	mg/L	≤ 1.0	<0.1	<0.1	<0.1-0.2
<b>Monitoring air quality in surrounding area near Industrial Estate</b>					
<b>Location 1: Boonrasri Temple (A1)</b>					
Nitrogen Dioxide: NO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.17	0.001-0.032	<0.001-0.012	<0.001-0.031
Sulfur Dioxide: SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.30	<0.001-0.017	<0.001-0.026	0.003-0.017
Total Suspended Particulates: TSP	mg/m <sup>3</sup>	≤ 0.33	0.06-0.12	0.05-0.10	0.04-0.15
PM 10	mg/m <sup>3</sup>	≤ 0.12	0.03-0.09	0.02-0.08	0.02-0.06
<b>Location 2: Ban Yan Sue School (A2)</b>					
Nitrogen Dioxide: NO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.17	0.001-0.045	<0.001-0.026	0.002-0.036
Sulfur Dioxide: SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.30	0.014-0.097	<0.001-0.016	<0.001-0.014
Total Suspended Particulates: TSP	mg/m <sup>3</sup>	≤ 0.33	0.09-0.14	0.05-0.14	0.04-0.13
PM 10	mg/m <sup>3</sup>	≤ 0.12	0.04-0.09	0.02-0.06	0.02-0.06
<b>Location 3: Don Damrongtham Temple (A5)</b>					
Nitrogen Dioxide: NO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.17	0.002-0.030	0.003-0.036	<0.001-0.032
Sulfur Dioxide: SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.30	0.002-0.029	<0.001-0.006	0.002-0.029
Total Suspended Particulates: TSP	mg/m <sup>3</sup>	≤ 0.33	0.08-0.15	0.06-0.16	0.05-0.13



AMATA City Chonburi Industrial Estate	Unit	Standard	2015	2016	2017
PM 10	mg/m <sup>3</sup>	≤ 0.12	0.06-0.10	0.04-0.07	0.02-0.09
<b>Location 4: Science-Based Technology Vocational College(Chonburi) (A6)</b>					
Nitrogen Dioxide: NO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.17	0.001-0.028	0.001-0.053	0.001-0.025
Sulfur Dioxide: SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.30	<0.001-0.062	<0.001-0.009	<0.001-0.034
Total Suspended Particulates: TSP	mg/m <sup>3</sup>	≤ 0.33	0.04-0.08	0.03-0.10	0.03-0.10
PM 10	mg/m <sup>3</sup>	≤ 0.12	0.02-0.07	0.02-0.05	0.01-0.06
<b>Location 5: Ban Map Sam Kliaw (A8)</b>					
Nitrogen Dioxide: NO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.17	<0.001-0.029	<0.001-0.036	0.002-0.057
Sulfur Dioxide: SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.30	<0.001-0.019	0.001-0.023	0.002-0.025
Total Suspended Particulates: TSP	mg/m <sup>3</sup>	≤ 0.33	0.06-0.09	0.04-0.12	0.03-0.12
PM 10	mg/m <sup>3</sup>	≤ 0.12	0.03-0.06	0.02-0.10	0.01-0.05
<b>Location 6: Charoenwat Village (A9)</b>					
Nitrogen Dioxide: NO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.17	0.004-0.100	<0.001-0.033	<0.001-0.055
Sulfur Dioxide: SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.30	0.001-0.066	<0.001-0.005	0.002-0.006
Total Suspended Particulates: TSP	mg/m <sup>3</sup>	≤ 0.33	0.05-0.08	0.03-0.09	0.03-0.08
PM 10	mg/m <sup>3</sup>	≤ 0.12	0.03-0.07	0.02-0.06	0.02-0.06
<b>Location 7: Ban Ngio Temple (A10)</b>					
Nitrogen Dioxide: NO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.17	0.002-0.029	0.001-0.028	<0.001-0.055
Sulfur Dioxide: SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.30	0.004-0.083	<0.001-0.010	0.001-0.014
Total Suspended Particulates: TSP	mg/m <sup>3</sup>	≤ 0.33	0.06-0.18	0.03-0.20	0.04-0.14
PM 10	mg/m <sup>3</sup>	≤ 0.12	0.03-0.10	0.02-0.08	0.02-0.07
<b>Solid Waste Management</b>					
Amount of solid waste at AMATA waste segregation plant	Tons/Year	-	20,450.58	20,314.24	21,865.36
Amount of recyclable solid waste	Tons/Year	-	3,036.93	2,923.17	3,154.88
Amount of solid waste sent to RDF plant	Tons/Year	-	17,088.65	17,157.54	18,509.81
Amount of solid waste to landfill	Tons/Year	-	325	233.53	200.67
<b>Environmental complaints from external</b>					
The number of complaints from external (official complaints)	time		1	1	0



## Environmental Performance: AMATA City Rayong Industrial Estate

AMATA City Rayong Industrial Estate	Unit	Standard	2015	2016	2017
<b>Water Management</b>					
Amount of water used	m <sup>3</sup>	-	25,818,699	26,251,773	19,103,162
Amount of raw water used in water production	m <sup>3</sup>	-	22,418,955	21,280,749	13,953,013
Amount of recycle water (treated by RO)	m <sup>3</sup>	-	3,399,744	4,971,024	2,338,577
Amount of waste water from factories to central waste water treatment plant	m <sup>3</sup>	-	13,301,901	12,073,231	9,241,402
Amount of effluent discharged from central waste water treatment plant	m <sup>3</sup>	-	13,301,901	12,073,231	9,241,402
<b>Quality of Effluent discharged from central wastewater treatment plant</b>					
<b>Effluent quality monitoring</b>					
pH		5.5-9.0	7.04	7.02	7.3-8.1
Temperature	°C	≤ 40	32	31	27-35
Biochemical Oxygen Demand (BOD5)	mg/L	≤ 20	6.2	2.8	<2.0-13
Chemical Oxygen Demand (COD)	mg/L	≤ 120	48	34	<40-45
Grease and Oil	mg/L	≤ 5	<2.0	<2.0	ND,<2.0
Suspended Solid (SS)	mg/L	≤ 50	6	14	<5-20
Total Dissolve Solid (TDS)	mg/L	≤ 3000	1280	1232	1,020-1,360
Total Kjeldahl Nitrogen (TKN)	mg/L	≤ 100	1.69	0.99	15-26
Mercury (Hg)	mg/L	≤ 0.005	<0.0005	<0.0005	ND,<0.0010
Selenium (Se)	mg/L	≤ 0.02	<0.0005	<0.0005	ND,<0.0020
Cadmium (Cd)	mg/L	≤ 0.03	<0.01	<0.01	ND
Lead (Pb)	mg/L	≤ 0.2	<0.05	<0.05	ND
Arsenic (As)	mg/L	≤ 0.25	0.005	0.0023	<0.0020-0.0061
Chromium (Cr3+)	mg/L	≤ 0.75	<0.01	0.05	ND
Chromium (Cr6+)	mg/L	≤ 0.25	<0.01	<0.01	ND
Barium (Ba)	mg/L	≤ 1.0	<0.02	<0.02	0.05-0.07
Nickel (Ni)	mg/L	≤ 1.0	<0.05	0.17	ND,<0.10
Copper (Cu)	mg/L	≤ 2.0	<0.01	0.02	ND
Zinc (Zn)	mg/L	≤ 5.0	0.13	0.16	0.13
Sulfide as H <sub>2</sub> S	mg/L	≤ 1.0	<0.03	<0.03	ND,<0.53
Cyanide as HCN	mg/L	≤ 0.2	<0.01	<0.01	ND
Chloride as Cl <sub>2</sub>	mg/L	≤ 1.0	<0.1	<0.1	<0.1



AMATA City Rayong Industrial Estate	Unit	Standard	2015	2016	2017
<b>Monitoring air quality in surrounding area near Industrial Estate</b>					
<b>Location 1: Ban Wang Tanmon (A1)</b>					
Nitrogen Dioxide: NO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.17	0.001-0.032	<0.001-0.012	<0.001-0.039
Sulfur Dioxide: SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.30	<0.001-0.017	<0.001-0.026	0.001-0.014
Total Suspended Particulates: TSP	mg/m <sup>3</sup>	≤ 0.33	0.06-0.12	0.05-0.10	0.04-0.11
PM 10	mg/m <sup>3</sup>	≤ 0.12	0.03-0.09	0.02-0.08	0.03-0.05
<b>Location 2: Rat Atsadaram Temple (A2)</b>					
Nitrogen Dioxide: NO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.17	0.001-0.045	<0.001-0.026	0.003-0.053
Sulfur Dioxide: SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.30	0.014-0.097	<0.001-0.016	0.002-0.007
Total Suspended Particulates: TSP	mg/m <sup>3</sup>	≤ 0.33	0.09-0.14	0.05-0.14	0.05-0.08
PM 10	mg/m <sup>3</sup>	≤ 0.12	0.04-0.09	0.02-0.06	0.03-0.05
<b>Location 3: Ban Phusai School (A3)</b>					
Nitrogen Dioxide: NO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.17	0.002-0.030	0.003-0.036	0.002-0.017
Sulfur Dioxide: SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.30	0.002-0.029	<0.001-0.006	0.006-0.033
Total Suspended Particulates: TSP	mg/m <sup>3</sup>	≤ 0.33	0.08-0.15	0.06-0.16	0.03-0.05
PM 10	mg/m <sup>3</sup>	≤ 0.12	0.06-0.10	0.04-0.07	0.02-0.03
<b>Location 4: Phanankhom Temple (A4)</b>					
Nitrogen Dioxide: NO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.17	0.001-0.028	0.001-0.053	0.011-0.052
Sulfur Dioxide: SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.30	<0.001-0.062	<0.001-0.009	0.006-0.086
Total Suspended Particulates: TSP	mg/m <sup>3</sup>	≤ 0.33	0.04-0.08	0.03-0.10	0.043-0.185
PM 10	mg/m <sup>3</sup>	≤ 0.12	0.02-0.07	0.02-0.05	0.027-0.078
<b>Location 5: Ban Mapyangphon Health Center (A5)</b>					
Nitrogen Dioxide: NO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.17	<0.001-0.029	<0.001-0.036	0.019-0.061
Sulfur Dioxide: SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.30	<0.001-0.019	0.001-0.023	0.010-0.038
Total Suspended Particulates: TSP	mg/m <sup>3</sup>	≤ 0.33	0.06-0.09	0.04-0.12	0.069-0.218
PM 10	mg/m <sup>3</sup>	≤ 0.12	0.03-0.06	0.02-0.10	0.033-0.118
<b>Environmental complaints from external</b>					
The number of complaints from external (official complaints)	time		2	0	0

## Social Performance: AMATA City Chonburi Industrial Estate

### The development of quality of life, society and environment of the communities, with the participation of AMATA employees and its network

- The Company collaborating with local authorities organized 40 activities aiming to develop the quality of life and environment of the communities. The Company participated in the events organized by 23 local organizations such as Nong Mai Daeng Subdistrict Municipality, Don Hua Lor Subdistrict Municipality, Panthong Subdistrict Municipality, and Klong Tamru Subdistrict Municipality, etc.
- The Company collaborating with 8 government agencies e.g. Industrial Estate Authority of Thailand, Chonburi District Office, Chonburi Department of Labor Protection and Welfare Office, Chonburi Provincial Employment Office, and Chonburi Provincial Administrative Organization, organized the activities aiming to develop the quality of life and environment of the communities.
- These activities for developing the quality of life and environment of the communities had great participation from 650 AMATA employees, 11,000 employees in the factories in AMATA City Chonburi Industrial Estate, and 5,500 people living around the industrial estate. Total time spent in these activities was 836,000 man-hours.

### Creating opportunity in health for youth, inhabitants and employees in the Company and in the factories

- The Company organized 7 health-related activities with 12,000 participants. Total time spent in health-related activities is 252,000 man-hours.
- 27 local authorities and 55 schools participated in the health-related activities organized by the Company.

### Developing local economy

- The Company has allocated area in AMATA City Chonburi Industrial Estate for selling local products in order to promote local economic development and generate income of 200,000 Baht in 2017 to the communities.
- The Company hired local communities to prepare souvenirs and gift sets for various occasions and festivals in total amount of 300,000 Baht in 2017.

## Social Performance: AMATA City Rayong Industrial Estate

### Developing quality of life, society and environment of the community, with the participation of AMATA employees and its network

- The Company collaborating with local authorities organized 34 activities aiming to develop the quality of life and environment of the communities. The Company participated in the events organized by 6 local organizations such as Bor Win Subdistrict, Map Yang Porn Subdistrict, Phana Nikhom Subdistrict, Khao Mai Kaeo Subdistrict, etc.

- The Company collaborating with 6 government agencies e.g. Industrial Estate Authority of Thailand, Rayong District Office, Pluak Daeng Subdistrict Office, Phana Nikhom Subdistrict Office, Rayong Department of Labour Protection and Welfare Office, Rayong Provincial Employment Office, and Rayong Provincial Administrative Organization, organized the activities aiming to develop the quality of life and environment of the communities.
- These activities for developing the quality of life and environment of the communities had great participation from 450 AMATA employees, 9,000 employees in the factories in AMATA City Rayong Industrial Estate, and 3,500 people living around the industrial estate. Total time spent in these activities was 532,000 man-hours.

### Creating opportunity in health for youth, inhabitants and employees in the Company and in the factories

- The Company organized 4 health-related activities with 7,000 participants. Total time spent in health-related activities was 147,000 man-hours.
- 5 local authorities and 20 schools participated in the health-related activities organized by the Company.

### Developing local economy

- The Company has allocated area in AMATA City Rayong Industrial Estates for selling local products in order to promote local economic development and generate income of 100,000 Baht in 2017 to the communities.
- The Company hired local communities to prepare souvenirs and gift sets for various occasions and festivals in total amount of 200,000 Baht in 2017.

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## Questionnaire

The information acquired from this questionnaire on the Sustainability Report 2017 will be used for improvement and development of the next report.

1. Gender  Female  Male

2. Which stakeholder group do you belong to?

- Employees  Customers  Local Communities  Media  
 Suppliers  Shareholders  Business Partners  Creditors  
 Government Agencies  Competitors  Other (Please specify .....

3. How did you receive the sustainability report?

- The Company's website  Seminar/Meeting  the Company's personnel  
 Visiting the Company  Others (Please specify.....)

4. What is your objective in reading this Sustainability Report?

- To gather information for investment  
 For education and research  
 To use as a guideline to create your own report  
 Others (Please specify.....)

5. How satisfied are you with this Sustainability Report ?

- |                                   |                               |                                   |                              |   |
|-----------------------------------|-------------------------------|-----------------------------------|------------------------------|---|
| Completeness of the report        | <input type="checkbox"/> High | <input type="checkbox"/> Moderate | <input type="checkbox"/> Low | <input type="checkbox"/> Should be improved |
| Issue specification of the report | <input type="checkbox"/> High | <input type="checkbox"/> Moderate | <input type="checkbox"/> Low | <input type="checkbox"/> Should be improved |
| Interesting presentation          | <input type="checkbox"/> High | <input type="checkbox"/> Moderate | <input type="checkbox"/> Low | <input type="checkbox"/> Should be improved |
| Easy understanding language       | <input type="checkbox"/> High | <input type="checkbox"/> Moderate | <input type="checkbox"/> Low | <input type="checkbox"/> Should be improved |
| Overall satisfaction              | <input type="checkbox"/> High | <input type="checkbox"/> Moderate | <input type="checkbox"/> Low | <input type="checkbox"/> Should be improved |

6. Additional recommendations for improving the company's next year's report

.....  
.....  
.....

For your convenience, please send this opinion survey by taking a photo using your smart phone or scan and send to e-mail: [saranya@amata.com](mailto:saranya@amata.com)

Thank you for your cooperation.



# AMATA

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