

# AMATA

POSSIBILITIES HAPPEN

SUSTAINABILITY

REPORT 2022



## SUSTAINABLE CITIES

AMATA CORPORATION PUBLIC COMPANY LIMITED

# Vision

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**“Creating Perfect Cities where possibilities happen”**

# Mission

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**“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



“ ALL WIN ”

## Corporate Culture AMATA DNA



D	R	I	V	E
<b>Dependable for Success</b>	<b>Responsive</b>	<b>Innovative</b>	<b>Visionary</b>	<b>Efficient</b>
<ul style="list-style-type: none"><li>• Being Professionalism</li><li>• Adhering to code of ethics</li><li>• Credible</li><li>• Reliable</li></ul>	<ul style="list-style-type: none"><li>• Fast and accurate responding</li><li>• Being responsible to stakeholders &amp; environment</li></ul>	<ul style="list-style-type: none"><li>• Promoting innovation in products and services including working process improvement</li></ul>	<ul style="list-style-type: none"><li>• Having long term projection</li><li>• Creating opportunities for everyone</li></ul>	<ul style="list-style-type: none"><li>• Working with high standard</li><li>• Excellent team</li></ul>



# About This Report

AMATA Corporation Public Company Limited (the Company) publishes the sustainability report annually to disclose its management approaches and information on economic, social, environmental, and governance performance that are material to AMATA's business and stakeholders including the contributions to the United Nations Sustainable Development Goals (UN SDGs) to its stakeholders and public. This is the ninth Sustainability Report which covers the performance during 1 January to 31 December 2022.

## Reporting Boundary

This report presents the performances in the year 2022 and operating data of all business units under AMATA Corporation Public Company Limited and its subsidiaries that AMATA holds greater than 50 percent or has management control and also operate their business in AMATA Industrial Estates in Thailand, namely

- AMATA Water Company Limited
- AMATA Facility Services Limited
- AMATA City Rayong Company Limited
- AMATA Summit Ready Built Company Limited
- AMATA Energy Company Limited

This report excludes the performance of other businesses that AMATA holds less than 50 percent or does not directly participate in their management, or only supervision through their board of directors.

## Reporting Content

In 2022, the Company changed its materiality determination methodology in reference to GRI Universal Standards 2021 GRI 3: Material Topics 2021 in consideration with the Double Materiality and Multi-stakeholder Approach. This is to provide an overview of the operation, including both financial and non-financial impacts on stakeholders, society, and the environment (Outward Impact) and on the business itself (Inward Impact).

The Company has conducted both negative and positive impact identification and identified its actual and potential impacts on the economy, environment, people and society, including impacts on their human rights, across the organization's activities and business relationships, such as its suppliers and contractors, throughout the value chain. Impact identification and significance assessment were done by internal and external experts in each field, together with information from affected stakeholders, by considering the severity and scope of the impact, its likelihood, and its irremediable character. This year, the human rights impact on stakeholders were taken into consideration in all environmental, social, and corporate governance topics, and it was found that all topics had an impact on the stakeholders' human rights. As a result, the Company did not classify human rights as a separate topic like it did last year.

According to the new materiality determination process, the Company had a total of 19 material topics and categorized the material topics into 3 levels according to the significance of their impacts on the Company and its stakeholders. There were 12 critical-impact, decreased from 17 critical-impact topics in 2021. Some material topics have been renamed and combined for better understanding. There was a new material topic this year, which was "Traffic management and road safety". All material topics were reviewed, validated and approved by high-level executives and the Board of Directors respectively.

In addition, the Company has adjusted the amount of greenhouse gas emissions in 2021 which disclosed in the 2021 sustainability report according to the actual quantity certified by the Thailand Greenhouse Gas Management Organization (Public Organization) in 2022. While the amount of greenhouse gas emissions in 2022 were the preliminary amount calculated according to the greenhouse gas emission assessment guideline and using the Emission Factors from the Thailand Greenhouse Gas Management Organization (Public Organization) but has not yet been certified and is still in the process of verification by the Center of Excellence on Environmental Strategy for Green Business (VGREEN), Kasetsart University which is expected to be completed in the middle of 2023.

## Reporting Principle and Standards

This Report has been prepared in accordance with the GRI Standards and its latest Universal Standards 2021 and used the Reporting Principles as follows:

- **Accuracy:** Reporting information that is correct and sufficiently detailed to allow an assessment of the Company's impacts
- **Balance:** Report information in an unbiased way and provide a fair representation of the Company's negative and positive impacts
- **Clarity:** Presenting information in a way that is accessible and understandable
- **Comparability:** Selecting, compiling, and reporting information consistently to enable an analysis of changes in the Company's impacts over time and an analysis of these impacts relative to those of other organizations
- **Completeness:** Providing sufficient information to enable an assessment of the Company's impacts during the reporting period
- **Sustainability Context:** Reporting information about its impacts in the wider context of sustainable development
- **Timeliness:** Reporting information on a regular schedule and making it available in time for information users to make decisions
- **Verifiability:** Gathering, recording, compiling, and analyzing information in such a way that the information can be examined to establish its quality

## Assurance of this Report

The key contents of the report were reviewed and approved by the AMATA Sustainable Development Working Committee and high-level executives of each department and subsidiary to ensure the accuracy, completeness and balance of the report covering all material topics and responses to stakeholders. The Company did not use the third party to certify this report, but the environmental performance data has been certified by the private agencies that have been registered with the related government agencies to assure that the operation data is reliable, accurate and transparent.

## Accessibility

This Report is only available in a digital version. Current and previous editions are available at [www.amata.com](http://www.amata.com).

## Contact Point

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# Contents



Message from Chairman	07
Sustainability Recognitions in 2022	09
About AMATA	11
AMATA Sustainability	16
 <b>Fundamental of Sustainable Development</b>	<b>45</b>
Good Corporate Governance	47
Business Ethics and Anti-corruption	52
Law and Regulatory Compliance	55
Risk and Crisis Management	57
Information Security and Data Privacy	63
Human Rights in Business Operation	65
Sustainable Supply Chain	74

 <b>Environmental Stewardship</b>	<b>81</b>
Environmental Quality Control	82
Climate Resilience	90
Energy Management	95
Sustainable Water Management	99
Natural Resources Protection and Restoration	105
Solid and Industrial Waste Management	110
 <b>Creating Value for Society</b>	<b>116</b>
Sustainable Products and Services	118
Building Better Customer Experience	133
Employee Care, Development and Retention	137
Building A Safe Society	144
Community and Social Development	152
 <b>2022 Performance Summary</b>	<b>168</b>
 <b>GRI Content Index</b>	<b>187</b>

# Message from Chairman



In the year 2022, the global situation remains unstable, marked by prevailing political tensions, ongoing conflict between Russia and Ukraine, an impending energy crisis in Europe, and an unabated trade war between the United States and China. Adding to these challenges is a notable surge in the climate crisis, adversely affecting the economy, society, and environment of both developed and developing nations. These concerns were emphasized during the 27<sup>th</sup> Conference of the Parties (COP 27) in Sharm El-Sheikh, Egypt, where collaborative and pressing endeavors were urged to reduce greenhouse gas emissions sustainably, with active participation from all sectors, including both governmental and private entities. In response to these circumstances, we face challenges in accelerating our sustainability strategies to timely respond to external variations, while harmoniously integrating ESG principles into our business operations in order to create opportunities and value to all stakeholders following our 'ALL WIN' philosophy.

We are committed to developing a Perfect Smart City that is environmentally friendly, promotes sustainable economic growth at both the community and national levels, and supports the achievement of the United Nations Sustainable Development Goals (UN SDGs). Therefore, we focused on implementing sustainable development strategies within 3-dimension sustainability frameworks, aiming to create a balance between economic growth, environmental sustainability, and social cohesion based on good corporate governance and business ethics.

## • Economic Development

We place importance on developing products and services that meet the changing needs and expectations of customers in the global supply chain, especially in the new normal after COVID-19 pandemic. To achieve this, we strive to offer products and services that minimize negative environmental and social impacts while maximizing positive ones. Driven by changes in consumer behaviors, the fast-growing investment in high-tech industries can be served by the infrastructure, utilities, and related industrial services of the industrial estate projects we have developed both domestically and internationally in the past year.

In 2022, we focused on responsible investing and promoting environmental preservation and social development. For example, the use of hydroelectric power and ecological design, including land development processes, in the development of new industrial estates in the northern part of the Lao People's Democratic Republic. We place great importance on sustainable development from the beginning of new industrial estate development by preventing the negative environmental impacts and enhancing positive social impacts by providing skill development and vocational training to the local communities and villagers.

Regarding the development of utilities and industrial services, we continue studies on increasing the proportion of alternative energy usage within its projects. Additionally, we have changed the organizational and business structures to align with sustainable development goals and prepare for our business expansion. As a result, the Company's revenue increased by 37.78% in 2022 compared to 2021.

- **Environmental Stewardship**

To contribute to the United Nations' Sustainable Development Goals, specifically Goal 7: Ensure access to affordable, reliable, sustainable, and modern energy for all, and Goal 13: Take urgent action to combat climate change and its impacts, we aim to become a Carbon Neutral City by 2040. To achieve this, we are implementing the Smart Energy and Smart Environment Project under AMATA Smart City to reduce greenhouse gas emissions, which lead to climate change.

In 2022, we, in collaboration with business partners, invested in the floating solar power generation systems in the reservoirs within the AMATA Industrial Estates to increase more than 200% capacity in electricity production compared to 2021. We are committed to further increasing renewable energy production capacity to meet the growing customer demand. This includes collaborating with partners to develop more efficient service delivery and energy-saving solutions, as well as developing a greenhouse gas emission database.

In addition, we have promoted and supported efficient waste management within both the industrial estates and surrounding communities aiming to increase the solid waste recycling and reduce the amount of waste sent to landfills, which is a significant source of greenhouse gas emissions. As a result of these efforts, we achieved the target of zero waste to landfill in 2022. There was 0% of solid waste generated within the AMATA City Industrial Estate Chonburi sent to landfill.

- **Creating Value for Society**

The traffic congestion and road safety represent crucial concerns with profound implications for AMATA and our stakeholders. In this regard, we remain steadfastly committed to promoting a safe society, prioritizing road safety both within and outside of the industrial estate. This unwavering commitment has yielded promising outcomes, reflected in a substantial and ongoing decrease in road accidents statistics over the course of the past years.

The development of industrial estates has contributed to local economic growth. However, it has also led to an increased population density in the surrounding communities, resulting in challenges with solid waste and wastewater management. We have utilized our expertise in water and waste management to educate the community members and implemented the Nong Mai Daeng Community Model project which is the first sustainable water and waste management project in collaboration between the industrial sector and the communities.

The Company's executives and employees at all levels, along with cooperation and support from stakeholders, are committed and dedicated to driving the organization towards sustainability. This commitment has yielded tangible results, such as the Company's selection for the 5<sup>th</sup> consecutive year to be listed on the Thailand Sustainability Investment (THSI) and receiving the Sustainability Excellence award for the 2<sup>nd</sup> year by the prestigious Best Sustainability Award from the Stock Exchange of Thailand. Additionally, the Company has received an Excellence CG Scoring for its excellent corporate governance performance, rated by the Thai Institute of Directors Association (IOD). Furthermore, both AMATA Industrial Estates in Thailand have been certified as Eco-Industrial Towns at the Eco-Excellence: E2 level.

Lastly, on behalf of the Board of Directors, all executives, and employees, I would like to express our sincere gratitude to all who have given us their confidence and support that promote our Company to grow steadily. We remain committed to our 'ALL WIN' business philosophy and will continue to strive for excellence in all areas, promoting continuous development and sustainability.



**Vikrom Kromadit**  
**Chairman**  
**and Acting Chief Executive Officer**



# Sustainability Recognitions in 2022



## Best Sustainability Awards 2022

The Company received the Best Sustainability Awards 2022 from the Stock Exchange of Thailand for the second consecutive year.



## Thailand Sustainability Investment 2022

The Company has been selected to be on the Thailand Sustainability Investment (THSI) list by the Stock Exchange of Thailand for the fifth consecutive year.



## Sustainability Disclosure Award

The Company received Sustainability Disclosure Awards from Thaipat Institute for the third consecutive year.



## Excellence CG Scoring

The Company received "Excellence CG Scoring" in 2022 in Corporate Governance Report of Thai Listed Companies rated by Thai Institute of Directors.



## CAC Member

The Company has been certified as a member of Thai Private Sector Collective Action Against Corruption (CAC) since September 30, 2020.



## Eco Excellence: E2 (Re-Certificate) AMATA City Chonburi Industrial Estate

AMATA City Chonburi Industrial Estate was re-certified as Eco Excellence: E2 by the Industrial Estate Authority of Thailand in 2022.



## Eco Excellence: E2 (Surveillance) AMATA City Rayong Industrial Estate

AMATA City Chonburi Industrial Estate was certified as Eco Excellence: E2 (Surveillance) by the Industrial Estate Authority of Thailand in 2022.



## AMCHAM CSR Recognition Award

Received CSR Recognition award for community activities and social responsibility from the American Chamber of Commerce in Thailand.



## Prime Minister Award: Road Safety

Received an award for outstanding work in road accident prevention at the 15<sup>th</sup> Thailand Road Safety Seminar, a national-level academic conference on road safety, hosted by the Road Safety Thailand (RST) and the Road Safety Policy Foundation (RSPF).

# About AMATA



AMATA Corporation Public Company Limited, one of Thailand's leading industrial estate developers, was founded on March 6, 1989, and was listed on The Stock Exchange of Thailand in 1997. AMATA specializes in industrial estate development and all related businesses. The Company not only develops international-standard industrial estates that adhere to strict environmental protection, but also strives for 'A Perfect City' to improve the quality of life for those working in the industrial estates and the people in the surrounding communities, so they can work and live happily.

# Location of Operations



\*Remark: 1 sq.km. = 625 Rai

## AMATA City Chonburi

Area : 44.4 sq.km (27,752 rais)  
 No. of factories and tenants : 798  
 No. of factories' employees : 210,000

In the heart of the Eastern Seaboard, a leading center for industry and manufacturing. 42 km. from Suvarnabhumi International Airport, 46 km. from Laem Chabang Deep Sea port and 57 km. from Bangkok.

## AMATA City Rayong

Area : 28.64 sq.km. (17,898 rais)  
 No. of factories and tenants : 459  
 No. of factories' employees : 82,000

Best location for export-oriented companies. 27 km. from Laem Chabang Deep Sea port, 99 km. from Suvarnabhumi International Airport and 114 km. from Bangkok.

## AMATA City Bien Hoa

Area : 51.3 sq.km. (3,206 rais)  
 No. of factories and tenants : 171  
 No. of factories' employees : 60,000

Strategic location on Highway No.1, connecting the South and the North of Vietnam. 35 km. from Ho Chi Minh City Airport, 33 km. to Cat Lai Port and 50 km. to Cai Mep Port.

## AMATA City Long Thanh

Area : 4.10 sq.km. (2,563 rais)  
 Status : Under development

## AMATA Service City Long Thanh 1

Area : 0.55 sq.km. (344 rais)  
 Established on 30 August 2019

## AMATA Service City Long Thanh 2

Area : 0.51 sq.km. (319 rais)  
 Established on 30 August 2019

## AMATA Township Long Thanh

Area : 7.53 sq.km. (4,706 rais)  
 Status : Under development

Located in North-East of Ho Chi Minh City around 20 km. from Bien Hoa City, along Long Thanh-Dau Giay express way, 10 km. to new Airport, 20 km. from Ho Chi Minh City.

## AMATA City Halong

Area (Phase 1) : 7.14 sq.km. (4,463 rais)  
 Total Area : 57.89 sq.km.  
 Status : Under development

Strategic location in the North of Vietnam. Closed to Deep Sea Port of 30 km., International Airport of 30 km. and less than 200 km. to China border.

## Yangon AMATA Smart & Eco City

Area : 8.09 sq.km. (5,056 rais)  
 Status : Slow down investment

Strategic location in Yangon Region. Located on Yangon Outer Ring developing area connected to infrastructure and transportation network both railway and motorway. 24 km. from Yangon International Airport and 386 km. from Thai border.

## AMATA Smart & Eco City Laos (Natuey)

Area : 4.10 sq.km. (2,563 Rais)

Located in Northern part of Laos, around 20 km from China-Laos border, 200 km. to Thailand Huai Xay border.

## AMATA Smart & Eco City Laos (Namor)

Area : 31.5 sq.km. (19,688 Rais)

Located in in Oudomxay province in northwestern part of Laos. Close to Laos-China Railway.

## Quang Tri Project

Area : 1 sq.km. (625 Rais)  
 Status : On Progress

Strategic development plan of the province such as power plant, deep seaport, and motorways. Gateway of east-west economic corridors. 50 km. away from Hue City. Abundant industrial land availability.

**145.16\*** Square Kilometer area  
\* area of 2.47 sq.km. is under development

<b>12</b> Projects in <b>4</b> Countries <b>1,428</b> Factories and tenants from <b>33</b> Nationalities	<b>352,000</b> People working in factories
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- **AMATA Corporation**  
Public Company Limited has its headquarter at 2126 Kromadit Building, New Petchburi Road, Bangkapi, Huay Kwang, Bangkok 10310, Thailand
- **The Chonburi office branch**  
is at 700 Bangna-Trad Highway Km. 57, A. Muang, Chonburi 20000, Thailand
- **The Rayong office branch**  
is at 7 Highway 331, Km. 39 A. Sriracha, Chonburi 20230, Thailand

**As of 31 December 2022, the total number of employees in all categories was 277**

Note: Information as of 31 December 2022

# Our Business

The Company's business has been developed by adhering to a sustainable development policy that focuses on achieving economic development while promoting a harmonious coexistence between industry and the surrounding communities. The key factor in AMATA's success in industrial estate development is the creation of businesses that provide full support to investors and meet the needs of stakeholders in all areas. The Company categorizes its businesses as follows:

Industrial Estate Business and Urban Development	Utilities	Services in industrial estates	Investment
<b>Industrial Estate Development</b> <ul style="list-style-type: none"> <li>AMATA City Chonburi</li> <li>AMATA City Rayong</li> <li>AMATA City Bien Hoa</li> <li>AMATA City Long Thanh</li> <li>AMATA City Halong</li> <li>Yangon</li> <li>AMATA Smart &amp; Eco City</li> </ul>	<ul style="list-style-type: none"> <li>Power plant</li> <li>Water supply plant and distribution for industry</li> <li>Wastewater treatment plant</li> <li>Natural gas network and control station for industrial estate</li> <li>Industrial gas business</li> <li>Fiber optics network</li> <li>Renewable Energy business</li> </ul>	<ul style="list-style-type: none"> <li>Solid waste and industrial waste management</li> <li>Ready built factory for rent</li> <li>Logistics and distribution centers</li> <li>Security</li> <li>Telecommunication</li> <li>Maintenance for office and factory</li> <li>Hospital</li> <li>Education</li> <li>Residential</li> <li>Commercial</li> </ul>	<ul style="list-style-type: none"> <li>AMATA Asia</li> <li>AMATA VN</li> <li>AMATA Global</li> <li>AMATA Energy</li> <li>AMATA Asia (Myanmar)</li> </ul>
<b>Urban Development</b> <ul style="list-style-type: none"> <li>AMATA Township Long Thanh</li> <li>AMATA Service City Long Thanh 1</li> <li>AMATA Service City Long Thanh 2</li> </ul>			

## Infrastructure and Utilities at AMATA City Chonburi Industrial Estate

### Infrastructure and Utilities



**AMATA Power Plant**  
5 blocks : 757MW



**Power Substation of PEA**  
3 Substations : 300 MW



**Natural Gas Supply**  
2 OTS :  
59,000 cu.m./hour



**Rental Factories**  
Ready Built Facilities  
up to 5,000 m<sup>2</sup>



**Waste Water Treatment Plant**  
5 Plants : 70,500 m<sup>3</sup>



**Water Supply & Sources**  
tal raw water supply :  
55.4 million m<sup>3</sup>



**Fiber Optic Network**  
All area in AMATA City  
Chonburi



**Data Center Park**  
High-Quality Infrastructure  
Flood Protection

### Facilities



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



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



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



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



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



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

# Business Value Chain



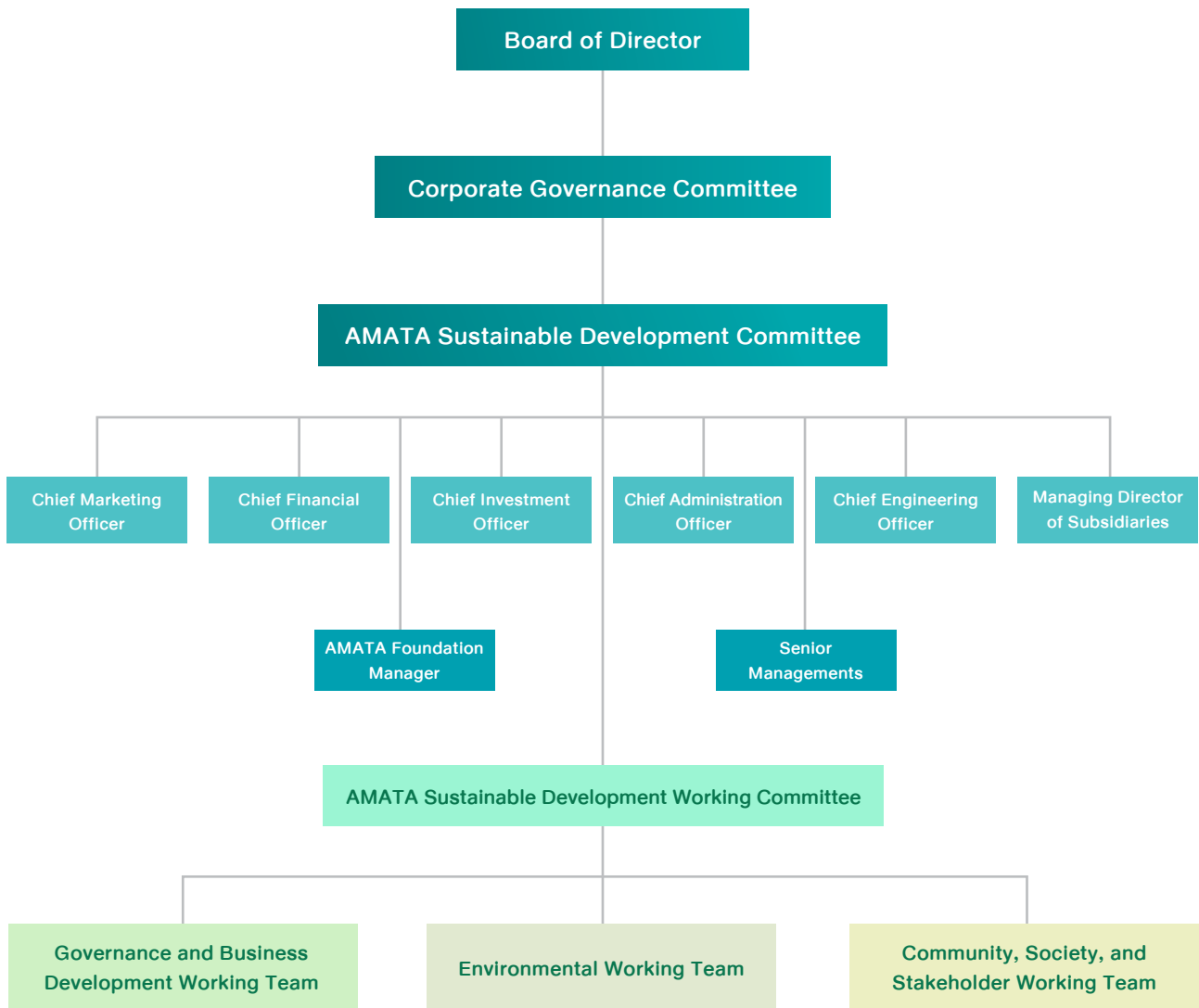
# AMATA Sustainability



# AMATA Sustainable Development Structure

The Company gave most importance to the whole organization's participation in corporate sustainability development and appointed everyone, including the board of directors, top management, and all employees, to be part of driving economic, social, and environmental sustainability development as well as creating awareness and enhancing a strong sustainability culture in the Company that is conducive to achieve its corporate sustainability. The Company believes that its visionary and responsible board of directors and top management, who lead good governance and efficient, transparent management, as well as executives and employees with awareness of and responsibility for any impacts on all stakeholders, will bring continuous sustainable development for the industry and society at large.

To drive sustainable development, the Company has a sustainable development structure under the supervision of the Corporate Governance Committee as follows.



(Organization Structure: See more in the 56-1 One Report 2022)



The Company has established the **AMATA Sustainable Development Committee**, comprising of management from the departmental level and above, and the **AMATA Sustainable Development Working Committee** consists of representatives from all departments of the Company and its subsidiaries. The Chief Executive Officer supervises and monitors the activities of both committees in order to drive strategies and initiatives geared towards the corporate sustainability.

The Company's actions for driving sustainable development divided into three levels, covering its operations in the economy, society, and environment. The Company has taken into account internal and external risk factors, global trends, and mega-forces that may affect the Company and stakeholders. Additionally, the Company has considered stakeholders' needs and expectations when setting targets, developing strategies, and creating plans to respond efficiently to material sustainability topics.

## Roles and Responsibilities of the AMATA Sustainable Development Committee



### Board of Director

- Establish the sustainable development policies, sustainability framework, strategies and targets covering economic, social, environmental and governance aspects.
- Oversee and provide advice and direction on appropriate responses to material topics and stakeholders' needs and expectations.



### Sustainable Development Committee

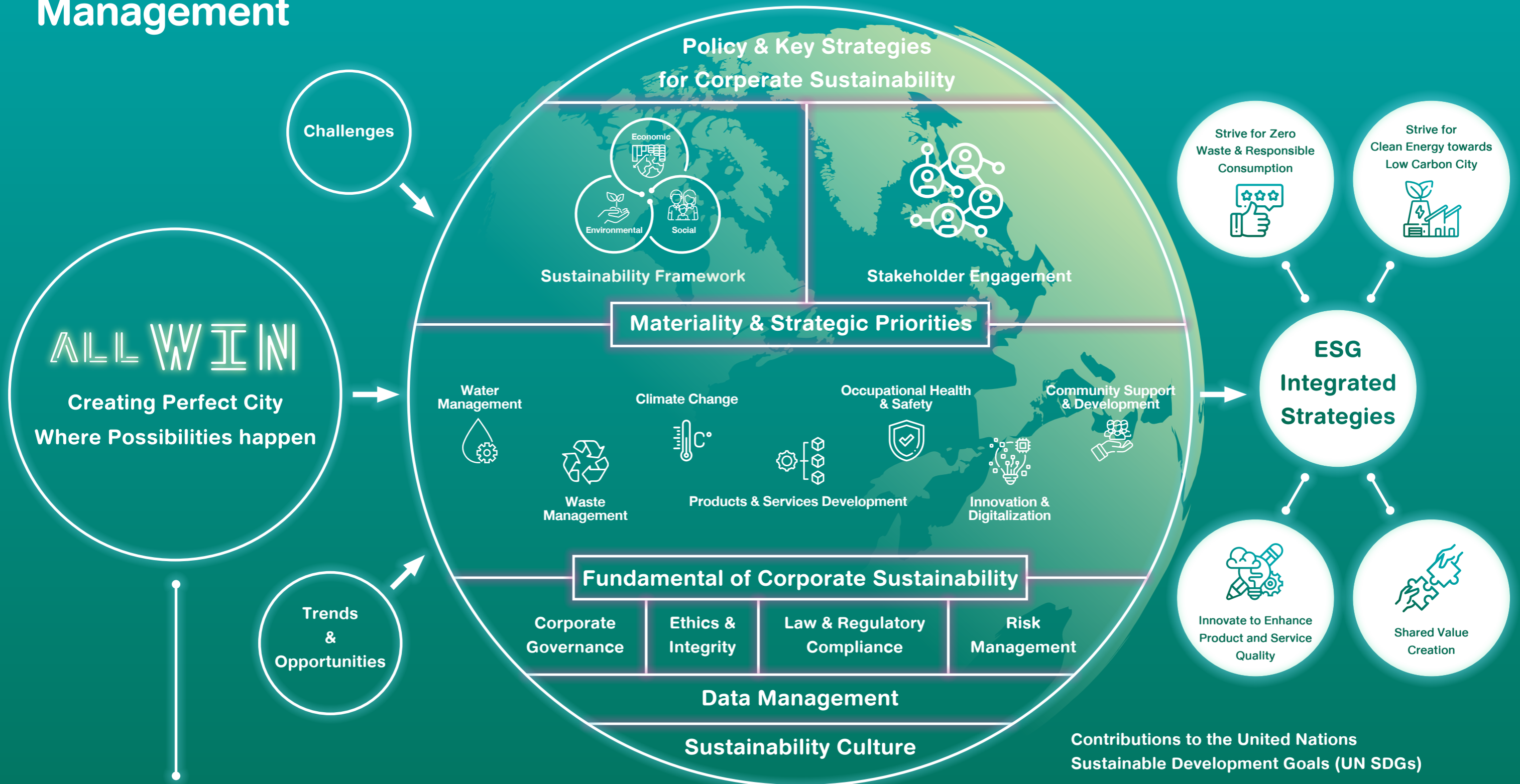
- Implement the corporate sustainability policies and strategies to achieve the set goals and targets.
- Monitor ESG performance and work progress.
- The Chairman of the Sustainable Development Committee reports the Company's ESG performance to the Chief Executive Officer, Corporate Governance Committee, and Board of Directors on a regular basis.



### Sustainable Development Working Committee

- Revisit and assess the sustainability factors in all aspects covering economic, social, environmental, and governance.
- Conduct the materiality determination process.
- Initiate the projects and guidelines to respond to material topics in all aspects.
- Deploy the Company's policies, objectives and strategies as well as sustainable development knowledge to all staff across the Company and support the operation in every aspect.
- Follow up on the progress of project implementation and performance evaluation and data of the projects.
- Prepare annual sustainability report.

# Corporate Sustainability Management



The Company is determined to grow its business and socio-economy together with good coexistence between the industries and surrounding communities on the basis of responsibility to natural resources and environmental preservation. As large industrial cities consume a lot of resources by nature, it thus directly and indirectly causes both positive and negative impacts on the economy, society and environment. Therefore, the Company has been operating strictly according to the “ALL WIN” philosophy which focuses on creating value to its stakeholders, along with the Company’s business growth.

## Contributions to the United Nations Sustainable Development Goals (UN SDGs)



# Sustainable Development Policy

The Company is determined to develop both our business and the Thai economy while balancing the coexistence of the industrial sector and surrounding communities strictly on the fundamentals of social and environmental responsibility. As our large industrial estate consumes a lot of natural resources, it thus directly and indirectly causes both positive and negative impacts on the economy, society, environment, and human rights, either now or likely to happen in the future. Therefore, the Company announced a “Sustainable Development Policy” to demonstrate our commitment and use as our business conduct guideline in accordance with the “ALL WIN” philosophy, which is a foundation for stable and sustainable growth as follows:



## Boost business value with innovation and quality

Put a focus on service and work process improvement and encourage innovation and new business development that are profitable for the Company and its stakeholders.



## Accountability to all stakeholders

Conduct business while minimizing or eliminating negative impacts on stakeholders, both directly and indirectly. Strive to manage all aspects of risk in compliance with international standards and create sustainable benefits for all stakeholders.



## Good Corporate Governance

Conduct business with integrity and fairness, as well as with legal compliance and good business ethics. Also promote anti-corruption and compliance with human rights principles to maximize fair benefits to stakeholders.



## Social and Environmental Responsibility

Promote the most efficient use of natural resources and encourage innovation and new business development that reduce operations' impact on society and the environment. Create employee awareness of social and environmental responsibility.

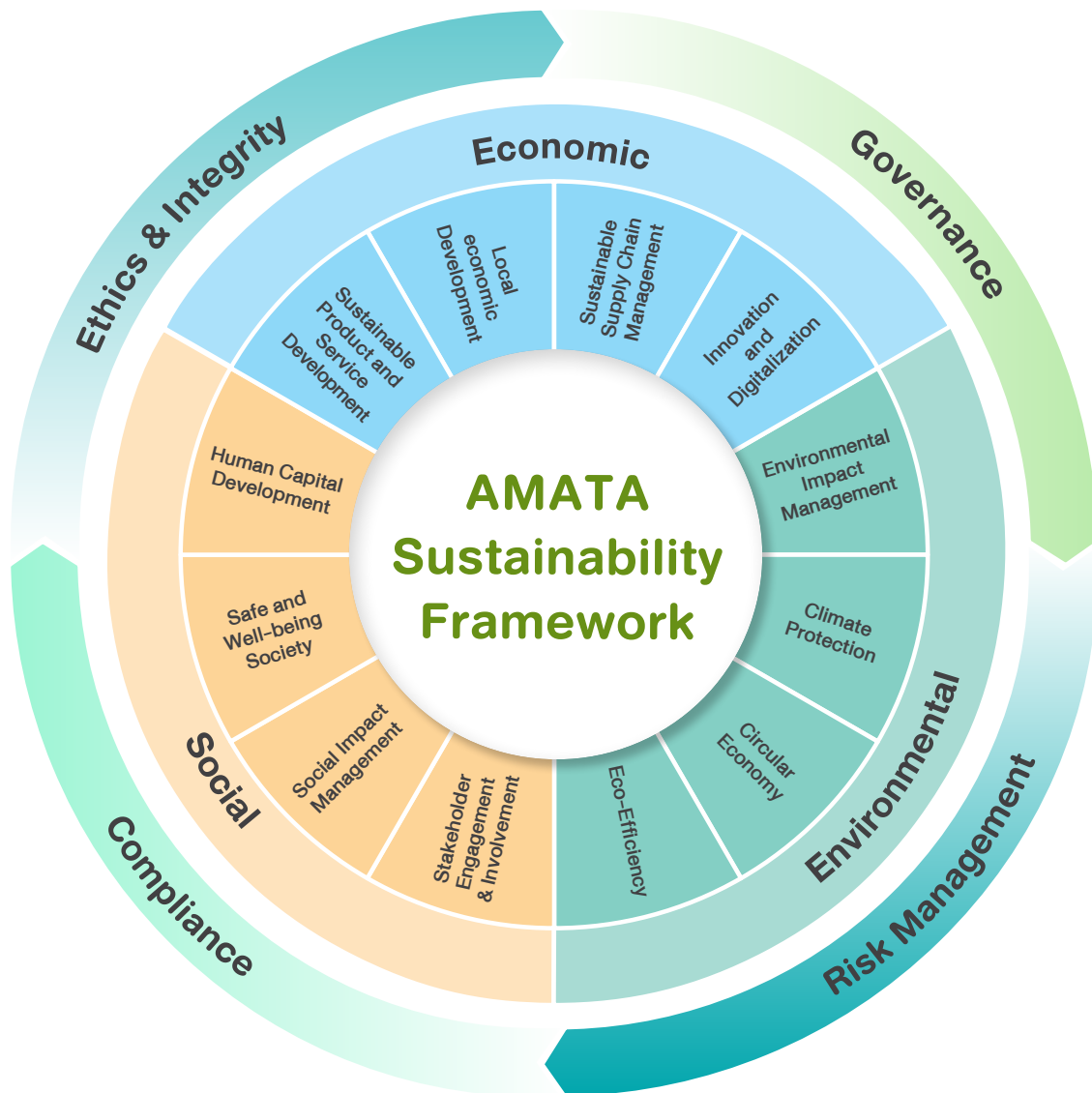
The Company has regularly reviewed and improved its policies, management standards, and practices related to social and environmental issues. It has also promoted process innovation and new businesses development to prevent and minimize negative impacts on stakeholders, society, and the environment. This approach aims to create a balanced and sustainable value for all stakeholders in accordance with the “ALL WIN” philosophy.

Strengthening and supporting the Company's sustainable development through the enhancement of corporate culture is one of the important factors for the Company. Therefore, the Company has instilled values, behaviors, and attitudes through “AMATA DNA”, which is the Company's corporate culture consisting of 5 principles: Dependable, Responsive, Innovative, Visionary, and Efficient, to be the foundation for leading the Company to grow steadily and sustainably.

The Company has applied the Creating Shared Value principle to ensure a balanced approach that benefits all stakeholders. As a result, it has leveraged this approach to enhance its projects and business activities, generating value for the Company while also solving social and environmental problems and creating benefits for stakeholders.

# AMATA Sustainability Framework

The Company has established the “AMATA Sustainability Framework” as a means of achieving corporate sustainability across economic, social, and environmental dimensions. The framework emphasizes promoting business growth through social and environmental responsibility, good governance, ethics and integrity, regulatory compliance, and efficient risk management. These efforts aim to establish a balanced and high-quality coexistence between industry and society while also contributing to the United Nations Sustainable Development Goals (SDGs) and creating sustainable value for all stakeholders.



Apart from the sustainability policies and framework, the Company has also adopted the circular economy concept and other standards as guidelines for sustainable development, namely the sustainability assessment criteria of the Stock Exchange of Thailand, ISO standards, GRI standards, assessment criteria of the Eco-Industrial Estate at the Eco-Excellence level as defined by the Industrial Estate Authority of Thailand, in order to enhance its capability to promote sustainable development in all aspects.

# Key Strategies for AMATA Sustainability

The Company has integrated sustainable development concepts into its business strategy, which has involved revising its business plans and moving towards becoming a developer of a Smart City in the Eastern Economic Corridor. This approach aims to meet stakeholders' needs, respond more efficiently to global changes and emerging risks, create a perfect city that provides opportunities and benefits to all stakeholders, and develop the business while promoting socio-economic growth in harmony with natural resources and environmental conservation. To achieve these goals, the Company has established key strategies for sustainable business, as follows:



## 1<sup>st</sup> Strategy : Creating smart cities that foster economic development while protecting society and the environment

Transforming business model from previous role as a developer of industrial estates serving as production bases for global investors in various industries to become a leading developer of a smart city in Thailand's eastern region. This transformation is aimed at better meeting the requirements of customers from 12 targeted industries promoted in the Eastern Economic Corridor (EEC) and preparing for the Next Normal era. By doing so, the Company aims to benefit stakeholders, society, and the environment while creating a unique and competitive advantage for itself.

Corporate Goals	Strategic Directions
<ul style="list-style-type: none"> <li>Becoming a Carbon-neutral city by 2040</li> <li>Reduce the intensity of greenhouse gas emissions per developed land by 30% by 2030 compared to the 2019 base year</li> </ul>	<ul style="list-style-type: none"> <li>Develop a leading smart city in the Eastern Region, able to meet the demands of the 12 targeted S-curve industries, which are supported by the Eastern Economic Corridor (EEC)</li> <li>Strengthening capability to cope with climate change, reducing greenhouse gas emissions, and increasing carbon capture in various activities</li> </ul>

## 2<sup>nd</sup> Strategy : Growing through strategic business partnerships

Developing new smart city-related businesses in order to promptly meet the needs and expectations of its customers, and to grow with quality through joint ventures with strategic business partners who are well-known leaders and professional in various fields. The strategic partnership enables the Company to create new products and services that can respond efficiently to customers' needs, provides an additional source of revenue and helps diversify the risks associated with the Company's core business.

Corporate Goals	Strategic Directions
<ul style="list-style-type: none"> <li>• Offer products and services that will promote the Company's long-term economic growth and create positive impacts on society and the environment</li> <li>• Develop innovations that can lessen impacts on society and the environment</li> </ul>	<ul style="list-style-type: none"> <li>• Develop new businesses that efficiently utilize natural resources and energy</li> <li>• Co-create quality products and services with strategic business partners who are leaders from diverse business sectors and accountable to society and the environment</li> </ul>

## 3<sup>rd</sup> Strategy : Creating a safe and environmentally friendly society

Prioritizing stakeholder safety and takes responsibility for any negative impact on the environment by encouraging efficient resource and waste management among members of the industrial estates and surrounding communities. Developing innovative processes to minimize negative social and environmental impacts and aim to develop new businesses that use natural resources and energy more efficiently.

Corporate Goals	Strategic Directions
<ul style="list-style-type: none"> <li>• Zero Lost time injury frequency rate (LTIFR)</li> <li>• Zero road accident in AMATA Industrial Estates</li> <li>• Zero environmental and social non-compliance by our employees, suppliers, and contractors</li> <li>• Zero waste to the landfills</li> <li>• Zero wastewater discharge from AMATA Industrial Estates</li> <li>• Increase natural surface water independence</li> <li>• 100% of key suppliers and new suppliers are assessed for ESG risks</li> </ul>	<ul style="list-style-type: none"> <li>• Promote the safety of life and property of all major stakeholders involved throughout the supply chain</li> <li>• Utilize innovation and circular economy principles to efficiently manage resources and waste</li> <li>• Prevent and reduce negative impacts caused by the Company and its suppliers or contractors</li> <li>• Protect and restore natural resources both inside and outside the Company</li> <li>• Transparently disclose business practices and natural resource and environmental management</li> </ul>

## 4<sup>th</sup> Strategy : Creating opportunities for stakeholders

Developing businesses in the present and future that can benefit and create opportunities for various stakeholders both within and outside the organization. This includes providing opportunities for employees to develop their skills and advance in their careers, as well as ensuring that people within and outside the industrial estate have access to high-quality products and services to improve their quality of life and opportunities for growing local economy.

Corporate Goals	Strategic Directions
<ul style="list-style-type: none"> <li>No significant human rights violations were due to any of the Company's activities throughout the value chain</li> <li>The annual average training hours per employee must be at least 18 hours</li> </ul>	<ul style="list-style-type: none"> <li>Conduct Human Rights Due Diligence throughout its supply chain</li> <li>Develop employees' hard skills and soft skills, as well as promote career advancement, to support future business growth</li> <li>Provide opportunities for people both inside and outside the industrial estates to access quality basic services conveniently and thoroughly, such as hospitals and educational institutions</li> <li>Create jobs for people and local businesses to enhance the ability of community economic development to improve their income and quality of life</li> </ul>

## 5<sup>th</sup> Strategy : Creating a decent civil society for the benefit of society as a whole

Promoting happy and supportive coexistence in society is an essential part of driving sustainable business for the Company. This involves creating a positive community within the Company, including employees who are the main resource for leading organizational success, as well as building external communities such as customer groups in industrial estates, surrounding communities, and local governments. This aims to promote cooperation among them in various activities to achieve collective impact that benefits society as a whole.

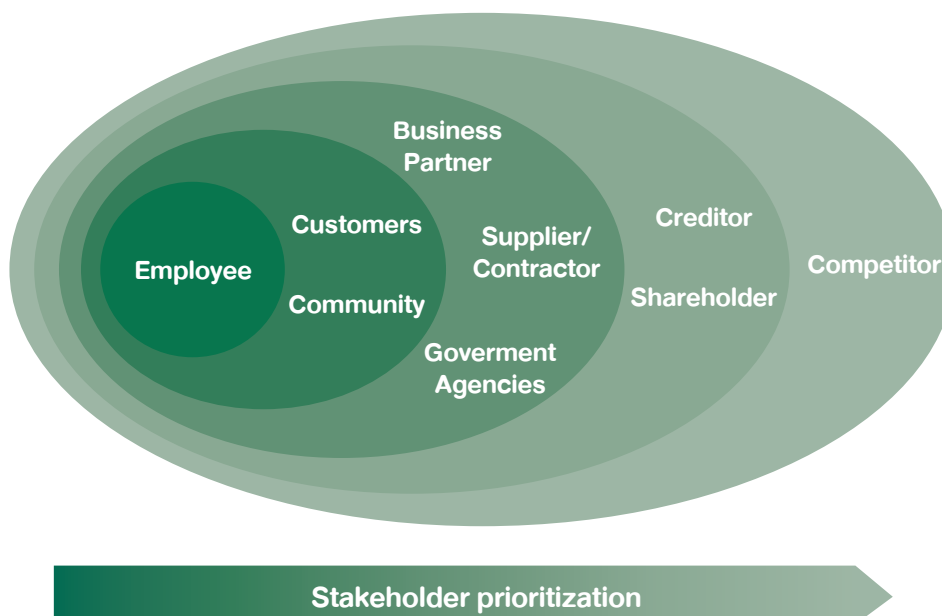
Corporate Goals	Strategic Directions
<ul style="list-style-type: none"> <li>Zero Tolerance to Corruption</li> <li>100% of complaints are resolved within the specified period.</li> <li>Increase community participation in the Company's community social development activities in all sub-districts within a 5-kilometer radius</li> <li>Increase engagement with communities and local government agencies in managing the impacts and social problem solving</li> <li>Promote cooperative activities and projects among the Company and factories in the industrial estates for the benefit of the local community and society</li> <li>Organize the projects supporting the community enterprises that can generate sustainable income for community members</li> </ul>	<ul style="list-style-type: none"> <li>Efficiently manage and govern the business with morality, ethics, and fairness</li> <li>Establish complaint and whistleblowing channels and effective and fair mechanisms</li> <li>Promote equal and fair participation of all major stakeholders in managing issues for mutual benefit</li> <li>Encourage cooperation amongst stakeholders in various projects/activities and development projects to create outcomes and collective impacts that elevate the quality of life of local communities and make society better</li> </ul>

Contribution to the United Nations Sustainable Development Goals (UN SDGs)	Integration into core business strategies										
	4.3, 4.4, 4.5	6.3,6.4, 6.6, 6.b	7.2, 7.b 7.3	8.1, 8.2, 8.3, 8.4, 8.5, 8.6, 8.8	9.1, 9.2, 9.4,	11.2, 11.6,	12.2, 12.4, 12.5	13.1	16.1,16.3 16.5,16.6	17.16, 17.17	
Collaboration with other stakeholder groups											
1.4	3.4,3.6, 3.8, 3.9	10.2, 10.3	15.1								

# Stakeholder Engagement

The Company is aware of the impacts caused by its operations; therefore, it has identified and assessed both positive and negative impacts on the economy, society, and environment throughout the value chain, including the impacts on the stakeholders' human rights. This is to appropriately manage the material issues with significant impacts in a sustainable manner.

In 2022, the Company redefined “stakeholders” in accordance with the new definition in the GRI Universal Standards 2021, whereas the stakeholders are individuals or groups that have interests that are affected by or could be affected by an organization’s activities. The Company therefore classifies stakeholders in its value chain into 9 groups: employees, shareholders, customers, communities, suppliers and contractors, business partners, creditors, government agencies, and competitors. The groups of stakeholders are divided into internal stakeholders, which are employees, and external stakeholders, which are shareholders, customers, communities, suppliers and contractors, business partners, creditors, government agencies, and competitors. Furthermore, the stakeholders are assessed and prioritized based on their level of impact on the stakeholders from the Company’s operations in the areas of economy, society, environment, and human rights, together with their level of impact or influence on the Company, with the highest priority coming from the innermost circle in the picture “Stakeholder Prioritization”.





The Company has established a stakeholder participation policy and guidelines to systematically promote stakeholder participation. This is to explore the impacts on all stakeholders, including both the effects that have occurred and those that may occur in the future, as well as their concerns and expectations. The Company has designated persons in charge of each stakeholder group and determined stakeholder engagement methods to survey needs and expectation of the stakeholders, which conducted by relevant units through various communication channels. The AMATA Sustainable Development Committee has supervised this process to ensure the coverage of all stakeholder groups. The Company determined material sustainability topics by using the insights regarding expectations, needs, concerns, and opinions that matter to the Company's business and managed them appropriately to create balanced value for all stakeholder groups.

The tables below show the stakeholder engagement methods and stakeholder issues and expectations, as well as the Company's responses in 2022.



## Stakeholder Engagement and Performance

Engagement Method	Issues and Expectation	Our Response
1) Annual meeting between top executives and employees	<ul style="list-style-type: none"> <li>• Appropriate compensation and welfare</li> </ul>	<ul style="list-style-type: none"> <li>• Improved to have proper compensation and welfare</li> </ul>
2) Quarterly staff meetings	<ul style="list-style-type: none"> <li>• Fair performance evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Improved performance evaluation to be more efficient and transparent</li> </ul>
3) Quarterly meeting of the Welfare Committee	<ul style="list-style-type: none"> <li>• Job security and career advancement</li> </ul>	<ul style="list-style-type: none"> <li>• Promoted employees to advance their careers in various fields within the AMATA Group</li> </ul>
4) Online communication, intranet, and email	<ul style="list-style-type: none"> <li>• Good working environment and atmosphere</li> </ul>	<ul style="list-style-type: none"> <li>• Provided adequate working equipment and promoted a safe and happy working environment</li> </ul>
5) Direct grievance and whistleblowing channels to CEO for employee's complaint and suggestions	<ul style="list-style-type: none"> <li>• Development of an employee's capability, knowledge, and ability</li> </ul>	<ul style="list-style-type: none"> <li>• Organized training courses that meet the needs of the organization while keeping up with the changing world</li> </ul>
6) Annual employee engagement survey	<ul style="list-style-type: none"> <li>• Health and Safety at Work</li> </ul>	<ul style="list-style-type: none"> <li>• Assessed the occupational health and safety risks for each position and put corrective and preventive measures in place</li> <li>• Professional medical consultation was provided to employees</li> </ul>
7) Monthly CEO Day Meeting		



## Customer

Engagement Method	Issues and Expectation	Our Response
1) Annual Customer Satisfaction Survey 2) Marketing and customer relations activities 3) Meeting with AMATA's employees and meeting with customers directly 4) Online or email communications 5) Complaints and whistleblowing channels 6) Line Official: @amatacitychonburi and @amatacityrayong	<ul style="list-style-type: none"> <li>High-quality after-sales services</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced the after-sales service team's ability to provide one-stop services to customers</li> <li>Organized activities to support customers' operations, such as training programs for customers to keep up with worldwide trends and current affairs, as well as the capability to operate a company in compliance with changing legal requirements</li> </ul>
	<ul style="list-style-type: none"> <li>Customer relationship management</li> </ul>	<ul style="list-style-type: none"> <li>Improved communication channels, complaint handling processes, and management to respond to customer complaints efficiently</li> </ul>
	<ul style="list-style-type: none"> <li>Solving traffic and road safety issues</li> </ul>	<ul style="list-style-type: none"> <li>Collaborated with the public and private sectors to solve traffic problems and develop traffic management technology</li> <li>Improved road surfaces and accident-prone locations</li> </ul>
	<ul style="list-style-type: none"> <li>Compliance with environmental laws, such as wastewater and solid waste management</li> </ul>	<ul style="list-style-type: none"> <li>Provided high-quality waste management services in accordance with environmental laws</li> <li>Disclosed operation data in a transparent manner</li> </ul>
	<ul style="list-style-type: none"> <li>Water security within the industrial estates</li> </ul>	<ul style="list-style-type: none"> <li>Ensured industrial water users have access to secure water by expanding internal reservoirs in the industrial estates and implementing sustainable water management systems</li> </ul>
	<ul style="list-style-type: none"> <li>Promoting the use of renewable energy in the industrial estates</li> </ul>	<ul style="list-style-type: none"> <li>Generated renewable energy in the Company's areas</li> <li>Encouraged the use and production of renewable energy in the factories</li> </ul>
	<ul style="list-style-type: none"> <li>Risk and emergency management in the industrial estates</li> </ul>	<ul style="list-style-type: none"> <li>Assessed and managed risks in all aspects, practiced emergency drills, as well as provided competent personnel and necessary tools and equipment sufficient for the area's size and the number of factories in the industrial estates</li> </ul>
	<ul style="list-style-type: none"> <li>Maintaining business confidentiality</li> </ul>	<ul style="list-style-type: none"> <li>Strictly adhered to the Company's policies and business ethics</li> </ul>
	<ul style="list-style-type: none"> <li>Information on greenhouse gas emissions per product unit of utilities within the industrial estates</li> </ul>	<ul style="list-style-type: none"> <li>Publicly disclosed information on the Company's greenhouse gas emissions and its improvements to reduce greenhouse gas emissions</li> </ul>



## Local Community

Engagement Method	Issues and Expectation	Our Response
1) Public hearings and various committee meetings with the Company 2) Organizing community relations activities 3) Annual and activity-based satisfaction survey of communities surrounding the estates 4) Site visit 5) Meeting in person with AMATA employee 6) Online or email communication 7) Complaints and whistleblowing channels	<ul style="list-style-type: none"> <li>Solving traffic problems</li> </ul>	<ul style="list-style-type: none"> <li>Collaborated with the public and private sectors to solve traffic problems and develop traffic management technology</li> </ul>
	<ul style="list-style-type: none"> <li>Water security and quality of surface water</li> </ul>	<ul style="list-style-type: none"> <li>Developed and enhanced the capacity of the water reclamation system to reduce the dependence on surface water</li> <li>Collaborated with communities on water conservation and upstream ecosystem restoration projects</li> <li>Arranged an on-site visit to the AMATA industrial water management learning center to gain trust from the local communities</li> </ul>
	<ul style="list-style-type: none"> <li>Environmental Impact Management for both the company and factories in industrial estates</li> </ul>	<ul style="list-style-type: none"> <li>Disclosed waste management information in a transparent manner</li> <li>Encouraged factory operators in the industrial estates to manage waste properly and efficiently</li> <li>Developed projects to protect and restore ecosystems in the connecting areas</li> </ul>
	<ul style="list-style-type: none"> <li>Environmental law and regulatory compliance of both the Company and the factories in industrial estates</li> </ul>	<ul style="list-style-type: none"> <li>Strictly complied with environmental laws and regulations</li> <li>Encouraged and kept monitoring the factory operators in the industrial estates to strictly comply with environmental laws</li> </ul>
	<ul style="list-style-type: none"> <li>Community and social development</li> </ul>	<ul style="list-style-type: none"> <li>Created and supported projects that improve the quality of life and the economy of local communities and society</li> <li>Encouraged and provided opportunities for people in local communities to access education and skill development</li> <li>Created a collaborative network with other stakeholders to jointly develop local communities and society at large</li> </ul>

Engagement Method	Issues and Expectation	Our Response
	<ul style="list-style-type: none"> <li>Community participation</li> </ul>	<ul style="list-style-type: none"> <li>Set up the committees with representatives from local communities to express their opinions and acknowledge the Company's performance in managing social and environmental impacts</li> <li>Provided easily accessible communication channels and responded to community complaints efficiently</li> </ul>
	<ul style="list-style-type: none"> <li>Safety</li> </ul>	<ul style="list-style-type: none"> <li>Notified the communities about the industrial estates' emergency response plan and safety measures</li> <li>Educated and enhanced communities' capabilities to cope with various emergency situations</li> </ul>



## Supplier and Contractor

Engagement method	Issues and Expectation	Our Response	
<ol style="list-style-type: none"> <li>Meetings with suppliers and contractors</li> <li>Supplier and contractor's assessment</li> <li>Online or email communication</li> <li>Complaints and whistleblowing channels</li> </ol>	<ul style="list-style-type: none"> <li>Long-term business partnership</li> </ul>	<ul style="list-style-type: none"> <li>Communicated with the strategic suppliers and contractors about the Company's performance and future business direction, and jointly developed future business plans for mutual growth</li> </ul>	
	<ul style="list-style-type: none"> <li>Fair business practices</li> </ul>	<ul style="list-style-type: none"> <li>A fair and transparent procurement process</li> </ul>	<ul style="list-style-type: none"> <li>Complied with all applicable laws and regulations, including the procurement and anti-corruption policies</li> <li>Conducted a transparent, equitable, and fair procurement process</li> </ul>
	<ul style="list-style-type: none"> <li>Supplier and contractor development</li> </ul>		<ul style="list-style-type: none"> <li>Initiated supplier development projects for suppliers and contractors, such as trainings on digital technology in data management systems and new legislations</li> </ul>



## Business partner

Engagement Method	Issues and Expectation	Our Response
1) Meetings of the Boards of Directors of Subsidiaries and Affiliated Companies	<ul style="list-style-type: none"> <li>Integrity, fairness, and transparency in business</li> </ul>	<ul style="list-style-type: none"> <li>Followed the code of business ethics</li> <li>Developed a fair joint venture agreement in a transparent manner</li> </ul>
2) Meetings with business partners and investors	<ul style="list-style-type: none"> <li>Business confidentiality</li> </ul>	<ul style="list-style-type: none"> <li>Kept business partner information confidential</li> </ul>
3) Online or email communication		
4) Complaints and whistleblowing channels		



## Government Agencies

Engagement Method	Issues and Expectation	Our Response
1) Meeting with government agencies on various agendas	<ul style="list-style-type: none"> <li>Compliance with laws and regulations</li> </ul>	<ul style="list-style-type: none"> <li>Strictly complied with relevant laws and regulations</li> </ul>
2) Participating in various projects organized by the government sectors	<ul style="list-style-type: none"> <li>Management of social and environmental impacts of the Company's operations</li> <li>Good Corporate Governance</li> <li>Creating economic and social value</li> <li>Disclosure of the Company's performance</li> <li>Disclosure of corporate greenhouse gas emissions</li> </ul>	<ul style="list-style-type: none"> <li>Regularly monitored social and environmental impacts and timely submitted reports to government agencies</li> <li>Developed work processes or carried out corrective actions to reduce the social and environmental impacts of the Company's operations in accordance with the specified measures</li> <li>Carried out business in a transparent manner and adhered to the corporate governance policy</li> <li>Governed to ensure compliance with established policies, rules, and regulations</li> <li>Engaged with local communities and authorities and supported social and environmental development</li> <li>Disclosed financial and sustainability performance in a transparent manner through various channels, such as timely submissions to government agencies and public disclosure</li> <li>Disclosed corporate greenhouse gas emissions data that was verified by accredited organizations</li> </ul>
3) Participating in various working committees of government agencies		
4) Site visits		
5) Online or email communication		
6) Disclosure or reporting as required		



## Shareholder

Engagement Method	Issues and Expectation	Our Response
1) Annual Shareholders' General Meeting 2) Subsidiaries' and associated companies' shareholders' meetings 3) Investor Roadshow 4) SET Opportunity Day 5) Quarterly Investor Meetings 6) Online or email communication 7) Complaints and whistleblowing channels	<ul style="list-style-type: none"> <li>• Profitable and good performance</li> <li>• Business growth</li> </ul>	<ul style="list-style-type: none"> <li>• Developed new businesses to generate long-term revenue</li> <li>• Developed innovation and technology in the production, services, and work processes that improve efficiency and cost management</li> <li>• Reported business performance and financial status with transparency</li> </ul>
	<ul style="list-style-type: none"> <li>• Good Corporate Governance</li> </ul>	<ul style="list-style-type: none"> <li>• Strictly complied with laws and regulations</li> <li>• Conducted business in a transparent manner while adhering to good governance and anti-corruption</li> <li>• Improved the system of governance, risk management, and compliance (GRC system) to connect and work together efficiently and effectively</li> </ul>
	<ul style="list-style-type: none"> <li>• Effective risk management</li> </ul>	<ul style="list-style-type: none"> <li>• Implemented a risk management process covering economic, social, environmental, and human rights aspects</li> </ul>



## Creditor

Engagement Method	Issues and Expectation	Our Response
1) Meetings with creditors 2) Site visits 3) Online or email communication	<ul style="list-style-type: none"> <li>• Compliance with the terms and conditions set forth in the loan agreement and debenture</li> </ul>	<ul style="list-style-type: none"> <li>• Strictly followed the terms and conditions of the loan agreement and debenture</li> <li>• Disclosed accurate and complete financial information</li> </ul>
	<ul style="list-style-type: none"> <li>• Effective risk management</li> </ul>	<ul style="list-style-type: none"> <li>• Implemented a risk management process covering economic, social, environmental, and human rights aspects</li> </ul>
	<ul style="list-style-type: none"> <li>• Financial stability</li> </ul>	<ul style="list-style-type: none"> <li>• Developed innovation and technology in the production, services, and work processes that improve efficiency and cost management</li> <li>• Communicated business information, performance, and financial status in a transparent manner</li> </ul>
	<ul style="list-style-type: none"> <li>• On-time debt payments</li> </ul>	<ul style="list-style-type: none"> <li>• Paid debt installments on time</li> </ul>

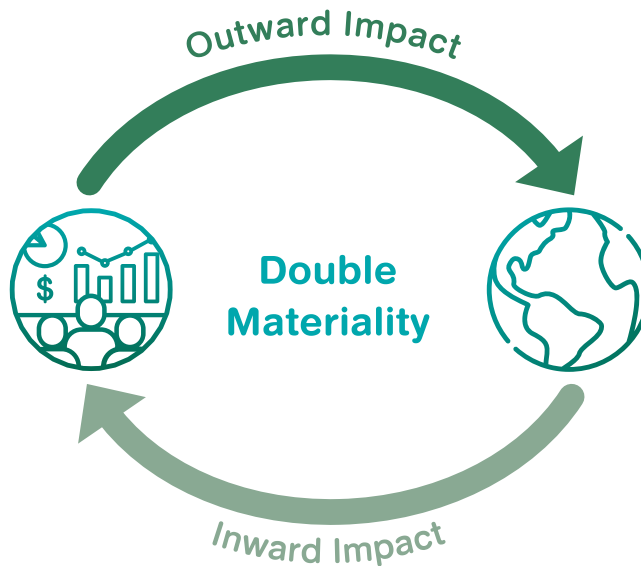


## Competitor

Engagement Method	Issues and Expectation	Our Response
1) Meetings arranged by industry associations or organizations 2) Collaborative projects at the request of the government sectors	<ul style="list-style-type: none"> <li>• Legal and fair competition</li> </ul>	<ul style="list-style-type: none"> <li>• Conducted business with ethics</li> <li>• Cooperating in activities that were beneficial to investors, entrepreneurs, or consumers</li> </ul>

# Materiality Assessment

In 2022, the Company changed its materiality determination methodology in reference to GRI Universal Standards 2021 GRI 3: Material Topics 2021 in consideration with the Double Materiality and Multi-stakeholder Approach. This is to provide an overview of the operation, including both financial and non-financial impacts on stakeholders, society, and the environment (Outward Impact) and on the business itself (Inward Impact).



The Company has conducted both negative and positive impact identification and identified its actual and potential impacts on the economy, environment, people and society, including impacts on their human rights, across the organization's activities and business relationships, such as its suppliers and contractors, throughout the value chain. The impact assessment included both actual and potential impacts, and assessed the importance of the impacts by referencing the OECD Due Diligence Guidance for Responsible Business Conduct. AMATA executives, experts in each field from the relevant departments within the organization, together with external sustainability consultants, assessed the significance of the impacts by considering their severity, scope, likelihood, and irremediable character, with information gathered from affected stakeholders.

The Company grouped significant impacts into environmental, social, and governance topics (ESG topics). Additionally, the Company considered further topics arising from stakeholder engagement and external factors that may affect the Company either positively or negatively such as global and regional changes, sustainability trends and directions, materiality of peers in the same industry, topics prescribed in industry standards and sustainability assessments, and issues of global concern.



## Material Topic Prioritization

The Company incorporated the identified sustainability topics into the materiality prioritization process, referring to the Double Materiality concept and principles of the European Financial Reporting Advisory Group (EFRAG)<sup>1</sup>. The sustainability topics were prioritized by the level of significance of their impact on the economy, environment, people and society, including impacts on human rights or Impact materiality, and the level of significance of the impact of such topics on the Company's financial performance and long-term value creation, including risks and business opportunities, or Financial-related Sustainability Materiality. Material sustainability topics were determined and presented their significance in the Materiality Matrix, as follows:

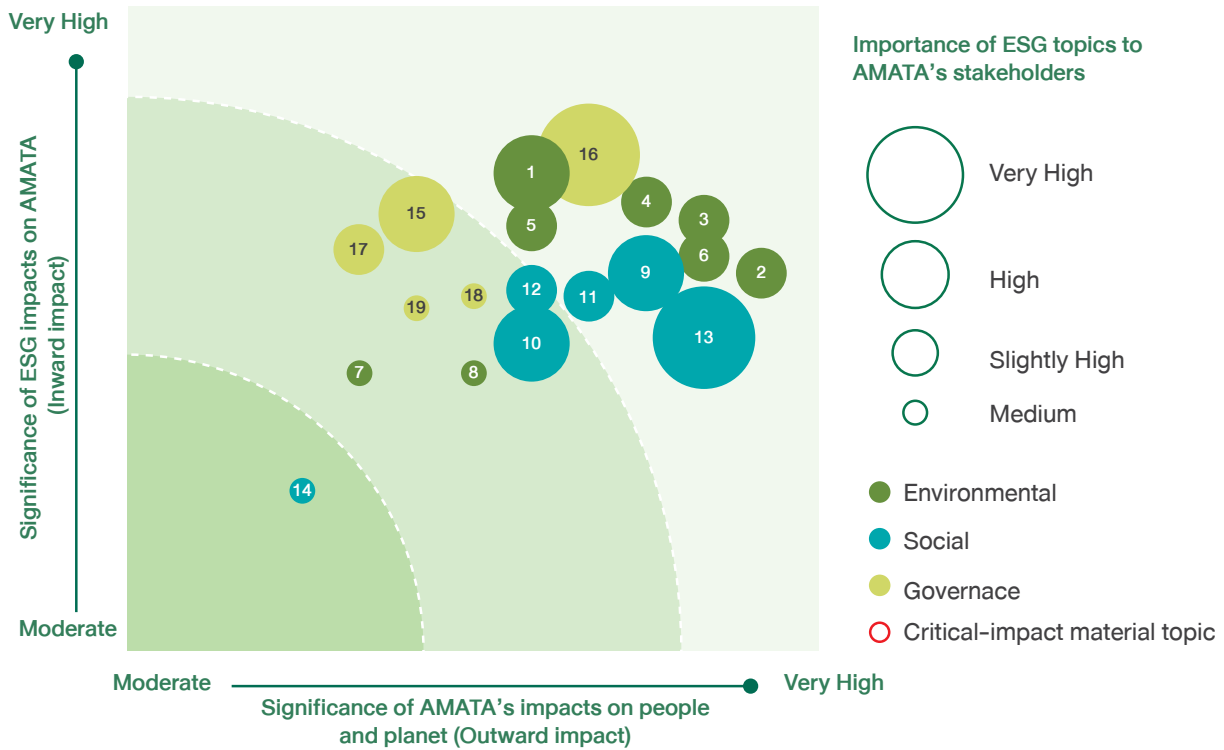
- Vertical axis (Y Axis):** represents the level of significance of ESG impacts on AMATA (Inward impact)
- Horizontal axis (X Axis):** represents the level of significance of AMATA's impacts on people and planet (Outward impact)
- Bubble size:** represents the importance of ESG topics to AMATA's stakeholders

<sup>1</sup> [Draft] ESRG 1 Double materiality conceptual guidelines for standard-setting Working paper, January 2022



# Material Topics

In 2022, the Company had a total of 19 material topics and categorized the material topics into 3 levels according to the significance of their impacts on the Company and its stakeholders, namely, critical-impact material topics, high-impact material topics, and moderate-impact material topics, with a total of 12, 6, and 1 topic, respectively. From 17 topics in 2021, the number of critical-impact materials topics has been reduced. The 2021 topic of water management has been categorized into two material topics, namely “Industrial water and effluent” and “Catchment protection and rehabilitation”; some topics in 2021 have been renamed for better understanding. There was also new topic this year, which was “Traffic management and road safety”. This year, the human rights impact on stakeholders were taken into consideration in all environmental, social, and corporate governance topics, and it was found that all topics had an impact on the stakeholders’ human rights. As a result, the Company did not classify human rights as a separate topic like it did last year.











1 Environmental Quality Control	9 Customer Experience	15 Business Ethics & Integrity
2 Climate and GHG Emission	10 Occupational Health And Safety	16 Law And Regulatory Compliance
3 Energy Efficiency And Renewables	11 Employee Development and Retention	17 Risk And Crisis Management
4 Catchment Protection and Rehabilitation	12 Community Health and Well-being	18 Responsible Supply Chain
5 Industrial Water and Effluent	13 Traffic Management and Road Safety	19 Information Security
6 Waste	14 Social Contributions	
7 Sustainable Products and Services		
8 Circular economy		




A list of 2022 material topics was reviewed by the Sustainability Development Working Committee and approved by the Sustainability Development Committee and the Corporate Governance Committee accordingly. The Corporate Governance Committee has approved the material topics for strategic priorities, which were selected from the critical-impact material topics to define the corporate goals, strategies, and management approaches. The Committee has assigned management to take further action on strategic priorities and other material sustainability topics. The ESG-related key performance indicators (KPI) have been established to be used in result measurement at the corporate, departmental, and project levels, and also linked to individual KPIs of executives and related employees in their annual performance evaluation.





## Material Topic Management


Material Topics (● Critical-impact material topics)	Impacted Stakeholders	GRI Topic Standards	GRI Topic Disclosures	Report Contents	Contributions to SDGs	Page
● Environmental Quality Control	<ul style="list-style-type: none"> <li>Employee</li> <li>Community</li> <li>Customer</li> <li>Supplier/Contractor</li> <li>Government agencies</li> </ul>	<ul style="list-style-type: none"> <li>GRI 2 General Disclosure 2021</li> <li>GRI 305 Emission 2016</li> </ul>	<ul style="list-style-type: none"> <li>2-27 Compliance with laws and regulations</li> <li>305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions</li> </ul>	<ul style="list-style-type: none"> <li>Environmental Quality Control</li> </ul>	 <p>3.9, 6.3, 11.6, 12.4, 15.1, 16.3</p>	82
● Climate and GHG Emission	<ul style="list-style-type: none"> <li>Employee</li> <li>Community</li> <li>Customer</li> <li>Business Partner</li> <li>Shareholder Supplier/ Contractor</li> <li>Government agencies</li> </ul>	<ul style="list-style-type: none"> <li>GRI 305 Emission 2016</li> </ul>	<ul style="list-style-type: none"> <li>305-1 Direct (Scope 1) GHG emissions</li> <li>305-2 Energy indirect (Scope 2) GHG emissions</li> <li>305-3 Other indirect (Scope 3) GHG emissions</li> <li>305-4 GHG emissions intensity</li> </ul>	<ul style="list-style-type: none"> <li>Climate Resilience</li> </ul>	 <p>3.9, 7.2, 7.b, 13.1</p>	90
● Energy efficiency and renewables	<ul style="list-style-type: none"> <li>Customer</li> <li>Business Partner</li> <li>Supplier/Contractor</li> <li>Government agencies</li> </ul>	<ul style="list-style-type: none"> <li>GRI 302 Energy 2016</li> </ul>	<ul style="list-style-type: none"> <li>302-1 Energy consumption within the organization</li> <li>302-3 Energy intensity</li> <li>302-4 Reduction of energy consumption</li> </ul>	<ul style="list-style-type: none"> <li>Energy Management</li> </ul>	 <p>7.2, 7.3, 8.4, 12.2, 13.1</p>	95

Material Topics (● Critical-impact material topics)	Impacted Stakeholders	GRI Topic Standards	GRI Topic Disclosures	Report Contents	Contributions to SDGs	Page
● Catchment Protection and Rehabilitation	<ul style="list-style-type: none"> <li>Community</li> <li>Customer</li> <li>Government agencies</li> </ul>	<ul style="list-style-type: none"> <li>GRI 303 Water and Effluents 2018</li> </ul>	<ul style="list-style-type: none"> <li>303-1 Interactions with water as a shared resource</li> <li>303-3 Water withdrawal</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable Water Management</li> </ul>	  6.3, 6.4, 6.6, 15.1	99
		<ul style="list-style-type: none"> <li>GRI 304 Biodiversity 2016</li> </ul>	<ul style="list-style-type: none"> <li>304-1 Operational sites owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside protected areas</li> <li>304-2 Significant impacts of activities, products and services on biodiversity</li> <li>304-3 Habitats protected or restored</li> </ul>	<ul style="list-style-type: none"> <li>Natural Resources Protection and Restoration</li> </ul>	  6.3, 6.4, 12.2, 12.4, 12.5	105
● Industrial Water and Effluent	<ul style="list-style-type: none"> <li>Community</li> <li>Customer</li> <li>Supplier/Contractor</li> <li>Government agencies</li> </ul>	<ul style="list-style-type: none"> <li>GRI 303 Water and Effluents 2018</li> </ul>	<ul style="list-style-type: none"> <li>303-1 Interactions with water as a shared resource</li> <li>303-2 Management of water discharge-related impacts</li> <li>303-3 Water withdrawal</li> <li>303-4 Water discharge</li> <li>303-5 Water consumption</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable Water Management</li> </ul>	  6.3, 6.4, 12.2, 12.4, 12.5	99








Material Topics (● Critical-impact material topics)	Impacted Stakeholders	GRI Topic Standards	GRI Topic Disclosures	Report Contents	Contributions to SDGs	Page
● Waste	<ul style="list-style-type: none"> <li>Community</li> <li>Customer</li> <li>Business Partner</li> <li>Supplier/Contractor</li> <li>Government agencies</li> </ul>	<ul style="list-style-type: none"> <li>GRI 306 Waste 2020</li> </ul>	<ul style="list-style-type: none"> <li>306-1 Waste generation and significant waste-related impacts</li> <li>306-2 Management of significant waste-related impacts</li> <li>306-3 Waste generated</li> <li>306-4 Waste diverted from disposal</li> <li>306-5 Waste directed to disposal</li> </ul>	<ul style="list-style-type: none"> <li>Solid and Industrial Waste Management</li> </ul>	 <p>3.9, 11.6, 12.2, 12.4, 12.5</p>	110
Sustainable Products and Services	<ul style="list-style-type: none"> <li>Shareholder</li> <li>Community</li> <li>Customer</li> <li>Business Partner</li> <li>Supplier/Contractor</li> <li>Government agencies</li> <li>Creditor</li> </ul>	<ul style="list-style-type: none"> <li>GRI 201 Economic Performance 2016</li> </ul>	<ul style="list-style-type: none"> <li>201-1 Direct economic value generated and distributed</li> <li>201-2 Financial implications and other risks and opportunities due to climate change</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable Products and Services</li> </ul>	 <p>7.2, 7.b, 9.4, 13.1</p>	118
Circular economy	<ul style="list-style-type: none"> <li>Community</li> <li>Customer</li> <li>Business Partner</li> <li>Supplier/Contractor</li> <li>Government agencies</li> </ul>	<ul style="list-style-type: none"> <li>GRI 306 Waste 2020</li> </ul>	<ul style="list-style-type: none"> <li>306-2 Management of significant waste-related impacts</li> <li>306-4 Waste diverted from disposal</li> </ul>	<ul style="list-style-type: none"> <li>Solid and Industrial Waste Management</li> </ul>	 <p>3.9, 11.6, 12.2, 12.4, 12.5</p>	110

Material Topics (● Critical-impact material topics)	Impacted Stakeholders	GRI Topic Standards	GRI Topic Disclosures	Report Contents	Contributions to SDGs	Page
● Customer Experience	<ul style="list-style-type: none"> <li>Employee</li> <li>Shareholder</li> <li>Customer</li> <li>Business Partner</li> </ul>	<ul style="list-style-type: none"> <li>AMATA: Customer Engagement</li> </ul>	<ul style="list-style-type: none"> <li>Indicator: Customer Satisfaction Score</li> </ul>	<ul style="list-style-type: none"> <li>Building Better Customer Experience</li> </ul>	 8.1, 8.2, 16.3	133
Occupational Health and Safety	<ul style="list-style-type: none"> <li>Employee</li> <li>Customer</li> <li>Supplier/Contractor</li> <li>Government agencies</li> </ul>	<ul style="list-style-type: none"> <li>GRI 403 Occupational Health and Safety 2018</li> </ul>	<ul style="list-style-type: none"> <li>403-1 Occupational health and safety management system</li> </ul>	<ul style="list-style-type: none"> <li>Employee Care, Development and Retention</li> </ul>	 3.4, 3.6, 8.5, 8.8, 16.1	137
			<ul style="list-style-type: none"> <li>403-2 Hazard identification, risk assessment, and incident investigation</li> <li>403-5 Worker training on occupational health and safety</li> <li>403-6 Promotion of worker health</li> <li>403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships</li> <li>403-9 Work-related injuries</li> </ul>	<ul style="list-style-type: none"> <li>Building A Safe Society</li> </ul>		144

Material Topics (● Critical-impact material topics)	Impacted Stakeholders	GRI Topic Standards	GRI Topic Disclosures	Report Contents	Contributions to SDGs	Page
● Employee Development and Retention	<ul style="list-style-type: none"> <li>Employee</li> <li>Customer</li> <li>Shareholder</li> </ul>	<ul style="list-style-type: none"> <li>GRI 401 Employment 2016</li> <li>GRI 404 Training and Education 2016</li> </ul>	<ul style="list-style-type: none"> <li>401-1 New employee hires and employee turnover</li> <li>401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees</li> <li>401-3 Parental leave</li> <li>404-1 Average hours of training per year per employee</li> </ul>	<ul style="list-style-type: none"> <li>Employee Care, Development and Retention</li> </ul>	 <p>4.4, 4.5, 8.5, 8.6, 10.2, 10.3</p>	137
● Community Health and Well-being	<ul style="list-style-type: none"> <li>Employee</li> <li>Community</li> <li>Customer</li> <li>Business Partner</li> <li>Government agencies</li> </ul>	<ul style="list-style-type: none"> <li>GRI 413 Local Communities 2016</li> </ul>	<ul style="list-style-type: none"> <li>413-1 Operations with local community engagement, impact assessments, and development programs</li> <li>413-2 Operations with significant actual and potential negative impacts on local communities</li> </ul>	<ul style="list-style-type: none"> <li>Community and Social Development</li> </ul>	 <p>1.4, 3.6, 3.8, 3.9, 6.6, 6.b, 9.2, 10.2, 10.3, 11.2, 11.6, 12.5, 17.17</p>	152
Social Contributions	<ul style="list-style-type: none"> <li>Community</li> <li>Customer</li> <li>Government agencies</li> </ul>	<ul style="list-style-type: none"> <li>GRI 413 Local Communities 2016</li> </ul>				

Material Topics (● Critical-impact material topics)	Impacted Stakeholders	GRI Topic Standards	GRI Topic Disclosures	Report Contents	Contributions to SDGs	Page
● Traffic Management and Road Safety	<ul style="list-style-type: none"> <li>Employee</li> <li>Community</li> <li>Customer</li> <li>Supplier/Contractor</li> <li>Government agencies</li> </ul>	<ul style="list-style-type: none"> <li>GRI 413 Local Communities 2016</li> </ul>	<ul style="list-style-type: none"> <li>413-2 Operations with significant actual and potential negative impacts on local communities</li> </ul>	<ul style="list-style-type: none"> <li>Building A Safe Society</li> </ul>	  3.6, 11.2	144
● Business Ethics & Integrity	<ul style="list-style-type: none"> <li>Employee</li> <li>Community</li> <li>Customer</li> <li>Shareholder</li> <li>Business Partner</li> <li>Supplier/Contractor</li> <li>Government agencies</li> <li>Competitor</li> </ul>	<ul style="list-style-type: none"> <li>GRI 205 Anti-Corruption 2016</li> </ul>	<ul style="list-style-type: none"> <li>205-2 Communication and training about anti-corruption policies and procedures</li> <li>205-3 Confirmed incidents of corruption and actions taken</li> </ul>	<ul style="list-style-type: none"> <li>Business Ethic and Anti-corruption</li> </ul>	 16.3, 16.5	52
● Law and Regulatory Compliance	<ul style="list-style-type: none"> <li>Employee</li> <li>Community</li> <li>Customer</li> <li>Shareholder</li> <li>Business Partner</li> <li>Supplier/Contractor</li> <li>Government agencies</li> </ul>	<ul style="list-style-type: none"> <li>GRI 2 General Disclosures 2021</li> </ul>	<ul style="list-style-type: none"> <li>2-27 Compliance with laws and regulations</li> </ul>	<ul style="list-style-type: none"> <li>Law and Regulatory Compliance</li> </ul>	 16.3, 16.5	55



Material Topics (● Critical-impact material topics)	Impacted Stakeholders	GRI Topic Standards	GRI Topic Disclosures	Report Contents	Contributions to SDGs	Page
Risk And Crisis Management	<ul style="list-style-type: none"> <li>Employee</li> <li>Shareholder</li> <li>Community</li> <li>Customer</li> <li>Business Partner</li> <li>Supplier/Contractor</li> <li>Government</li> <li>Creditor</li> </ul>	<ul style="list-style-type: none"> <li>GRI 2 General Disclosures 2021</li> </ul>	<ul style="list-style-type: none"> <li>2-12 Role of the highest governance body in overseeing the management of impacts</li> </ul>	<ul style="list-style-type: none"> <li>Risk and Crisis Management</li> </ul>	  8.2, 16.7	57
Responsible Supply Chain	<ul style="list-style-type: none"> <li>Community</li> <li>Customer</li> <li>Business Partner</li> <li>Supplier/Contractor</li> </ul>	<ul style="list-style-type: none"> <li>GRI 204 Procurement Practices 2016</li> </ul>	<ul style="list-style-type: none"> <li>204-1 Proportion of spending on local suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable Supply Chain</li> </ul>	    8.3, 8.4, 8.8, 11.6, 12.4, 16.1, 16.5	74
		<ul style="list-style-type: none"> <li>GRI 308 Supplier Environmental Assessment 2016</li> </ul>	<ul style="list-style-type: none"> <li>308-1 New suppliers that were screened using environmental criteria</li> </ul>			
		<ul style="list-style-type: none"> <li>GRI 414 Supplier Social Assessment 2016</li> </ul>	<ul style="list-style-type: none"> <li>414-1 New suppliers that were screened using social criteria</li> </ul>			
Information Security	<ul style="list-style-type: none"> <li>Employee</li> <li>Shareholder</li> <li>Customer</li> <li>Business Partner</li> <li>Supplier/Contractor</li> <li>Government agencies</li> </ul>	<ul style="list-style-type: none"> <li>GRI 2 General Disclosures 2021</li> </ul>	<ul style="list-style-type: none"> <li>2-27 Compliance with laws and regulations</li> </ul>	<ul style="list-style-type: none"> <li>Information Security and Data Privacy</li> </ul>	 16.3, 16.10	63
		<ul style="list-style-type: none"> <li>GRI 418 Customer Privacy 2016</li> </ul>	<ul style="list-style-type: none"> <li>418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data</li> </ul>			



# Fundamental of Sustainable Development

Good Corporate Governance	47
Business Ethics and Anti-corruption	52
Law and Regulatory Compliance	55
Risk and Crisis Management	57
Information Security and Data Privacy	63
Human Rights in Business Operation	65
Sustainable Supply Chain	74





Fundamental of Sustainable Development	SDG Targets	Management Approach	Long-term Targets	2022 Targets
Good Corporate Governance	16.3, 16.5	Efficiently supervise, manage, monitor, and verify all aspects of business operations, ensuring transparency and accountability. Establish whistleblowing mechanisms and communication channels to report and address any concerns regarding business operations.	<ul style="list-style-type: none"> <li>No significant complaints regarding corporate governance</li> </ul>	<ul style="list-style-type: none"> <li>No significant complaints regarding corporate governance</li> </ul>
Business Ethics and Anti-corruption	16.3, 16.5	Conduct business with integrity, honesty, transparency, and accountability to internal and external stakeholders, using framework and principles that are aligned with corporate governance and human rights as the standard guidelines for the Board of Directors, executives, and employees.	<ul style="list-style-type: none"> <li>No case of corruption</li> </ul>	<ul style="list-style-type: none"> <li>No case of corruption</li> </ul>
Law and Regulatory Compliance	16.3, 16.5	Comply with all domestic and international laws and regulations related to conducting business, including strict adherence to contractual terms and conditions.	<ul style="list-style-type: none"> <li>No violations of economic, social, and environmental laws related to business operations</li> </ul>	<ul style="list-style-type: none"> <li>No violations of economic, social, and environmental laws related to business operations</li> </ul>
Risk and Crisis Management	8.2, 16.7	Manage uncertainty events that have the potential to occur and may have an impact on the achievement of the Company's objectives and goals, including crisis and emergency management and business continuity management.	<ul style="list-style-type: none"> <li>100% Coverage of Strategic Priorities in Enterprise Risk Management</li> </ul>	<ul style="list-style-type: none"> <li>100% Coverage of Strategic Priorities in Enterprise Risk Management</li> </ul>
Information Security and Data Privacy	16.3, 16.10	Protect relevant stakeholder's personal information and the Company's and its business partner's confidential information in compliance with legal requirements, including the use of technology that will appropriately secure all forms of information.	<ul style="list-style-type: none"> <li>No Complaints of personal or confidential business information breach</li> </ul>	<ul style="list-style-type: none"> <li>No Complaints of personal or confidential business information breach</li> </ul>
Human Rights in Business	1, 3, 4, 6, 7, 8, 9, 10, 11, 12, 13, 15, 16, 17	Conduct Human Rights Due Diligence and encourage business partners, suppliers, and contractors throughout the value chain to respect human rights and collaborate to generate a positive social impact from their operations.	<ul style="list-style-type: none"> <li>No significant human rights violations in all activities throughout value chain</li> </ul>	<ul style="list-style-type: none"> <li>No significant human rights complaints due to the Company's operations</li> </ul>
Sustainable Supply Chain	8.3, 8.4, 8.8, 11.6, 12.4, 16.1, 16.5	Develop a responsible and sustainable supply chain that well manages environmental, social and economic impacts and promote good governance of critical suppliers throughout the value chain.	<ul style="list-style-type: none"> <li>All critical suppliers are assessed for ESG risks</li> <li>All new suppliers are assessed for ESG risks</li> </ul>	<ul style="list-style-type: none"> <li>100% of critical suppliers are assessed for ESG risks</li> <li>100% of new suppliers are assessed for ESG risks</li> </ul>

# Good Corporate Governance

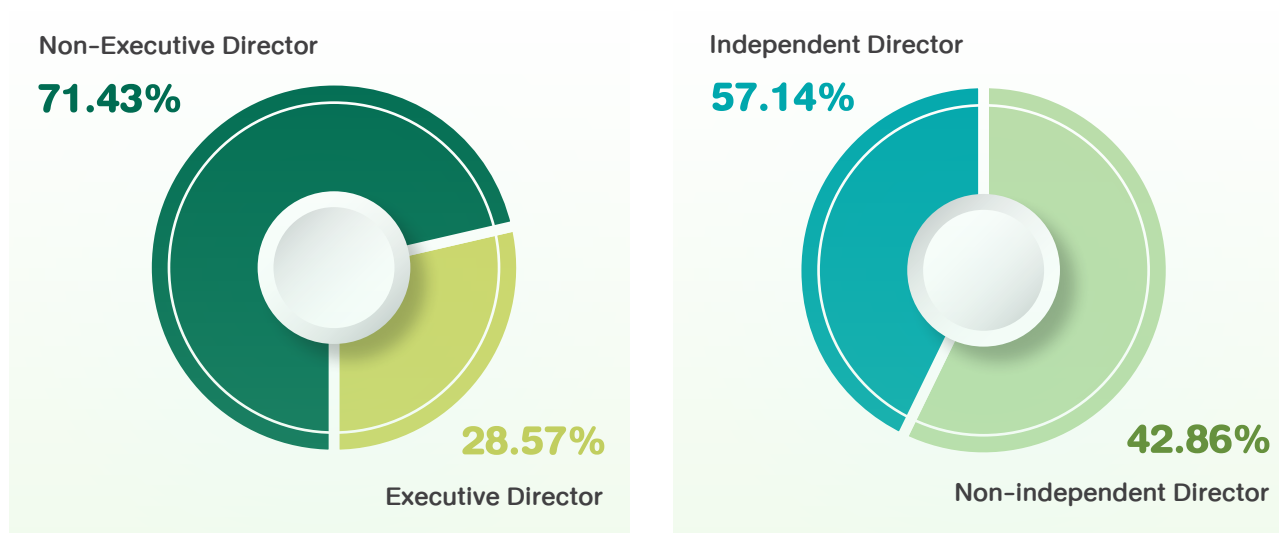


Risk	Opportunity
<p>Ineffective corporate governance can have a significant impact on many key stakeholders, resulting in negative social and environmental consequences. This will have a negative impact on the Company's reputation and ability to generate future value, as well as the trust of the affected stakeholders.</p>	<p>Ensuring ethical, transparent, and responsible business operations toward all stakeholders is a crucial foundation for instilling confidence in those who are affected. This impacts the Company's credibility and ability to achieve long-term sustainable growth.</p>



## Board of Directors

In 2022 the Company's Board of Directors had seven members, consist of two executive directors, and five non-executive directors, which accounting for 71.43 % of the total Board members. Four independent directors accounted for 57.14% of total Board members. All directors were chosen based on legal qualifications and criteria specified by the Office of the Securities and Exchange Commission (SEC). The Nomination & Remuneration Committee determined the selection criteria and process for achieving a Board of Directors with diverse qualifications, expertise, capabilities, and experiences according to the Skill Matrix. This contributes to the Company's effective governance and the maximizing of benefits to all stakeholders.



## Board Skills Matrix

Name of the Directors	Industrial estate business aspect	Technological aspect	Corporate governance aspect	Marketing / business development aspect	Risk management aspect	Strategy aspect	Legal aspect	Financial / accounting aspect
Mr. Vikrom Kromadit	✓			✓		✓		
Mr. Chackchai Panichapat		✓	✓			✓		
Mr. Viboon Kromadit	✓			✓	✓	✓		
Mr. Anucha Sihanatkathakul			✓	✓	✓			✓
Mr. Noppun Muangkote			✓				✓	
Assoc. Prof. Dr. Somchet Thinaphong	✓	✓						
Mr. Tevin Vongvanich		✓			✓	✓		
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>1</b>	<b>1</b>

Background and information of each Directors, please see 56-1 One Report 2022; "Corporate Governance Structure" section.

## Performance of the Board of Directors

The Board of Directors held meetings to follow up on performance and improve the efficiency of corporate governance mechanisms. In 2022, the Board of Directors approved the revision of the “Corporate Governance Policy and Guidelines” to include the guidelines for risk governance that are in line with the newly appointed Risk Management Committee Charter. (For more details, please refer to 56-1 One Report under the heading “Report of Corporate Governance”)

Thriving for good corporate governance efficiency, the Board of Directors conducts an annual performance assessment every year by using the self-assessment form of the Stock Exchange of Thailand. The assessment consists of the evaluation of the Board of Directors’ performance as a group, by sub-committee and individual directors. The results and suggestions obtained from the evaluation will be used for improving the operation in corporate governance in order to maximize benefits of the Company and its stakeholders.

	Board of Directors	Audit Committee	Risk Management Committee	Nomination and Remuneration Committee	Corporate Governance Committee
Number of Meeting	6	4	4	3	2
Meeting Attendance	100%	100%	100%	100%	100%
Performance Assessment	Group 97.67% Individual 99.09%	Average of Sub-committee 98.28%			

For more details, please refer to 56-1 One Report under the heading “Policies on Corporate Governance”

## Building Capability of the Board of Directors

The Company supports the directors’ capability development and encourages the directors to participate in various training and activities both nationally and regionally in order to apply the acquired knowledge and experience for the benefit of the Company. In 2022, Mr.Viboon Kromadit, Director, attended a training session on “Corporate Governance & Anti-Corruption” conducted by a qualified speaker from the Thai Institute of Directors (IOD).

## Board of Directors’ meeting to follow up the sustainable development performance in 2022

There was one Board of Directors Meeting held to follow up on the Company’s sustainable development activities. The Chairman of AMATA’s Sustainable Development Committee reported the progress of various activities to the Board of Directors in order to acknowledge and seek advice on sustainability topics management, as well as to determine the sustainability corporate goals and corporate KPIs which are used as key performance indicators of the Company’s leaders and top executives in addition to financial KPIs.

Furthermore, the sub-committees had six meetings to consider sustainability performance; two meetings of the Corporate Governance Committee and four meetings of the Risk Management Committee. The Chairman of AMATA’s Sustainable Development Committee reported the results of the materiality determination to the Corporate Governance Committee for acknowledgment and advice, as well as consider management approaches of each strategic priority. The material topics related to economic, social, and environmental risks were reported to the Risk Management Committee in order to determine and identify the enterprise risks properly.

	<b>Corporate Governance Committee</b>	<b>Risk Management Committee</b>	<b>Board of Directors</b>
<b>Key Agenda</b>	<p><b>1<sup>st</sup> Meeting, dated 24 June 2022</b></p> <ul style="list-style-type: none"> <li>• Consideration of 2022 sustainability material topics</li> <li>• Consideration of the strategic priorities</li> <li>• Consideration of ESG indicators and targets of each material topic</li> <li>• Acknowledgement of THSI Assessment conducted by the Stock Exchange of Thailand and improvement suggestions</li> <li>• Improvement of Corporate Governance Policy to be in line with CG Code 2017</li> </ul> <p><b>2<sup>nd</sup> Meeting, dated 12 November 2022</b></p> <ul style="list-style-type: none"> <li>• Consideration of charter and CG policy improvement</li> <li>• Consideration of 2022 Sustainability material topics</li> <li>• Acknowledgement of THSI Assessment result and consideration of target and action plans of AMATA sustainable development in 2022-2025</li> <li>• Acknowledgement of complaints and violations of ethics, regulations, as well as preventive measures</li> </ul>	<p><b>1<sup>st</sup> Meeting, dated 21 February 2022</b></p> <ul style="list-style-type: none"> <li>• Consideration of key ESG risks</li> <li>• Consideration of ESG risk controls and mitigation plans</li> <li>• Acknowledge of Impact assessment</li> <li>• Consideration of Key Risk Indicators and Risk Appetite determination</li> <li>• Consideration of risk controls and risk mitigation plans</li> <li>• Consideration of business opportunities from ESG risks</li> </ul> <p><b>2<sup>nd</sup> Meeting, dated 5 May 2022</b></p> <ul style="list-style-type: none"> <li>• Acknowledgement of report on Key Risk Indicators and Risk Appetite</li> <li>• Acknowledgement of report on progress of risk mitigation plans</li> </ul> <p><b>3<sup>rd</sup> Meeting, dated 1 August 2022</b></p> <ul style="list-style-type: none"> <li>• Acknowledgement of report on Key Risk Indicators and Risk Appetite</li> <li>• Acknowledgement of report on progress of risk mitigation plans</li> </ul>	<p><b>1<sup>st</sup> Meeting, dated 13 May 2022</b></p> <ul style="list-style-type: none"> <li>• Acknowledgement of report on Key Risk Indicators and Risk Appetite</li> <li>• Acknowledgement of report on the progress of risk mitigation plans</li> </ul> <p><b>2<sup>nd</sup> Meeting, dated 11 August 2022</b></p> <ul style="list-style-type: none"> <li>• Acknowledgement of report on Key Risk Indicators and Risk Appetite</li> <li>• Acknowledgement of report on progress of risk mitigation plans</li> </ul> <p><b>3<sup>rd</sup> Meeting, dated 14 November 2022</b></p> <ul style="list-style-type: none"> <li>• Consideration of charter and CG policy improvement</li> <li>• Consideration of 2022 Sustainability material topics</li> <li>• Acknowledgement of THSI Assessment result and consideration of target and action plans of AMATA sustainable development in 2022-2025</li> <li>• Acknowledgement of complaints and violations of ethics, regulations, as well as preventive measures</li> </ul>

	<b>Corporate Governance Committee</b>	<b>Risk Management Committee</b>	<b>Board of Directors</b>
		<p><b>4<sup>th</sup> Meeting, dated 10 November 2022</b></p> <ul style="list-style-type: none"> <li>• Acknowledgement of report on Key Risk Indicators and Risk Appetite</li> <li>• Acknowledgement of report on progress of risk mitigation plans</li> <li>• Consideration of the 2023 budget for risk mitigation plans</li> </ul>	
<b>Approval</b>	<ul style="list-style-type: none"> <li>• 2022 Sustainability material topics</li> <li>• Strategic priorities and management approaches</li> <li>• Sustainable development roadmap for 2022-2025</li> </ul>	<ul style="list-style-type: none"> <li>• ESG risks</li> <li>• ESG risk management</li> <li>• 2023 Action plans and budget for risk mitigation plans</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable development goals and targets for 2022-2025</li> </ul>



# Business Ethics and Anti-corruption



Material Topic: **Ethics and Integrity in Business Operations** Level of impact: Critical

Risk	Opportunity
Any actions against moral principles, violation of business ethics, failure to comply with laws and regulations, or corruption will have a direct impact on stakeholders' confidence as well as the Company's reputation and image. Furthermore, such acts could impede the Company's sustainable growth and the development of the country.	The Company's stability and sustainability can be ensured by operating a business with transparency, ethics, and moral values, considering the impact on all stakeholders, which will gain support from those affected and attract talented individuals, investors, or businesses that share the same values.



## Management Approach

The Company aims to conduct its businesses operation with integrity and responsibility towards its stakeholders. It places a strong emphasis on transparency, honesty and compliance with laws, regulations as well as the principles of good corporate governance and a business code of ethics. These guidelines establish the scope and standards of behaviors that all employees, including the Board of Directors and executives, must adhere to in order to work in alignment with ethical values.

All executives and employees are obligated to follow the Company's Code of Ethics policy and manual, in order to instill values of morality and accountability in the organizational culture. It is important for each executive and employee to behave with civility and consciousness, to consider the benefits and impacts of their actions on the Company's stakeholders impartially and fairly, to conduct business with responsibility and to establish robust work system that prevents corruption through internal audit system.

The Company has announced revised policies and guidelines that are more suitable for the current business environment, comply with generally accepted criteria and regulations, and promote and support ethical business operations. The Company has also disclosed its manuals for Good Corporate Governance and Code of Ethics, along with other policies, on its website and intranet. This allows all employees to learn and use them as a guideline for the operations of the Board of Directors, executives and employees of the Company and its subsidiaries.







The Company is committed to promoting knowledge and understanding of business ethics and anti-corruption policies and guidelines among its employees and suppliers through various activities and communication channels. The operating performance in 2022 is as follows:

1. The Company has been communicating its Supplier Code of Conduct to its suppliers since 2019 to ensure that they conduct business in line with the AMATA Code of Conduct for sustainable growth. In 2022, the Company sent an email to 85 critical suppliers to inform them of the Supplier Code of Conduct and received acknowledgments from all of them, accounting for 100% of the total number of critical suppliers.
2. The Company communicated the 'NO Gift' policy and guideline for accepting and giving gifts during festivals and other occasions to its executives, employees, subsidiaries and external parties to ensure widespread awareness. This was done to ensure that executives and employees behave correctly in accepting and giving gifts, thereby avoiding conflicts of interest and establishing norms for conducting business fairly and transparently with all relevant parties.
3. The Company organized a training course on good corporate governance and anti-corruption for 41 new employees to ensure that they have a correct understanding of business ethics, policies, measures, and procedures.
4. The Company organized a training session on "Principles of Good Corporate Governance for Thai Listed Companies and Anti-Corruption" for employees at all levels to emphasize their understanding of good corporate governance and anti-corruption practices. There were 51% of all employees participated in the training.
5. The Company requires all employees to pass the good corporate governance and business ethics tests annually with a minimum score of 80%. In 2022, 100% of employees took the online test and achieved a score of more than 80%.
6. The Company has been a certified member of the Collective Action Coalition against Corruption in the Private Sector (CAC) since 30 September 2020.

# Monitoring and auditing business ethics compliance

The Company has established a **Whistleblowing Policy** and safe communication channels for its employees and stakeholders to report any clues, advice, grievances, or complaints regarding any misconduct that violates the law, rules, regulations, corporate governance principles, code of ethics, and anti-corruption policy. Measures have been put in place to protect the rights of such persons. The information provided by whistleblowers will be kept confidential and accessible only to those responsible for investigating the complaint. Such complaints will be processed according to the process stipulated in the Good Corporate Governance Manual.

## Channels to Receive Complaints and Clues

<b>Mr. Anucha Sihanatkathakul</b> Chairman of the Audit Committee	 <a href="mailto:anucha.s@amata.com">anucha.s@amata.com</a>	 <b>AMATA Corporation</b> Public Company Limited 2126 Kromadit Building, New Petchburi Road, Huaykwang, Bangkok 10310 Thailand   P.O. Box no.7 Monterey Tower Bangkapi, Huai Khwang, Bangkok 10323 Thailand   +66 (02) 792 0004
<b>Mr. Vikrom Kromadit</b> Chairman & Acting CEO	 <a href="mailto:vikrom.k@amata.com">vikrom.k@amata.com</a>	
<b>Mr. Manachai Kaoprapan</b> Head of Company Secretary and Legal	 <a href="mailto:cs@amata.com">cs@amata.com</a>	

## Process of Complaint and Clues Management

1. Screen facts and investigate according to Whistleblowing Policy by authorized person.
2. Proceed further, on a case-by-case basis, by the executives authorized as investigation committee should any wrongdoing be found.
3. Provide appropriate remedy to the affected parties and establish corrective measures to prevent future incidents.
4. Report the summary of complaints and clues management and results in every Corporate Governance Committee meeting and to the Board of Directors at least once a year as well as disclosing the information in the annual sustainability report.

The Company did not receive any significant whistleblowing reports or complaints related to corporate governance and corruption in 2022. There were no reports of misconduct by the Company's Board of Directors, executives, or employees, and no employees were found to have violated the Company's regulations in the past year. However, there were three cases where outsourcing employees violated the Company's work regulations and COVID-19 prevention measures. The Company has issued warning letters to the outsourcing companies, requiring them to ensure that their employees comply with the Company's measures in the future. The Corporate Governance Committee reported and summarized the complaints and violations of ethics and regulations to the Board of Directors for acknowledgment accordingly.

# Law and Regulatory Compliance



Material Topic: ● Law and regulatory compliance

Level of Impact: Critical

## Risk

Usually, the industrial estate business operations are relevant to many laws and regulations because this type of business has the impacts towards the economy, society and environment, both directly and indirectly. The Company and its stakeholders, therefore, have emphasized on the compliance with all aspects of applicable laws and regulations. The operations that are inconsistent to various laws or regulations of either the Company itself or its suppliers and contractors may lead to Company's financial and reputation damage, the confidence of stakeholders and the acceptance of the neighboring society and communities resulting to the Company's future operations and growth. Presently, the rules and regulations including laws related to the industrial estate business and related businesses have been changed to become increasingly strict and diversified causing the compliance risk as one of the Enterprise risks required to be prudently managed.

## Opportunity

Compliance with laws and regulations enables the Company to operate transparently, gain credibility, and earn the trust of stakeholders. Monitoring changes in laws and regulations related to industrial estate and related businesses closely will enable the Company to prepare for new legislation that may come. Changes in customer requirements resulting from changes in domestic and foreign laws and regulations enable the Company to adapt and develop products and services to meet those needs in a timely manner.

Number of incidents violated economic, social, and environmental laws



2022 Target

0



2022 Performance

0

## Management Approach

The following risk management processes were developed based on compliance with applicable laws and regulations in order for the Company to conduct business legally and in compliance with numerous regulations:

1. **Risk Identification:** Analyzed and identified the legal and regulatory compliance risks throughout the business value chain, by referring to the laws and regulations of each municipality or country in which the Company conducts business.
2. **Risk Management:** Assessed the risks that may arise from non-compliance with the law, regulations, or various international standards and determined measures to manage those risks, included the responsibility of the Legal Department and the department that contacts government agencies to carefully monitor changes in laws and regulations in each business location. In order to further encouraged employees and stakeholders to become knowledgeable about the changing laws and rigorously comply, the Company has communicated with them through a variety of channels, including meetings, training sessions, emails, and the intranet.
3. **Compliance Monitoring:** The executives of all departments are responsible for overseeing the Company's employees and contractors to ensure that they strictly comply with all applicable laws and regulations. Also, the performance of statutory and regulatory compliance has been regularly audited and assessed.
4. **Communication and Reporting:** The Legal Department is responsible for compiling violation cases and the performance of statutory and regulatory compliance, as well as reporting to the management team, the Corporate Governance Committee, the Risk Management Committee, and the Board of Directors, respectively, to consider and decide on stronger governance and compliance mechanisms and disclose the performance results in the Annual Sustainability Report.

In 2022, the Risk Management Committee identified the risk arising from changes in environmental laws and regulations as a corporate risk. The Company has assigned departments directly responsible for this matter, developed a risk mitigation plan, and determined its risk appetite to closely monitor and evaluate the risk. This effort has been made because of many newly enacted environmental laws and changes in international multilateral environmental agreements in the past year, which may affect customers in the industrial estates that are engaged in export activities.

In addition, the Company had no incidents of non-compliance with laws related to the industrial estate business and no incidents of non-compliance with economic, social, and environmental laws by employees, suppliers, or contractors in 2022. In order to maintain trust among all stakeholders in its ability to conduct responsible and sustainable business, the Company continued to abide by laws, regulations, and international standards.

# Risk and Crisis Management



Material Topic:

Risk and Crisis Management

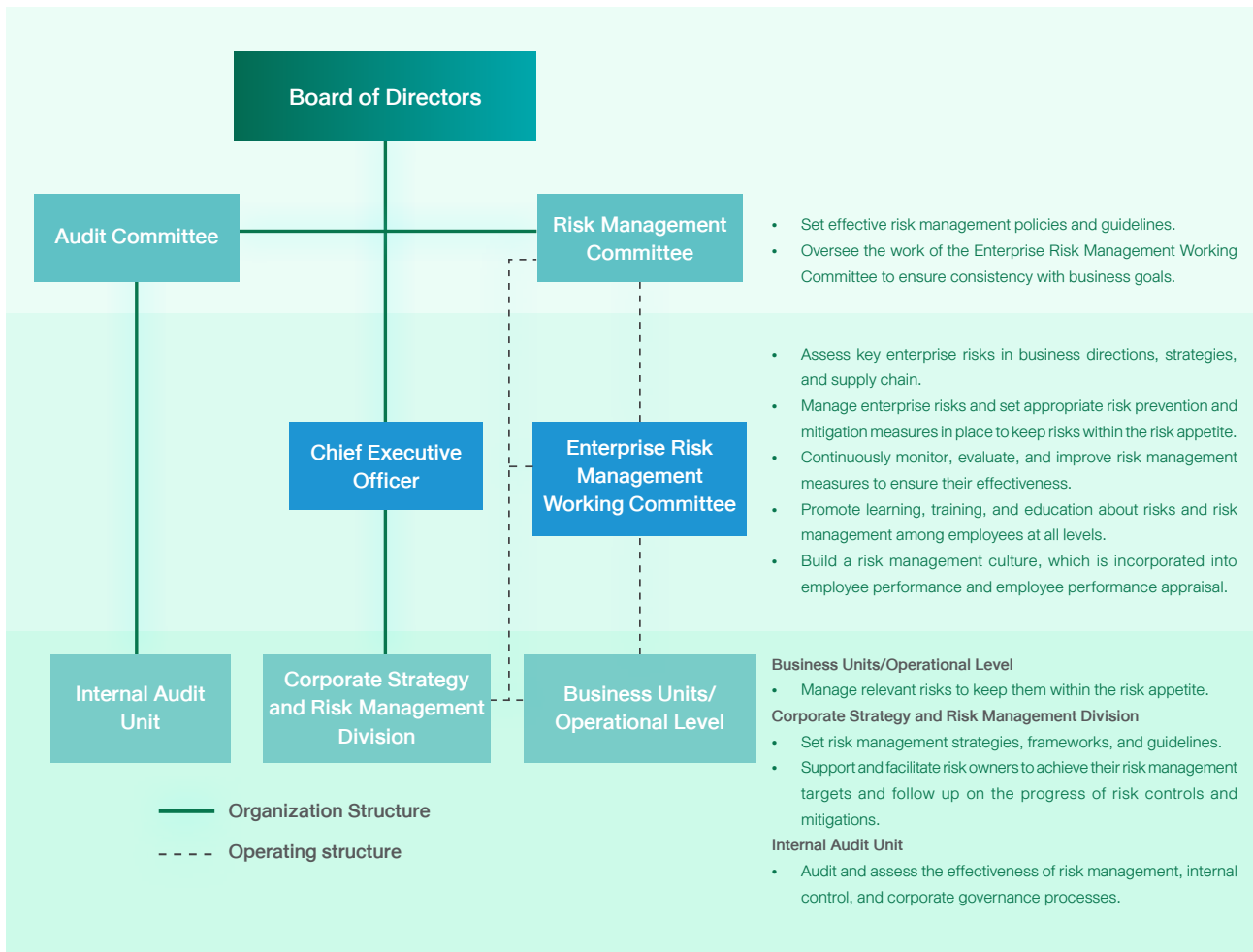
Level of Impact: High

Risk	Opportunity
Inefficient risk management can have a direct impact on the Company's finances and reputation, as well as its ability to obtain future business licenses. Additionally, it can have adverse effects on the environment and endanger the health and safety of the Company's stakeholders and their property, and its consequences can lead to negative impact on the Company's reputation and may result in resistance to future business expansion.	Effective risk management is a key mechanism that helps companies grow sustainably, quickly sense and respond to any risks arising from the current uncertainty and adapt to a rapidly changing business environment. Moreover, effective risk management allows companies to identify new business opportunities through the development of risk mitigation strategies.



## Risk Management Structure

The Company's risk management is under the supervision of the Board of Directors, with the **Risk Management Committee** being responsible for establishing an effective risk management policy and approach, as well as overseeing the Enterprise Risk Management Working Committee to ensure their operations are appropriate for the current business context and situations. The Risk Management Committee is composed of seven members, including the Company's directors and senior executives, with an independent director serving as its chairman. (For more details about Risk Management Structure please see 56-1 One Report, "Corporate Governance Structure" and "Risk Management" Section.)



To drive effective risk management throughout the organization and respond to the Company's risk and crisis management policy, the Risk Management Committee appointed an **Enterprise Risk Management Working Committee**. The committee consists of 24 members, including management representatives from various departments and managing directors of subsidiary companies. The chairperson of the committee is the Senior Vice President of Accounting, Tax, and Finance, Investor Relations, and Information Technology. The roles and responsibilities of the committee are as follows:

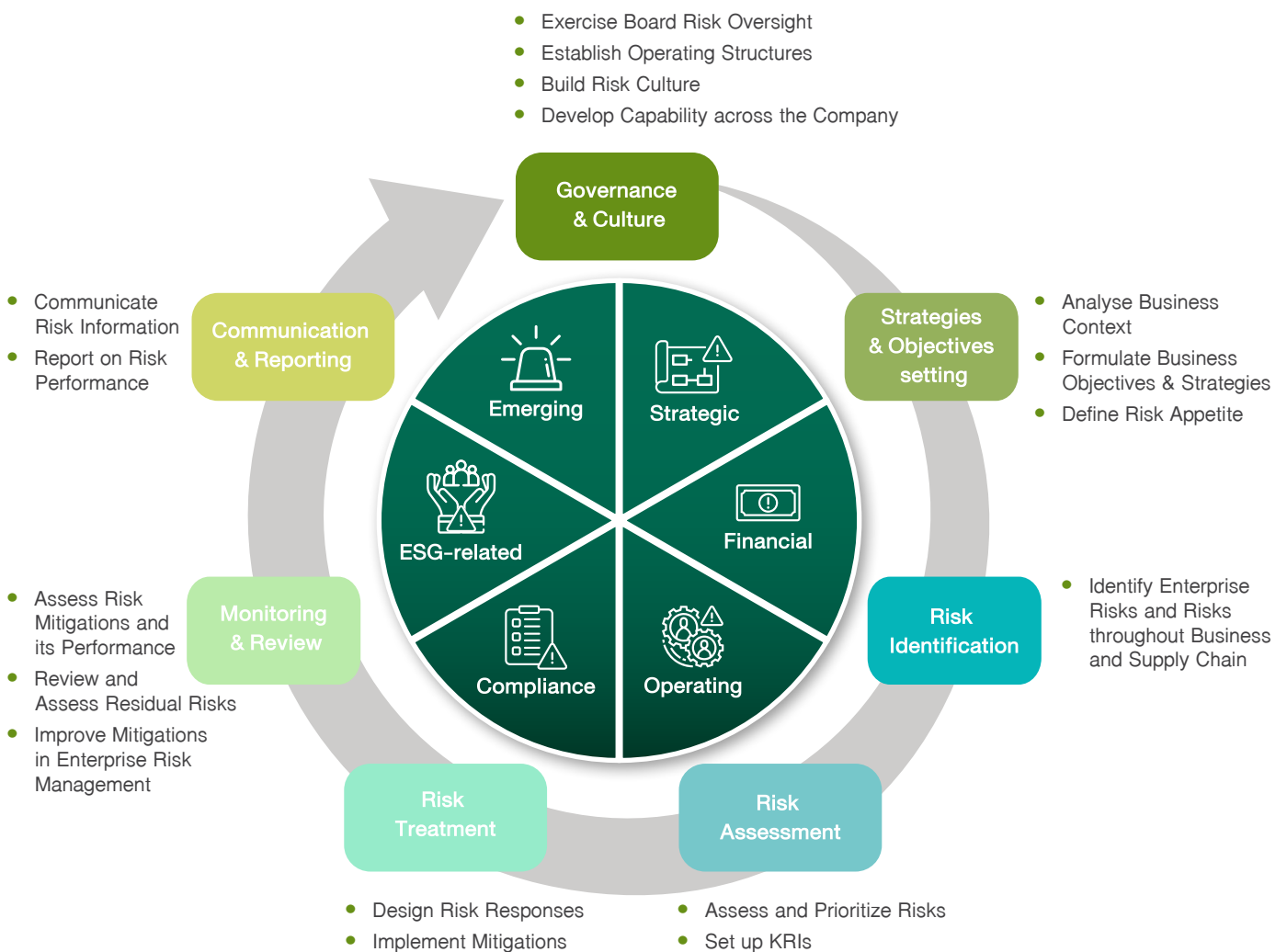
1. Assessing key corporate risks aligned with the Company's business direction and risks in the business value chain, including strategic risk, risks from investment and business development in Thailand and other countries, operational risk covering health, safety, social, and environmental aspects, financial risks, compliance risks, and other risks that may impact the Company. Providing suggestions on risk prevention and mitigation to an acceptable level.
2. Monitoring, evaluating, and continuously improving risk mitigation plans to reduce risks and adapt to changing business conditions. Regularly reporting the risk assessment and risk management performance to the Risk Management Committee.
3. Setting up a business continuity plan at the corporate level to address key risks.
4. Providing training and workshops, sharing information about risks and risk management with employees at all levels, and promoting a corporate risk culture.

As risk management is the responsibility of employees at all levels, they must be aware of the existence of risks in the business value chain and their work processes and provide appropriate and sufficient risk management measures. Therefore, all departments in the Company and its subsidiaries have appointed risk coordinators in operational levels to work together with the Enterprise Risk Management Working Committee and the Corporate Strategy and Risk Management Division in identifying and assessing risks, preparing and evaluating risk mitigation plans, and promoting risk awareness, and employee participation in their respective departments.

# Management Approach

The Company has established a corporate risk management process that aligns with international standards to effectively manage all risks. Risk management must be consistently implemented across the organization and integrated into decision making, strategic planning, and business operations. Additionally, it must support the achievement of business objectives and goals.

The Company followed the guidelines of the Committee of Sponsoring Organizations of the Treadway Commission (COSO) for conducting Enterprise Risk Management and conducted an annual corporate risk assessment. This assessment took into account current and emerging risks, economic conditions, competition, innovation, technology development, government policies and regulations, and social and environmental changes that may affect its operations. After identifying and assessing risks, the Company prepared appropriate risk mitigation plans, determines key risk indicators (KRIs), and defined a risk appetite to monitor the performance and effectiveness of its risk management measures, including potential business opportunities that may arise from these risks. The Company assigned the enterprise risk owners to develop risk management plans and determine key risk indicators.



The Enterprise Risk Management Working Committee monitors the results of the risk responses and the situations that cause the risks, and reports the findings at the Strategic Management Meeting which consists of the Chairman, all Chief level executives, and Managing Directors of subsidiary companies, and further report to the Board of Directors.

The Company aims to enhance employee involvement in risk management because it is an integral part of all levels of operations. The Company therefore increases awareness and the corporate culture of risk management among employees at all levels by providing knowledge through activities such as training, etc.



## Performance

In 2022, the Company conducted a reassessment of enterprise risks to ensure consistency with corporate strategic plans and targets, global and technological trends, and changing environmental and social contexts. The Company emphasized ESG-related risks and emerging risks which are its strategic priorities. The Enterprise Risk Management Working Team categorized the risks into five categories: Strategic Risk, Operational Risk, Compliance Risk, Financial Risk, and Emerging Risk. The team also reassessed and reviewed the risk management plans and key risk indicators (KRIs) to monitor these risks. The Company aims to expand risk management to the business unit level across the Company.

	Strategic Risk	Operational Risk	Compliance Risk	Financial Risk	Emerging Risk
Economic and Governance	Domestic and Overseas Investment Risks	Cybersecurity Risk		Financial Crisis Risk	Risk from Responding to Behavioral and Demand Changes in the Next Normal
Environmental	Circular Economy Risk	Climate Change-Induced Flood and Drought Risk	Risk from Changes in Environmental Law		
Social	Pandemic Risk		Risk from Losing Good Relationships with Communities		

## Emerging Risk

According to the Company's risk assessment, one important emerging risk that could affect the Company's business operations in the next 3-5 years is the risk from the new lifestyle after the COVID-19 pandemic (Next Normal). Although it has not yet directly affected the Company, the Company is aware of the potential influence of future changes resulting from this risk. Therefore, it has been upgraded to an enterprise risk that requires close monitoring to provide insights for analysis, improve corporate strategic plans, and continuously adjust action plans.

## Risk from Responding to Behavioral and Demand Changes in the Next Normal

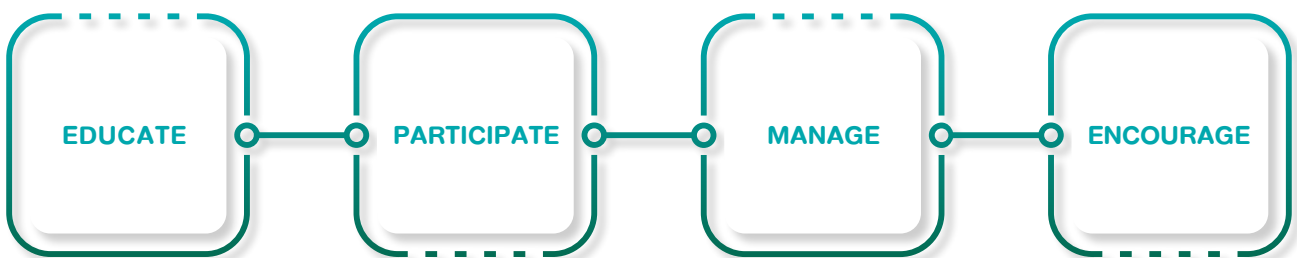
Next Normal refers to the changes in daily lifestyle for people of all genders and ages. The behaviors and attitudes in life are no longer the same after adapting to the COVID-19 pandemic. Therefore, the perspectives and demands of the Company's stakeholders have changed due to the new lifestyle and business management. The Company expects that the Next Normal will be a catalyst for changing global trends in various aspects, including product demand, commercial policy, changes in the supply chain, labor work, innovation, production technology, and human resource management, among others. This may affect operators in the industrial estates who must adapt and prepare to cope with the situation. Investors may need to adjust their business policies, which may cause delays or additional demand to make investment decisions in AMATA. The Next Normal may have a direct impact on the Company's revenue if the Company fails to adapt to the changes in demand and services and does not rapidly respond to customer needs while managing the company's human resources appropriately.

In response to emerging risks, the Company has been continuously monitoring changes at the country and worldwide levels, as well as assessing the impact on its factory customers inside industrial estates through in-depth interviews. This allows the Company to assess the risks that changes in customer demand could impact AMATA's business operations. The Company has developed appropriate risk management measures and continually assesses the risk factors in the current context. Moreover, the Company has changed its business model for foreign partners to enable continuous operations, while also monitoring the changing needs, expectations, and concerns of both internal and external stakeholders. By analyzing the collected data, the Company can determine appropriate measures to address these changes.

## Promotion of Risk Management Culture

The Company places importance on the participation of executives and employees in its risk management efforts, particularly in managing risks related to their respective duties and responsibilities. The Company requires that the risk management system be integrated into daily operations and eventually become part of its corporate culture. In addition to the department and subsidiary executives, risk coordinators also play a critical role in driving the risk management efforts. They attend meetings with the Enterprise Risk Management Working Committee and transmit the message to other employees at the operational level.

The Company conducted four approaches to promote a corporate risk management culture across all staff levels, which are: 1) EDUCATE: Promotion of knowledge and understanding, 2) PARTICIPATE: Promotion of participation, 3) MANAGE: Systematic risk management, and 4) ENCOURAGE: Integration of risk management into daily work.



### 1) EDUCATE: Promotion of knowledge and understanding on Enterprise Risk Management

The Company recognizes that the knowledge and understanding of all staff is a key factor in achieving efficient corporate risk management and meeting risk management objectives. To this end, the Company organized workshops and special lectures on topics relevant to each risk category. Additionally, the Company plans to hold regular special lectures and trainings each year. 2022 performance are as the following:

- Training on “Transformation Process to Circular Economy in Business Practice” to create awareness of risks related to changes in customer needs related to the circular economy.
- Training on “Climate Calculation for Weather Forecasting Tool Development” in order to cope with floods and droughts.
- Annual training on “Cyber Security Awareness for executives and employees” by Cyber Security experts.
- Training on “Corporate Governance & Anti-Corruption” for employees and management.
- Training on “Employee and Community Engagement” to create understanding and awareness of communication and feedback from the community, which is considered a risk for the organization.

### 2) PARTICIPATE: Promotion of participation.

- The Company held 24 virtual workshops for the Enterprise Risk Management Working Committee, which is comprised of senior executives, department executives, and operational staff, throughout the year. The objectives of these workshops were to follow up on corporate risk management, identify risk indicators and risk appetite, assess the level of residual risk after risk control measures were implemented, and develop an additional Risk Mitigation Plan. Goal setting, risk indicators, and ongoing progress monitoring were also included in the workshop.

### 3) MANAGE: Systematic Risk Management

- The Company has adopted “The Committee of Sponsoring Organizations” (COSO) for its Enterprise Risk Management approach and has established a systematic internal control framework in accordance with the “Three Lines of Defense” concept. This concept includes the 1<sup>st</sup> Line of Defense, which is the risk owner responsible for risk management, the 2<sup>nd</sup> Line of Defense, which is the Corporate Strategy and Risk Management Department responsible for setting guidelines and standards for risk management and monitoring operations, and the 3<sup>rd</sup> Line of Defense, which is the Internal Audit Division responsible for independently auditing the effectiveness of the enterprise risk management system. Risk management performance is reported monthly to senior executives and the Risk Management Committee.
- In 2022, the Company reported the performance of enterprise risk management to senior executives 12 times and to the Risk Management Committee 4 times.

### 4) ENCOURAGE: Integration of risk management into daily work

- The Company has set the achievement of enterprise risk management as a key performance indicator (KPI) for the Company and senior executives, which will be evaluated every 6 months. This is also linked to the KPIs of units that are risk owners.

# Information Security and Data Privacy



Material Topic : **Information Security**      Level of impact: High

Risk	Opportunity
<p>Loss or leakage of the Company’s and relevant stakeholders’ personal and business information, whether caused by human error or cyber threats, has an unavoidable impact on system stability, the Company’s reputation and image, and stakeholder confidence. If the information is used improperly, it can seriously harm the data owner and cost the Company’s customers and business partners.</p>	<p>Efficient management of personal and business information helps the Company reduce the risk of legal and regulatory violations, increase transparency in management, enhance the organization’s credibility, and instill confidence in stakeholders. This results in confidence in working with the Company or selecting its products and services continuously, making business operations sustainable and reliable in the long run. In addition, the Company will obtain in-depth data to improve and develop products and services to create future competitive opportunities.</p>



## Management Approach

The Company has set a **Confidentiality Policy** so that directors, executives, and employees comply with the guidelines for keeping confidential information and using information correctly, especially information that is sensitive to the Company or its stakeholders; with the **IT Security Policy**, including instructions on the use of computer and network systems; and with the personal data protection policy that complies with international standards and legal requirements such as the Personal Data Protection Act (PDPA).

The Company places importance on developing cyber security to maintain the security of the Company's and key stakeholders' information, including employees, customers, business partners, suppliers, and contractors. The Company therefore set goals for cybersecurity operations and data security, such as having a data leakage prevention system that covers all business units (100%) and receiving no complaints about personal data leakage.

The Company focuses on reducing the likelihood and impacts of incidents and cyber-attacks on its information technology system. A working group has been set up to review the security system on the structural architecture, checking for vulnerabilities in critical work systems, to ensure that every system's sensitive component is continuously monitored.

The Company requires data users to strictly adhere to the policy and terms of use and have been trained on how to comply with measures to manage and maintain the security of personal information. The Company has raised awareness and provided a basic understanding of information security and cyber threat trends so that executives and employees can safely care for and use the organization's information resources, be cautious, and prevent attacks and cyber-attacks, including the safe use of information technology systems that require a password to access and changing the password regularly for a specified period. Last year, the Company organized a Cyber Security Awareness Training Course for employees on 27 October 2022, on the basics of information security, cyber threat trends, information technology security policy, and computer-related laws and acts.

If a stakeholder finds an incident where the operation does not comply with the regulations, a violation of personal data, or stakeholder information leakage, a trace or complaint may be filed through the Company's complaints channel. In 2022, the Company did not receive any complaints related to the violation of personal data, the leakage of stakeholder information, or any incidents of Company information leakage or cyber-attacks.

# Human Rights in Business Operation



Risk	Opportunity
<p>The Company manages large industrial cities and engages with numerous stakeholders. Without an effective human rights risk assessment process across the entire supply chain or reliable operational control mechanisms for the Company and its partners, the Company may become implicated in human rights violations. This could directly affect the Company's reputation and investor confidence, both domestically and internationally.</p>	<p>Implementing an effective human rights risk assessment process throughout the supply chain can help mitigate the risk of human rights violations that may result from the Company's activities, as well as those of its partners and contractors. This can bolster the Company's reputation and inspire greater confidence among all stakeholders.</p>



## Management Approach

The Company is aware of human rights impacts on stakeholders throughout the value chain according to the “ALL WIN” philosophy, which plays an important role in promoting a positive impact on human rights from helping to develop the local economy, creating jobs, creating careers for people in the community, and enhancing the community’s quality of life through access to education, public health, public utilities, and good basic services. At the same time, the industrial estate development has the potential to violate the human rights of these stakeholders through environmental pollution that disrupts community well-being or an unsafe work or working environment that could harm employees, workers, or people in the community. The negligence of the impact on stakeholders’ rights may result in other stakeholder groups losing trust in the Company or societal opposition to it, which may affect the Company’s operations and future performance.

The Company has established social policies, which are “Human Rights Policy”, “Stakeholder Engagement Policy”, “Human Resource Management Policy”, “Safety and Occupational Health Policy”, and “Personal Data Protection Policy”, to treat all groups of stakeholders in all activities along the value chain fairly and appropriately, according to international human rights principles. By adhering to the laws both domestically and internationally in the countries where the Company runs a business and establishing a framework in line with the UN Guiding Principles on Business and Human Rights (UNGPs) and the OECD Due Diligence Guidance for Responsible Business Conduct, where the complete policy and guidelines can be viewed at [www.amata.com](http://www.amata.com).

The Company requires the board of directors, executives, and all levels of employees to recognize the importance and respect of human rights in every aspect of all individuals, whether employees, customers, suppliers and contractors, as well as in communities and in society, according to the laws of each country where the Company runs business. The Company is ready to support the treaty that each country has obligations to comply with and to avoid actions and participation in human rights violations that create negative impacts on human rights.

In 2022, the Company has integrated human rights risk identification and assessment into a variety of risk assessment processes that each department is responsible for, such as Environmental Impact Assessment (EIA) in project development, identify and evaluate environmental aspects and impacts, as well as risk assessment on occupational health and safety, according to ISO standards. The Company has conducted Human Rights Due Diligence in accordance with the UN Guiding Principles on Business and Human Rights by integrating it into the materiality determination process, where the Company has identified various topics that have a significant human rights impact on each of the key stakeholders along the value chain, whether it has occurred or is likely to occur in the future. This covers all activities in the value chain (100%). The Company has also determined measures and controls to respond to or prevent these human rights impacts.

## Human Rights Due Diligence

Boundary	Significant Human Rights issues	Impacted Stakeholders	Company's actions for correction, prevention, and remedy
Activities in AMATA's Operation	<b>Labor rights</b> <ul style="list-style-type: none"> <li>• Health and safety</li> <li>• Employment condition</li> <li>• Equality</li> <li>• Freedom of association and negotiation</li> </ul>	Employee	<ul style="list-style-type: none"> <li>• Treating employees with regard to human rights and labor rights principles, according to labor laws of the country where the Company operates the business, and international human rights principles, especially for employee treatment with equality, equity, and non-discrimination in all dimensions</li> <li>• Providing occupational health and safety supervision in accordance with the occupational safety, health, and environment policy</li> <li>• Establishing a welfare committee with employees as members</li> </ul>
	<b>Community rights</b> <ul style="list-style-type: none"> <li>• Health and safety</li> <li>• Environment</li> </ul>	Community	<ul style="list-style-type: none"> <li>• Welcoming opinions and monitoring the impact of the Company's operations on surrounding communities</li> <li>• Implementing projects and activities to prevent and mitigate impacts from the Company's operations on the environment, the health and safety of people, and property in the community</li> <li>• Empowering the community members to express opinions or make complaints in various channels, and join the committees to jointly supervise the community's well-being and environment</li> <li>• Strictly complying with environmental and safety laws and regulations and preparing an effective emergency and crisis management plan</li> </ul>
	<b>Customer rights</b> <ul style="list-style-type: none"> <li>• Product and service quality</li> <li>• Safety</li> </ul>	Customer	<ul style="list-style-type: none"> <li>• Delivering safe products and services with quality standards and traceability</li> <li>• Providing customer complaint channels and a complaint management procedure</li> <li>• Strictly complying with the laws and safety regulations</li> <li>• Establishing an effective emergency plan and crisis management plan</li> </ul>



Boundary	Significant Human Rights issues	Impacted Stakeholders	Company's actions for correction, prevention, and remedy
Activities in AMATA's Operation	Data Privacy	Employee, Customers, Shareholders, Business Partners	<ul style="list-style-type: none"> <li>Enforcing the Personal Data Protection Policy as a management standard and good practice</li> <li>Providing process control over personal data protection and business data privacy in accordance with laws and the Company's policies</li> <li>Enforcing the confidentiality policy and guidelines to prevent information leakage, access, usage, and disclosure, or unauthorized data modification</li> <li>Training and regularly monitoring the employees to make them aware of the importance of personal data protection</li> </ul>
	<b>Supplier and contractor rights</b> <ul style="list-style-type: none"> <li>Health and safety</li> </ul>	Supplier and contractor	<ul style="list-style-type: none"> <li>Treating suppliers and contractors with equality, equity, fairness, transparency, and non-discrimination</li> <li>Maintaining the workplace's safety and security</li> <li>Demanding that suppliers and contractors strictly adhere to legal and safety guidelines</li> </ul>
Activities done by AMATA's suppliers and contractors	<b>Labor rights</b> <ul style="list-style-type: none"> <li>Health and safety</li> <li>Employment condition</li> </ul>	Employees of suppliers and contractors	<ul style="list-style-type: none"> <li>Informing AMATA's suppliers and contractors to acknowledge the AMATA's Supplier Code of Conduct and act in accordance with the intentions and guidelines of the Company on environmental management and labor practices</li> <li>Assessing the risk of labor practices and occupational health and safety with critical and new suppliers and contractors before doing business</li> <li>Monitoring critical suppliers' and contractors' operations in terms of labor practices and environmental management in order to prevent human rights violations against various stakeholder groups</li> <li>Demanding that the critical suppliers and contractors have preventive measures in place and take responsibility for the impact of human rights violations that may occur</li> </ul>
	<b>Community rights</b> <ul style="list-style-type: none"> <li>Health and safety</li> <li>Environment</li> </ul>	Community	<ul style="list-style-type: none"> <li>Monitoring and welcoming communities' opinions on any operational impacts caused by the Company's suppliers and contractors</li> <li>Monitoring the critical suppliers' and contractors' operations on labor practices and environmental management in order to prevent human rights violations against various stakeholder groups</li> <li>Demanding that the critical suppliers and contractors have preventive measures in place and take responsibility for the impact of human rights violations that may occur</li> </ul>

# Framework on Children’s Rights Management

Throughout its business operation, the Company has strictly abided by ALL WIN philosophy with the objective of providing benefits to those related to the Company’s value chain and allowing them to grow with the Company sustainably in every dimension. Although children’s rights topic had not been elevated as a material sustainability topic, but the expansion of the industrial estates operated by the Company in every area undoubtedly relates both directly and indirectly to the quality of life, opportunity and growth of the children living around both AMATA City industrial estates. Additionally, children’s rights have become an important concern internationally at present. Business operation must take into consideration the children’s rights throughout business value chain.



The Company has adopted the “Children’s Rights and Business Principles” (CRBP), established by the United Nations Children’s Fund (UNICEF), as guidelines for conducting business operations that respect children’s rights. These principles encompass four key areas in which businesses can impact children: 1) Support for children’s survival; 2) Protection of children from violence; 3) Appropriate development; and 4) Opportunity for children to participate. The operational framework was established with a goal of creating the perfect city that provides opportunities for children and adheres to the CRBP principles, as follows:

**Safety City:** To create a society that jointly protects and supports a safe survival, the Company has announced its policy and code of conduct for suppliers, which strictly prohibit the use of child labor and have developed processes to mitigate the environmental impact on the communities where children reside. These processes include the development of smart environments to reduce greenhouse gas emissions, efficient waste management, and zero waste to landfill.

**Opportunities City:** The Company has developed various infrastructure and facilities to provide equal opportunities for the children in the surrounding community to access utilities and services such as schools, hospitals, and shopping centers.

**Edu-town:** The Company cooperated with the business strategic partners in developing diversified learning and educational space in both industrial estates, e.g., a water management learning center, a smart classroom, and recreational public parks.

## Human Rights Performance

In 2022, there were no significant human rights complaints due to business activities from stakeholders, and no human rights violations were reported by suppliers, contractors, or customers. The Human Resources Management Committee has reported progress on human rights performance and human rights complaints collected from various channels to the Corporate Governance Committee and Board of Directors.

Even though there are no significant human rights complaints from stakeholders about the Company's operation, the Company is aware of the human rights impacts made by its partners, suppliers, and contractors in various activities throughout the value chain. Therefore, responsibility for human rights has been extended to the Company's partners, suppliers, and contractors by encouraging the partners, suppliers, and contractors in the Company's value chain to respect human rights and conduct business in accordance with the Company's resolution as specified in the Supplier Code of Conduct. Furthermore, good human rights practices have been incorporated into the selection process for new suppliers and contractors, as well as the employment contract, and the risks of suppliers and contractors in terms of human rights are assessed on a regular basis.

Furthermore, the Company has established a "Whistleblowing policy" and provided various communication channels for employees and stakeholders to report any indications or complaints about human rights violations. The Company has a process in place for reviewing and handling complaints in a prudent, fair, and transparent manner. Employees who violate human rights are considered as unethical by the Company and must be subject to disciplinary action in accordance with the established regulations. Legal penalties may also be imposed if the action is illegal. Regarding remedies in the event of human rights violations, the Company requires the responsible department to take immediate action to mitigate the impact and has fair reparation measures for those affected.



## Contribution to Sustainable Development Goals related to Human Rights

In addition to preventing human rights violations in its operations, the Company has also taken actions that have positive impacts and contributed to sustainable development goals that are related to human rights in order to create a sustainable, high-quality, and peaceful society.

SDG Goal	SDG Targets	AMATA Approaches	Thailand's Compliance with the Universal Declaration of Human Rights and International Human Rights Instruments	
	1.4	<ul style="list-style-type: none"> <li>Create jobs and employment opportunities for the people and local businesses, in order to enhance their skills, develop the community's economy, and improve their income and quality of life</li> </ul>	<ul style="list-style-type: none"> <li>Right to an adequate standard of living</li> </ul>	<ul style="list-style-type: none"> <li>UDHR art. 25</li> <li>ICESCR art. 11</li> </ul>
	3.4, 3.6, 3.8, 3.9	<ul style="list-style-type: none"> <li>Promote the health and well-being of people in the organization and the surrounding communities</li> <li>Promote safety of life and property for all groups involved throughout the supply chain</li> </ul>	<ul style="list-style-type: none"> <li>Right to life</li> <li>Right to health</li> </ul>	<ul style="list-style-type: none"> <li>UDHR art. 3</li> <li>UDHR art. 25</li> <li>ICESCR art. 12</li> </ul>

SDG Goal	SDG Targets	AMATA Approaches	Thailand's Compliance with the Universal Declaration of Human Rights and International Human Rights Instruments	
	4.3, 4.4, 4.5	<ul style="list-style-type: none"> <li>Develop human resources in terms of skills, knowledge, and social skills, as well as promote career advancement</li> </ul>	<ul style="list-style-type: none"> <li>Right to education</li> <li>Right to work, including technical and vocational training</li> </ul>	<ul style="list-style-type: none"> <li>UDHR art. 26</li> <li>ICESCR art. 13</li> <li>ICESCR art. 6</li> </ul>
	6.3, 6.4, 6.6, 6.b	<ul style="list-style-type: none"> <li>Protect and restore natural resources both inside and outside the Company</li> <li>Efficiently manage resources and waste with innovation and circular economy principles</li> <li>Prevent and mitigate negative impacts caused by the Company and suppliers/contractors</li> </ul>	<ul style="list-style-type: none"> <li>Right to safe drinking water and sanitation</li> <li>Right to health</li> </ul>	<ul style="list-style-type: none"> <li>ICESCR art. 11</li> <li>UDHR art. 25</li> <li>ICESCR art. 12</li> </ul>
	7.2, 7.b, 7.3	<ul style="list-style-type: none"> <li>Develop new businesses that efficiently utilize natural resources and energy</li> <li>Develop a leading Smart City in the Eastern Region</li> </ul>	<ul style="list-style-type: none"> <li>Right to an adequate standard of living</li> <li>Right to enjoy the benefits of scientific progress and its application</li> </ul>	<ul style="list-style-type: none"> <li>UDHR art. 25</li> <li>ICESCR art. 11</li> <li>UDHR art. 27</li> <li>ICESCR art. 15(1)(b)</li> </ul>
	8.1, 8.2, 8.3, 8.4, 8.5, 8.6, 8.8	<ul style="list-style-type: none"> <li>Create jobs and employment opportunities for the people and local businesses, in order to enhance their skills, develop the community's economy, and improve their income and quality of life</li> <li>Employ workers of all genders and ages, including people with disabilities, in a fair and equitable manner with appropriate compensation</li> <li>Prevent violations of significant human rights related to labor throughout the value chain</li> </ul>	<ul style="list-style-type: none"> <li>Right to work and to just and favourable conditions of work</li> <li>Prohibition of slavery, forced labour, and trafficking of persons</li> <li>Equal rights of women in relation to employment</li> <li>Prohibition of child labour</li> </ul>	<ul style="list-style-type: none"> <li>UDHR art. 23</li> <li>ICESCR arts. 6, 7, 10</li> <li>UDHR art. 4</li> <li>CEDAW art. 11</li> <li>ILO Conventions No. 100 and No. 111</li> <li>CRC art. 32</li> <li>ILO Convention No. 182</li> </ul>

SDG Goal	SDG Targets	AMATA Approaches	Thailand's Compliance with the Universal Declaration of Human Rights and International Human Rights Instruments	
	9.1, 9.2, 9.4	<ul style="list-style-type: none"> <li>Develop new businesses that can efficiently utilize natural resources and energy</li> <li>Transparently disclose guidelines and practices for natural resource and environmental management</li> </ul>	<ul style="list-style-type: none"> <li>Right to enjoy the benefits of scientific progress and its application</li> <li>Right to access to information</li> </ul>	<ul style="list-style-type: none"> <li>UDHR art. 27</li> <li>ICESCR art. 15(1)(b)</li> <li>UDHR art. 19</li> </ul>
	10.2, 10.3	<ul style="list-style-type: none"> <li>Practice non-discrimination against all employees of all genders and ages, including people with disabilities, without prejudice</li> </ul>	<ul style="list-style-type: none"> <li>Right to equality and non-discrimination</li> </ul>	<ul style="list-style-type: none"> <li>UDHR art. 2</li> <li>ICESCR art. 2(2)</li> </ul>
	11.2, 11.6	<ul style="list-style-type: none"> <li>Enhance the ability to cope with climate change</li> <li>Prevent and mitigate negative impacts from the operations of the Company and contractors</li> <li>Protect and restore natural resources both within and outside the Company</li> </ul>	<ul style="list-style-type: none"> <li>Right to participate in cultural life</li> <li>Protection from natural disasters</li> </ul>	<ul style="list-style-type: none"> <li>UDHR art. 25</li> <li>ICESCR art. 15</li> <li>CRPD art. 11</li> </ul>
	12.2, 12.4, 12.5	<ul style="list-style-type: none"> <li>Develop a leading Smart City in the eastern region</li> <li>Manage resources and waste efficiently with innovation and circular economy principles</li> </ul>	<ul style="list-style-type: none"> <li>Right to health including the right to safe, clean, healthy and sustainable environment</li> <li>Right to adequate food and the right to safe drinking water</li> </ul>	<ul style="list-style-type: none"> <li>UDHR art. 25(1)</li> <li>ICESCR art. 12</li> <li>UDHR art. 25(1)</li> <li>ICESCR art. 11</li> </ul>
	13.1	<ul style="list-style-type: none"> <li>Strengthen the ability to cope with climate change, reduce greenhouse gas emissions, and increase carbon absorption in various activities</li> <li>Manage resources and waste efficiently through innovation and circular economy principles</li> </ul>	<ul style="list-style-type: none"> <li>Right to health including the right to safe, clean, healthy and sustainable environment</li> <li>Right to adequate food and the right to safe drinking water</li> </ul>	<ul style="list-style-type: none"> <li>UDHR art. 25(1)</li> <li>ICESCR art. 12</li> <li>UDHR art. 25(1)</li> <li>ICESCR art. 11</li> </ul>
	15.1	<ul style="list-style-type: none"> <li>Protect and restore natural resources both inside and outside the Company</li> </ul>	<ul style="list-style-type: none"> <li>Right to health including the right to safe, clean, healthy and sustainable environment</li> <li>Right to adequate food and the right to safe drinking water</li> </ul>	<ul style="list-style-type: none"> <li>UDHR art. 25(1)</li> <li>ICESCR art. 12</li> <li>UDHR art. 25(1)</li> <li>ICESCR art. 11</li> </ul>

SDG Goal	SDG Targets	AMATA Approaches	Thailand's Compliance with the Universal Declaration of Human Rights and International Human Rights Instruments	
	16.1, 16.3, 16.5, 16.6, 16.7	<ul style="list-style-type: none"> <li>Efficiently manage and govern the business with integrity, ethics, and fairness</li> <li>Establish complaint and whistleblowing channels and effective and fair management mechanisms</li> <li>Promote equal and fair participation of all major stakeholders in managing and addressing various issues for mutual benefit</li> </ul>	<ul style="list-style-type: none"> <li>Right to life, liberty and security of the person including freedom from torture</li> <li>Right to access to justice and due process</li> <li>Right to access to information</li> </ul>	<ul style="list-style-type: none"> <li>UDHR art. 3</li> <li>UDHR art. 5</li> <li>UDHR arts. 8, 10</li> <li>UDHR art. 19</li> <li>ICCPR art. 19(1)</li> </ul>
	17.16, 17.17	<ul style="list-style-type: none"> <li>Promote collaboration among stakeholders to create collective impact in activities that aim to help improve the quality of local communities and society as a whole</li> </ul>	<ul style="list-style-type: none"> <li>Right of all peoples to development, &amp; international cooperation</li> <li>Right of everyone to enjoy the benefits of scientific progress and its application, including international cooperation in the scientific field</li> <li>Right to privacy including respect for human rights and ethical principles in the collection and use of statistics</li> </ul>	<ul style="list-style-type: none"> <li>UDHR art. 28</li> <li>ICESCR art. 2(1)</li> <li>UDHR art. 27(1)</li> <li>ICESCR art. 15(1)</li> <li>UDHR art. 12</li> <li>ICCPR art. 17</li> </ul>

# Sustainable Supply Chain



Material Topic: **Responsible supply chain**      Level of impact: High

Risk	Opportunity
<p>The Company procures products and services from suppliers and contractors for the main activities of industrial estate business operations and the work that supports the management of industrial estates. As a result, the quality of products and work of suppliers and contractors have a direct impact on the Company and its stakeholders, both positively and negatively. Suppliers and contractors with substandard performance or high ESG risks are likely to cause non-compliance with laws and regulations. They may also create negative social and environmental impacts, such as poor waste management, and risks to the safety of people and property. Furthermore, without a good audit process, the Company's suppliers and contractors may contribute to labor and human rights violations, which can create risks to the Company's reputation and credibility beyond the direct economic impact on the Company from the quality of work and delivery time.</p>	<p>Effective supplier and contractor management will help the Company reduce risks and social and environmental impacts in its supply chain, as well as the impacts on surrounding communities of the industrial estate, both in the short and long term. Additionally, it will increase the quality and efficiency of its work, leading to greater customer satisfaction with the Company's products and services. Screening and developing high-quality suppliers and contractors will help elevate the standard of business partners, supporting the Company's business expansion for long-term mutual growth.</p>



## Management Approach

The Company has appointed the **AMATA Procurement Working Committee**, which is chaired by the Senior Vice President of Accounting & Tax, Finance & Treasury, Investor Relations and Information Technology. The Working Committee consists of senior executives from the Company and its subsidiary companies and is responsible for developing procurement best practices that comply with international and ethical standards. The Committee also sets the procurement standards of the AMATA Group and prepares and disseminates the Supplier Code of Conduct to communicate the Company's commitment to ethical business practices that take economic, social, and environmental impacts into consideration, including an ESG risk assessment within the Company's supply chain. This includes all suppliers and contractors that adhere to good corporate governance, economy, society, and environment. The Working Committee sets management guidelines and strategies suitable for each group of suppliers and contractors and facilitates the development and enhancement of their potential to reduce the sustainability risk and impact of business operations in the short and long term.

Hence, the Company had established the guidelines of sustainable supply chain management as follows:



The Company has announced the Supplier Code of Conduct and Procurement Manual of AMATA Group to its critical suppliers in accordance with sustainable supply chain management policy to promote the importance of and provide a guideline for suppliers and contractors in doing business to comply with the Company's practice with an emphasis on social and environmental responsibility as well as honest, fair and transparent business practices covering the following issues:

<b>Business Ethics</b>	Comply with laws and regulations, conduct business based on accuracy and integrity, anti-corruption, transparency, and verifiable information disclosure.
<b>Human Rights</b>	Accurate and legal employment, fair treatment, and no use of child or forced labor of any kind.
<b>Occupational Health and Safety</b>	Comply with occupational health and safety laws, provide safety equipment suitable for operation, record job sickness and accident statistics, and communicate to understand and follow.
<b>Social Responsibility</b>	Preparing a channel for receiving complaints from stakeholders and considering the impacts arising from the operation.
<b>Environmental Responsibility</b>	Comply with environmental laws and regulations, prepare measures to prevent and reduce environmental impacts from the operation, and promote environmentally friendly technologies and products.



In 2022, 80% of critical suppliers have responded to the Supplier Code of Conduct Acknowledgment. The following procurement processes were undertaken according to the **AMATA Group Procurement Manual**:



## 1. Critical Supplier Identification

In 2022, the Company have a total of 527 tier-1 suppliers and contractors in the supply chain. The critical tier-1 suppliers are those who have conducted business with the Company continuously and met at least one of the following conditions; representing the first 80% of total procurement value, being distributors of primary raw materials or services that are critical to the Company's operation, being a few seller in their category that are irreplaceable or non-substitutable.

In 2022, there were 85 critical tier-1 suppliers and contractors, which accounted for 80% of the total procurement value. Tier-1 comprises 11 critical suppliers in real estate and rental businesses and 74 critical suppliers in utility and service businesses, representing total procurement values of 7% and 93%, respectively.

## 2. Risk Assessment in Supply Chain

The Company has implemented a supplier ESG risk assessment by giving priority to critical suppliers and all new suppliers through a self-assessment questionnaire (SAQ) that covers economic, social, and environmental dimensions as well as good governance. For suppliers with medium-to-high risk (self-assessment score less than 80%), the Company will make a site visit to perform an additional on-site ESG audit. Furthermore, the Company has assigned the Procurement Department and business units using the supplied products or services to conduct an annual supplier quality assessment, but with a different frequency depending on the risk level. Critical and high-risk suppliers are required to present preventive and corrective measures, which will be assisted by the Company as a way to build a good relationship with suppliers.

The Company targets all critical and new suppliers and contractors to be assessed for both economic and sustainability risks, including environmental, social, and governance risks. In 2022, the Company achieved its target of conducting 100% risk assessments on all critical and new suppliers and contractors, representing 85 and 11, respectively. It was found that none of the critical suppliers had economic risks. However, there was one critical supplier with a high level of corporate governance risk in corruption and data privacy due to a lack of written policy and management approach and no procedure on customer data privacy protection, which accounted for 1.17% of all critical suppliers. The Company conducted an immediate on-site audit and demanded the critical suppliers prepare additional policy documents, including promulgating them for all employees to be informed of and comply with the policy. The next on-site audit of this critical suppliers will be conducted by the Company's purchasing department and related parties in 2023.

	2020	2021	2022
Proportion of products and services purchased in Thailand	100%	100%	100%
Total number of suppliers and contractors	536	932	527
Number of critical suppliers and contractors	81	71	85
Number of new suppliers and contractors	10	8	11
Proportion of suppliers and contractors assessed for ESG risks by using Self-Assessment Questionnaire (SAQ)			
• Critical suppliers and contractors	100%	100%	100%
• New suppliers and contractors	100%	100%	100%
Number of suppliers and contractors with high ESG risks			
• Critical suppliers and contractors	1	0	1
• New suppliers and contractors	0	0	0

## 3. Supplier Audit and Evaluation

The Company requires all critical suppliers and contractors that have already passed the economic and sustainability risks assessment by using the Self-Assessment Questionnaire (SAQ) to have an audit on the economic, environmental, social, and governance topics at their workplaces (on-site ESG audit). The patterns and frequency of the on-site ESG audit depend on the risk level. The critical suppliers with high risk will have an on-site audit as soon as possible; those at moderate risk will be audited once a year; and those at low risk will be audited every two years. The auditing items are set according to the Company's criteria and the environmental management system (ISO 14001) standards and will be conducted by examining relevant documents and an on-site audit by the AMATA Procurement Working Committee.

In 2022, there were 11 critical suppliers that must be audited according to the set criteria, and all of them were on-site audited by the Company (100%).

	2020	2021	2022
Total suppliers and contractors that must have on-site ESG audit			
• Critical suppliers and contractors	0	0	11
Proportion of on-site audits completed in the year	-	-	100%
• New suppliers and contractors	0	0	0

Additionally, the Company mandates that suppliers and contractors who have business transactions with the Company undergo an annual performance evaluation and relationship assessment following the delivery of their goods or services. The results will be taken into account for the subsequent procurement.

The Company has put in place risk management measures for each supplier and arranged supplier development activities to reduce the likelihood of risk and the impact of such risks. However, the Company has not yet terminated business relationships with any assessed suppliers or contractors (0%).

## 4. New Supplier Registration

The new supplier selection process includes reviewing the qualifications and past performance of suppliers and contractors to determine whether they meet the Company's requirements. All new suppliers are required to complete an ESG risk assessment using a self-assessment questionnaire prior to new supplier registration. If a passing score is achieved and no economic, social, and environmental risks are found, the new supplier will sign the Supplier Code of Conduct Acknowledgement and be registered as a new supplier. If a passing score is not achieved or there are risks, the supplier must develop and submit a preventive or corrective plan and implement it until the score is acceptable before it can be registered as a new supplier.

In 2022, the Company had eleven new suppliers. All of them passed the specified new supplier selection process (100%).

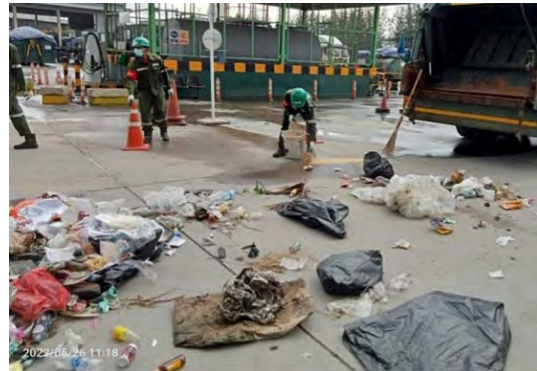
## 5. Supplier Support and Development

The Company places importance on conducting business with suppliers in a fair manner. In order to promote liquidity in cash management and capital management for both the partners and the Company, the Company ensures adherence to agreements and commitments with partners based on fair and appropriate trade credit duration which is one of crucial factors for sustaining long-term business growth. The Company has established a **Credit Term Policy** for trade credit, which entails paying suppliers within a period of 30-45 days. The Company uses a banking channel to process payments, which helps build trust with suppliers and ensures timely payments within the policy framework. However, the actual payment period may deviate from the policy due to various limitations specific to each business, such as the type of business, product or service specifications, contract terms with suppliers, and quality standards of the products and services offered. The average credit term for the Company's products and services can be found in detail in the information provided.

	2020	2021	2022
Average Account Payable Day (AP Days)	39	39	40

The Company places importance on the development of suppliers and contractors in its supply chain, especially critical suppliers of utility and industrial services, to reduce social and environmental risks and impacts as well as compliance risks. It also encourages suppliers and contractors to improve their efficiency to be in line with the Company's standards, i.e., encourage the critical suppliers and contractors to develop management systems and obtain appropriate international standard certifications, such as ISO 9001, ISO 14001, ISO 17025, and OSHA 18000.

- On 26 June 2022, AMATA Facility Services Co., Ltd. organized a solid waste spill recovery drill for garbage picking and sorting workers at the contractor's waste sorting plant, aiming to enhance knowledge and skills in waste and environmental management and elevate the safety standards and operational efficiency of the contractor's employees.



- On 2 July 2022, AMATA Facility Services Co., Ltd. organized a training on safe and proper forklift driving for contractors' employees working in the Company's area.
- On 24 September 2022, AMATA Facility Services Co., Ltd. organized a training on basic firefighting and evacuation for contractors' employees working in the Company's area.



- On 15 November 2022, AMATA Water Co., Ltd. invited its business partners to visit its water management facility to get a better understanding of the industrial estates' water management.



- On 28 November 2022, AMATA Water Co., Ltd. held an annual general meeting for the members of water-user organizations at AMATA City Rayong Industrial Estate to report on the 2022 performance.
- On 8 December 2022, AMATA Water Co., Ltd. organized a webinar to keep factory operators informed about the water situation in 2023 and to ensure efficient water management within the AMATA industrial estates.
- On 4 January 2023, AMATA Water Co., Ltd. held an annual general meeting for the members of water-user organizations at AMATA City Chonburi Industrial Estate to report on its 2022 performance.



# Environmental Stewardship

Environmental Quality Control	82
Climate Resilience	90
Energy Management	95
Sustainable Water Management	99
Natural Resources Protection and Restoration	105
Solid and Industrial Waste Management	110



Environmental Management	SDG Targets	Management Approach	Long-term Targets	2022 Targets
Environmental Quality Control	3.9, 6.3, 11.6, 12.4, 15.1, 16.3	Minimizing social and environmental impacts to protect and restore natural resources and transparently disclosing natural resource and environmental management practices through various channels	<ul style="list-style-type: none"> <li>Zero Non-compliance with environmental laws and regulations</li> </ul>	<ul style="list-style-type: none"> <li>No incidents of environmental law violations or significant fines from environmental law violations</li> <li>No complaints of environmental law violations</li> <li>Environmental quality indicators are within the standards set by law, such as air quality and effluent</li> </ul>
Climate Resilience	3.9, 7.2, 7.b, 13.1	Building capability to cope with climate change by reducing greenhouse gas emissions, increasing carbon captures in the Company activities, and increasing the proportion of renewable energy consumption	<ul style="list-style-type: none"> <li>By 2030, reduce greenhouse gas emissions intensity by 30% compared to the 2019 base year</li> <li>Become a carbon-neutral city by 2040</li> </ul>	<ul style="list-style-type: none"> <li>Reduce greenhouse gas emissions intensity (Scope 1 &amp; 2) by 10% compared to the 2019 base year</li> </ul>
Energy Management	7.2, 7.3, 8.4, 12.2, 13.1	Promoting energy efficiency and the use of renewable energy in the Company	<ul style="list-style-type: none"> <li>Increase the use of renewable energy in operations to 50%</li> </ul>	<ul style="list-style-type: none"> <li>Reduce energy use intensity by 10% compared to the 2019 base year</li> </ul>
Sustainable Water Management	6.3, 6.4, 12.2, 12.4, 12.5	Utilizing water resources efficiently and sustainably, reducing dependency on natural surface water, and maintaining water quality by managing wastewater in accordance with the Zero Discharge Principle	<ul style="list-style-type: none"> <li>Zero Discharge</li> <li>Reduce natural surface water use from the previous year</li> </ul>	<ul style="list-style-type: none"> <li>100% of treated wastewater is recycled without discharge</li> <li>Reduce the natural surface water consumption to 59% of the total amount of water demand</li> </ul>
Natural Resources Protection and Restoration	6.3, 6.4, 6.6, 15.1	Avoiding creating impacts, reducing and preventing impacts, as well as restoring and compensating for negative impacts that may arise from the company's business operations	<ul style="list-style-type: none"> <li>Ratio of green area to developed area is more than 10%</li> </ul>	<ul style="list-style-type: none"> <li>Ratio of green area to developed area is more than 10%</li> </ul>
Solid Waste and Industrial Waste Management	3.9, 11.6, 12.2, 12.4, 12.5	Promoting the sorting of solid waste and industrial waste from factories in industrial estates for recycling and reducing the amount of waste disposed to landfills	<ul style="list-style-type: none"> <li>Zero Waste to Landfill</li> <li>The proportion of sorted recyclable waste must be at least 10% of the total solid waste</li> </ul>	<ul style="list-style-type: none"> <li>The proportion of sorted recyclable waste must be at least 10% of the total solid waste</li> <li>Zero solid waste to landfill</li> </ul>

# Environmental Quality Control



Material topic: ● **Environmental quality control** Level of Impact: Critical

Risk	Opportunity
<p>Industrial estate development is a business that causes environmental pollution, which can directly affect the quality of the environment in the area and the health and quality of life of stakeholders working in industrial estates and communities around them. Inadequate environmental quality management may cause the stakeholders to lose trust; the local community may oppose future business expansion, and the Company's business license may be revoked.</p>	<p>The efforts to manage and control the environmental quality in large industrial estates enable the Company to develop new products and services by adopting modern and efficient innovation and technology to ensure that the environment will be closely monitored, thereby increasing stakeholder trust in the Company's operation and the satisfaction of those customers who place importance on such matters. Additionally, the Company can contribute its knowledge of environmental management to the society and the country in which it is operating.</p>

	2022 Target	2022 Performance
<p><b>Certified Eco-Industrial Town by the Industrial Estate Authority of Thailand</b></p>	<p>Both AMATA Industrial Estates are certified for 'Eco-Excellence' level</p>	<p>Both AMATA Industrial Estates are certified for 'Eco-Excellence : E2' (The highest level)</p>
<p>Number of social and environmental law non-compliances or significant fines</p>	<p>0</p>	<p>0</p>
<p>Number of non-compliant environmental quality indicators per legal standards</p>	<p>0</p>	<p>0</p>

# Management Approach

The Company has assessed environmental risks and impacts arising from its operations throughout the supply chain and monitored the suppliers' and contractors' operations, as well as the operations of the factories in both AMATA industrial estates, that may cause negative environmental impacts. According to the assessment, environmental pollution that had a significant impact on stakeholders includes air pollution, industrial and solid waste, water pollution, factory noise, and odor. As a result, the Company concentrated on environmental impacts monitoring and control to be within the criteria required by law or better by choosing appropriate and efficient technology and adhering to the laws related to business operations in industrial estates, measures specified in the EIA report, and various environmental standards.

The Company, in collaboration with the Industrial Estate Authority of Thailand (IEAT), supervises and monitors both AMATA's industrial estates to ensure compliance with laws and regulations, and minimize negative impacts on society and the environment. The Company follows the measures specified in the EIA report to prevent, correct, and monitor environmental impact in the industrial estates, building community trust in environmental management, and promoting guidelines based on environmental governance principles. The results of these efforts are as follows:

## Implementation according to measures specified in the EIA Report

### 1. Environmental Monitoring and Control Center: EMCC

The Environmental Monitoring and Control Center (EMCC) was established in 2013 and has been operating to continuously monitor the environmental quality in both AMATA industrial estates. The Environmental Monitoring and Control Center is made up of 5 systems and displays the online real-time environmental quality data from both industrial estates on a 24-hour basis, as shown in the diagram below.





- 1) **The central industrial estate database system** is working as an information center by collecting environmental data from the entire industrial estates and the factories operating in the industrial estates, such as water consumption, wastewater volume, wastewater quality, industrial waste volume, air quality, etc.
- 2) **The monitoring and controlling system** for the effluent quality after being treated in the central wastewater treatment plant monitors BOD values and is linked online to EMCC. If the BOD online shows that the effluent quality exceeds the standards as specified in the notification of the Ministry of Natural Resources and Environment regarding standards for wastewater quality from industrial plants, industrial estates, and industrial zones dated March 29, 2016, and the notification of the Ministry of Industry regarding industrial effluent standards B.E. 2560 dated May 30, 2017, the EMCC will notify the central wastewater control center to analyze, identify the causes, and solve the problems immediately.
- 3) **The Air Quality Monitoring Station (AQMS) is an air quality monitoring system.** There are four AQMS at the AMATA City Chonburi Industrial Estate area, covering the surrounding community areas of U Ta Pao Temple, Mab Sam Kleow Temple, Panthong Ratchanupatham School, and Om Kaew Temple. There are two AQMS at AMATA City Rayong Industrial Estate, covering the surrounding community areas of Health Promotion Hospital, Tumbon Mabyangporn, and Pananikom Temple. The AQMS measure air pollutants, which are total suspended particulates (TSP), particulate matter up to 10 microns (PM10), particulate matter up to 2.5 microns (PM 2.5), sulfur dioxide (SO<sub>2</sub>), nitrogen dioxide (NO<sub>2</sub>), and wind speed and direction. The AQMSs also measure wind speed and direction to analyze the trend of pollution spreading and the source of any air pollution. The AQMS also continuously measures the rainfall and temperature to precisely predict the precipitation and lowest-highest temperature in the area and assess the local climate for environmental management planning.
- 4) **The monitoring and controlling system of air quality emitted from factory smokestacks.** This online system monitors and controls environmental quality by linking the emission inventory of each factory and the Continuous Emission Monitoring System (CEMS) to I-EA-T's EMCC. If it is found that the factory's air emission quality exceeds the standards, the EMCC will notify the factory to inspect, report the causes, and immediately make corrections and improvements.
- 5) **The security and environmental surveillance provided by the Close Circuit Television (CCTV) system process** information used for safety planning, traffic management, and environmental monitoring within the AMATA industrial estates.

Continuous monitoring of environmental quality at EMCC instills confidence in stakeholders that the Company places importance on environmental impact management and earnestly monitors environmental quality, so that the environmental problems in the AMATA industrial estates will be promptly responded to and resolved. All environmental quality data in AMATA industrial estates is linked to the Environmental Monitoring and Control Center (EMCC) of the Industrial Estate Authority of Thailand.

In 2022, the Company and factories in both AMATA industrial estates had no environmental laws or regulations in violation, and the measured environmental quality indicators, such as air quality and wastewater quality after treatment from the central wastewater treatment system, were all within the legal standards.

## 2. Disclosure of the actions and performance according to Preventive and Corrective Measures for Environmental Impacts (EIA Monitoring Report)

The Company discloses its actions and performance according to the environmental impact preventive and corrective measures in the Environmental Impact Assessment (EIA) Monitoring Report, which is submitted to the Office of National Resources and Environmental Policy Planning (ONEP), the Industrial Estate Authority of Thailand (IEAT), Office of Environmental and Pollution Control 13 (Chonburi), and the Provincial Office of Natural Resources and Environment every six months. The report discloses the performance after the implementation of preventive and corrective measures stated in the EIA Monitoring Report in both AMATA City Chonburi Industrial Estate and Rayong. The Company also presents the EIA Monitoring reports every six months to the Environmental Quality Audit Committee of both industrial estates, which consists of the Industrial Estate Authority of Thailand (IEAT), AMATA environmental officers, local government representatives, local community representatives, and representatives from the factories in AMATA Industrial Estate.

In 2022, the Company presented the results of the EIA Monitoring Report to the Environmental Quality Audit Committee of both industrial estates in four meetings with the objective of allowing the committee; 1) to provide opinions and suggestions on the operations related to the environment of industrial estates and the impacts of industrial estates on the environment, 2) to acknowledge the results of the environmental quality monitoring within and outside the industrial estates, and 3) to help distribute correct knowledge and understanding of environmental management and to build community trust in industrial estate management. The Environmental Quality Audit Committee of both industrial estates did not have any suggestions concerning the environmental impact caused by the Company's operations. However, there were some suggestions for the Company to increase the efficiency of the operations management of both industrial estates:

## Suggestions from the Environmental Quality Audit Committees

### AMATA City Chonburi

- Request for knowledge and understanding about wastewater treatment to the people in the communities to jointly mitigate community wastewater problems that may affect the quality of surface water. For example, the Nong Mai Daeng Community Pilot Project, which focuses on sustainable wastewater and community waste management, should be expanded to other communities around the AMATA industrial estate, such as the Klong Tamru community and other communities in the future.
- Request for assistance in solving traffic problems, especially at the connecting areas between the industrial estate and the surrounding community, to improve traffic flow efficiency. Increase the number of security personnel to facilitate convenience during rush hours, and police officers, especially at the connecting points between the industrial estate and the community, schools, etc. Also, propose the use of an application to monitor incidents that occur within the industrial estate, in conjunction with CCTV, especially regarding traffic and accidents, to promote the development of the industrial city in terms of Smart Safety. Additionally, expand the outcomes of the Safety Road project of AMATA Industrial Estate to other industrial estates.
- Request AMATA to expand the Farm to Factory project to other communities so that their local products can reach buyers or consumers in the factories, to help support and promote this project to factories in the industrial estates in order to expand new markets and marketing channels through factory kitchens or factory markets. This will help drive the local community's economy by support from the factories in the industrial estate.
- Request AMATA to help support and expand the Eco School project to other schools near the industrial estates. This will provide knowledge and understanding on environmental protection and safety to the youth and the community, as well as encourage their participation with the factories through the Eco Community project of the Industrial Estate Authority of Thailand (IEAT).

### AMATA City Rayong

- Request for training activities to educate operators in the industrial estates, particularly foreign operators, on environmental laws and safety measures for business operations within the industrial estate. This is to minimize the possibility of causing environmental problems from the factory, such as air pollution, odors, water pollution, and noise pollution, which may negatively affect the community.
- Request for a solution to traffic problems during rush hour, opening up the connecting areas between the industrial estate and the community to enhance efficient traffic flow and facilitate traffic for the community, and networking with the police to strictly enforce traffic discipline.
- Request for support and assistance for people infected with COVID-19, especially in educational and community areas surrounding the industrial estate.

## Suggestions from the Environmental Quality Audit Committees

### AMATA City Chonburi

### AMATA City Rayong

- Request for healthcare service expansion at Vibharam Amata Nakorn Hospital to provide comprehensive treatment coverage to social security health service recipients. Currently, those who use social security health benefits have to wait a long time to receive medical treatment at the hospital.

## Implementation according to the government policy

### 1. Eco-Industrial Town Development

The Company has collaborated with the Industrial Estate Authority of Thailand (IEAT) in developing AMATA industrial estates as Eco-industrial Towns according to government policy. The guidelines for a development plan are in line with the development framework laid out by the IEAT, which consists of 5 dimensions and 22 aspects. The five dimensions, which are physical, economic, environmental, social, and management, are related to the Company's stakeholders: local communities, customers, employees, factory employees, and local government authorities. There are three levels of eco-industrial town development, namely Eco-Champion, Eco-Excellence, and Eco-World Class. The Company has targeted upgrading its two AMATA industrial estates to achieve Eco-World Class levels in 2025.

The Company has carried out activities and projects to develop Eco-industrial Town at AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate, such as setting up traffic management and industrial waste management committees, creating jobs in the communities, conducting complete and integrated environmental management, improving the well-being of people in communities and factories, and improving its internal information management system.



#### Physical Dimension

- Industrial Estate Area
- Public Utility and Infrastructure Systems
- Buildings of Factories in the industrial estate



#### Economic Dimension

- Economy of the Industrial Sector
- Local economy
- Community economy



#### Environmental Dimension

##### Eco Efficiency

- Resource Management
- Energy Management

##### Production Process & Product

- Production System and Product

##### Pollution Control

- Water Pollution
- Air Pollution
- Waste, Noise, Odour, Dust and Smoke Pollution and Nuisance

##### Safety & Health

- Safety & Health

##### Industrial Symbiosis

- Business Linkage/ Inter Utilization/Industrial Symbiosis Management



### Social Dimension

- Quality of life and Society of Employee
- Quality of life and Society of Community around Industrial Estate



### Management Dimension






- Area based Cooperative Management
- Regulating Enhancement on Factory
- Encourage Factories to apply the International and National Management System
- Promotion of Innovation/ Novel Management Tool/ System for Application by Factories
- Information Disclosure and Reporting



In 2022, the Company was certified “Eco-Industrial Town: Eco-Excellence: E2 Level” for both AMATA City Chonburi and AMATA City Rayong Industrial Estates, according to the 2022 target, for the fifth and fourth consecutive years, respectively. Nevertheless, the Company is determined to improve its operations according to eco-industrial concepts for upgrading itself to a higher level of eco-industrial town for all stakeholders’ benefits and to move towards a perfect smart city in the future.

## 2. Environmental Governance Assessment

The Industrial Estate Authority of Thailand (IEAT) has conducted the Environmental Governance - Green Star Award Project through the Factory Assessment Regulatory Committee, consisting of the Industrial Estate Authority of Thailand, local governmental authorities, communities within a radius of 5 kilometers from the industrial estates, and the Company, as an industrial estate developer, to assess and regulate factories in both AMATA industrial estates according to the environmental governance assessment, which required that the environmental management information and performance of the factories participating in the project be disclosed and assessed. Additionally, advice on improving the factory management system was provided free of charge by the representatives from the Industrial Estate Authority of Thailand and the experts. Representatives from local governmental authorities and community leaders also participated in the factory assessment and site visits in order to foster transparency and an accurate understanding in the local communities. The Environmental Governance - Green Star Award Project consists of 5 dimensions and 13 topics as follows:

	<b>Physical Dimension</b>	1. Green area management and maintenance within the factory 2. Completely separation of rainwater drainage and wastewater systems
	<b>Economic Dimension</b>	3. Promotion of local community economy
	<b>Environmental Dimension</b>	4. Water and effluent management and wastewater treatment systems control system within the factory 5. Management of industrial waste, sewage, and solid waste 6. Air quality management 7. Management of chemical vapors 8. Occupational health and safety 9. Accident and emergency management 10. Complaint management
	<b>Social Dimension</b>	11. Quality of life and society of employees in the factory 12. Quality of life and society of surrounding communities
	<b>Management Dimension</b>	13. Factory management system

In 2022, four factories from AMATA City Chonburi Industrial Estate, and four factories from the AMATA City Rayong Industrial Estate participated in the assessment. A representative from the Company was a member of the factory assessment regulatory committee. It was found that all factories that participated in the assessment for the Environmental Governance (Green Star Award) Project met the assessment criteria with a score of more than 80%, which is classified as a good to excellent level.

## Social and Environmental Complaints Management

The Company provides various complaint channels for stakeholders who are affected by environmental pollution and can easily access and report the information directly, in accordance with ISO 14001:2015, to properly classify and handle each type of complaint.

Complaint Channels	Record and Assessment	Management and Resolution	Result Reporting
<ul style="list-style-type: none"> <li>Online channel:               <ul style="list-style-type: none"> <li>- Line@: @AmataCityChonburi, @AmataCity Rayong</li> <li>- Facebook Page: AMATACorp</li> <li>- Tel.: 038-213-191</li> </ul> </li> <li>Offline channel:               <ul style="list-style-type: none"> <li>- Community committee meetings</li> <li>- Meetings of customer club and factory operators in industrial estates</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Complaints from all channels will be recorded in Complaint Management System</li> <li>The system will automatically forward the complaints to relevant departments for management and resolution</li> </ul>	<ul style="list-style-type: none"> <li>Relevant departments investigate the complaints and estimate the correction period</li> <li>Complete the correction</li> <li>Provide appropriate remedies for affected people</li> <li>Set up risk mitigation and preventive measures and regularly monitor them</li> </ul>	<ul style="list-style-type: none"> <li>Report complaint management results to stakeholders</li> <li>Report a summary of complaint resolutions to management on a regular basis</li> <li>Disclose complaint management information in the annual sustainability report</li> </ul>

The Company's social and environmental complaint management will emphasize the engagement of various stakeholders by taking into account the rules, regulations, or related laws as the solution guidelines, including cause analysis in order to find the preventive measures at the source, of which the management procedure can be divided into two levels:

- 1) Consultation:** If a complaint is found arising from the working process in the customer's plant or in the common area of the industrial estate, the Company will consider dispatching environmental staff or related departments to explore the site in order to advise its customer on how to improve the working process and the primary problem-solving guidelines, including seeking the advice of specialists or experts from government agencies for the implementation of improvements.
- 2) Operation through the Industrial Estate Authority of Thailand:** In case the complaint has not yet been resolved and there is a repetitive complaint, the Company will escalate the complaint to the Industrial Estate Authority of Thailand to inspect the process, including coordinating the collaboration with the competent supervision authority to further formulate the management approach, cause analysis, and prevention measures.

In 2022, the Company received 19 environmental complaints through various channels, comprising 12 complaints from factory to factory and 7 complaints from community to factory, and there were no significant environmental or social complaints from stakeholders about direct impacts from the Company's operations.

The environmental complaints were about odor and wastewater concerns. There was no complaint about significant environmental incidents or fines from environmental non-compliance. The Company managed those complaints in accordance with ISO 14001:2015 and collaborated with the Industrial Estate Authority of Thailand and community representatives in jointly investigating the reported cases to solve the problems and prevent a recurrence. 100% of the 19 complaints were completely resolved.

#### Environmental Complaints in AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate

Category	2019	2020	2021	2022
Complaints about direct impacts from AMATA's operations	3	0	0	0
Complaints between factory to factory	12	13	10	12
Complaints between community and factory	3	7	2	7
Complaints that have been resolved	100%	100%	100%	100%

# Climate Resilience



Material topic: **Climate and GHG Emissions** Level of Impact: **Critical**

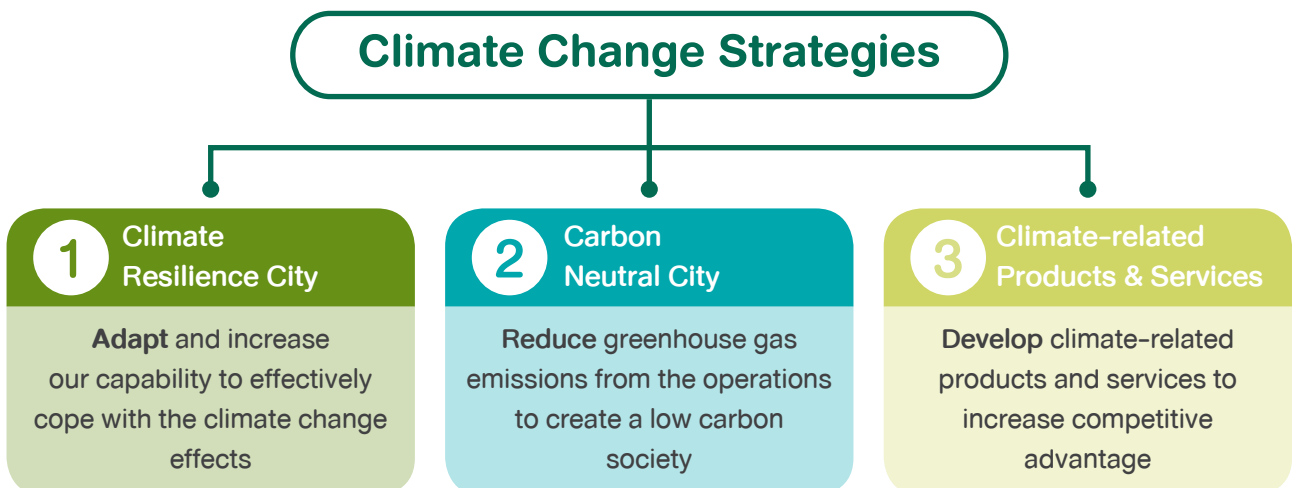
Risk	Opportunity
<p>Climate change is a significant challenge that leads to high risk in industrial water management as water is a major raw material for industrial estate business operations and also causes physical risks from natural disasters that are more severe each year. Climate change, therefore, has a significant impact on many stakeholders in the value chain, such as the industrial water use in the factories' production lines and the livelihoods and well-being of the factory employees and surrounding communities. Besides this, its effect increases the Company's operating costs on industrial water production in order to continuously supply water that meets industrial quality standards to factories in the industrial estates and on physical risk prevention against various natural disasters in the existing industrial estates and future projects.</p> <p>In addition, there are currently changes in domestic and international laws and regulations relating to the climate, which pose a transition risk for the Company and factory operators in the industrial estate. As a result, the Company must prepare for the increasing climate-related demands of current and future customers, such as by preparing and disclosing its energy consumption and greenhouse gas emissions from various utilities or developing sustainable products and services to better meet the needs of customers and reduce the risk that will impact the Company's competitiveness in the future.</p>	<p>The Company sees opportunities in developing new products and services that arise from the needs of existing factory operators in the industrial estates, who are affected by changing climate-related laws and regulations, trade standards that are influenced by government policies in each country, and increasingly stringent climate policies from their parent companies. This will enable the Company to respond to the increasing demand from new customers or target groups that place greater importance on climate change.</p>



# Management approach

Climate change is a global challenge that leads to the risks of disaster and impacts on the economy, well-being, and sustainability of global society. The current impacts have evidently become tremendously severe. Thus, the Company is well aware of the importance of collaboration among all sectors in order to jointly reduce the effects of climate change and to support the Paris Agreement reached in December 2015, in which Thailand also expressed its intent to reduce greenhouse gas emissions by 20-25% compared to the 2015 base year within 2030 in order to keep a global temperature rise this century well below 2 degrees Celsius above pre-industrial levels, and support the Glasgow Climate Pact, which promotes renewable energy and reduces coal and fossil fuel consumption, including contribution to achievement of UN Sustainable Development Goal 13.

The Company is well aware of the importance of cooperation among all sectors to reduce greenhouse gas emissions. As such, it has integrated a “Climate Change Management Policy” into the determination of the Company’s goals and business plan toward a low-carbon city, which focuses on energy efficiency by 2040 and a reduction of direct and indirect greenhouse gas emission (Scope 1 and 2) intensity by 30%, compared to the 2019 base year, within 2030. The Company has launched the “Save Earth, Safe Us” campaign as well as policies and management guidelines aiming to reduce greenhouse gas emissions and cope with climate change. These consisted of three management strategies:



## 1. Climate Resilience City

The Company places a high value on dealing with climate change from the past, such as precipitation patterns, rainfall, and the intensity of rainstorms in the eastern region that have caused drought or flooding in the past years. The Company, therefore, focuses on integrated and sustainable water management of all types, including raw water, industrial water, drought, wastewater, and flooding, to create water security, build confidence for customers and communities in the area, and reduce risks that may affect business operations and stakeholders’ quality of life.

- **Strive for water security by expanding internal reservoirs**

The Company has set a policy to prepare raw water reserves that are at least 150% greater than the total water demand in the industrial estates per year.

- **Reduce surface water dependence by utilizing treated water based on the Zero discharge principle**

The Company maximizes the reuse of treated water to reduce dependence on natural surface water sources and the risk and severity of impacts in cases of drought.



- **Develop infrastructure and capabilities to handle and prevent flooding**

The Company has developed infrastructure and water management systems to handle and prevent flooding, as well as raised awareness among stakeholders about the effective use of water resources and keeping public waterways clear of debris and impediments through the AMATA Water Management Learning Center and a water management community development project.

- **Search for strategic locations**

The Company places importance on project locations that will minimize negative impacts on factory operators and enable long-term business operations, and the results of climate change impact studies in each region are used as one of the key factors in selecting future project locations.

## 2. Carbon Neutral City

The Company places importance on reducing greenhouse gas emissions, which are the main cause of climate change, and has established more ambitious targets towards becoming a carbon neutral city by 2040 and reducing greenhouse gas emissions by 30% by 2030 compared to the 2019 base year. This is in line with the Paris Agreement and Thailand's goal, which was announced at the 26<sup>th</sup> session of the Conference of the Parties (COP 26) to the United Nations Framework Convention on Climate Change (UNFCCC), of reaching carbon neutrality by 2050 and net zero greenhouse gas emissions by or before 2065.

- **Increase energy efficiency**

The Company has replaced electrical equipment used in offices and common areas to be energy-saving devices, reduced the use of fossil fuels, and integrated this strategy into the Company's business development plan to drive AMATA Smart City projects that focus on energy efficiency using technology and low-carbon energy sources.

- **Minimize waste sent to landfills**

According to the Zero Waste to Landfill target, the Company has applied principles of the circular economy to the solid waste and industrial waste management process, promoting recyclable waste sorting, maximizing the use of recyclable waste, and minimizing waste disposed to landfill.

- **Accelerate the transition to renewable energy with the appropriate technology**

The Company promotes increased production of renewable energy with technology that is appropriate for the Company's operation and the area inside the industrial estate, especially the Company's central utility system.

- **Enhance ability to reduce greenhouse gas emissions through collaboration with alliances**

The Company promotes research and development to reduce greenhouse gas emissions throughout the Company value chain and product life cycle. As a result, the Company concentrates on platform development as well as project design and management using Building Information Modeling (BIM) technology and the Leadership in Energy and Environmental Design (LEED) building standard.

## 3. Climate-related Products and Services

The Company foresees an opportunity to develop new products and services based on the needs of factory operators in today's industrial estates who are affected by the enforcement of climate change laws and regulations, changes in foreign trade regulations by the government policies in each country, and more stringent climate policies from overseas head offices, as well as meeting the needs of new customers or target groups who are more concerned about climate change.

## Greenhouse Gas Emissions of the Organization

The Company's greenhouse gas emissions inventory was prepared annually using the Carbon Footprint for Organization (CFO) guidelines and methodologies of the Thailand Greenhouse Gas Management Organization (Public Organization) for calculating greenhouse gas emissions consist of direct greenhouse gas emissions (Scope 1), indirect greenhouse gas emissions from energy use (Scope 2), and other indirect greenhouse gas emissions (Scope 3). The scope of the report covered three locations of the Company consist of Bangkok Head Office, two offices and common area in AMATA City Chonburi Industrial Estate, and AMATA City Rayong Industrial Estate, which are under the Company's responsibility.

In 2022, the Company's 2021 carbon footprint of the organization (CFO) was verified and certified by Thailand's Greenhouse Gas Management Organization (Public Organization) for the third consecutive year.

In 2021, the Company emitted 60,207 tons of carbon dioxide equivalent of total greenhouse gas, consisting of direct GHG emissions (Scope 1), 408 tons of carbon dioxide equivalent, and indirect greenhouse gas from the use of purchased electricity (Scope 2), 16,774 tons of carbon dioxide equivalent. The total direct and indirect greenhouse gas emissions (Scopes 1 and 2) were 17,182 tons of carbon dioxide equivalent (tCO<sub>2</sub>e), a 5.9% increase from the previous year but a 4.5% decrease from the 2019 base year. The combined greenhouse gas emission (Scopes 1 and 2) intensity in 2021 was 0.54 tons of carbon dioxide equivalent per rai or 3.35 tons of carbon dioxide equivalent per hectare.

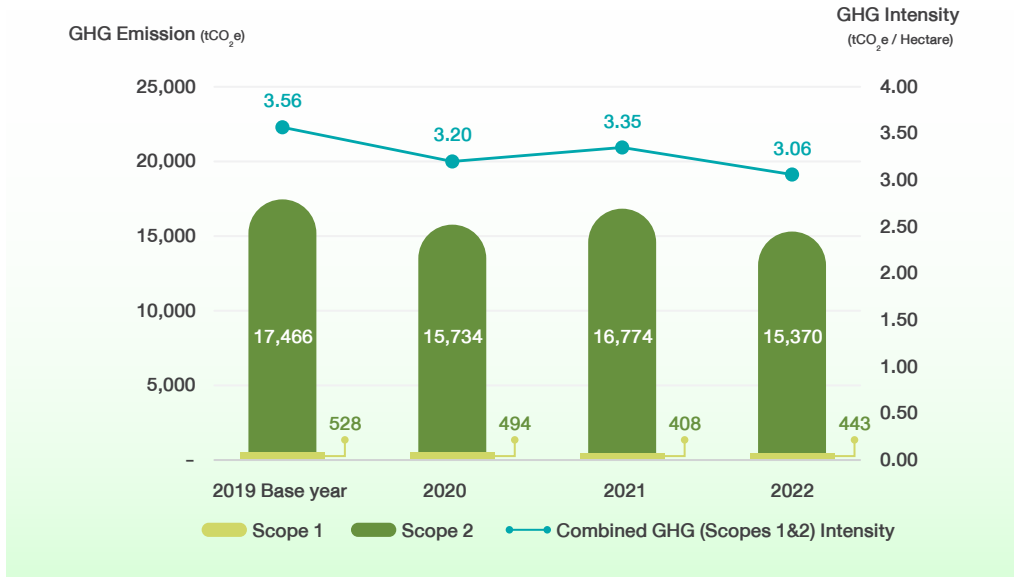
According to the carbon footprint data in 2022, which was calculated using methodologies developed by the Thailand Greenhouse Gas Management Organization (Public Organization), the Company's direct greenhouse gas emissions (Scope 1) were 443 tons of carbon dioxide equivalent, and its indirect greenhouse gas emissions were 15,370 tons of carbon dioxide equivalent from using purchased electricity (Scope 2).



The total amount of direct and indirect greenhouse gas emissions (Scopes 1 and 2) were 15,813 tons of carbon dioxide equivalent (tCO<sub>2</sub>e), decreasing by 7.97% compared to 2021 and by 12.12% compared to the 2019 base year. This was the result of reducing the use of electricity purchased from outside sources, engaging in energy saving activities, and increasing the use of solar electricity in industrial estates. The greenhouse gas emissions data for 2022 is still being reviewed by the Center of Excellence in Green Business Strategy at Kasetsart University (VGREEN) and is expected to be completed by the second quarter of 2023.

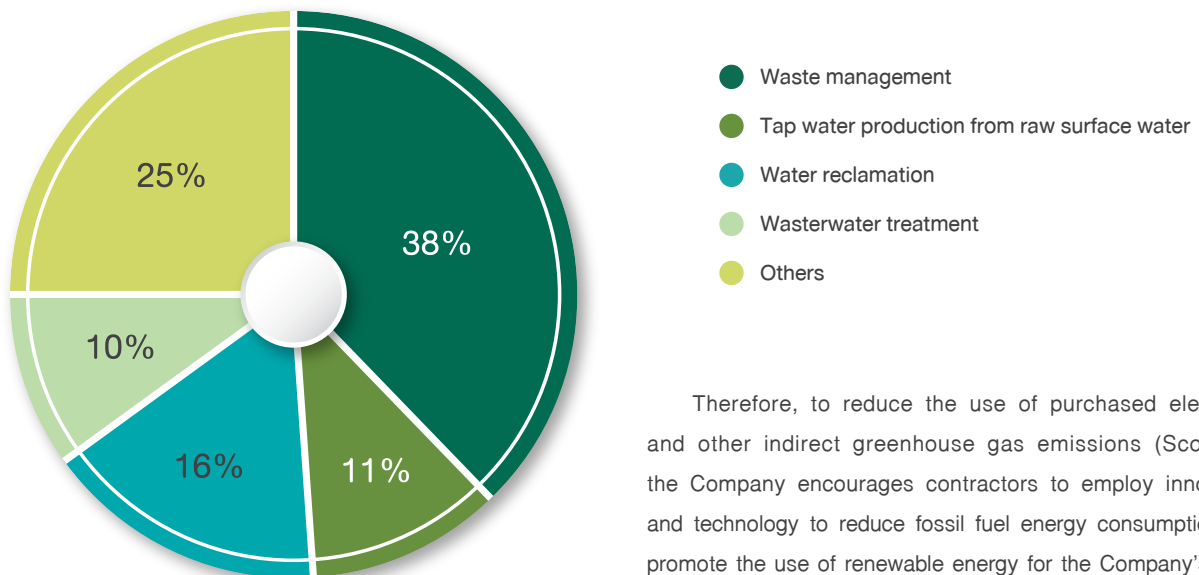
The combined greenhouse gas emission (Scopes 1 and 2) intensity in 2022 was 0.49 tons of carbon dioxide equivalent per rai or 3.06 tons of carbon dioxide equivalent per hectare, decreased by 8.6% compared to 2021 and 14.0% compared to the 2019 base year.

## Greenhouse Gas Emission Scope 1 & Scope 2



In 2021, the Company emitted 43,025 tons of carbon dioxide equivalent from other indirect greenhouse gases emission (Scope 3). It was a 25.7% increase compared to 2020 because of changes in the calculation of greenhouse gas emissions from the contractors' waste management activities as per the recommendations of the Thailand Greenhouse Gas Management Organization (Public Organization). In 2022, the Company emitted 42,028 tons of carbon dioxide equivalent from other indirect greenhouse gas emissions (Scope 3), which decreased by 2.3% compared to 2021. Other indirect greenhouse gas emissions (Scope 3) were attributable to the contractors' work in various activities, as follows:

## Greenhouse Gas Emission Scope 3 by Activities in 2022



Therefore, to reduce the use of purchased electricity and other indirect greenhouse gas emissions (Scope 3), the Company encourages contractors to employ innovation and technology to reduce fossil fuel energy consumption and promote the use of renewable energy for the Company's utility system maintenance and also strives for more recycling to reduce waste sent to landfills as much as possible.

# Energy Management



Material topic : **Energy efficiency and renewable** Level of Impact: Critical

Risk	Opportunity
<p>As a result of the global emphasis on social and environmental responsibility in the industrial sector, which includes the reduction of greenhouse gas emissions resulting from different forms of energy use, the Company consumes a considerable amount of electricity to manage all of its industrial estates. Additionally, major companies, both domestic and international, that operate in the industrial estates are presently interested in and have a growing renewable energy consumption. Failure to meet the present and future demand of customers may have long-term consequences for the Company’s competitiveness and revenue generation.</p>	<p>The Company sees an opportunity to develop products and services to meet the needs of current and future customers, such as the production and use of clean energy in industrial estates, promoting the use of electric vehicles, and selecting technologies that increase energy efficiency, etc. The Company also aims to become a carbon-neutral city by 2040 with the Smart Energy project, which is one of the projects under the AMATA Smart City initiative. This project focuses on renewable energy and the smart grid to use energy efficiently, and enhance power system stability. The use of clean energy will preserve the environment, reduce pollution from fossil fuel power plants, and lower greenhouse gas emissions. These opportunities will help mitigate the impact on the industrial sector, build confidence, and generate income and competitiveness for the Company.</p>

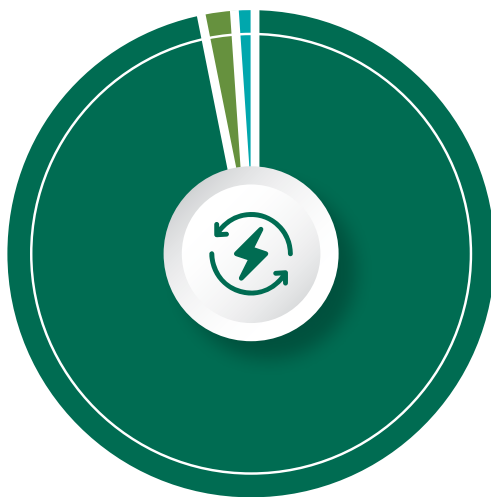


# Management approach

The main energy-consuming activities in the Company's operation are as follows:

Main Activity	Source of Energy				
	Benzene	Diesel	LPG	Solar power	Purchased Electricity
Utility system		✓		✓	✓
Lighting system in common areas					✓
Electricity system in office buildings					✓
Business travel	✓	✓			
Supporting activities			✓		✓

## Proportion of Energy Consumption in Business Operation



- Purchased Electricity **96.8%**
- Diesel **2.3%**
- Benzene **0.9%**
- LPG **0.001%**

The Company generated a significant amount of indirect greenhouse gas emissions (Scope 2) from the Company's electricity consumption. Therefore, the Company has established operational guidelines to reduce electricity consumption in the main activities, by assigning responsibilities for each activity to the employees and contractors involved, to achieve the set targets.

Main business processes	Actions
Electricity consumption in common areas of the industrial estates	<ul style="list-style-type: none"> <li>• Increased the use of electricity from renewable energy in the Company's common areas</li> <li>• Changed streetlights to energy-saving LED bulbs</li> <li>• Installed automatic streetlight control system</li> </ul>
Electricity consumption in water pumping and sprinkler systems	<ul style="list-style-type: none"> <li>• Increased energy efficiency by inspecting and improving machinery that consumes a lot of electricity in the water pumping system</li> <li>• Increased the use of electricity from clean energy in the water pumping system</li> </ul>
Electricity consumption in office buildings	<ul style="list-style-type: none"> <li>• Encouraged employees to save electricity at work, such as by turning off lights and appliances during break times or when not in use</li> </ul>

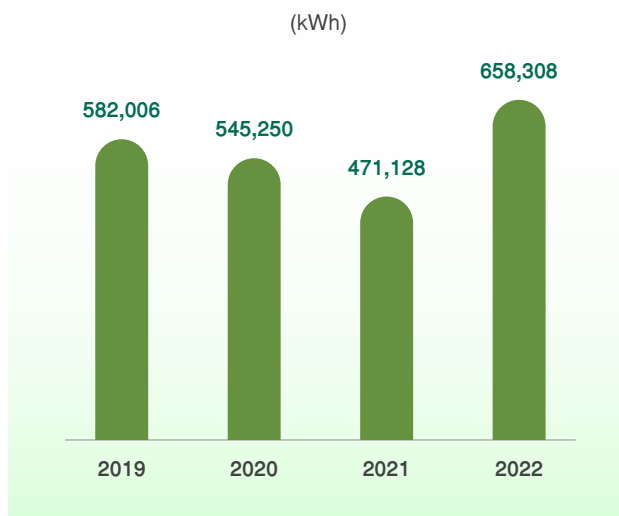
The Company remains committed to continuing the process to ensure that its overall use of energy, both from electricity and fuel, is efficient. Approaches to reduce the use of energy are as follows:

## Energy Saving in Office Building

The Company has organized the activities continuously to promote the Company's employees and the tenants in the office building to obtain more knowledge about the energy consumption reduction in the building by focusing on building every employee's awareness to participate in energy conservation and the appropriate consumption of natural resources and environment to achieve sustainability; e.g. campaign to turn off air conditionings and unnecessary lights, campaign to use the stairs instead of elevators and adjustment of the temperature of air conditioning system in the offices not to be lower than 24 degrees Celsius, and turn-off of the screen of computer's monitor every time when not in use, etc.

In 2022, the Company's office buildings had a total electricity consumption of 658,308.64 kWh, an increase of 39.7% from that in 2021, as a result of employees returning to work in the office and having more office activities after the COVID-19 pandemic.

### Electricity Consumption in Office Buildings



## Energy Saving in Common Areas

In terms of the common areas of the industrial estates, the Company is responsible for all road lighting systems within the estates. In 2022, the energy consumption in the common areas increased by 15% due to expansion in new phases, resulting in higher electricity usage. All the lighting used in the common areas of both industrial estates consisted of 100% LED bulbs. A Smart control system was installed in lighting control boxes to optimize the efficiency of the lighting system. 123 Solar Traffic Lights were installed in AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate to reduce electricity consumption. In addition, three online Smart Weather Stations using solar power were installed at AMATA City Rayong Industrial Estate in 2022.



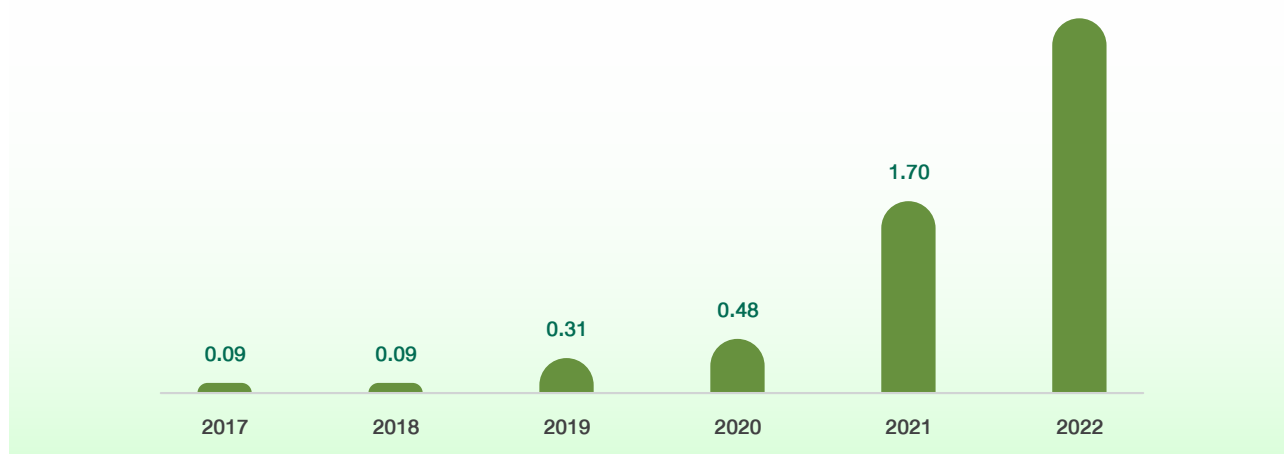
In 2022, the Company purchased 30.76 million kWh-electricity from non-renewable source, decreased by 8.4% from 2021 and 11.9% from the base year 2019.

## Promotion of the Use of Renewable Energy in the Company's Public Utility System

The Company encourages subsidiaries in its supply chain to increase energy management efficiency and reduce electricity consumption, particularly in industrial water systems, which are the most energy-intensive activities. Amata Water Co., Ltd., which is responsible for water and wastewater management in AMATA Industrial Estates, has therefore conducted a study on how to use renewable energy from solar power to replace electricity in the operational process and has installed solar panels on the roof of the water reclamation system building since 2017. Furthermore, in 2019, AMATA Water Co., Ltd. started to develop a plan to install floating solar panels in its reservoirs. Currently, annual solar-generated electricity replacement consumption is 3,327,576 kilowatt-hours, which represents 25% of the total electricity consumption of the water supply system, wastewater treatment system, reclamation system, and raw water pumping system. As a result, greenhouse gas emissions were reduced by 1,663 tons of carbon dioxide equivalents per year.

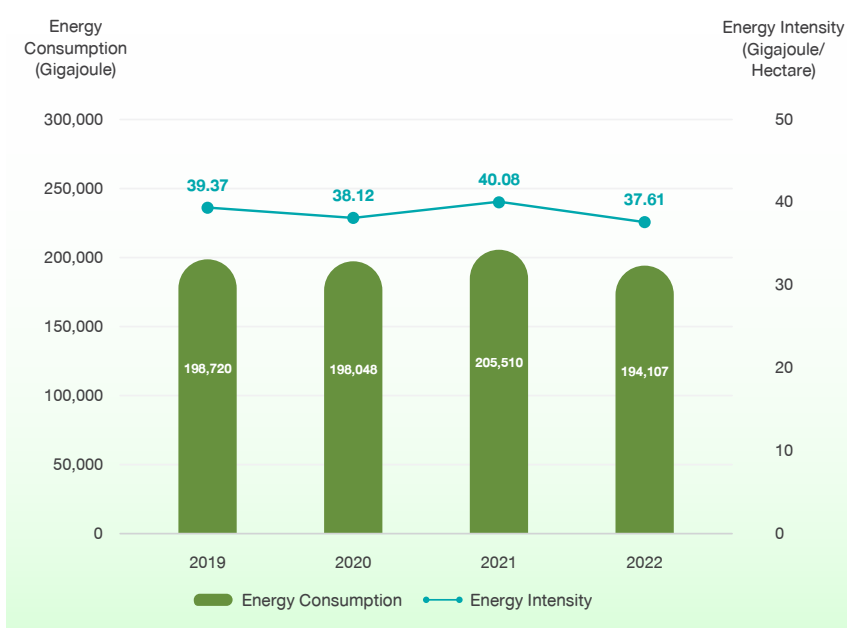
### Annual solar-generated electricity in AMATA Industrial Estates

(Million kWh)



In 2022, the Company consumed all types of energy within and outside the organization for main activities in its supply chain, totaling 194,107.11 gigajoules, a decrease of 5.5% compared to 2021, and the energy consumption intensity in 2022 was 6.02 gigajoules per rai, or 37.61 gigajoules per hectare, a decrease of 4.5% from the 2019 base year due to the considerable growth in solar energy production within the industrial estates in 2022 and various measures to reduce the use of purchased electricity.

### Energy Consumption within and outside of the organization



# Sustainable Water Management



Material topic :

Industrial Water and Effluent

Level of Impact: Critical

## Risk

The two AMATA City Industrial Estates are in the eastern region, which is a water-stressed area. Thus, the continuously increasing demand for industrial water due to the expansion of the industrial sector with the development of the Eastern Economic Corridor (EEC) project, the rapid increase in the population in the area, and climate change is resulting in a water crisis. All these pose risks and challenges to the Company's water management and may cause significant negative impacts on the Company's key stakeholders in terms of business operations, environment, hygiene, and quality of life, as well as problems with access to water and competition for water in the area if it is poorly managed. Therefore, water and effluent are always two of the most important material topics that have been focused on by the Company and its stakeholders from the beginning.

Moreover, ineffective wastewater management or the inability to control the effluent discharged by the factories will increase the risk of effluent leakage out of the industrial estates. This not only impacts the environment, community health, and surrounding communities, but it also has a significant impact on stakeholder trust in the Company.

## Opportunity

By adopting a circular economy approach and implementing innovations in water management for the industrial estates, the Company can reduce operating costs and ensure water security for both the users within the industrial estate and the surrounding communities, which rely on natural water sources. This is a key factor in building trust among stakeholders and investors and enhancing the Company's competitiveness in the industry.





## Management Approach

The Company has set a Water Management Policy and assigned the Water Management Committee, consisting of the Chief Executive Officer, a working group from the engineering department, and its subsidiaries, namely AMATA Water Co., Ltd., and AMATA Facility Services Co., Ltd., to be responsible for water management within AMATA Industrial Estates and reports directly to the Chief Executive Officer.

The Company strictly complies with relevant laws under the Industrial Estate Authority of Thailand Act (B.E. 2522, 1979), the Factory Act (B.E. 2535, 1992), and ISO 14001:2015 environmental standards. Water quality is regularly monitored by laboratories registered with the Department of Industrial Works, and the operating results on water and wastewater management are disclosed in the Environmental Impact Assessment (EIA) reports. The EIA Monitoring Report is regularly presented to the Environmental Quality Audit Committees of both AMATA Industrial Estates every six months. Business operators in the industrial estates are also supervised to ensure their compliance with the regulations of the Industrial Estate Authority of Thailand to prevent and mitigate the social and environmental impacts.

Since its inception, the Company has planned for the sustainable use of natural resources by utilizing surface water resources as efficiently as possible and establishing the corporate goals in wastewater management not to discharge effluent outside of industrial estates, in accordance with the Zero Discharge principle. This includes regularly measuring the water quality of the raw water sources used for the factories and wastewater at various points, as well as supervising and ensuring that the water quality indicators do not exceed the legal standards, or better, that they do not affect stakeholders in the short and long term.

In addition, the Company encourages the communities surrounding the industrial estates to have a better understanding of the Company's business operations and sustainable water management. Also, the Company provides the expertise to help improve the water management of the community by integrating the cooperation amongst the Company, government agencies, and communities.

## Water Supply and Reservoir Development for Industrial Water

In the Company's value chain, it is essential to rely on water resources to support the production process and operation of the factories in the industrial estates. Before starting business, the Company studied the social and environmental impacts of the water demand of both AMATA Industrial Estates to assess opportunities and risks from sharing water resources with the communities.

Both AMATA Industrial Estates are in the eastern region, which is a water-stressed area. The Company has conducted a drought impact assessment in the areas surrounding AMATA Industrial Estates and found that AMATA City Chonburi Industrial Estate's main risk is raw water reserves within the industrial estate. The Company has therefore provided a backup source of raw water both inside and outside the industrial estate and maximized the reuse of treated wastewater to reduce water dependence on raw water from natural sources.

AMATA City Rayong Industrial Estate is upstream of the catchment area; the main risks are the integrity of watershed conservation and the confidence of surrounding communities in the ability to reserve and share the water supply. The Company has expanded raw water reservoirs within the industrial estate and secured a water reserve from outside while implementing the riverside and watershed forest conservation project and developing a water supply system to support communities in the event of droughts, etc.



The Company has set an industrial water supply policy and targets that there must be raw water reserves from various sources that are not less than 150% of the total consumption demand in AMATA Industrial Estates per year. In 2022, the demand for raw water in AMATA Industrial Estates was 52.17 million cubic meters. The Company has reserved raw water in 17 reservoirs with a total capacity of 66.6 million cubic meters in both AMATA Industrial Estates and provided a reserve water source outside the AMATA Industrial Estates, allowing the Company to meet more than 150% of total water demand within AMATA Industrial Estates throughout the year. As a result, the Company has never experienced a water supply shortage in AMATA Industrial Estates in the past 30 years.

## Responsible Water Consumption

### Wastewater Management in Industrial Estates

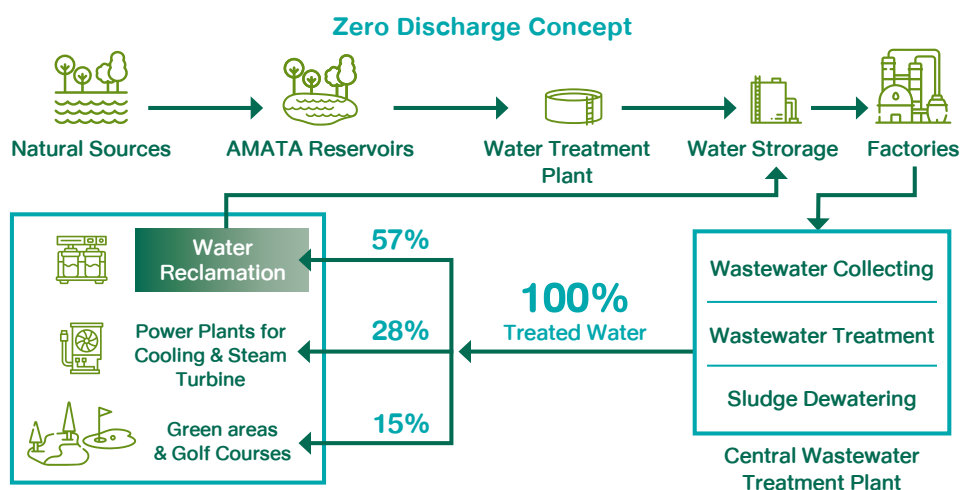
In the wastewater management process of industrial estates, the Company has supervised the quality of effluent discharged from industrial factories. Factories are required to separate rainwater drainage tracks from the wastewater drainage and discharge only qualified, initially treated effluent into the central wastewater collection center, which is managed by AMATA Water Co., Ltd., a subsidiary that is in charge of water management within AMATA Industrial Estates.

The factories must deliver the preliminary treated wastewater with quality according to the regulations set by the Industrial Estate Authority of Thailand to the central wastewater collection center of such an industrial estate to perform the treatment according to the standard set under the announcements of the Ministry of Natural Resources and Environment B.E. 2559 (2016) and the announcement of the Ministry of Industry, B.E. 2560 (2017). Treated water from the central wastewater treatment system of the industrial estate will be thoroughly inspected by a private laboratory registered with the Department of Industrial Works and must pass all standard criteria before being reused in any form. The Company checked the quality of the wastewater discharged from the factories on a monthly basis. When the Company found that the quality of wastewater released into the central system did not meet the standards, a warning letter was sent to the factory to improve its system and to charge them the additional wastewater treatment service fee.

### Circular Water Management

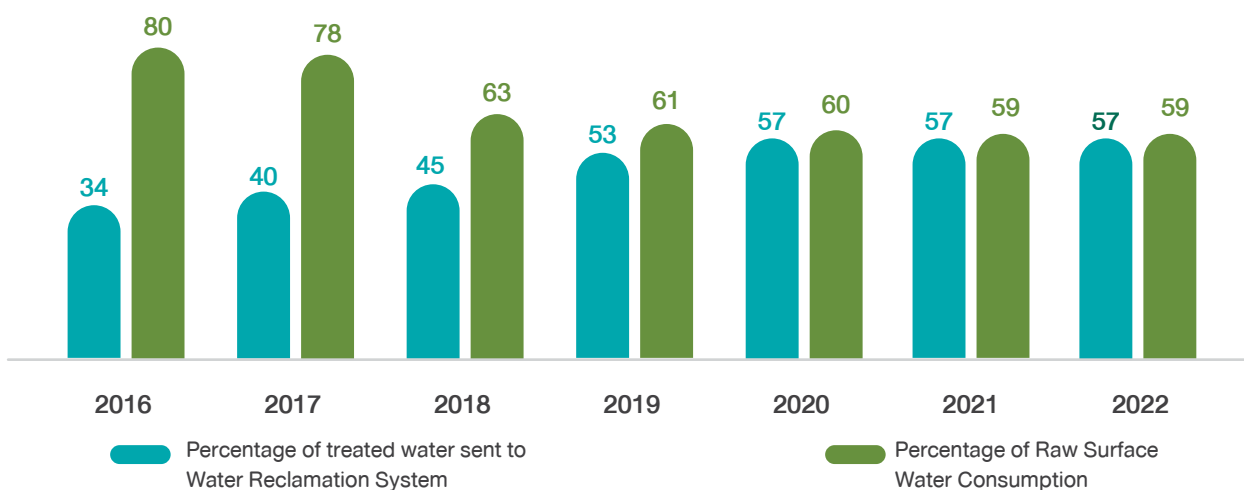
The Company is aware of the importance of using water resources wisely and efficiently and aims to reuse all effluent in accordance with the Zero Discharge Principle. In 2022, the Company has set a target to reduce surface raw water consumption to 59% of total raw water demand to reduce dependence on natural water sources, create balance for the environment and the community, and increase the proportion of treated water used for recycling.

The continuous improvement of wastewater treatment systems and quality control allowed the treated wastewater from the central wastewater treatment system to meet the water quality standards according to the Ministry of Industry and was completely utilized (100%). In 2022, a total of 21.2 million cubic meters of wastewater were treated by the central wastewater treatment system. The Company benefits from reusing all the treated water (100%) within the industrial estate, and 57% of the treated water was used to produce high-quality water through the Water Reclamation System, where the high-quality water produced was used to replace natural raw water in the tap water production process for industrial purposes. The remaining treated water was used in the power plants for cooling & steam turbines and in the green areas at 28% and 15%, respectively.



Since 2008, the Company has invested in developing a high-quality water production process by using a reclamation system with reverse osmosis technology and has continuously expanded its production capacity of high-quality water. The high-quality water produced was used to replace natural raw water in the tap water production process for industrial purposes. Currently, the Water Reclamation System has a total capacity of 35,360 cubic meters per day of high-quality water production, enabling the Company to reduce raw surface water withdrawals to 30.9 million cubic meters in 2022, or 59% of the total amount of water demand, equal to the 2021 proportion. This helped the Company save 76.5 million baht per year on raw water purchase costs, and this circular economy process helps extend raw water reserves by 5 months. It also reduced the risk of water shortage and could help support local communities if needed in a drought crisis. An expansion of reclamation system capacity also helped increase the confidence of the customers and local communities surrounding the industrial estates in the sufficiency of water resources and sustainable water management in the industrial estates, including reducing the negative impacts and the possibility of contamination on public water sources and the environment.

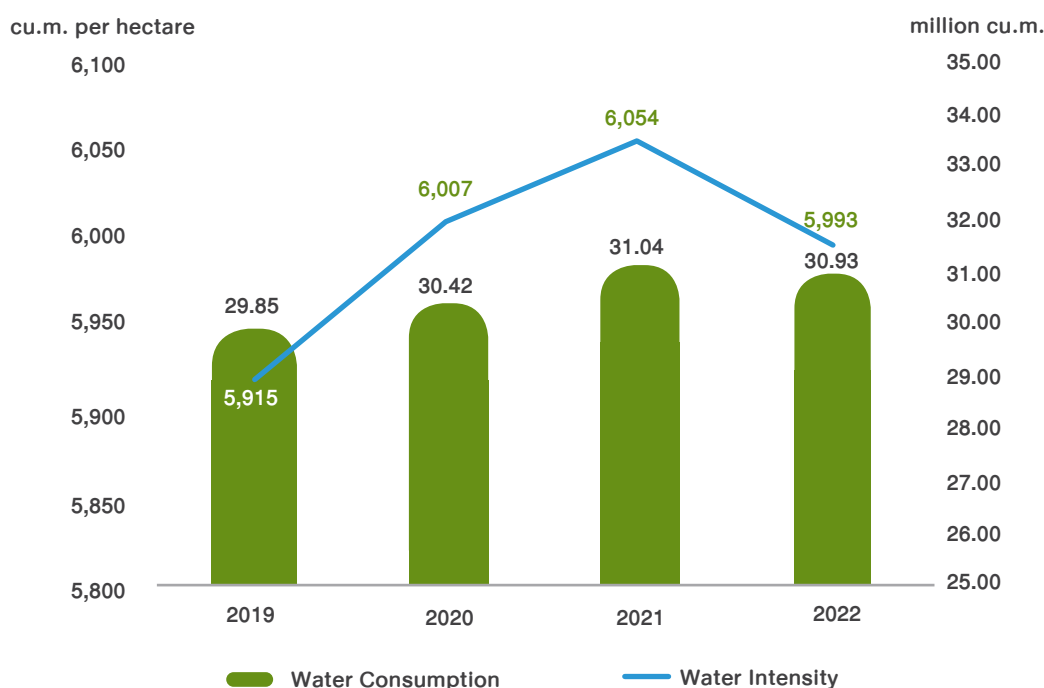
### Percentage of treated water sent to Water Reclamation System and Raw Surface Water Consumption



## Water conservation in office buildings and common areas

The Company encourages employees in all AMATA offices to use water wisely by raising employees' awareness of the importance of water conservation. Encourage employees not to leave tap water running while cleaning and check for water leaks in the building and surrounding areas on a regular basis. Inspect and maintain the equipment and water distribution system within the building to ensure they are always in good condition.

### Water Consumption and Water Intensity



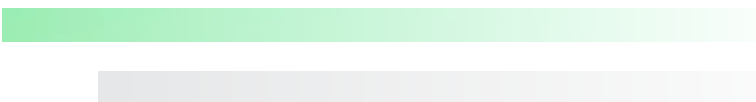
In 2022, the Company consumed 30.9 million cubic meters of water as a result of all activities to reduce the use of raw surface water and increase the use of recycled water, and the water consumption intensity in 2022 was 958.88 cubic meters per rai or 5,993.02 cubic meters per hectare, a decrease of 1.0% compared to 2021.

## Promotion of water resource preservation among stakeholders

The Company wishes to encourage the factory operators in industrial estates, government agencies, and communities surrounding the industrial estates to have knowledge and understanding of the Company's operations and sustainable water management guidelines, as well as awareness of the potential impact on stakeholders and the environment that may result from inefficient water management. The Company has established a Water Management Learning Center in AMATA City Chonburi Industrial Estate since 2009 to share knowledge from the Company's water management and make it available to surrounding communities and the public to study the industrial estate's water management model and encourage visitors' awareness of and cooperation in water resource preservation.

Since the commencement of the Water Management Learning Center in AMATA City Chonburi Industrial Estate in 2009, the center has welcomed 368 visiting groups with a total of 11,493 visitors. The Company has targeted encouraging its key stakeholders, such as customers and local communities, to have a better understanding of water management in AMATA Industrial Estates. It is open to general visitors, and organizations that are interested in visiting the Water Management Learning Center can submit their requests to AMATA Water Co., Ltd. or AMATA Corporation, PCL. In 2022, a total of 648 visitors came to the Water Management Learning Center located in the AMATA City Chonburi Industrial Estate. The visitors were divided into 32 groups, including 3 groups of entrepreneurs within the industrial estate, 3 groups of general interest, 4 groups of students, and 17 groups consisting of central and local government agencies.

In addition, the Company employs its knowledge base to assist in the development of public water source management in community areas adjacent to AMATA Industrial Estates by integrating cooperation between the Company, government agencies, and communities in reducing and preventing the release of wastewater and waste from the community into the public water system, maintaining the quality of the water system, and improving the community's environment.



# Natural Resources Protection and Restoration



Material topic:



Catchment Protection and Rehabilitation

Level of Impact: Critical

Risk	Opportunity
Industrial estate development, while beneficial to the countries and their residents' overall economic growth, may have a negative impact on biodiversity and ecosystems in the area due to changes in land use and urbanization to accommodate expanding industrial sectors. The decline of biodiversity increases the risk to the ecosystem's balance in the area, affecting the abundance of natural resources that are the main raw materials of business operations, such as water, and the overall quality of the environment, as well as the quality of life of stakeholders who live in the area and make use of nature.	The Company has an opportunity to transform the industrial estate into a city that strikes a balance between economic growth and social and environmental conservation. This will allow the industrial sector to live in unity with surrounding communities. The conservation of the quality and balance of biodiversity will result in the sustainable handover of sufficient resources vital to the economic, social, and environmental quality of life of the stakeholders to the next generation.



## Management Approach

The Company is determined to conduct its business while simultaneously preserving natural resources and the environment rigorously. As a result, it established a Biodiversity Policy with the objective of preventing damage and mitigating impact on biodiversity in AMATA Industrial Estates, as well as supporting and promoting stakeholders in the area to jointly nurture, rehabilitate, and conserve biodiversity in both AMATA Industrial Estates.

According to the Town Planning Act (B.E. 2562, 2019), both AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate are located in industrial zones; within a 5-kilometer radius, there are no important ecosystem areas that have been established both nationally and internationally or conservation areas and protected areas that have been announced by government agencies on natural resources and the environment.

However, the Company's two industrial estate developments may have a negative impact on biodiversity, which can occur both directly and indirectly, such as through changes in land use patterns, the expansion of surrounding communities, the pollution caused by various activities in the industrial estates, including the impact caused by the Company's suppliers and contractors, etc. These can happen from the moment the Company begins developing the site until the industrial estate is fully developed.

The Company has continuously conserved and rehabilitated biodiversity in AMATA City Chonburi and AMATA City Rayong Industrial Estate through the environmental rehabilitation project, green area expansion, and conservation of native freshwater species in the community to mitigate the risk of negative impact on biodiversity according to the concept of the International Union for Conservation of Nature (IUCN) regarding biodiversity offset under the IUCN's Biodiversity Mitigation Hierarchy, consists of four approaches, i.e. Avoidance, Minimization, Rehabilitation / Restoration and Compensation or Offset.

	<b>Avoidance</b>	<b>Minimization</b>	<b>Rehabilitation / Restoration</b>	<b>Compensation or Offset</b>
<b>IUCN Mitigation Hierarchy Policy</b>	Avoid business activities which negatively affect biodiversity.	Minimize time, severity and area of negative impact from inevitable business activities.	Rehabilitate deteriorating ecosystem as a result of business activities.	Compensate negative impact on biodiversity.
<b>Activities / Projects Implemented</b>	<ul style="list-style-type: none"> <li>Announce Environmental Management and Biodiversity policy to be used as guidelines for business activities by avoiding or minimizing potential negative effect.</li> <li>Encourage suppliers and contractors to be responsible for the environment by having a systematic process and measures to protect and reduce the environmental impacts as stated in the Supplier Code of Conduct in order to avoid and minimize the negative impacts from the operations of suppliers and contractors</li> </ul>		<ul style="list-style-type: none"> <li>Rehabilitate and compensate the native forest system and increase the green area both inside and outside AMATA City Chonburi and AMATA City Rayong Industrial Estate by reforestation of native tree species.</li> <li>Conserve biodiversity of native freshwater species in freshwater resources of the community through a collaboration amongst Rayong Fisheries Provincial Office, the community and the Company by releasing native freshwater species.</li> <li>Support and encourage stakeholders in the area to be involved in the nurturing, rehabilitation, and conservation of biodiversity in AMATA industrial estates.</li> </ul>	

As a result, the Company has embarked on the following projects to avoid and mitigate any negative effects, including restoration and remedy for negative effects, that may result from its operations in AMATA City Chonburi and AMATA City Rayong Industrial Estates.

## Management of Green Area in AMATA Industrial Estates

The Company aims to develop green areas within the two AMATA industrial estates to be a livable city with a good environment that promotes a better quality of life for workers in the industrial estates. The Company has set the target to have green areas at least 10 percent of the total developed area. The Company has prepared a master plan and determined green area development within AMATA industrial estates annually to continuously restore green areas in AMATA industrial estates. It defines types of plants based on forest types in Chonburi and Rayong provinces, according to the Royal Forest Department. Most terrestrial forest in Chonburi and Rayong is mixed-deciduous forest and dry evergreen forest.

<b>AMATA City Chonburi</b>	Total project area	27,752 rai (4,440 hectare)	Developed area	17,588 rai (2,814 hectare)
	Green area	1,936 rai (310 hectare)	Proportion of green area to developed area	11.01%
<b>AMATA City Rayong</b>	Total project area	17,898 rai (2,864 hectare)	Developed area	14,665 rai (2,346 hectare)
	Green area	1,506 rai (241 hectare)	Proportion pf green area to developed area	10.27%
100% Local perennial species plant				

### AMATA City Chonburi Industrial Estate

The total project area of AMATA City Chonburi Industrial Estate is 27,752 rai (4,440 hectare), with a total developed area of 17,588 rai (2,814 hectare) and a total green area of 1,936 rai (310 hectare), representing 11.01% of the developed area. In 2022, the Company planted approximately 2,700 trees in AMATA City Chonburi Industrial Estate to develop green areas out of unusable land, as well as perennial planting to replace dead seedlings and landscape enhancements. The survival rate of the seeding was 80%. The trees planted are entirely composed of local perennial species found in Chonburi province. According to the Royal Forest Department report, these trees are categorized as mixed-deciduous and dry evergreen species that are tolerant of saline soil conditions, such as Siamese Rosewood (*Dalbergia cochinchinensis*), Gurjan (*Dipterocarpus alatus*), Bungor (*Lagerstroemia calyculata*), Horse Cassia (*Cassia grandis*), Kalamona (*Cassia surattensis*), Yellow poinciana (*Peltophorum pterocarpum*), Thai crape myrtle (*Lagerstroemia speciosa*), Trumpet Tree (*Dolichandrone serrulata*), Broad-leaf mahogany (*Swietenia macrophylla*), Burmese Padauk (*Pterocarpus macrocarpas*), Tamarind (*Tamarindus indica*), and Manila tamarind (*Pithecellobium dulce*), etc.

### AMATA City Rayong Industrial Estate

The total project area of AMATA City Rayong Industrial Estate is 17,898 rai (2,864 hectare), with a total developed area of 14,665 rai (2,346 hectare) and a total green area of 1,506 rai (241 hectare) representing 10.27% of the developed area. In 2022 the Company planted 12,800 trees in AMATA City Rayong Industrial Estate with a survival rate of 85%, whereas the dead plants are continuously replaced. The trees planted are entirely composed of local perennial species found in Rayong province. According to the Royal Forest Department report, these trees are categorized as mixed-deciduous and dry evergreen species, such as Afzelia burl (*Afzelia xylocarpa*), Java Plum (*Eugenia cumini*), Gurjan (*Dipterocarpus alatus*), White Meranti (*Shorea roxburghii*), Bungor (*Lagerstroemia calyculata*), Thai copper pod (*Senna siamea*), Tamarind (*Tamarindus indica*), Queen's Flower (*Lagerstroemia speciosa*), and Broad-leaf mahogany (*Swietenia macrophylla*), etc.



## Converting Public Areas to Community Forest

In collaboration with factory operators in the AMATA Industrial Estates, the Company has developed projects to revitalize abandoned public areas to community forests by planting local perennial plants in the industrial estates' degraded forest areas. For example, during the period of 4 years between 2019 and 2022, in the "Forest for Life" project, the Company collaborated with Tokai Rika (Thailand) Co., Ltd. to reforest degraded forest areas, which is a public area of 12 rai in AMATA City Rayong Industrial Estate. In 2022, 5,800 trees were planted on 3 rai of land, and during the project period, a total of 17,400 trees were planted on 9 rai of land.



## Conservation of Local Aquatic Animals

In 2022, AMATA City Chonburi Industrial Estate held a "Fish and Crab Release" event at the Mangrove Forest Conservation Learning Center in Khlong Tamru subdistrict, Chonburi province, releasing over 19,000 crabs and fish to celebrate Her Majesty Queen Sirikit the Queen Mother's 90<sup>th</sup> birthday.

The area of AMATA City Rayong Industrial Estate is in the middle of a watershed, the Phu Sai Stream, which flows from the Khao Mai Kaeo watershed and runs through the industrial estate before reaching the Dok Krai Reservoir, which is a large reservoir with a capacity of over 79 million cubic meters and an area of more than 1,300 rai (2.08 square kilometers) in Rayong province. Although Dok Krai Reservoir is located outside the radius of 5 kilometers from AMATA City Rayong Industrial Estate, it is an area that is important in terms of freshwater ecosystems and an important economic source for the community because it is a nursery for aquatic animals and a local fishing area for more than 500 households in Nikhom Phatthana district. This poses a threat to aquatic species, a significant part of the community's traditional means of subsistence, and is prompting surrounding populations to be concerned about potential effects on water quality.

As a result, the Company collaborates with the Rayong Provincial Fisheries and Freshwater Fisheries Resource Management Group at Dok Krai Reservoir, a community committee that oversees and controls reservoir utilization, and various alliance groups, such as local authorities and factory operators in AMATA City Rayong Industrial Estate, to develop the "Joint Development toward Sustainable Watershed" project in order to preserve and restore water sources, including local aquatic animal species that provide a reliable source of income and food for the community and can also be used as an effective indicator of water quality.

In 2022, the Company released 325,000 aquatic animals, or 10 species, which are species found in the reservoir by fisheries in Rayong province such as the Silver Barb (*Barbonymus gonionotus*), Spotted Knife Fish (*Chitala ornata*), Seven-Stripped Carp (*Probarbus jullieni*), Rohu (*Labeo rohita*), Iridescent shark (*Pangasianodon hypophthalmus*), Grass Carp (*Ctenopharyngodon idella*), Small Scale Mud Carp (*Cirrhinus microlepis*), etc.; the total worth is 125,000 baht. Furthermore, the Company collaborated with the Rayong Provincial Fisheries Office to release 200,000 Giant Freshwater Prawn (*Macrobrachium rosenbergii*). Since the project has been implemented, the Company has released over 1,500,000 aquatic animals. Furthermore, there was an activity in 2022 to make Fish Aggregating Devices (FADs) out of rope to serve as a shelter and refuge for the released aquatic species and increase their chances of survival. FADs also increase biodiversity, both in terms of species and the number of living creatures living around them.

In addition to preserving local species and increasing the number of aquatic animals in Dok Krai Reservoir, the activities increased community confidence in the quality of water flowing through AMATA City Rayong Industrial Estate, which the Company has well managed, controlled, and monitored. In the future, the Company plans to survey the diversity of aquatic animals in the Dok Krai Reservoir area in collaboration with Rayong Province Fisheries and the Dok Krai Reservoir Freshwater Fisheries Resource Management Group, to be used as basic information for biodiversity conservation and future water quality indicators.



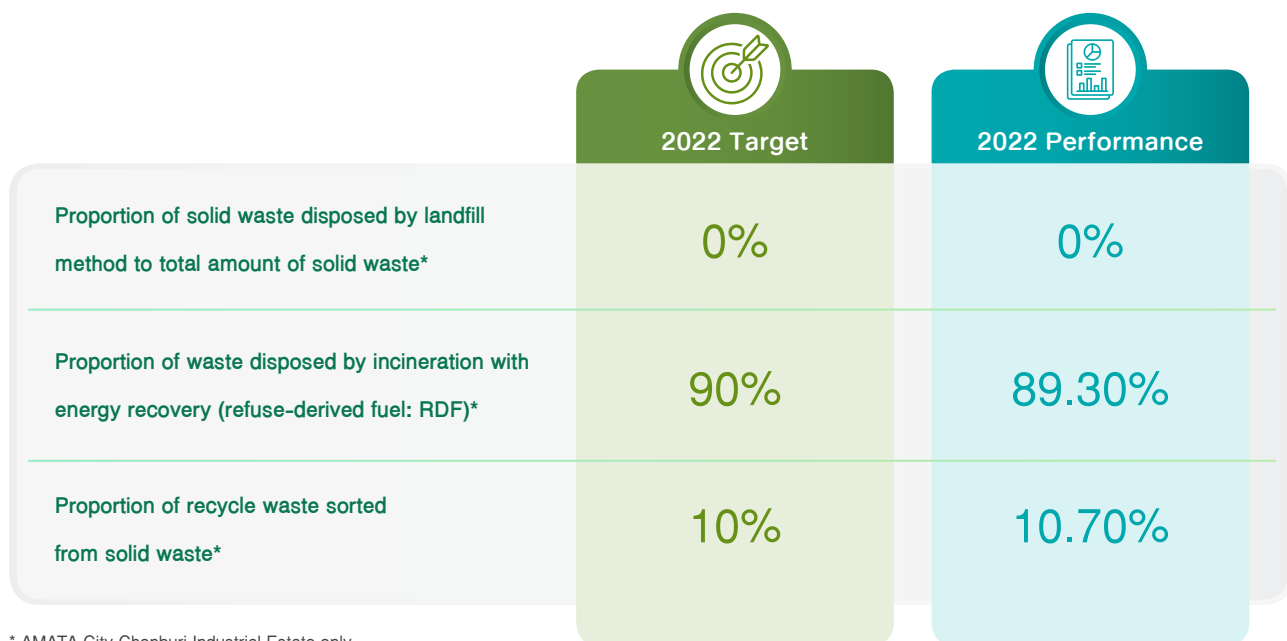
# Solid and Industrial Waste Management



**Material topic:**

- Waste** (Level of Impact: Critical)
- Circular Economy** (Level of Impact: High)

Risk	Opportunity
<p>AMATA Industrial Estates in Thailand have over 1,100 factories with over 260,000 employees, generating massive amounts of waste and industrial waste each year. If the factories fail to comply with laws in solid waste and industrial waste management, they could cause negative impacts on the health of waste workers, the environment, and nearby communities in both the short and long term. Additionally, it could potentially affect the Company's ability to obtain future expansion licenses.</p>	<p>Efficient waste management and value addition to waste using circular economy principles provide a business opportunity for the Company to develop new products and services that lower its costs, increase revenue, build stakeholder confidence, be recognized by the local community, and also support the reduction of greenhouse gas emissions from landfills.</p>



\* AMATA City Chonburi Industrial Estate only

## Management Approach

Waste management is important to the Company throughout the business value chain, from waste generation to waste disposal. As a result, a waste management policy has been established to minimize the environmental impact that may occur from the business within the industrial estate through proper and legal waste management, environmental standards, and academic principles, as well as to encourage factories in industrial estates to recycle and reuse, as well as to bring innovation and modern technology to their benefit in order to reduce the occurrence of solid waste and industrial waste. The Company is only responsible for solid waste and non-hazardous industrial waste, while hazardous waste is managed by factory operators under the Industrial Estate Authority of Thailand Act (B.E. 2522, 1979), the Factory Act (B.E. 2535, 1992), and the Public Health Act (B.E. 2535, 1992).



The Company assigned its subsidiary, AMATA Facility Services Co., Ltd. (AFS), to handle the waste management of factories in both industrial estates in Thailand in accordance with the relevant laws under the Industrial Estate Authority of Thailand Act, B.E.2522 (1979), the Factory Act, B.E.2535 (1992), and the Public Health Act, B.E.2535 (1992). The Company's solid waste management service is now used by 567 factories in AMATA City Chonburi Industrial Estate and 248 factories in AMATA City Rayong Industrial Estate, representing 83.14% and 66.31% of total factories in each industrial estate, respectively, up from 2021.

## Zero Waste to Landfill

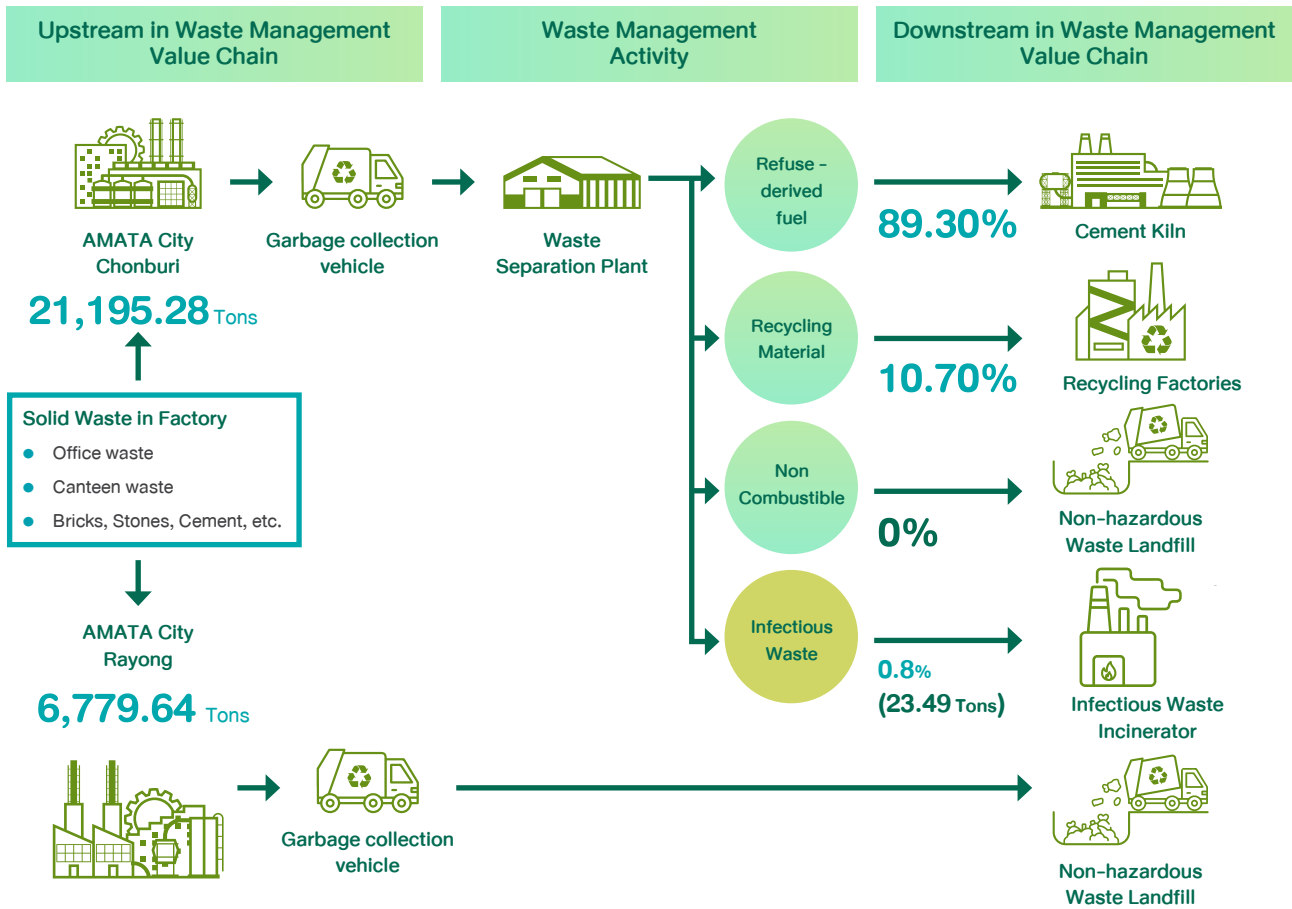
The Company is aware of the impact of waste disposal by landfill because it produces greenhouse gases, which are the main cause of climate change. The Company then set the target of reducing solid waste to landfills as much as possible by using the circular economy concept, which aims to achieve zero waste to landfill. The Company has implemented this concept to its waste management services, which are waste collecting, sorting, and disposing of solid waste in AMATA City Chonburi Industrial Estate since 2011, and it is preparing to expand its operations to AMATA City Rayong Industrial Estate.

The solid waste separation process at the waste separation plant is operated by the Company's contractors according to the 3Rs (Reduce, Reuse, Recycle) principle. The sorted solid waste was sent out and disposed of by various methods by skilled and licensed contractors. Moreover, the Company encouraged the factories to sort and classify their solid waste before sending it to the waste separation plant. The Company then received better quality waste for RDF production and waste recycling and minimized the amount of non-usable waste to be disposed of by landfill.

## Solid Waste Management in the Industrial Estate

In 2022, the Company provided solid waste management services to factory operators in both industrial estates, totaling 27,974.92 tons, of which 21,195.28 tons came from AMATA City Chonburi Industrial Estate and 6,779.64 tons came from AMATA City Rayong Industrial Estate. To accomplish the Company's objectives of reducing the amount of solid waste disposed to landfills, the Company focused on improving the waste management process from sending to landfills to sorting recyclable waste and the production of alternative fuels in the form of waste fuels (Refuse-derived Fuel, or RDF), which will be used as a fuel for co-incineration at cement plants.

## Solid Waste Management in AMATA Industrial Estates

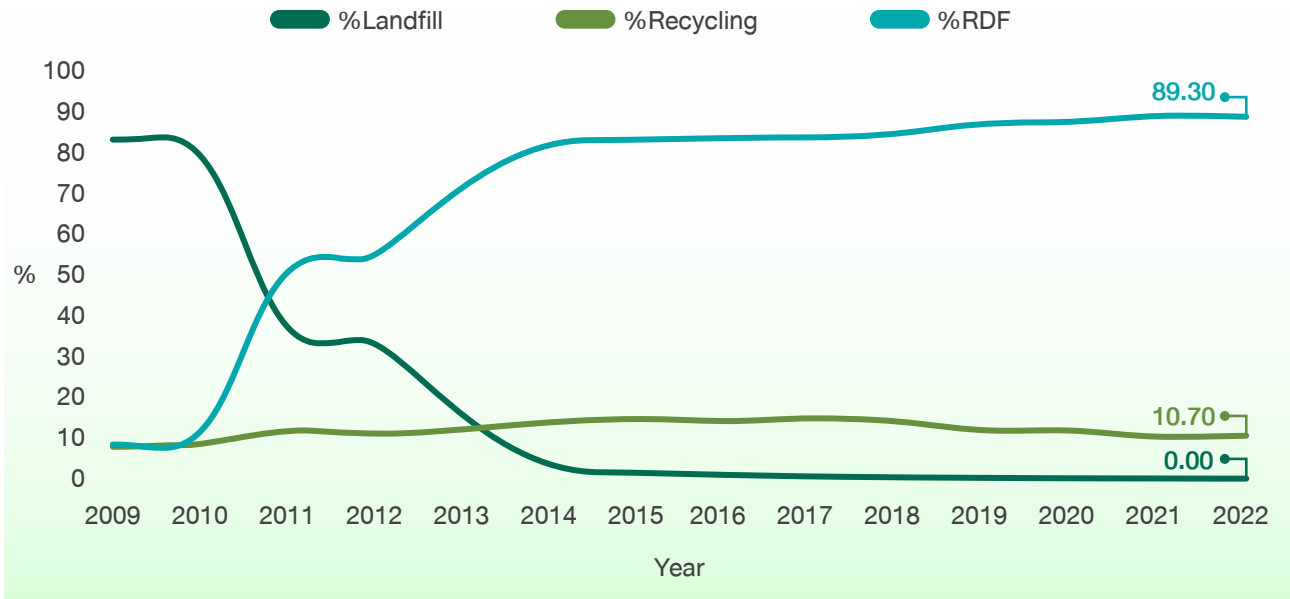


In 2022, the Company managed to separate 10.70% of recyclable waste and 89.30% of waste that can be used for refuse-derived fuel (RDF) production from the total amount of solid waste in AMATA City Chonburi Industrial Estate in the Company's waste separation plant. The Company was able to reduce the amount of waste dumped in landfills to 0% of the total amount of solid waste managed in the waste separation plant.

The COVID-19 pandemic in Thailand in 2020-2022 significantly increased infectious waste due to self-protection measures in the Company's offices and the customers' factories, such as face masks and ATK (Rapid Antigen Test Kit). Although the proportion of infectious waste was small in comparison to the total amount of solid waste the Company managed for customers, the Company still needs certified and licensed contractors for infectious waste disposal services. While self-managed waste disposal in the factories causes them higher operational costs, the demand for infectious waste disposal, a new waste management service, has increased significantly recently. The Company, therefore, has developed its infectious waste disposal services by selecting qualified and authorized contractors to serve its customers in both AMATA City Industrial Estates. The Company oversees and monitors infectious waste disposal by using GPS trackers in garbage trucks from departure to the infectious waste incinerator, as well as providing a real-time transportation route report to the customers to build their trust. In 2022, 23.49 tons of infectious waste, accounting for 0.8% of the total waste the Company managed in 2022, were disposed.

As a result of the Zero Waste to Landfill approach, the Company reduced waste management costs by 2.4 million baht in 2022, and 80% of the factory operators who use the Company's waste management services were satisfied and confident in the Company's waste management, ensuring that no waste was illegally disposed. The surrounding communities of AMATA City Chonburi Industrial Estate were more confident in the industrial estates' waste management practices.

## Waste Management in AMATA City Chonburi Industrial Estate



Furthermore, the recycling resource maximization principle, in collaboration with innovative technology business partners, enables more cost-effective utilization of recyclable waste, such as reusing sorted plastic waste as a component of recycled plastic road construction (Plastic Road) in AMATA City Chonburi Industrial Estate. The Plastic Road has been paved in 3 locations, totaling 1,990 meters, and using 16.89 tons of plastic waste. In 2022, the company invited factory operators to send plastic waste to build the fourth location of the Plastic Road Project, where 14 factories expressed interest and sent a total of 2,039 kilograms of plastic waste to the project.





The Company developed a smart waste collection system (Koom Kah Smart Manifest), in collaboration with SCG Chemicals, to enhance the potential of waste collection management within industrial estates by using information technology to provide real-time waste collection data for the waste collection operators and their customers, which created transparency and boosted confidence in the waste disposal process. AMATA Industrial Estates are ready to move towards a Smart Environment City, and with the COVID-19 pandemic, they also reduced paper contact between waste collection operators and their customers by using online approval. All customers in AMATA City Chonburi Industrial Estate (100%) used the system in 2022, and the system will be used at AMATA City Rayong Industrial Estate accordingly.

The Company aims to reduce paper use in the offices and promote wastepaper recycling and has cooperated with SCG Packaging Public Company Limited to develop the “Paper X Project: The Value of Your Waste” to produce recycled paper from the Company’s wastepaper. The project helps reduce natural resource consumption, waste, and environmental impact. In 2022, the project recycled 744 kilograms of wastepaper.



## Promoting Customers’ Participation of Industrial Waste Management

The Company is aware of the negative impacts on the environment and the surrounding communities caused by inefficient waste management that does not comply with laws and regulations on both hazardous and non-hazardous waste from the factories that do not use AMATA Facility Service Co., Ltd.’s (AFS) solid waste management. As a result, the Company encourages participation and provides accurate knowledge and understanding of solid waste and industrial waste management standards required by law to the factories in AMATA City Chonburi and AMATA City Rayong Industrial Estates.

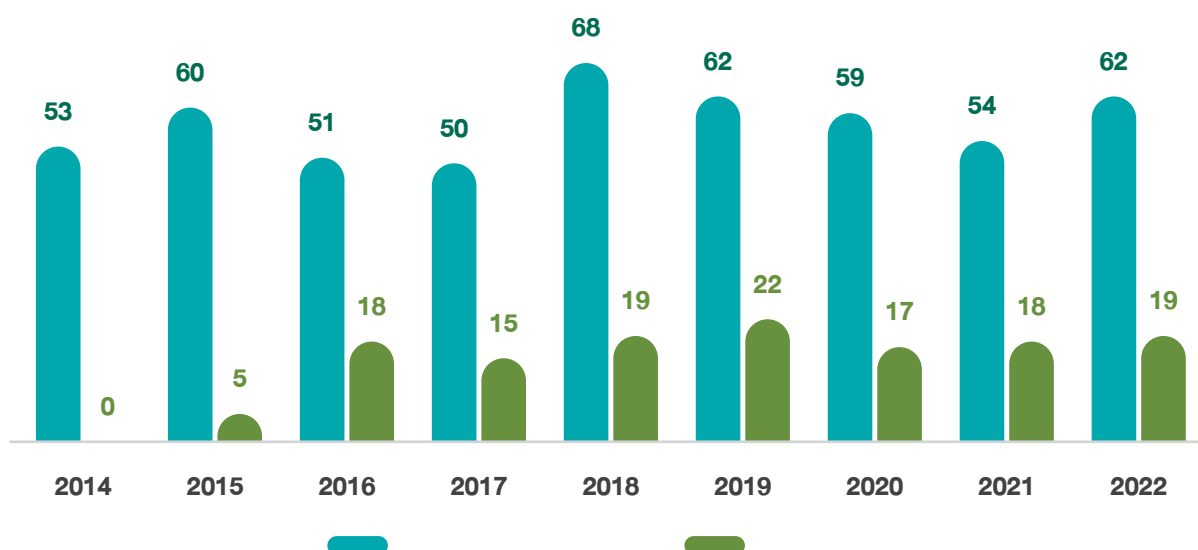
In addition, the Company has continued to organize the “AMATA Best Waste Management Awards” project, an annual event held from 2014 to the present, to promote and encourage the factories to increase the efficiency of non-hazardous industrial waste management, solid waste management, and sewage. By applying the 3Rs (Reduce, Reuse, and Recycle) principles in waste management, the factories can reduce their production costs. The Company’s goal is to provide customers with effective industrial waste and solid waste management within their factories before sending them to the waste separation plant to increase the ratio of waste that can be used for refuse-derive fuel (RDF) production and recyclable waste.

A total of 81 factories from AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate applied for the project in 2022. They were more interested in participating than in the 2021 project with 72 factories. This year, the assessment criteria were revised to reflect sustainable development principles, with a focus on the economic, social, and environmental dimensions. The assessment process was also modified to conform to the New Normal principles, with both online and onsite assessments, making it more appropriate for the COVID-19 pandemic situation and more responsive to customer needs.

In 2022, there was public relations work to clarify the project details through various electronic media, such as the Company website, Line officials, and Line groups, as well as online meetings. All application forms and attached documents were dispatched and submitted electronically. The assessment and consultation were available both online and onsite, depending on the factory's needs.

	2021 Total Award-winning factories	2022 Award-winning factories		
		Total factories	AMATA City Chonburi	AMATA City Rayong
Silver Prize	15	24	19	5
Gold Prize	22	25	21	4
Platinum Prize	35	32	22	10
<b>Total</b>	<b>72</b>	<b>81</b>	<b>62</b>	<b>19</b>

### Number of Factories Joining AMATA Best Waste Management Awards







# Creating Value for Society

Sustainable Products and Services	118
Building Better Customer Experience	133
Employee Care Development and Retention	137
Building a Safe Society	144
Community and Social Development	152





Social Responsibilities	SDG Targets	Management Approach	Long-term Targets	2022 Targets
<b>Sustainable Product and Service Development</b>	7.2, 7.b, 9.4, 13.1	Transforming the business model from industrial estate developer to a leading smart city developer in the Eastern region of Thailand and every country where the Company invests.	<ul style="list-style-type: none"> <li>Becoming a carbon-neutral city by 2040</li> </ul>	<ul style="list-style-type: none"> <li>Reduce greenhouse gas emissions by 10% compared to the 2019 base year</li> </ul>
<b>Building Better Customer Experience</b>	8.1, 8.2, 16.3	Developing new businesses related to Smart City with high quality to serve customer needs and expectations in time	<ul style="list-style-type: none"> <li>Customer satisfaction score for AMATA exceed 90%</li> </ul>	<ul style="list-style-type: none"> <li>Customer satisfaction score for AMATA exceeded 90%</li> </ul>
<b>Employee Care, Development, and Retention</b>	4.4, 4.5, 8.5, 8.6, 10.2, 10.3	Developing skills and knowledge to promote career advancement for employees, as well as taking good care of employee well-being, and treating employees fairly and ethically.	<ul style="list-style-type: none"> <li>The annual average training hours per employee must be at least 18 hours</li> <li>Employee engagement score exceed 70%</li> <li>Employee turnover rate less than 10%</li> </ul>	<ul style="list-style-type: none"> <li>The annual average training hours per employee must be at least 18 hours</li> <li>Employee engagement score to exceed 70%</li> <li>Employee turnover rate less than 10%</li> </ul>
<b>Building a Safe Society</b>	3.4, 3.6, 8.5, 8.8, 11.2, 16.1	Creating a quality society that is safe for people and property, and is based on human rights principles.	<ul style="list-style-type: none"> <li>Zero lost time injury frequency rate (LTIFR)</li> <li>Zero fatalities due to road accidents within the industrial estate</li> <li>No significant human rights complaints regarding the Company's operations</li> </ul>	<ul style="list-style-type: none"> <li>Zero work-related accidents resulting in work absences for employees and contractors</li> <li>Lost time injury frequency rate (LTIFR) for employees and contractors is 0 person per one million working hours</li> <li>Fatalities due to road accidents within AMATA industrial estate reduce 50% from the base year 2017</li> <li>No significant human rights complaints regarding the Company's operations</li> </ul>
<b>Community and Social Development</b>	1.4, 3.6, 3.8, 3.9, 6.6, 6.b, 9.2, 10.2, 10.3, 11.2, 11.6, 12.5, 17.17	Efficiently manage social impacts by reducing negative impacts, and creating positive impacts with the aim of fostering happy coexistence between industry and society.  Engaging all direct stakeholders and responding to issues, needs, and expectations in an efficient and balanced manner, align with "All Win" philosophy	<ul style="list-style-type: none"> <li>Complaints related to social issues are 100% resolved</li> <li>All sub-districts within a 5 km radius participate in the Company's community and social development activities</li> <li>Community satisfaction score towards AMATA exceeds 85%</li> </ul>	<ul style="list-style-type: none"> <li>100% of complaints were resolved within the year 2022</li> <li>All sub-districts within a 5 km radius participate in the Company's community and social development activities</li> <li>Community satisfaction score towards AMATA exceeds 85%</li> </ul>

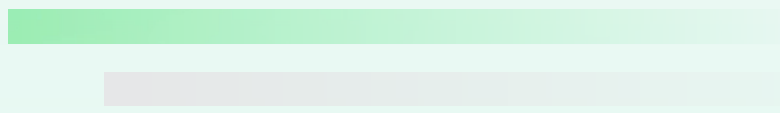
# Sustainable Products and Services

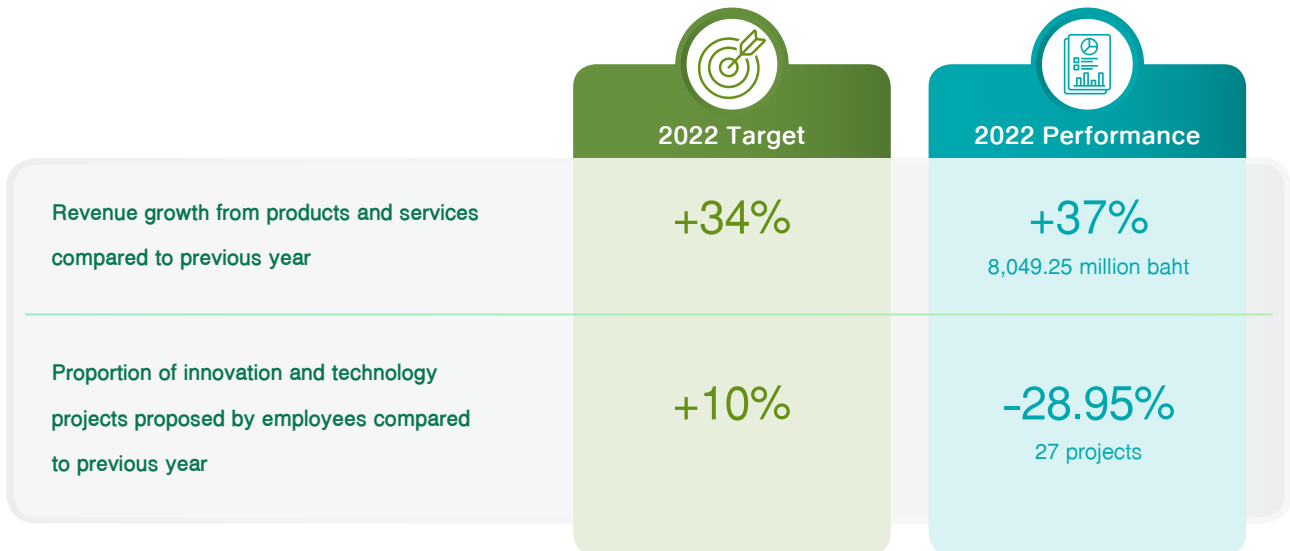


Material topic: **Sustainable products and services** (Level of Impact: High)

**Customer experience** (Level of Impact: Critical)

Risk	Opportunity
<p>Domestic and international operators and investors are increasingly paying attention to global trends that are more concerned with environmental, social, and governance (ESG) issues, and the changing laws that affect business operations. Including those in the public sector who are more interested in the impact of business activities on their health and well-being. Therefore, the Company may lose business opportunities and competitiveness if it is unable to develop products and services that can meet the changing needs of both current and future customers, or that are in addition to their basic needs, such as customer needs related to climate change, energy, and greenhouse gas emissions. In addition, the high-performance newcomers in the service and utilities businesses lead to intense competition in the market, which may cause the Company significantly lose revenues from products and services.</p>	<p>The Company has a wide range of customers who are leading companies in various industries. The close engagement with customers has resulted in the Company being able to monitor and be aware of the changes in customer needs, increasing the opportunities to develop its products and services to meet its customers' needs swiftly and comprehensively, along with the development of technology and innovative products and services to effectively serve the new S-Curve industries and increase the long-term competitiveness. In addition, having products and services that use green technology innovations will give the local communities confidence in the Company's operations and enable them to coexist with the industry in the long term.</p>



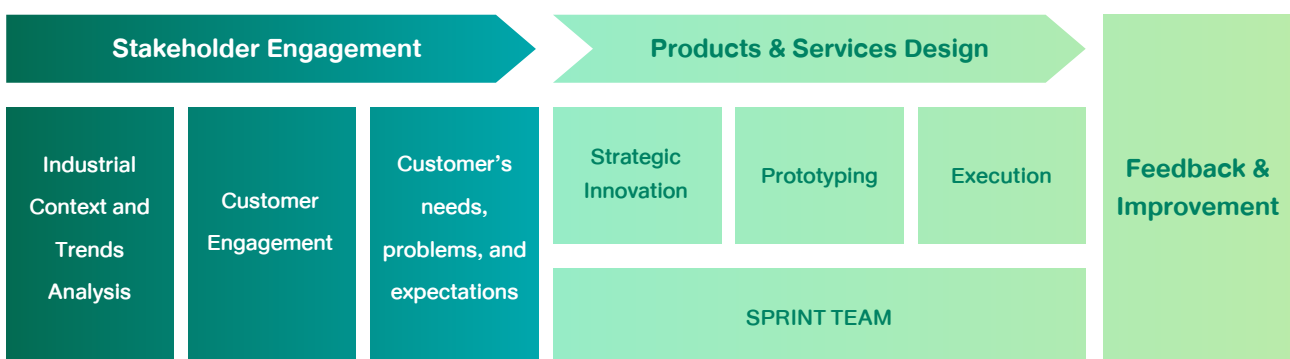


## Management Approach

The Company is determined to develop AMATA City Industrial Estates under the concept of a perfect city that creates value for all groups of stakeholders in accordance with the Company’s ALL WIN philosophy, which focuses on being stakeholder centric. Therefore, the Company has been focusing on the development of products and services to respond to the needs and problems of its manufacturing customers and to support their business success in the long run, as well as, to respond to the needs of direct stakeholders, who are affected by the Company’s business operations, in order to gain good experiences in coexistence with the industrial sector and create mutual economic, social, and environmental values.

The Company has established a “Product & Service Development Framework” for maximizing the value of products and services to its customers and all other stakeholders. The framework emphasizes stakeholder engagement through various approaches in order to survey, assess, and analyze the needs of both current and future potential customers either regionally or globally, together with trend and megatrend analysis, which are significant to the real estate development business. Then use the information obtained to assess the impact, urgency, and level of importance to identify the main objectives of product and service development; in the meantime, prepare for market readiness, collaboration with strategic business partners, and strategic innovation management to design products and services that create competitive advantages, including opening up to listen to the opinions and recommendations for continuous development. By developing a SPRINT team that consists of talented and creative employees to jointly accelerate the development of products and services and meet the customers’ needs more precisely.

## Products & Services Development Framework



# Customer Engagement

The Company has established the Customer Communities to serve as a major channel to engage with the current customers operating in AMATA City industrial estates for good relations and communication to explore customer opinions, needs, and concerns. The information obtained will be taken into consideration in order to develop, improve, and extend the products and services. The results of 2022 performance are as follows:

Customer Communities	Customer Needs and Expectations
1. AMATA Japanese Society	
<p><b>Objective:</b> To serve as a business communication center for Japanese companies in AMATA City Chonburi and AMATA City Rayong Industrial Estate, where 63% and 29% of customers are Japanese, respectively.</p> <p><b>Members:</b> The AMATA Japanese Society had the total of 235 consists of 190 and 45 factory members in AMATA City Chonburi and Rayong, respectively.</p>	<ul style="list-style-type: none"> <li>● <b>Good quality after sales services</b> <ul style="list-style-type: none"> <li>• Linking of technological and innovative solutions to support customer manufacturing</li> <li>• Develop facilities and residential areas to support the increasing number of foreign customers in the industrial estate</li> </ul> </li> </ul> <hr/> <p style="text-align: center;"><b>Products and services developed to meet demand</b></p> <ul style="list-style-type: none"> <li>● <b>Hotel Nikko Amata City Chonburi</b> <ul style="list-style-type: none"> <li>• AMATA together with Fujita Corporation Co., Ltd. and the Japanese Overseas Infrastructure Investment Corporation for Transport &amp; Urban Development (JOIN), a Japanese government entity, have been developing Hotel Nikko AMATA City Chonburi, a four-star environmental-friendly hotel and facilities to support both Thai and foreign operators and investors in the eastern region as a residence close to their workplace. The hotel has opened since 2022.</li> </ul> </li> </ul>
2. HR Association of AMATA City Chonburi (HRA)	
<p><b>Objective:</b> To be a center for coordinating the activities in human resource management in order to promote study and research and share the useful academic knowledge in human resource management among factory members in AMATA City Chonburi and other organizations, including government entities.</p> <p><b>Members:</b> There were 325 factory members. HRA organized 5 meetings on professional human resource management.</p>	<ul style="list-style-type: none"> <li>● <b>Good quality of after sales services</b> <ul style="list-style-type: none"> <li>• Providing information and knowledge about laws and regulatory compliance in factory management</li> </ul> </li> <li>● <b>Waste Management</b> <ul style="list-style-type: none"> <li>• Real-time tracking of waste management route and information</li> </ul> </li> </ul>

## Customer Communities

## Customer Needs and Expectations

### Products and services developed to meet demand

- **Environment and environmental laws and regulation training service:**
  - The seminars on “Environmental management within the factory comply with laws and regulation.”
  - Training courses “The development of safety officer: Supervisor level.” Class 1
  - Online meeting on “Flood prevention management and plans in AMATA City Chonburi Industrial Estate 2021.”
  - Online Zoom meeting on “Flood prevention management and plans in AMATA City Chonburi Industrial Estate 2022.” held on 3 August 2022
- **Efficient Waste Management Service**
  - AMATA in collaboration with Siam Cement Group (SCG) have developed and implemented “Koom Kah Smart Manifest,” a digital application that enhance efficiency of AMATA’s waste collection data management system. It will promote sustainable recycling practices, in line with AMATA’s concept of Smart Environment.

### 3. AMATA City Chonburi Safety and Environment Group (ASEG)

**Objective:** To advise and provide support and coordination to the members, employers, employees, government agencies, and other organizations. This will lead to success in handling problems in safety, occupational health, and the working environment. ASEG aims to ensure that all workplaces have safety, occupational health, and working environment standards in accordance with the law.

**Members:** There were 215 members in AMATA City Chonburi.

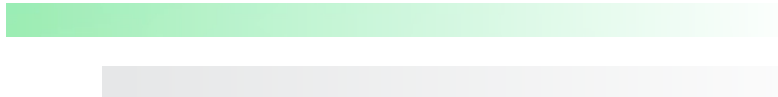
- **Risk and Crisis Management**
  - Providing the cleaning and disinfection services with standardized chemical disinfectants to assure the customers’ employees in working at the safe workplaces during COVID-19 crisis.
  - Training courses that meet customer needs

### Products and services developed to meet demand

- **Disinfection Service**
  - Providing the cleaning and disinfection services with standardized chemical disinfectants to assure the customers’ employees of working in safe workplaces during the COVID-19 crisis
- **Environmental and Safety Training service**
  - Training courses “The development of safety officer: Supervisor level.”
- **Online-training Service**
  - Various online training courses

Customer Communities	Customer Needs and Expectations
4. AMATA City Rayong Management Group (ACMG)	
<p><b>Objective:</b> To be a center for sharing useful information, especially human resources management information, and providing consultation and guidance about operating businesses in accordance with legal requirements among the factories in the AMATA City Rayong Industrial Estate.</p> <p><b>Member:</b> There were 117 factory members, which is 28.2% of all factories in AMATA City Rayong and organized 5 meetings in 2022.</p>	<ul style="list-style-type: none"> <li>● <b>Waste Management</b> <ul style="list-style-type: none"> <li>• Waste management consulting</li> </ul> </li> <li>● <b>Risk and Crisis Management</b> <ul style="list-style-type: none"> <li>• Integrated fire evacuation training and develop an emergency prevention plan</li> </ul> </li> </ul> <hr/> <p style="text-align: center;"><b>Products and services developed to meet demand</b></p> <ul style="list-style-type: none"> <li>● <b>Evacuation Fire Drill Training service</b> <ul style="list-style-type: none"> <li>• Providing integrated fire evacuation training and develop an emergency prevention plan with customers.</li> </ul> </li> <li>● <b>Waste Management Consulting Service</b> <ul style="list-style-type: none"> <li>• Providing advice on managing various types of waste within the factory by experts to support and encourage customers to comply with environmental laws and regulations.</li> </ul> </li> </ul>

In addition, in 2022, the Company collected information by in-depth interviewing with customers who are representatives of various industries in order to use the insights to improve the Company’s strategies and develop products and services that efficiently meet customer needs. The Company found that the increasingly environmental crisis, especially climate change, has caused global awareness in addressing environmental issues in all sectors to reduce the probability and severity of negative impacts on the environment. This has become a driving force for government agencies in many countries worldwide to declare and enforce more significant policies, regulations, and new laws to prevent and control negative environmental impacts. Factory operators in the AMATA Industrial Estate, who are important manufacturers for leading global companies and have routine import and export activities to various countries, must comply with the regulations and laws of each country and strictly adhere to the environmental policies of their parent companies. Therefore, there are significantly increasing demand in circular products and services that help reduce natural resource consumption and greenhouse gas emissions.



## AMATA Smart City Development

The Company is committed to becoming a Smart City developer in order to respond more efficiently to global emerging trends and risks, including business development that supports economic, social, and environmental challenges. This also includes meeting the changing needs of future lifestyles in the post-COVID-19 era, also known as the “Next Normal”. To achieve this goal, the Company has started developing new investment zones with international standards and focus on social and environmental development. Additionally, the Company aims to develop a quality workforce to make AMATA Smart City a perfect investment area in the Eastern Economic Corridor (EEC) and a learning center in the region. By doing so, the Company hopes to create economic growth in the region and add economic value to Thailand. The concept of AMATA Smart City will begin with the development and leveling up of the Company’s current industrial estates; namely, AMATA City Chonburi Industrial Estate, and extend to other industrial estates of the Company in the future.



- On 23 September 2022, the U.S. Trade and Development Agency (USTDA) granted funds to AMATA Corporation Public Company Limited to study the feasibility of developing a regional cancer center in Chonburi Province as part of AMATA’s “MediTown” one-stop medical city project. This center aims to further Thailand’s goal of becoming a medical hub in Southeast Asia.

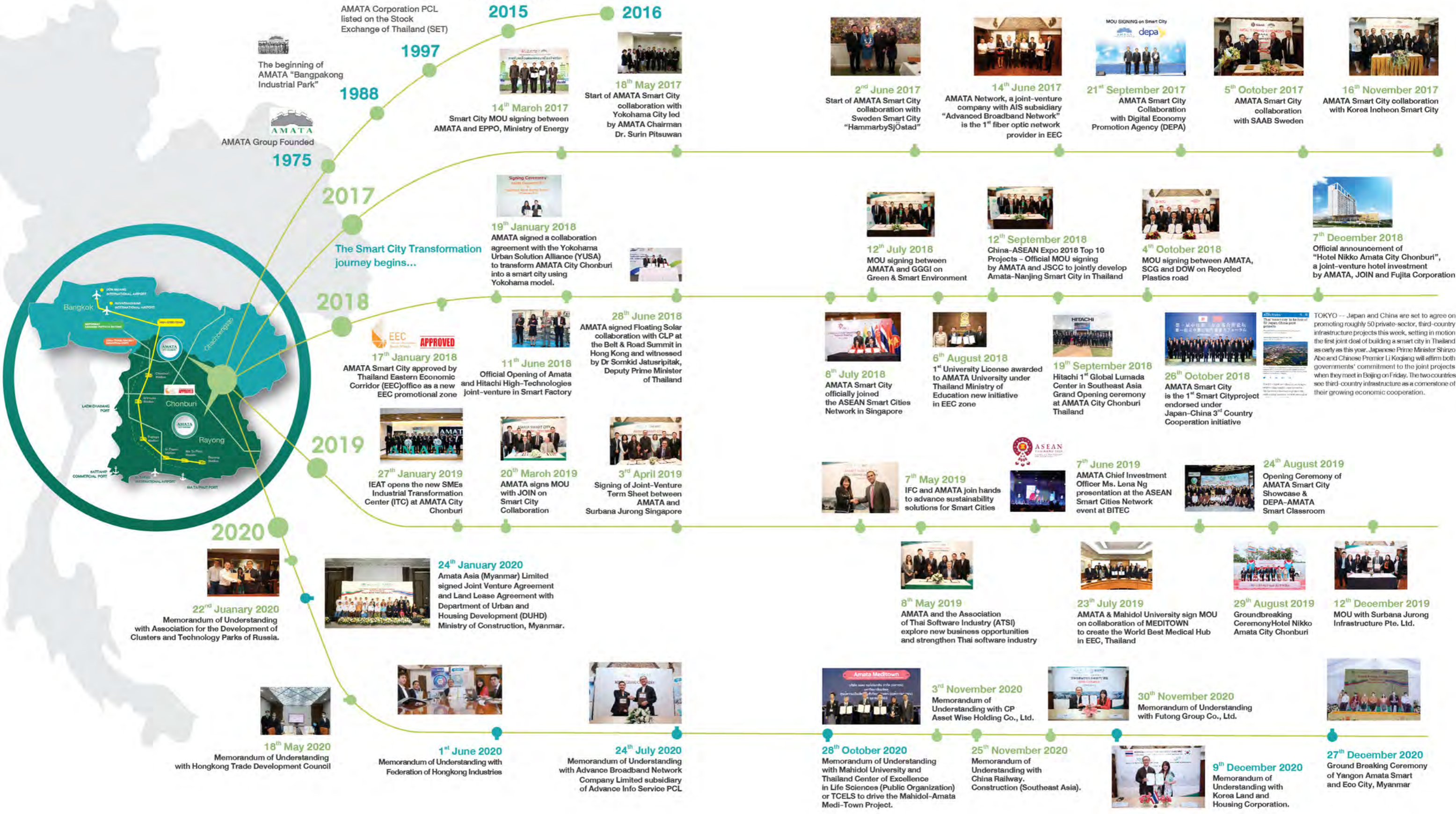


- On 31 October 2022, a renewal of the memorandum of understanding was signed between the Company, AMATA Water Limited, and Maezawa Industries Inc. from Japan to jointly study the feasibility of producing high-quality water for the AMATA City Chonburi Industrial Estate, Project 2.



# AMATA SMART CITY JOURNEY

**AMATA**  
POSSIBILITIES HAPPEN



## Business Development in Foreign Countries

The Company has foreseen the opportunities in CLMV countries where its strategic locations have high potential in connection to global supply chains and are now in the focus of leading investors. Besides, the CLMV's policies promoting regional economic development have become more connected and have resulted in a high potential to support continuous economic growth in the future. The Company, therefore, has expanded its Eco-Industrial City business to CLMV countries by implementing its expertise and experiences in city development and introducing its AMATA Smart City model to open new business opportunities in some of those countries.

### Projects in Vietnam

In the past few years, Vietnam has been distinguished by increasing foreign direct investment (FDI) in the manufacturing sector, particularly from investors in China and Japan. Although Vietnam's Gross Domestic Product (GDP) dropped during the early stage of the COVID-19 pandemic due to the slowdown in manufacturing investment, effective epidemic management and control in early 2021 helped the manufacturing investment ecosystem in Vietnam rebound, leading to a GDP growth of more than 8% in 2022. According to the World Bank's forecast, Vietnam's potential Gross Domestic Product (GDP) is expected to continue expanding significantly from 2.6% in 2021 to 6.3% in 2023. Vietnam is therefore one of the countries in the Greater Mekong Region that is targeted for development projects and investments by the Company.

The Company has been investing in Vietnam since 1994, giving them 28 years of investment experience in the country. Currently, the Company has developed six industrial estates and cities in Vietnam based on the concept of "Perfect Smart City", covering a total of 2,616 hectares or 16,350 rai of land. All of these lands have been approved for Investment Registration Certificates in the southern and northern regions of Vietnam. In 2022, the Company's projects in Vietnam, which are managed by AMATA VN Public Company Limited, experienced growth due to the expansion of the technology and clean energy industries which were positively affected by changes in consumer behaviors during the COVID-19 crisis as well as an increase in purchasing power due to the overall economic growth of domestic market.

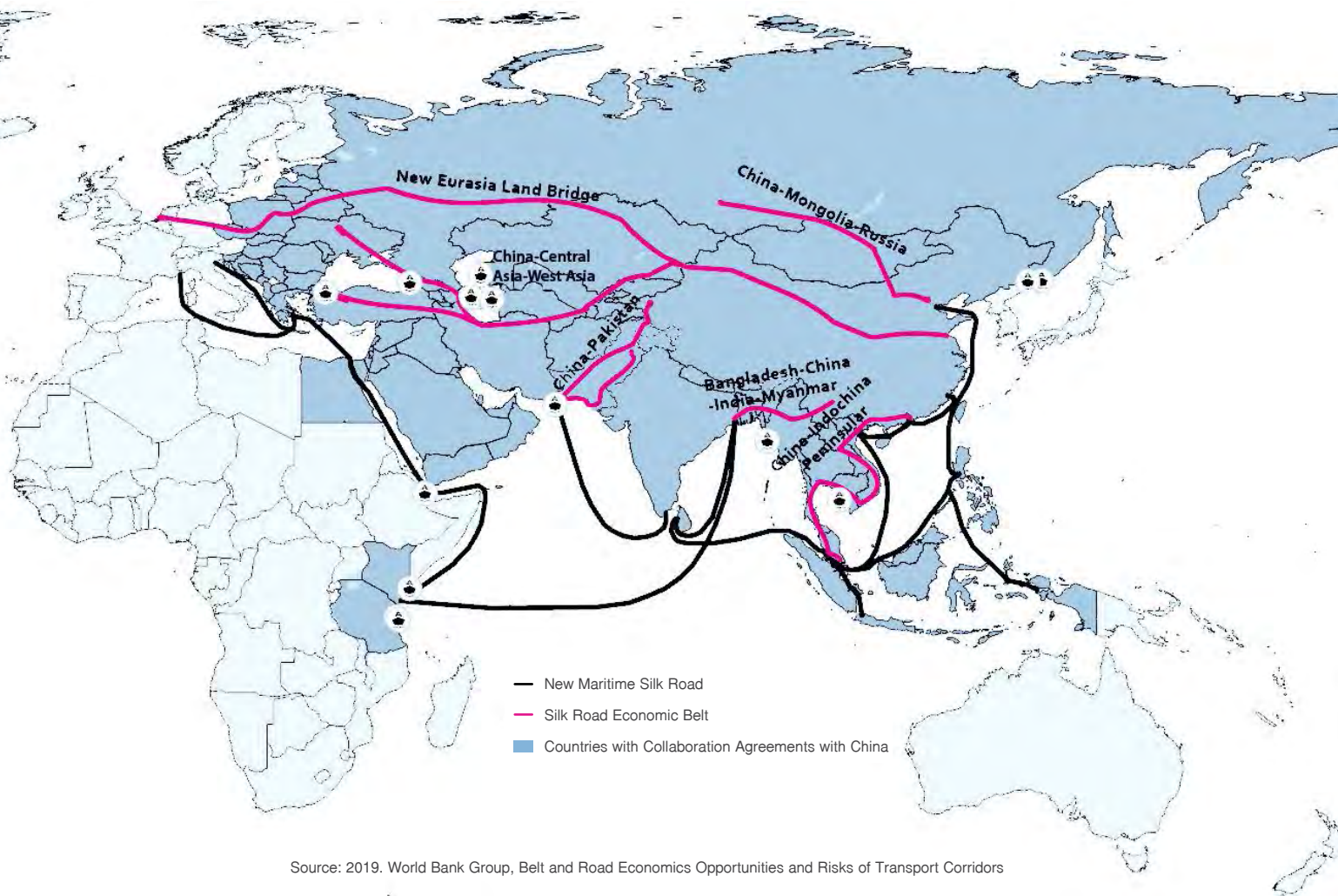
### Project in Laos P.D.R.

Following the announcement of China's Belt and Road Initiative (BRI) in 2013 to enhance the connectivity of the Chinese economy with other regions of the world, Laos is one of the land routes connecting the transportation of goods from Kunming in Yunnan, China through northern Laos to Southeast Asia via a 1,035-kilometer-long medium-speed rail. This has resulted in investment in infrastructure development, particularly the China-Laos railway from Boten on the border between China and Laos, to the capital Vientiane. This Vientiane-Boten railway was officially operated since December 2021.

The emergence of the China-Laos railway presents a significant opportunity to connect the high potential economies of both China and Southeast Asia. This has inspired the Company's vision to develop a perfect city that creates opportunities for all stakeholders. As a result, AMATA City Lao Sole Co., Ltd. was established in 2020 to develop a Smart and Eco City in Laos. In each project, it is possible to connect to Lao's electricity grid, with a source of renewable energy production (hydropower) and the development of a smart network within the project to fulfill the business's renewable energy demands. It is expected that operations will commence in early 2023.

However, in developing business in Laos, the Company has recognized the importance of maintaining the quality of the environment in conjunction with local economic development. Therefore, the Company has adopted several environmental care and management models used in project areas in Thailand to be applied to the Laos project. This includes water and waste management policies, green area development and management, and stakeholder engagement to achieve balanced growth. The Company has initiated the idea of encouraging companies who will have operations in this industrial estate to contribute to environmental impact reduction and nearby forest protection by allocating their profit to these activities that also promote the participation of companies within the project according to the Company's ALL WIN business philosophy.

## Belt & Road Initiative (BRI)



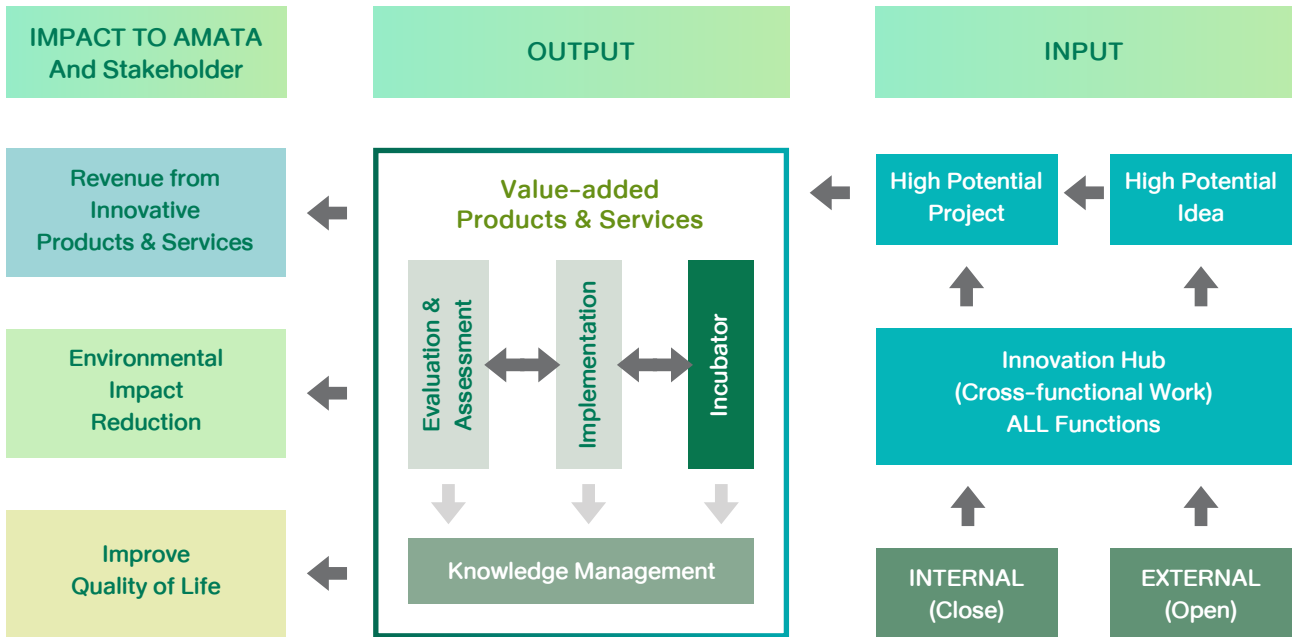
## Strategic Innovation Management

The Company has emphasized the importance of the innovation management process to make a difference and increase the value-added to the products and services of the Company including enhancing the development and improvement of work processes to be more efficient in order to reduce the operating costs and mitigate the negative impacts on society and the environment. Innovation is, therefore, an important mechanism to drive the Company to grow sustainably. Consequently, the Company has prioritized the innovation development in the organization, starting with the development of innovative thinking skills, knowledge, and competency of Company's personnel, as defined in the attributes of the AMATA DNA, regarding innovative creativity and trying new ideas for development, which are also applied as indicators of employee performance evaluations at all levels.

In 2022, the Company has developed a strategic innovation management process to enable its innovation management to support its business strategy, create value-added products and services, enhance work efficiency, minimize negative environmental impacts, and leverage the quality of life of all groups of stakeholders.

In this regard, the Company has two approaches to acquiring business innovations (INPUT), which are 1) collaborating with strategic partners to develop innovations (EXTERNAL) and 2) promoting its employees to be the creators of business innovations (INTERNAL). The obtained innovations, either concepts or already implemented projects, will be supported with the resources required for further development to create additional value before delivery to customers and stakeholders.

## Strategic Innovation Management Process



### 1. Collaborating with strategic business partners to develop innovation

The Company has set the strategies for the development of smart cities and supports projects through its strategic business partners in order to rapidly achieve high-quality business development. The Company has, therefore, collaborated with the leading companies and organizations, both in Thailand and abroad, who are the leaders in various fields, to develop new business projects under the AMATA Smart City concept.

The cooperation with these leading companies and organizations not only concretely drive a smart city under various projects, but also be beneficial to Thai entrepreneurs in related industries in learning the concepts of new technology from foreign experts through the technology transfer process and being able to extend the results for research and development of their own technology, which will become an important mechanism to help drive Thailand forward sustainably.

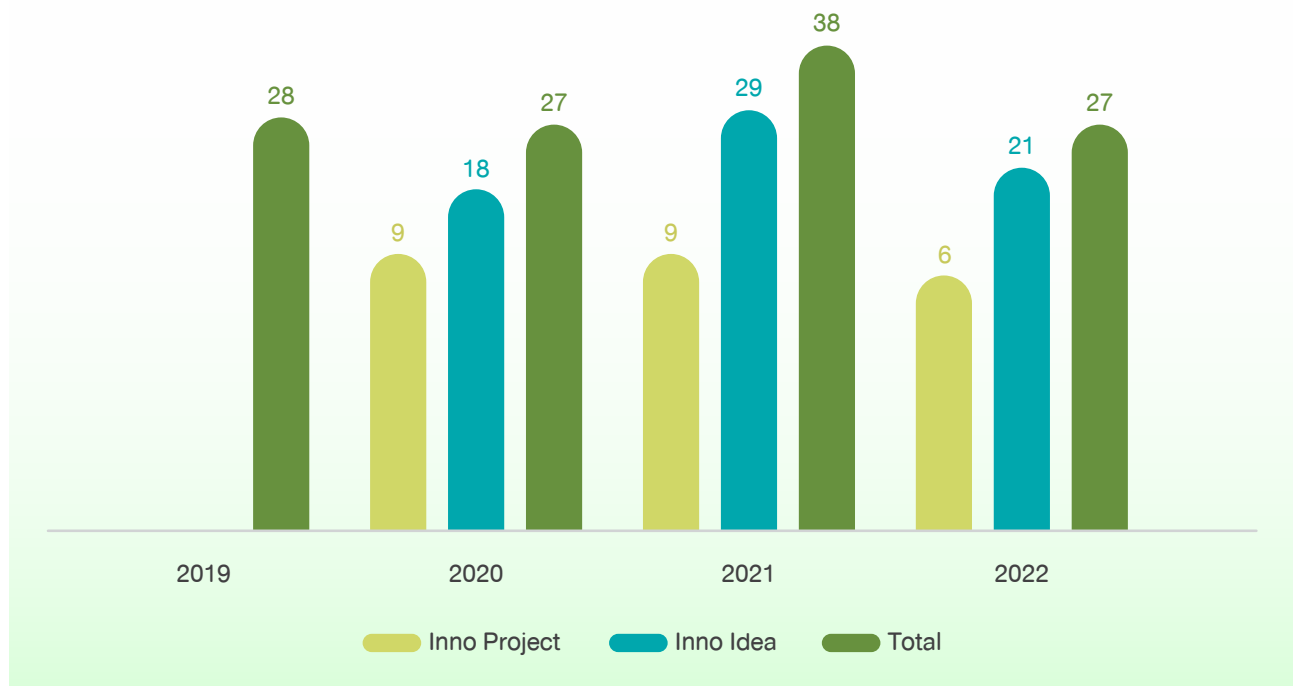


## 2. Promoting employees to be innovation creator

The Company has promoted and given opportunities to employees of all levels to demonstrate their potentials and create innovations for business, society, and the environment, as well as, to engage in the development and improvement of Company's work procedures. Every year, the Company will organize an "Innovation Project & Idea Contest" as a stage for the employees to show their potential and present their ideas to develop the products, services, and effective team collaboration in the workplace.

In 2022, the Company organized the "AMATA INNO Awards 2022" competition, in which potential projects were considered and selected by a committee consisting of the Chief Executive Officer and senior executives for future extension and development. The competition aimed to motivate employees to submit projects and innovative ideas, with a total prize of 2.5 million baht, supported by a private fund from the AMATA Foundation of 2 million baht. This year, there were 14 teams and a total of 27 entries, including 6 innovation projects and 21 innovation ideas, that participated in the competition.

### Number of employee's innovation projects and innovation ideas

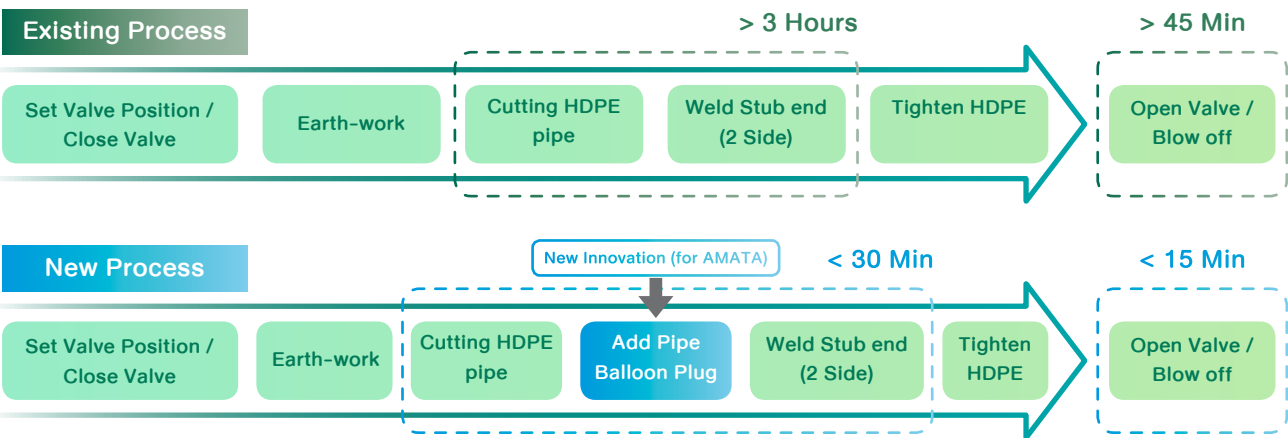


According to the innovation initiatives implemented between 2020 and 2021, the Company saved its operating expense totally 11.93 million baht. Three of them were environmental projects aiming for environmental impact reduction and six of them were initiatives for social contribution.

# Pipe Balloon Plug

AMATA Water Co., Ltd. is responsible for maintaining and repairing all of the internal water pipes within the entire AMATA Industrial Estate. Each pipeline is more than 10 kilometers long, with repair frequency of about 40-50 times per year due to various reasons. Repairing the damaged water pipes takes at least 8 hours each time, significantly affecting the water usage of the factories located along the pipeline. Repairing HDPE pipes requires no stagnant water inside the pipe, making it more difficult to conduct the repair process. Previously, the water in the pipe was stopped by plugging it with clay, which required the pipes to be cleaned after the repair was completed, resulting in a higher water loss, and affecting the quality of the tap water during the early stages after the repair was completed.

The Company has applied balloon technology to repair pipes instead of using clay. Air pressure that rapidly expands the balloon can immediately stop the water flow. It reduced the waiting time for the water to stop and decreased the time for pipe cleaning. This has allowed the Company to complete plumbing repairs much faster and reduce the amount of water needed to flush the pipes, resulting in water quality after the repairs quickly resumed to the standard quality. This significantly minimized the impact on its customers' operation.



## Benefits to the Company

- Reduced the time consumed for repairing connecting pipes from 8 hours to 4.35 hours, decreased by 44.55%
- Saved the Company's expense up to 100,000 baht per year compared to the traditional method
- Reduced customer complaints about water shutdowns and water quality by 10%

## Benefits to the customers

- Reduced the number of affected customers from pipe repairs by 50%

## Benefits to the Environment

- Reduced the amount of water lost from pipe repairs by 64.71%

## Floor The Future

Constructing a ready-built factories for rent poses challenges to completing the project on schedule due to the time-consuming process of installing reinforced steel bar in the concrete floor. This requires adequate preparation and installation, and there is a risk of delays caused by labor errors. The Company has studied and implemented new construction technologies for industrial building floors and warehouses. These improvements have increased the quality and duration and reduced the cost of construction. With this innovative technology, the factory floor has become more durable, more resistant to tension and compression, and can withstand heavier weights and impacts from heavy machinery or forklifts. As a result, it reduces maintenance and increases the lifespan of the factory or warehouse.

In 2022, the Company used the new floor construction technology in 30,000-square-meter area of ready-built factories for rent. This allowed the Company to deliver the factories to customers ahead of schedule, resulting in extremely high levels of customer satisfaction.



### Benefits to the Company

- Reduced the amount of steel used in the factory floor construction by 12 kilograms per square meter, which is equivalent to 50% of the amount of steel required in traditional floor construction
- Reduced the amount of concrete used by 0.25 cubic meters per square meter, equivalent to a 20% reduction in the amount of concrete required in traditional floor construction
- Reduced factory floor construction time by 60% compared to traditional floor construction

### Benefits to the customers

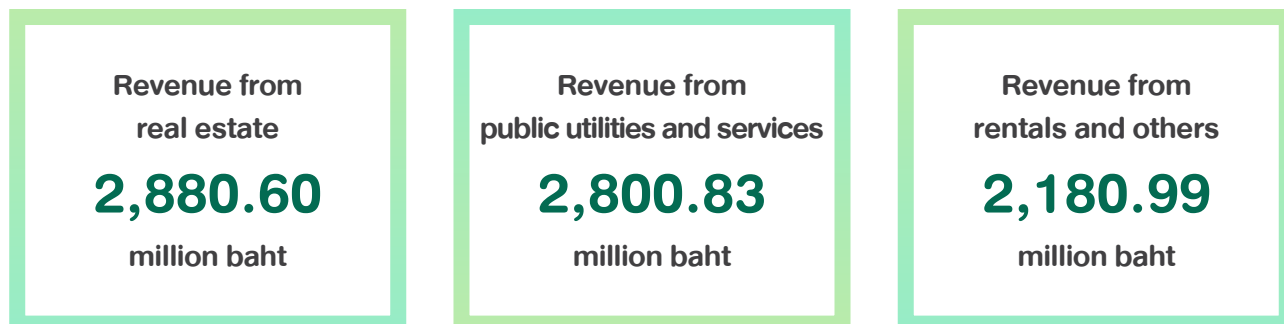
- The customers received the factories earlier than the scheduled delivery and can start operating their businesses faster than the planned timeline
- Reduced maintenance costs for factories or forklifts by approximately 100-300 baht per square meter
- Increased the investors' confidence in leasing or buying the Company's ready-built factories and warehouses

### Benefits to the Environment

- Reduced the use of steel bar and concrete materials, which results in reducing greenhouse gas emissions by over 50% compared to traditional factory construction

## Economics Performance

In 2022, the Company's total revenue was 8,049.25 million baht, increased by 37.79% from 2021, while its net profit was 2,341.35 million baht, increased by 66.97% from 2021. The main sources of revenue are real estate sales (2,880.60 million baht), utilities and industrial services (2,800.83 million baht), and rentals and other revenues (2,180.99 million baht).



In 2022, the COVID-19 pandemic has significantly decreased, international travel has resumed, and the recovery of investment in this year, resulting in 31.16% increase in the Company's real estate sales compared to the previous year due to an increased number of successful land transfers, both domestic and international, in 2022. In addition, changes in consumer behaviors due to the pandemic have positively affected investment expansion in some industries located in the Company's projects such as data centers and the electronics industry, the Company was able to serve the customer demands by providing the investment areas with energy security and fully service utilities.

In addition, in 2022, the businesses have accelerated their production to serve the increasing demand which resumed after slow-down economic during the COVID-19 pandemic, resulted in a significant increase in demand for utilities and industrial services. This led to an 41.70% increase in revenue from utilities and industrial services compared to 2021, as well as a 58.75% growth in revenue from the Company's ready-built factories for rent and other revenues.





# Building Better Customer Experience



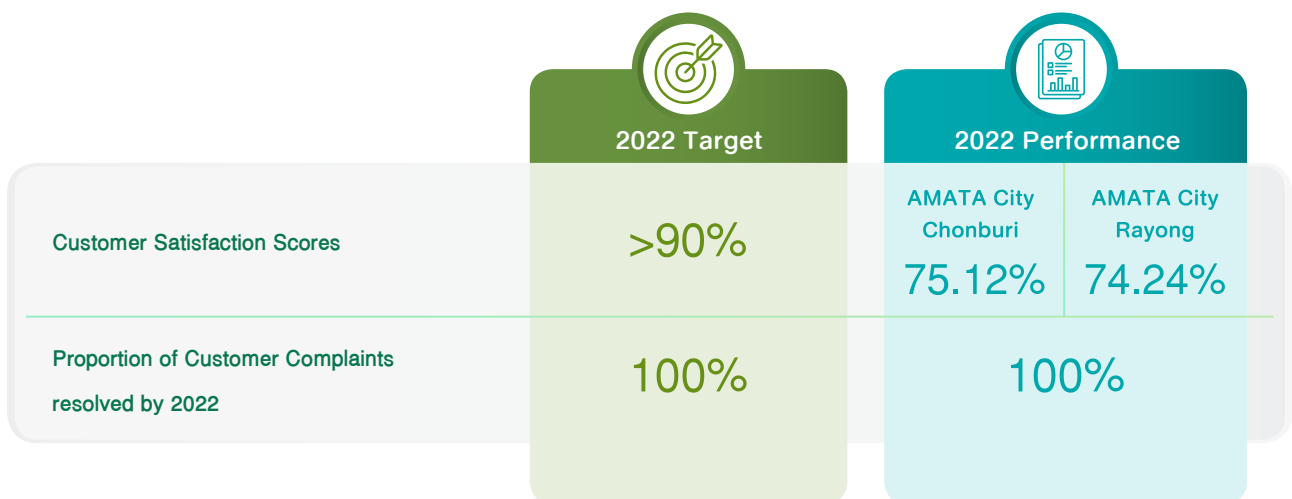
Material topic :



Customer experience

Level of Impact: Critical

Risk	Opportunity
<p>Customers are a group of stakeholders who have a significant impact on the Company's performance and sustainability. Their experiences with the Company's products and services, particularly those that directly affect their businesses, are crucial. If the Company fails to serve their needs or maintain a positive relationship with its customers, it may ruin their trust in the Company and the Company's reputation both regionally and globally. This is because current customers are leaders in many industries with extensive networks that include suppliers in various global supply chains. Consequently, this may influence the decisions of potential investors and future customers to invest in the Company's industrial estates in Thailand and other countries.</p>	<p>Having a good customer experience and creating satisfaction with the Company's products and services will increase business opportunities by convincing customers to repeat their purchases of products and services, refer others, and build confidence and reputation for the Company, which will lead to continuous and sustainable growth. Furthermore, having a close and positive relationship with customers, in addition to understanding their attitudes and opinions towards the Company's products and services, will help the Company develop better products and services. Gathering information from customer engagement also enables the Company to keep up with changing trends in customer demands in various industries and prepare to meet future customers' needs.</p>



## Management Approach

The Company has always given importance to its customers under the “ALL WIN” philosophy that the success of customers or manufacturing operators in AMATA industrial estates plays a major part in supporting the Company’s long-term economic growth. The Company is, therefore, determined to strengthen customer engagement and effective customer relationship management to build strong relationships and confidence as the partners commit to growing and achieving business success together. In this regard, the Company has set the customer relationship management approaches as follows:



## Customer Relationship Building and Retention

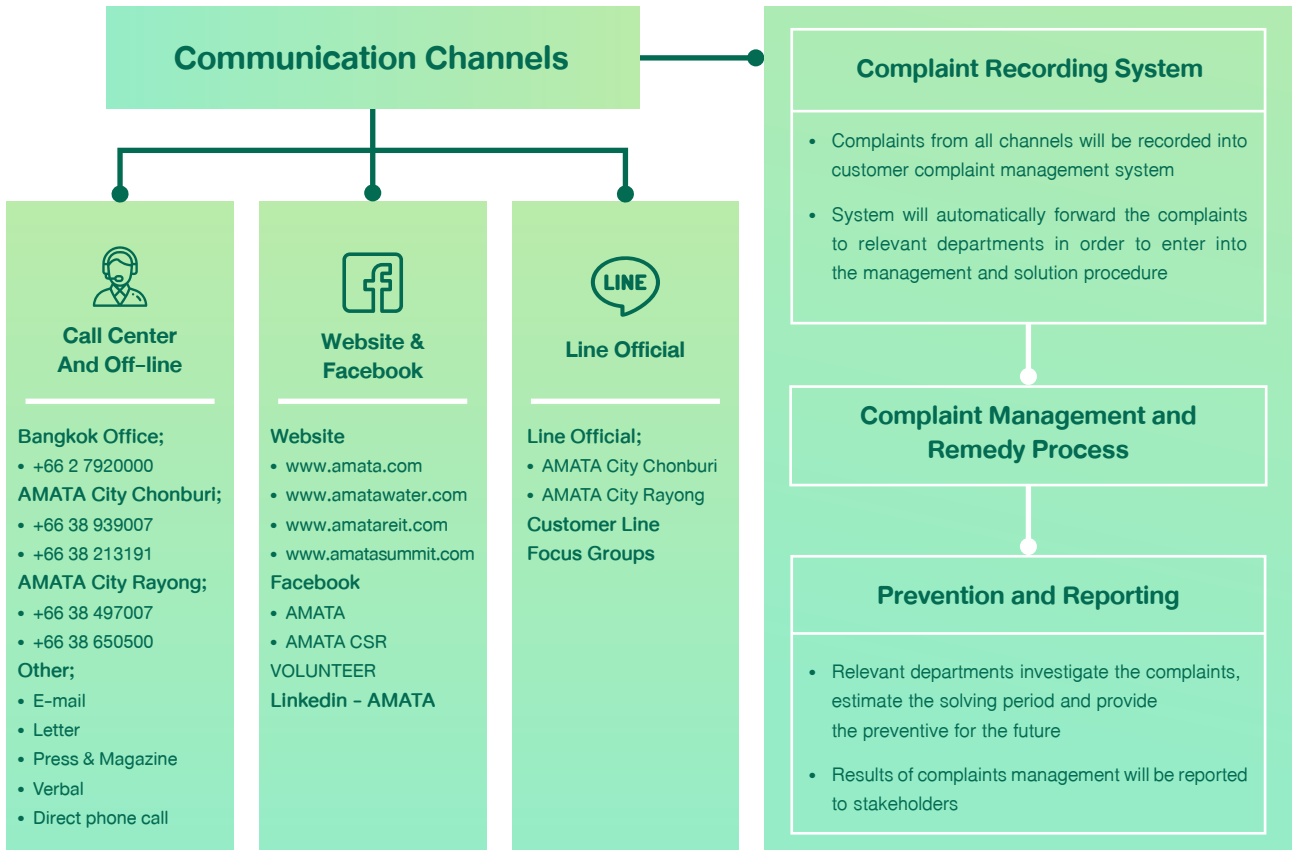
The success of customers or manufacturing operators in AMATA City industrial estates is considered an integral part that supports the Company’s long-term economic growth. The Company is, therefore, committed to building and managing good relationships with customers through various participatory channels in order to strengthen the relationships and build confidence as the partners commit to grow and achieve business success together. In 2022, even though it was still under the COVID-19 pandemic situation, the Company kept implementing the activities to build good relationships with its customers as follows:

Activities	2022 Performance	
	No. of Activities	No. of Participants
<b>1. Meeting between the Company and customers</b>		
• AMATA Japanese Society	12 meeting	200 companies
• HR Association of AMATA City Chonburi (HRA)	8 meetings	250 companies
• AMATA City Chonburi Safety and Environment Group (ASEG)	1 meeting	215 companies
• AMATA City Rayong Management Group (ACMG)	7 meetings	96 companies
• Waste management meeting	1 meeting	300 companies
• Water management meeting	1 meeting	100 companies
• AMATA Fights COVID Meeting by Mr. Vikrom Kromadit	3 meetings	700 companies
<b>2. Activities with customers to build community engagement</b>		
• CSR AMATA City Chonburi	11 activities	191 companies
• CSR Volunteer AMATA City Rayong	21 activities	88 companies

# Customer Complaint Management

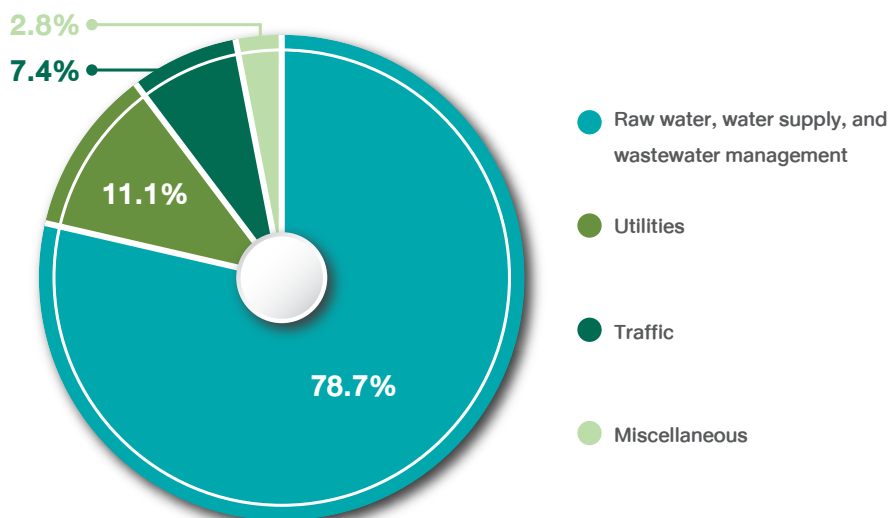
The Company has provided various easy-access channels for receiving customer complaints and developed a Customer Complaint Management System in accordance with the ISO 14001:2015 standard for its customers to inform the Company directly and receive resolutions within the specified period.

## Customer Complaint Management Process



In 2022, the Company received 216 complaints about public utilities and services, consisting of 170 complaints about problems in the raw water, tap water, and wastewater management systems, which represented 78.7% of all complaints. Furthermore, there were 24 complaints about public utilities, 16 complaints about traffic problems, and 6 miscellaneous complaints, representing 11.1%, 7.4%, and 2.8%, respectively. A total of 100% of the complaints have been resolved and notified to the customers.

2022 Customer Complaints



# Customer Satisfaction

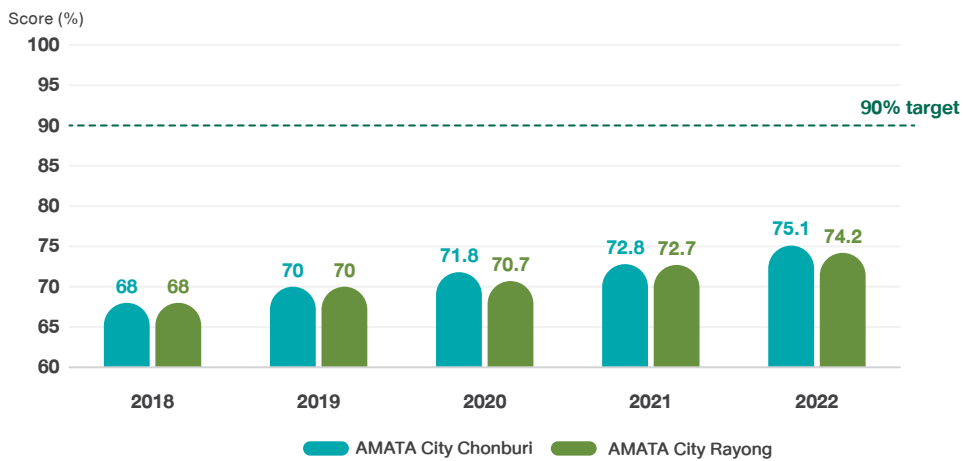
The Company conducts a customer satisfaction survey annually through questionnaires and direct interview by the Company’s staff. The Company also held a meeting with high-level executives of factories and entrepreneurs in each industry to learn about the changing trends in customer needs in the future as well as the customers’ problems and concerns that require support from the Company, such as products and services related to climate change and coordination with government agencies regarding rules, regulations, and restrictions that hinder today’s ESG-focused business practices. The Industrial Estate Authority of Thailand, on the other hand, has conducted customer satisfaction surveys in 40 industrial estates across Thailand.

In 2022, the Company has set a customer satisfaction target of at least 90% based on results from the Industrial Estate Authority of Thailand and the Company’s own survey. The survey results, including customer satisfaction scores, problems, and suggestions, were presented to the Company’s management for further improvements of the products, services, and operational procedures.

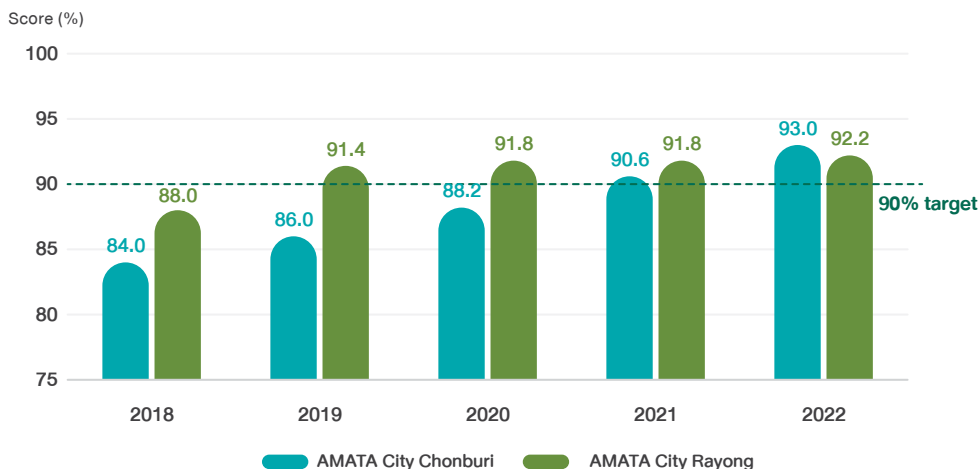
The results of the customer satisfaction survey conducted by the Company in 2022 revealed that customer satisfaction score in AMATA City Chonburi Industrial Estate was 75.12% and in AMATA City Rayong Industrial Estate was 74.24%, which increased from 2021 in both industrial estates. However, the Company did not achieve its target this year; therefore, it intends to continue developing the customer relationship management process by establishing a more diverse and specific customer community, closely exploring customer needs and expectations, and improving the efficiency of the complaint management process, all of which will enhance customers’ satisfaction with products and services.

The results of the customer satisfaction survey conducted by the Industrial Estate Authority of Thailand for the year 2022 revealed that AMATA City Chonburi Industrial Estate received an average customer satisfaction score of 93% and AMATA City Rayong Industrial Estate received an average customer satisfaction score of 92.2%.

Customer Satisfaction Survey conducted by the Company



Customer Satisfaction Survey conducted by the Industrial Estate Authority of Thailand



# Employee Care, Development and Retention



Material topic :

● Employee Development and Retention

Level of Impact: Critical

Risk	Opportunity
<p>Ineffective human resource management or inconsistent human rights principles management, especially in the areas of equality and respect for employees' rights, may be risk factors for losing talented employees and affecting business continuity or competitiveness. Without the employee development process to update new skills, knowledge, and capabilities to accommodate the rapid changes in the business environment and modern customers' needs, the Company would run the risk of losing business opportunities and failing to deliver products and services that meet customer needs.</p>	<p>If a company has effective human resource management that treats employees equally and fairly, protects and respects employee rights, and promotes employee development, the employees will perform happily and efficiently. This will result in increased engagement with the company and better-quality products and services. Additionally, it is a crucial factor in driving the business towards its intended goals and achieving sustainable growth.</p>



## Management Approach

The Company has well-established the **Human Resource Management Committee** as its strategic planning and monitoring mechanism, chaired by the Chief Executive Officer and consisting of 13 members, including the Chief Marketing Officer, Chief Investment Officer, Acting Chief Financial Officer, Acting Chief Engineering Officer, and Managing Directors of subsidiary companies. The Committee set guidelines for employee care according to the rules, regulations, local laws, and international standards relating to the business the Company operates, including the human rights principles. All employees are treated equally and fairly, while their rights are protected and respected. Channels for complaints are provided to receive suggestions, problems, and expectations from all employees in order to improve human resource management accordingly.

Hence, the Company emphasizes good, efficient human resource management that encompasses recruitment, care, retention, and human resource development in order to respond to employees' needs and expectations and cultivate strong employees' engagement. The Company has applied the principles of holistic care to the employees, both body and mind, for their good physical and mental health, resulting in a better quality of life that will enhance their work efficiency and help them grow together with the Company, which leads to sustainable business achievement accordingly.

## Recruitment and Employment

The Company emphasizes the importance of recruitment selection and hiring employees to join the Company in order to employ the right personnel that suits well with the Company business strategy and has potential for further development to help drive the organization according to AMATA DNA: DRIVE culture. The Company has to seek out the right candidates with suitable qualifications from both within the group and outside based on the principles of equity, transparency, and non-discrimination. In 2022, the Company targeted achieving at least 70% of its Recruitment and Employment Plan with the following strategies and performance:

Strategy	Performance
1. Plan manpower and competency according to the corporate culture	<ul style="list-style-type: none"> <li>The Company has guideline to recruit staff that matches the corporate culture, whereby every new staff will have a chance to converse and interview with Chief Executive Officer to evaluate the corporate culture fit.</li> </ul>
2. Strengthen branding via online media to attract new generations	<ul style="list-style-type: none"> <li>The Company has expanded communication channels through online social media, i.e. Facebook/AmataCorp and LinkedIn/AmataCorp to strengthen the corporate image and to better access the new generations.</li> <li>The Company has organized an internship program that allows college students in Thailand to intern and learn work skills with the Company. In 2022, 5 students participated in this internship program.</li> </ul>
3. Encourage cross-function work to enhance staff competency and for the staff to work in the suitable function	<ul style="list-style-type: none"> <li>The Company provides the opportunity for the staff to work in other functions of their interest in addition to their current position for 6 months in order to enhance their competency according to their interests and also to learn about other functions within the Company. In 2022, 5 staffs have transferred to other functions within the Company.</li> </ul>

In 2022, the Company had 57 job openings and was able to fill 41 of them, for a 72% success rate. As of 31 December 2022, the Company employed 277 people, with details as follows:

	2019	2020	2021	2022
Total employees	268	269	265	277
New employees	44	35	27	41
Job Opening (Positions)	57	55	36	57
Recruitment Rate (%)	77.2	63.63	75	72
(% Target)	(70%)	(70%)	(70%)	(70%)

## Employment of retired employees

The Company has a Retirement Policy that allows retired employees to return to work voluntarily, in accordance with the policy. The Company recognizes that some retired employees are still healthy and capable of working efficiently, and can provide valuable experience and knowledge to the younger generation. Therefore, the Company offers re-employment opportunities to retired employees based on their suitability for the work requirements each year. The rehired employees will receive appropriate compensation and benefits comparable to those of full-time employees. In 2022, the Company had 4 retirees, and 13 retirees were rehired under the Retirement Policy.

## Employee care

### Welfare Provision and Employee Care

The Company provides other welfare and benefits in addition to those required by law to all employees without discrimination by considering the appropriateness of duties and responsibilities. In the case of permanent and yearly contract employees, additional welfare, i.e. medical and dental treatment fees, loans, and various types of financial supports, are given in accordance with the criteria set by the Company. However, the provident fund and retirement fund are given only to permanent employees. Moreover, the Company provides certain welfare benefits to permanent and yearly contract employees that also extend to cover family members of the employees, such as educational scholarships for their children and family member death grants, etc.

In 2022, the Company provided a COVID-19 insurance package and alternative vaccines to all executives, full-time employees, and contract employees (100%) to prevent severe symptoms and continue work with confidence.

The Company has clearly informed the employees of the available welfare and benefits since the first day of employment. The employees are also allowed to participate in the welfare program to improve it and create additional activities for the public's benefit through the Welfare Committee. The Welfare Committee consists of 18 employee representatives selected by the employees and 6 representatives of the Company. The Welfare Committee holds a meeting every two months with an aim to promote better quality of life, which would also enhance the employees' performance accordingly, as well as to be one of the channels for receiving opinions, suggestions, and grievances from the employees.

## Provident Fund

To promote long-term financial and retirement planning, the Company has established a provident fund, which has 157 members, accounting for 57% of the total number of employees. Since 2020, the Company has diversified investment risks by appointing two asset management companies to manage the provident fund in order to maximize benefits for the employees. Moreover, financial experts have been invited to educate employees about economic conditions, investment, and tax incentives.

## Employee Care During COVID-19 Pandemic

Employees are the key linchpins of a successful business operation. Keeping the employees safe and reducing the infection risk during the COVID-19 pandemic are the Company's first priorities. The Company, therefore, has implemented the following to support the health and safety of the employees:

**Promotion of the use of technology:** In 2022, the Company allowed some employees to work from home to reduce the risk of infection at work. Works, meetings, workshops, and customer meetings were done online. It was found that working remotely from home was not only productive but also reduced meeting time without traveling to the office and made both employees and customers satisfied.

**Employee Safety and Welfares:** The Company has provided adequate protective equipment, such as face masks, hand sanitizers, gloves, etc., to the employees. In addition, the Company has allocated areas for local quarantine as recommended by the provincial public health office for the employees who are at high risk of infection, but it is not convenient to quarantine at their houses. Also, the Company has arranged for coronavirus insurance and vaccines against COVID-19 for all employees, both permanent and contract employees.

**Communication:** The Company has regularly organized online employee meetings in order to communicate the important preventive measures, knowledge about the disease, and self-protection by a medical professional, as well as the quarterly meeting of top management with employees.

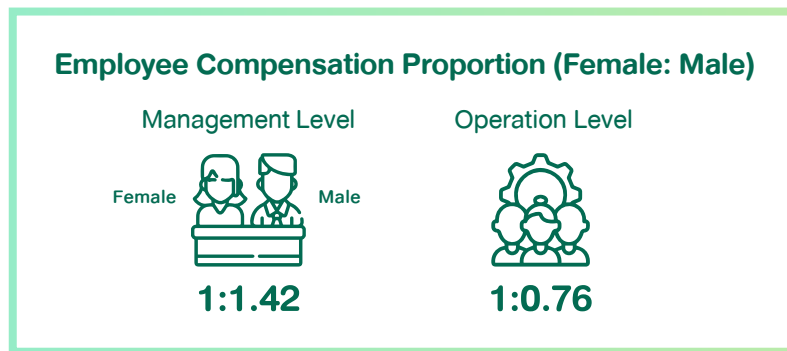
## Employee Performance Evaluation and Remuneration

The Company provides opportunities for each employee to be involved in determining their work plans and performance indicators with their supervisors to be consistent with the goals of the department and the Corporate KPIs. The performance evaluation will be conducted twice a year, i.e., mid-year and year-end. The Company encourages two-way communication between supervisors and their employees in order to improve work efficiency and drive the Company towards achieving the set goals, as well as to enhance good relations between supervisors and their employees, which will bring about employee engagement. In 2022, all employees and executives within the organization (100%) were evaluated based on three categories:

- 1) Performance evaluation based on Key Performance Indicators (KPI) as a driving mechanism in the performance management process whereby the targets were jointly determined by the employees and their supervisors.
- 2) Behavioral evaluation through AMATA DNA which is the core competency of the Company and the behavior that the Company expects with a belief that vision, mission and strategy will be achievable if the organization has the employees that express common characteristics.
- 3) Career development evaluation which identifies both strengths and areas that need further development of the employees. A 1-3-year employee development plan is also jointly established by the employees and their supervisors.

The Company is well aware of retaining the talents who are the driving force to help the Company grow sustainably. The Company, therefore, provides fair compensation and proper welfare based on their performance and rewards those who excel. The Company also participates in a credible institution's salary and welfare survey in order to continuously benchmark with other companies in related industries, use the data for remuneration management that is in line with employees' expectations and market competitiveness, and be able to recruit more capable and talented workers.





## Performance Evaluation and Remuneration of Senior Executives

The Company sets the performance evaluation for senior executives twice a year, and the evaluation result for each individual senior executive will be considered to determine their annual remuneration. The senior executives will be assessed on their achievement of their KPIs that are consistent with the Corporate KPIs covering the business, social, and environmental aspects, which are common goals for sustainable development of the Company. 75% of the allocation is given to the indicators that the executives in each field can achieve the Company's goal and relay it to the subordinates to achieve the sustainability goals. A 25% allocation is given to the behavioral assessment through AMATA DNA.

This year, the Company has improved the KPIs of senior executives to become more clearly defined and aligned with business directions and the 3-year strategic plan (2021-2023).

## Performance Evaluation and Remuneration of Chief Executive Officer

The Nomination and Remuneration Committee will evaluate the performance and remuneration of the Chief Executive Officer (CEO). KPIs are based on a joint opinion between the Board of Directors and the CEO, covering operations to achieve business goals as well as goals in social and environmental aspects. As for the remuneration and compensation rates of executives from other companies in the same industry, they were surveyed. The remuneration proposal will then be endorsed by the Nomination and Remuneration Committee, which will submit it to the Board of Directors for approval.

## Employee Development

The Company recognizes the importance of employee development in terms of their potential, knowledge, and competency in diverse professions and positions to prepare for future business opportunities and challenges, and to drive towards a high-performance organization. The Company has launched a Core Competencies Development Program, which was communicated to employees by the Chairman and Acting Chief Executive Officer. Internal coaches educate other staff and all new hires (100%) on this program. Moreover, a Leadership Competency Program has also been initiated to develop future leaders and search for 'AMATA Rising Stars,' who are high-potential employees. These efforts aim to promote employee progress and reduce the company's risk of talent shortages, enabling the Company to expand its business according to its planned trajectory.

## AMATA Rising Stars Project

The Company has launched the Rising Star Project, with the goal of identifying and nurturing high-talent performers who have the potential to become future leaders, driving business expansion and sustainable growth. The Company has aligned the selection criteria with the business strategy and identified five potential factors that could indicate a rising star. These factors have been adopted as the key considerations in the selection process for evaluating the leadership potential of individuals for future roles.



Rising stars were selected from targeted first-level managers or above and employees working in a position that is important to the Company's business. The Human Resources Management Committee will conduct a 360-degree assessment based on work performance to select 12 employees per year. Personalized development and career path planning will be prepared for each rising star employee, who will also be given a priority to be considered for a succession plan.

## Succession Plan

For business continuity and to be prepared for business expansion, the Company has recruited and developed successors to replace the high-level executive who is in a significant position and close to retirement or exposed to other risks that may cause discontinuity of business. Priority is given to internal recruitment before external recruitment to increase the opportunity of job advancement for highly capable employees with consistently decent performance.

In addition to developing core competency, the Company has defined leadership competency in order to develop future leaders. In 2022, a list of successors for 20% of senior management positions was prepared, with a priority given to the Company's high-potential employees in order to prepare individual development plans (IDP) for them, aiming to replace executives who will retire in the next 1-3 years.

In 2022, the Company set a target for the average employee's training hours of 18 hours per person per year. The Company developed onsite and online training courses in which 95.02% of all employees participated, for a total average of 20.38 training hours per person per year; the management level received an average of 30.91 training hours per person per year, and the operational staff received 18.79 training hours per person per year.



## Employee Engagement

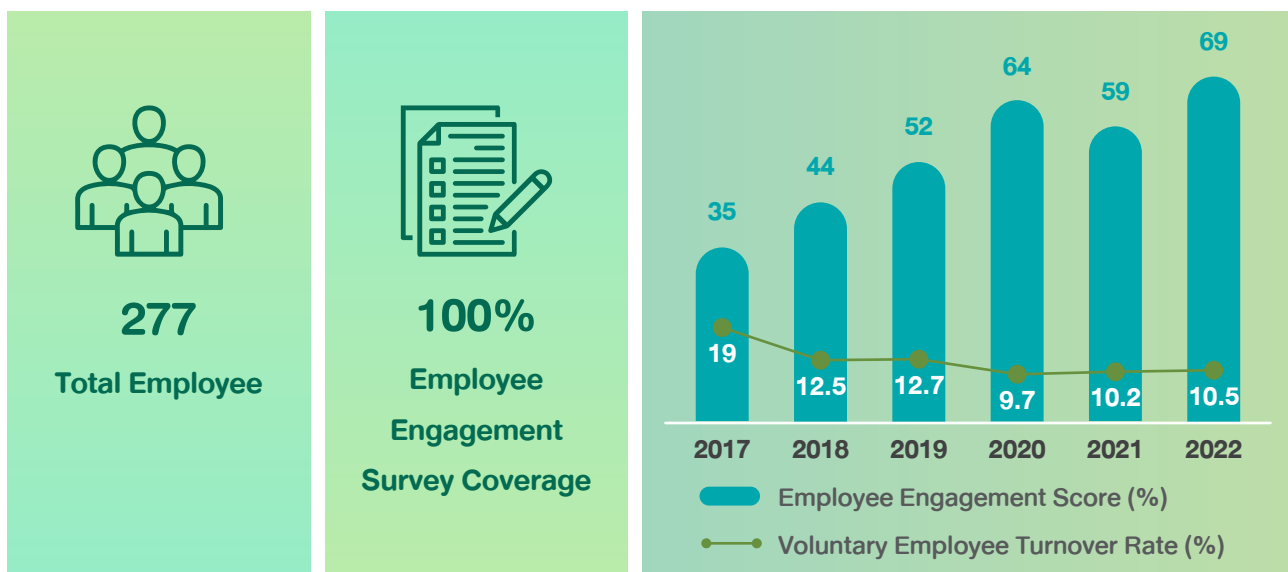
The Company conducts an employee engagement survey every year to collect employees' opinions, suggestions, and complaints for further management and consideration by the Human Resource Committee.

The Company has informed the employees about the employee engagement survey results and the progress of managing issues found in the previous year through quarterly staff meetings and communication through employee representatives in the welfare committee to further develop projects and take better care of employees.

In 2022, the average score of employee engagement with the organization was 69%, up from the previous year but below the target of 70%. The urgent matters that employees suggested were career path development for talent retention, salary structure improvement to be more market competitive, and more digital transformation.

The Company has set a target that the employee turnover rate does not exceed the industry average surveyed by the Personnel Management Association of Thailand, which is less than 10 percent. In 2022, the employee turnover rate was 10.5%, which was close to the rate in 2021 but still exceeded the target. The Company will analyze the problems, employees' needs, and expectations to better manage them in the future.

	2018	2019	2020	2021	2022
Corporate target on employee turnover rate (%)	10.0	10.0	10.0	10.0	10.0
Voluntary employee turnover rate (%)	12.5	12.7	9.7	10.2	10.5
Average turnover rate of the real estate and construction industry (%)	21.6	22.6	22.6	20.0	16.0



# Building A Safe Society



**Material topic :**

- Traffic Management and Road Safety** (Level of Impact: Critical)
- Community Health and Well-being** (Level of Impact: Critical)
- Occupational Health and Safety** (Level of Impact: High)

Risk	Opportunity
<p>AMATA industrial estates connect to public areas of local communities; hence, massive number of people travel within these areas. Additionally, there are numerous large industrial factories which have risk of accidents and emergencies such as traffic accidents, fires, and chemical spills. These incidents can have significant impact on stakeholders such as employees, contractors, customers, and nearby communities. Beside loss of life and property from the accidents or emergencies, it could also affect stakeholders' trust in the Company.</p>	<p>Management with a commitment to becoming a 'Safety City, Smart City' help build trust among customers in business continuity by having emergency response plans in place, skilled and knowledgeable employees, as well as monitoring systems and risk prevention measures. Additionally, it helps to increase the surrounding communities' confidence in the Company's ability to address and prevent various types of risks, including disseminating knowledge to the communities to create a safe society both within and outside the industrial estates, in order to reduce the social impact caused by industrial estate operations.</p>

	2022 Target	2022 Performance
Number of lost time accidents of employees and contractors	0	0
Lost Time Injury Frequency Rate (LTIFR) per million work hours	0	0
Number of road accidents in AMATA City Industrial Estates compared to the 2017 base year	-50%	-29%
Number of road traffic fatalities in AMATA City Industrial Estates compared to the 2017 base year	-50%	-46.7%

## Management Approach

The Company is committed to building a safe society in both responsible areas and the areas surrounding the industrial estates by emphasizing the importance of compliance with relevant laws and preparedness in both equipment and manpower that can respond to various forms of emergency situations, as well as the implementation of safety promotion activities for employees, customers, contractors, and surrounding communities in order to build safety awareness, have knowledge and understanding to jointly build a safe society, as well as build confidence in the communities surrounding the industrial estates.

The Company has policies on safety, occupational health, and the working environment, as well as guidelines for its employees, customers, and contractors working in its areas to comply strictly with the rules, regulations, and laws relevant to safety management in industrial estates, such as the Labor Protection Act B.E. 2541 (1998) and the Occupational Safety, Health and Environment Act B.E. 2554 (2011). The Company adopts international standards in area management, such as ISO 14001:2015, and regularly conducts occupational safety risk assessments and analyzes the effectiveness of occupational health and safety control measures.

The Company has applied the principles of zero accidents to manage workplace safety for its employees and contractors, as well as safety management in its industrial estates and surrounding areas under the “Safety City, Smart City” project initiated in 2019 by using AMATA City Chonburi Industrial Estate as a pilot project. Additionally, the Company has adopted modern technology in safety management planning to further enhance the benefits to the Company’s areas.

## Occupational Health and Safety of Employees

The Company has given the importance to compliance with relevant laws by its employees and instilling the culture of occupational health and safety practice to its executives and employees of all levels through its occupational health and safety policies, with the goal of reducing the lost time injury frequency rate (LITFR) to zero.

To achieve this goal, the Company has organized the activities to promote occupational health and safety including health promotion for the Company’s employees, as follows:

### 1. Occupational Health and Safety Risk Assessment

- The Company has required every business unit to identify work-related hazards and assess risks to the health and safety of employees. The supervisors and employees engaged in those activities jointly identified and assessed the risks, including establishing the measures to control and minimize risks or eliminate hazards and reviewing the risk assessment once a year.

### 2. Reporting and Investigating Unusual Incident or Accident

- When the accident or unusual incident occurs during the work operation, the employee who encounters the incident or the supervisor who has been informed is required to report the accident or unusual incident to his supervisor and the safety officer immediately. The Company has set up an investigation process to jointly find the root causes and determine additional preventive measures to reduce the risk of recurrence.

### 3. Employee Health Promotion

- The Company has provided all employees suitable working environments that are not harmful to their health by regularly measuring the working environment according to the risk factors of each area, such as air quality, light, and noise; and has improved them to meet the standards and necessities of each job.
- The Company has surveyed the areas in the office building that may be at risk of occupational injury and fire and has taken steps to improve those areas by installing additional equipment or replacing the existing equipment in ready-to-use condition, as well as regularly inspecting the equipment to ensure that it is in good working condition, such as non-CFC extinguishers, backup torches installed at emergency exits, safety signs, etc.

- The Company has provided health check-ups for new employees since joining, the annual health check-up, support of medical expenses, and health consultation by the company's nurse for all employees (100%).
- In 2022, the Company had provided the vaccination against COVID-19 through Section 33 of the Social Security Office for the insured and has acquired the allocation of additional alternative vaccines, both basic and booster vaccines, to immunize the Company's executives and employees in order to reduce the risk of serious illness in accordance with the standards and recommendations of the Ministry of Public Health.
- The Company has annually provided the Quadrivalent Influenza Vaccine for its executives and employees to boost immunity and reduce the rate of illness that may cause infectious complications as well.
- The Company has supported the activities to promote employee health, both physical and mental, by establishing a health club and sports clubs according to employees' interests, including a meditation club and various sports clubs such as yoga, running, badminton, football, aerobics dance, etc.

## 4. Employee Occupational Health and Safety training

- The Company has organized the basic firefighting training and fire evacuation drill annually so that all employees are ready to deal with emergency and learn the skills required for basic fire suppression, proper practice for safety while the fire occurs, data record during the drill, assessment of period of time spent for evacuation and communication efficiency during the incident, as well as, informing the summary of training results to the participated employees.

In 2022, none of the Company's employees had a work-related injury that resulted in their being off work. As a result, the Lost Time Injury Frequency Rate (LTIFR) of the employees was 0 per million work hours.



## Occupational Safety of Contractors

The Company has focused on the importance of the occupational health and safety of the contractors of both the Company and the customers in the industrial estates who operate the works in the Company's operating areas. The Company has, therefore, informed its safety and occupational health policies, including the guidelines for various measures related to their work operation in both of AMATA's industrial estates, by arranging meetings to clarify to the contractors of both the Company and the customers, as well as, reiterating their obligation to strictly comply with labor laws and occupational health and safety. However, the Company's employee in charge of the project will be responsible for supervision of the contractor's operation, and if there is a serious injury to the level of stop working, the contractor must notify the company as well.

In 2022, the Company assessed the occupational safety risks of its suppliers and contractors, including standard operations and supervision related to the occupational health and safety of their employees. The Company also provided occupational health and safety training to its contractors, covering topics such as solid waste spillage management for the waste handling and sorting staff at the contractor's waste separation plant, sorting of waste, and safe forklift car driving for the contractor's workers working in the Company's area, basic firefighting and fire evacuation training and drills.

In 2022, none of the contractors' employees were found to have obtained an accident that resulted in work absence or death, and the Lost Time Injury Frequency Rate (LTIFR) of contractors' employees working in the Company's areas was 0 per million work hours.

## Emergency Management in AMATA Industrial Estates

The Company has emphasized on the importance of the safety of customers operating in AMATA Industrial Estates either the safety in common areas or the effective management of emergency situations. In addition, the Company had not only established a fire station according to the regulations of the Industrial Estate Authority of Thailand on Utilities System, Facilities and Service Standards for Eco-Industrial Estate B.E. 2557 (2014), but also established 2 Emergency Response Centers in AMATA City Chonburi Industrial Estate and 1 Emergency Response Center in AMATA City Rayong Industrial Estate operated by the emergency response personnel obtained the statutory training with expertise in firefighting and disaster relief whom can be contacted 24 hours by the customers via the direct telephone numbers of the Emergency Response Centers at AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate.

Moreover, the Company had foreseen the risks of emergencies such as fire and chemical leaks inside the factories in the industrial estates which are beyond the management authority of the Company. The Company, therefore, had established an industrial firefighting school to provide the training services in both theory and practice on safety, occupational health and good working environment, as well as, fire prevention and suppression in the workplace to the factories located in AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate in order to promote both industrial estates to be the safe areas with occupational health and working environment required by the law and the employees working in the establishments can perform properly in case of having fire in their workplaces.

In 2022, the Company suppressed 23 fire incidents for its customers in both industrial estates. Furthermore, the Company had implemented the following activities to promote occupational health and safety in the areas of AMATA Industrial Estates:

- The Company had organized basic firefighting, fire evacuation drills, and other safety-related training for the factories in both industrial estates, both onsite and online, with a total of 626 classes and a total of 85,792 trained factory workers.
- The Company, in collaboration with the IEAT offices of AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate, organized an on-site and online emergency control drill (chemical spills, gas leaks, and fires) for the year 2022 to enhance the staff of the Emergency Response Centers in responding to emergencies and to develop expertise in operations, communications, equipment use, and so on, in order to control and mitigate incidents for factory operators and people in nearby areas in a timely manner.



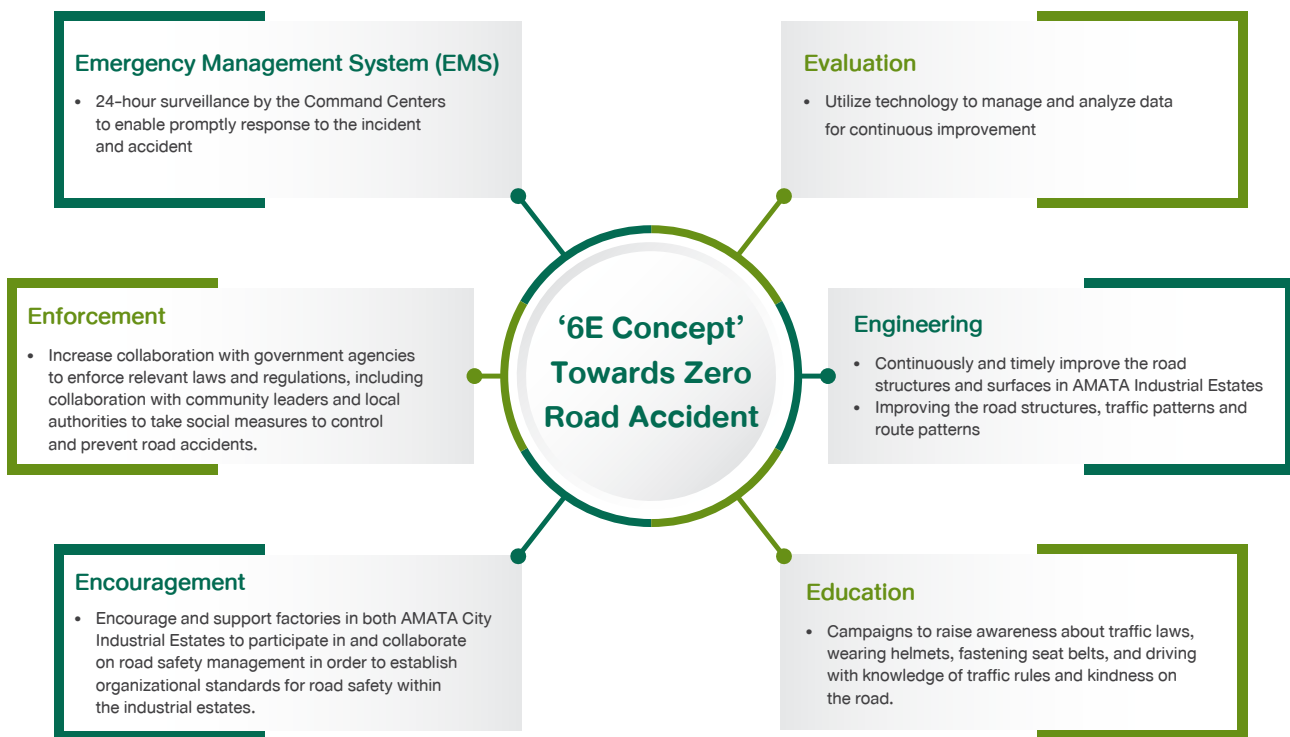
## Road Safety in AMATA Industrial Estates

Both AMATA Industrial Estates have more than 1,100 factories, with approximately 260,000 people working in these areas and more than 850,000 residents in the communities surrounding the industrial estates. Road safety and traffic congestion are major concerns for all key stakeholder groups. The results of the road usage survey in AMATA Industrial Estates found that there are more than 116,800 vehicles traveling within these areas per day, categorized as 1,800 employee buses, 48,000 passenger cars, and 67,000 motorcycles. This caused traffic congestion during rush hour in the industrial estates and surrounding areas. Furthermore, statistics show a significant risk of road accidents resulting in fatalities; from 2015 to 2017, the number of deaths from road accidents continuously increased, with the highest number of 15 fatalities occurring in 2017.

The Company has set a short-term goal (1 year) to reduce all types of accidents in AMATA industrial estates compared to the previous year and a 5-year long-term plan. The long-term plan aims to reduce the number of accidents and fatalities by 50% by the year 2022, compared to the base year of 2017. Additionally, the Company is committed to creating a safe community to support the United Nations' Sustainable Development Goals (SDGs), specifically Goal 3, Target 3.6, which aim to reduce the number of deaths and injuries from road traffic accidents by half.

## Safety City, Smart City

Concerning road safety and traffic congestion, the Company has implemented a strategy that emphasizes cooperation both within and outside the organization and the principle of Decade of Action for Road Safety which focuses on strict traffic control measures. The traffic committees have been formed to address traffic issues in both industrial estates. The committees consist of representatives from more than 20 organizations which are central and local government agencies and factory operators in the industrial estates. They work together to generate ideas and develop a traffic management plan to solve congestion issues during rush hours and ensure road safety within AMATA Industrial Estates and neighboring areas, using the "6E Concept" under the 'Safety City, Smart City' project.



**Engineering:** The Company has continuously and timely improved the road structures and surfaces in AMATA Industrial Estates, including by providing Line Official channels: @AmataCityChonburi and @AmataCityRayong for check-in and giving information about the location where the traffic surface condition is damaged so that the Company can promptly repair to reduce the risky locations and road accidents.

Besides, the Company had also collected the statistics of accidents in the past 5 years in order to identify the locations with high risks and their hazardous physical elements to improve the road structures, traffic patterns, and route patterns. In 2022, the Company used this data to design a solution to improve traffic flow within the AMATA City Chonburi Industrial Estate by adding an extra lane to the outbound traffic section on Phase 10 during rush hour traffic between 4:30 p.m. and 6:00 p.m. This area typically experiences heavy traffic due to the high volume of cars leaving the area at the end of the workday. Originally, there were only two lanes, which resulted in congestion, so an additional lane was opened up to help alleviate traffic and reduce congestion. Additionally, the road surface was improved, and the speed bumps were painted more clearly to enhance safety for road users and reduce the risk of accidents.





**Education:** Understanding road safety is an important factor in reducing accidents and the severity of the impacts incurred by road users if an accident occurs. The Company has implemented an aggressive campaign to raise awareness about complying with traffic laws, wearing helmets, fastening seat belts, obeying traffic rules, and driving with kindness. This campaign was being carried out in both the industrial estate and nearby communities and schools.

**Encouragement:** The Company has promoted and supported factories in both AMATA City Industrial Estates and related communities, including local government offices, hospitals, rescue teams, and clubs located around the AMATA City Chonburi Industrial Estates, to cooperate and work together in road safety management. In 2022, the Company established a network for emergency response and prevention of road safety incidents in the surrounding areas of the AMATA City Chonburi Industrial Estates, with the participation of 16 communities.



**Enforcement:** The Company has adopted a proactive management approach by networking with government agencies to enforce the related laws and regulations, including collaboration with community leaders and local authorities to take social measures to control and prevent road accidents, as well as, cooperating with the factory networks in AMATA City Industrial Estates to create organizational standards for factory employees to comply with traffic rules for the safety of road users.

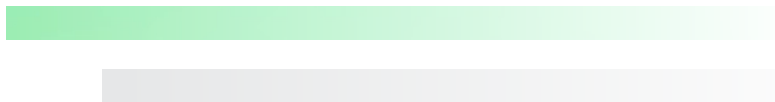
The Company had set up a Traffic Solving Committee (TSC) consisting of representatives of government agencies, police traffic officers, local leaders, and factory representatives. The committee collaborates to determine measures for safe driving and road use within the areas of AMATA City Industrial Estates. They create an implementation plan and listen to the participatory opinions of relevant stakeholders. However, in 2022, the Traffic Solving Committee (TSC) did not hold meetings for both industrial estates due to the COVID-19 situation, but there was a continuous plan of action and monitoring.

**Emergency Management System (EMS):** Since incident suppression and response to accidents are considered important factors that help contain and reduce the risks if a road accident occurs, the Company established the Command Centers and installed 132 CCTV cameras at 81 locations in AMATA City Chonburi Industrial Estate and 121 CCTV cameras at 50 locations in AMATA City Rayong Industrial Estate for 24-hour surveillance.

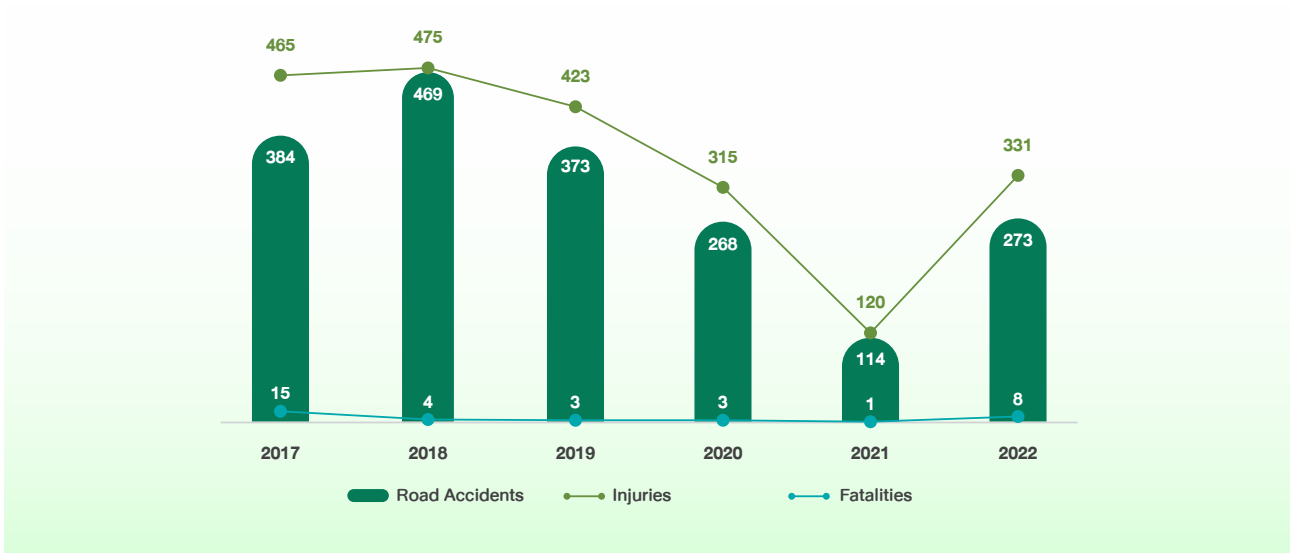


**Evaluation:** Owing to data management and analysis of accident statistics over the past period, the Company was able to efficiently layout the operation plan, causing the Company to efficiently provide information management training to its security staff to store the data of accidents that occurred throughout the year and use the data obtained to analyze the causes of accidents in order to design the systematic improvement method. In addition, the Company had planned to use geoinformation systems to manage and analyze data in the future in order to enhance operational efficiency and achieve the goal of having safe industrial estates with zero accidents.

According to the 6E Concept's performance in the 'Safety City, Smart City' project, there were 273 accidents in 2022, with 331 injuries and 8 fatalities. Due to speeding, reckless driving, and drunk driving behavior, the total number of accidents, injuries, and fatalities has increased significantly since 2021, with fatality statistics over 80%. However, when compared to the 2017 base year, total accidents in 2022 decreased by 29%, injuries decreased by 28.8%, and fatalities decreased by 46.7%. In 2023, the Company will continue to promote driving discipline, safe driving behavior, and the "100% Helmet-Wearing Safety Organization Project", which was initiated in 2022. The project's campaign will be promoted and used to educate road users in AMATA Industrial Estates and surrounding communities.



Road Accident Statistic at AMATA City Industrial Estates



The Company has been awarded the **Prime Minister Award for Road Safety** in 2022 as a result of its unwavering commitment to road safety. This award recognizes outstanding achievements in preventing road accidents, and was presented at the 15<sup>th</sup> Thailand Road Safety Seminar, a national-level academic conference on road safety, hosted by the Road Safety Thai (RST) and Road Safety Policy Foundation (RSPF).



## Safety around AMATA Industrial Estates

The communities surrounding AMATA industrial estates have a fire risk due to the dense population. In 2022, the Company's Emergency Response Center, staffed by legally trained specialists in firefighting and disaster relief, assisted in extinguishing fires in communities surrounding the industrial estate 19 times, including 10 times in communities surrounding AMATA City Chonburi Industrial Estate and 9 times around AMATA City Rayong Industrial Estate. In this regard, the Company supported all fire suppression expenses, which amounted to 76,000 baht.

# Community and Social Development



Material topic : **Community Health and Well-being** (Level of Impact: Critical)

**Social Contributions** (Level of Impact: Moderate)

Risk	Opportunity
<p>The growth of industrial estates has both positive and negative impacts on local communities and society in economic, environmental, and safety aspects that directly affect people's health and quality of life in local communities. If the surrounding communities are not taken care of and prevent the negative impacts from the Company's business operations, there is a risk of losing the good relationship between the Company and the communities. This could result in conflicts and resistance from the communities against the Company's future business expansion, as well as affect investors' confidence and decision-making.</p>	<p>In community development, across various dimensions, the Company aims to ensure that communities are safe and have a better quality of life by providing adequate access to quality basic services. This approach helps the Company obtain a social license to operate, build trust with all stakeholders, and enable it to continue operating smoothly. Moreover, by implementing community and social development projects to promote the quality of education, there will be more local skilled workers to supply the demands of customers continuously, creates jobs for the community members, and also helps develop the local economy. It also continuously supports the growth of the Company's customers in the long run.</p>

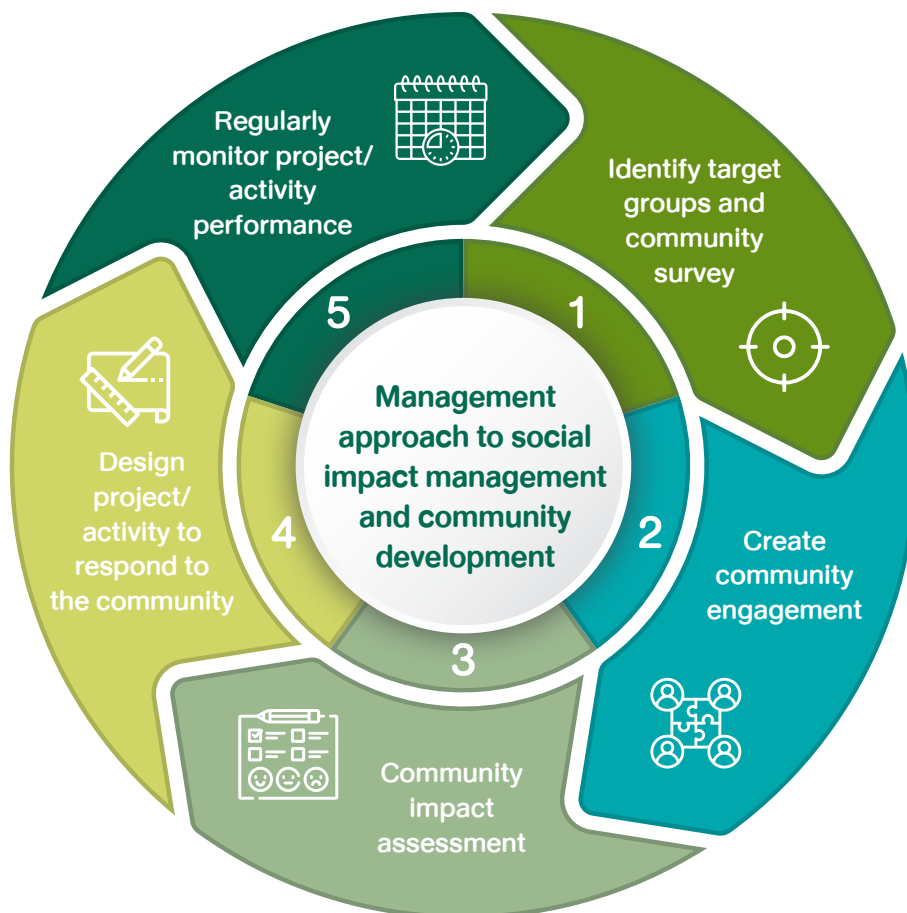


# Management Approach

Based on “ALL WIN” philosophy, which has always been adhered to as a principle of business operations by the Company and the Company’s goal of strengthening business growth along with sustainable community and social development, the Company has established a key strategy of sustainability connected with communities and society by focusing on the cooperation among the Company, communities, customers in the industrial estates, and government agencies. In addition, the Company has adopted the UN Sustainable Development Goals (SDGs) as a guideline for community development.

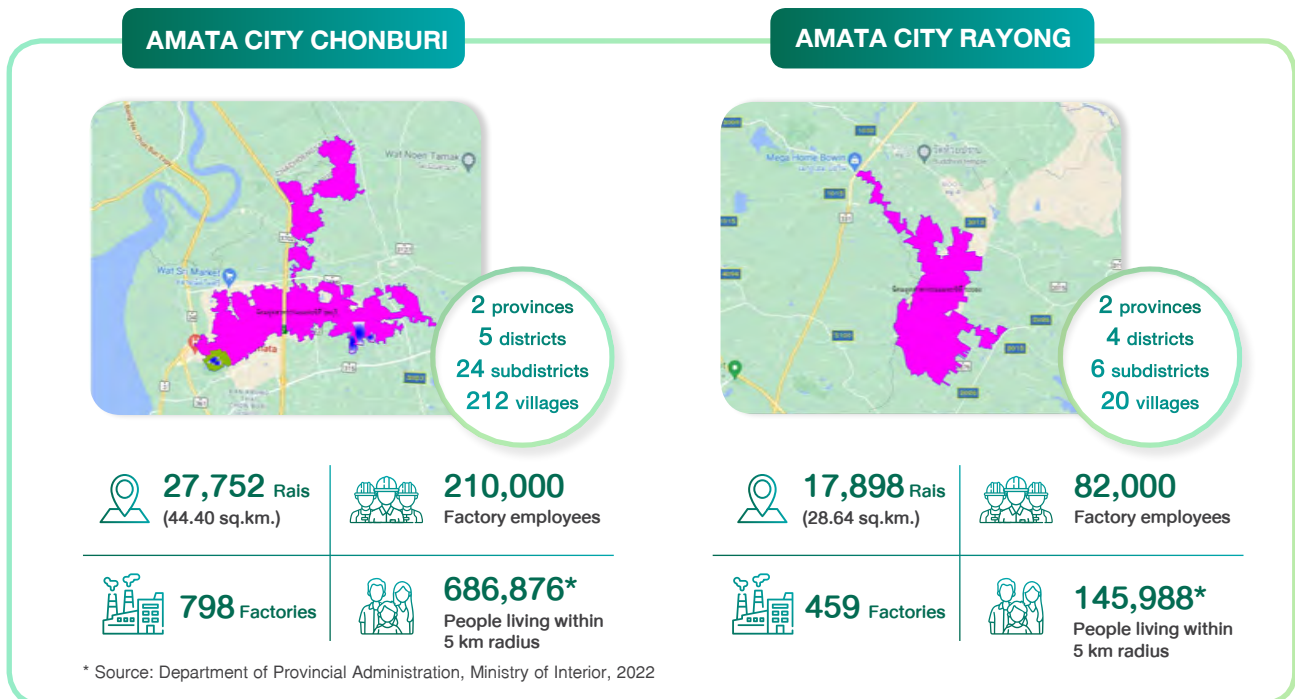
The Company has set the operational framework for community development by focusing on building good relationships with the local community, which is one of its major stakeholders, to create understanding and confidence in the Company’s business operations and to provide opportunities for local citizens and other stakeholders to have access to the Company’s services. Additionally, the Company focused on creating a network of cooperation amongst other stakeholders, e.g. customers, suppliers, and various entities, to help develop communities and society at large.

The Company has set up the **Community Relations and Social Responsibility Working Committee** since 2014 to drive the projects under its sustainable development goals, which link community and social development, and to efficiently supervise and monitor community development projects. The Company conducted a survey about the problems, needs, and expectations of the local community through the stakeholder engagement process and incorporated material topics on sustainability into its strategy and target activities. The Company has established a management approach to social impact management and community development for better quality of life as follows:



# 1. Identify Target Groups and Community Survey

Currently, the development of two AMATA Industrial Estates in Thailand covers an area of over 73 square kilometers in three provinces: Chonburi, Chachoengsao, and Rayong. The factory workers and surrounding community residents are totally over 1.2 million people. The industrial estate expansion has affected the surrounding communities and society such as increasing population density and traffic congestion, urbanization caused by labor migration, road safety issues, and more. Therefore, the Company places great importance on supervising and taking care of the local communities located within a 5-kilometer radius of the AMATA Industrial Estates, who are directly affected by the Company's business operations.



**AMATA City Chonburi Industrial Estate** currently operates in the areas of over 44.4 square kilometers, covering the areas of 24 subdistricts in 5 districts in Chonburi Province and Chachoengsao Province. There are communities in 212 villages surrounding the industrial estate within a radius of 5 kilometers from the edge of the project area, covering an area of over 260 square kilometers, with a census registered population of approximately 315,689 people, but the total population including the non-registered population relocated to work in these areas is approximately 686,876 people (Source: Statistics Report on Population and Housing for the year 2022, Department of Provincial Administration, Ministry of Interior). The number of employees working in industrial factories in AMATA City Chonburi Industrial Estate as of 31 December 2022 was more than 210,000.

**AMATA City Rayong Industrial Estate** currently operates in the areas of 28.6 square kilometers, covering 6 subdistricts of 4 districts in Chonburi and Rayong Province. There are 20 villages located within 5 kilometers radius from the edge of project area, and approximately 86,119 people are registered in the census as residing in these surrounding communities. However, the total population, including non-registered individuals who relocated to work in the area, is approximately 145,988 people (Source: Official Statistics Registration Systems for the year 2022). As of 31 December 2022, the number of employees working in industrial factories within AMATA City Rayong Industrial Estate was more than 82,000.

## 2. Create Local Community Engagement

The Company has determined to create a stakeholder participation process in various forms for the stakeholders within and around AMATA Industrial Estates to express their concerns, problems, and needs in order to develop AMATA Industrial Estate into a perfect city where surrounding local communities can happily co-exist and create shared values.

The Company has established a number of community committees to receive and respond to problems, community expectations, and suggestions for better improvement, as well as to provide information and swiftly address complaints, in order to help the Company's major stakeholders, namely communities and the government agencies that regulate it, gain a better understanding of its operations and foster engagement, trust, and confidence.

The established committees comprise of Tripartite Committee, or committee whose members are representatives of communities, government agencies, and the Company, the Committee for Surrounding Community Development, and the Eco-Green Network, etc. Each committee is responsible for the growth of the neighborhood surrounding the Company's two industrial estates as well as for resolving any issues or grievances brought up by the neighborhood regarding the Company's operations.

Committees	Objectives	2022 Performance
<p><b>The Committee for Surrounding Community Development - AMATA City Chonburi Industrial Estate</b> comprising 97 representatives from public, government agencies and business sector</p> <p><b>The Committee for Surrounding Community Development - AMATA City Rayong Industrial Estate</b> comprising 29 representatives from public, government agencies and business sector</p>	<ul style="list-style-type: none"> <li>• Building confidence of stakeholders in the Company's environmental management by disclosing the results of environmental supervision</li> <li>• Being a forum for the Company's stakeholders especially the communities and local government agencies to share negative impacts and challenges to the environment caused by the operations of the industrial estate and to consider recommendations, solutions and community development ideas</li> </ul>	<ul style="list-style-type: none"> <li>• The Committees of both industrial estates had two meeting in 2022.</li> <li>• The Committees of both industrial estates expressed satisfaction and confidence in the Company's environmental management in accordance with set standards.</li> <li>• The Committee of AMATA City Rayong Industrial Estate expressed an interest in the traffic, wastewater management and income distribution to the community.</li> </ul>
<p><b>Eco-Green Network</b> A working group formed to develop and link the operational network called "CSR + ECO + Environment &amp; Safety + CG or Eco-Green Network" in AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate</p> <p>The working group consists of representatives from the Company, factories in the industrial estates, local communities, local government entities, hospitals and schools</p>	<ul style="list-style-type: none"> <li>• Elevating and developing Eco-Industrial City for both industrial estates by creating five dimensional harmonies in physical, economic, environmental, social and management attributes</li> <li>• Encouraging and supporting participation of all stakeholders, especially factories, local communities and local government entities in advancing AMATA industrial estates to be Eco-Industrial City</li> <li>• Publicizing achievements of the Eco-Industrial City at AMATA industrial estates</li> </ul>	<ul style="list-style-type: none"> <li>• One meeting of the Eco-Green Network's working group at AMATA City Chonburi Industrial Estate and one meeting at AMATA City Rayong Industrial Estate were held in 2022.</li> <li>• A 2022 action plan and projects to develop an Eco-Industrial City concept for the industrial estates were discussed.</li> <li>• The working group of AMATA City Chonburi Industrial Estate expressed an interest, in particular, in wastewater management, flood prevention and traffic problem.</li> <li>• The working group of AMATA City Rayong Industrial Estate expressed particular interest in wastewater management, traffic problems and community income-generation occupation.</li> </ul>

### 3. Local Community Impact Assessment

Social impact assessment is one of the Environmental Impact Assessment (EIA) processes whereby the Company adopts the Stakeholder Analysis method to analyze business activities that directly and indirectly affect stakeholders, together with the community attitude survey, which is conducted annually to prevent and mitigate environmental impacts during the Company’s business operations.

According to the results of the survey of community attitudes and expectations of various community committees in 2022, the social impacts could be divided into two issues: 1) traffic problems and 2) community economic problems. In addition, the communities had the expectation of environmental stewardship focusing on wastewater management.

### 4. Design Project/Activity to Respond to the Community

The Company has laid out the community development strategies and activities in consistent with the needs and expectations of each stakeholder group appropriately in collaboration with the Company’s customers operating in the industrial estates, government sector, local authorities, and communities under the 5 dimensions of community development framework that also contributes to the UN Sustainable Development Goals (UN SDGs). The Company has set the community development goal in 2022 that the community satisfaction scores towards AMATA must not be less than 85%.



In 2022, the Company had implemented a total of 34 projects and activities with a social investment budget of 3.8 million baht (excluding donations). There were 31,800 participants in the activities, and more than 1.23 million people were directly and indirectly benefited by these projects and activities.

	AMATA City Chonburi		AMATA City Rayong	
	Communities (subdistricts)	Factories in the industrial estate	Communities (subdistricts)	Factories in the industrial estate
Target groups*	31	798	6	459
Number of participated communities / factories	31	247	6	88
Percentage of participated communities / factories	100%	31%	100%	19%
Number of participants (persons)	25,207		6,593	
Social investment (million Baht) in 2022	2.67		1.14	

\* Target communities exceed the number of communities in the company’s development area



## 1<sup>st</sup> Dimension: Community Economic Development

The growth of the industrial estates has both positive and negative impacts on the local community's economic system, e.g., income distribution, increasing demand for labor, or the creation of demand for goods or services, while urbanization increases the cost of living. Accordingly, the company places importance on the growth of the local community and uses a strategy to create economic opportunities for all stakeholders, including local business operators, working-age labor, senior citizens, and the underprivileged. This is achieved through support for local employment and projects, which respond to the needs of the community and promote sustainable job creation and income generation for stakeholder independence.

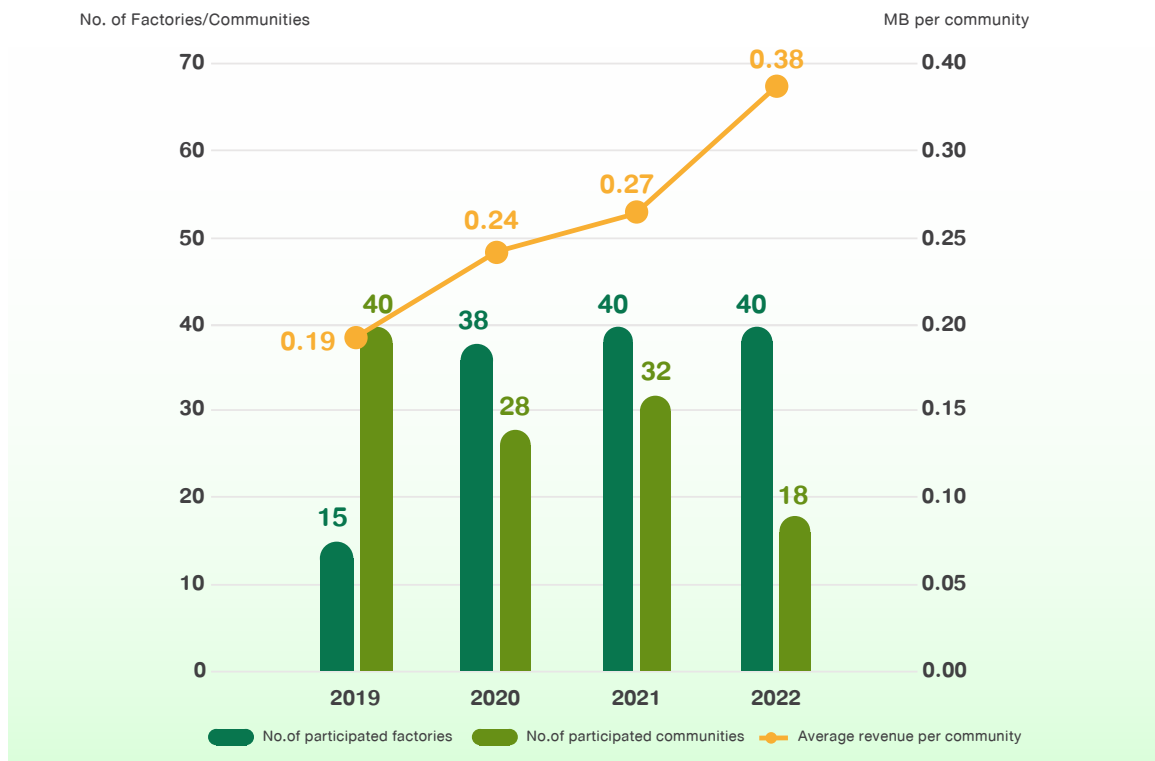
### Farm to Factory Project

According to the results of the Company's local community survey, the community was found to have many agricultural and processed products that need marketing support. The Company foresees that many factories in the industrial estates and their employees are the target purchasers, having great demand for many agricultural products. As a result, it has organized the "Farm to Factory" project, aiming to promote trade between the factories in both AMATA industrial estates and the local communities in order to support local communities in having the opportunities to sell their products, especially the agricultural and processed products, in the long run, thereby enhancing the sustainable growth of the local economy while purchasers are able to obtain the fresh and quality products directly from the producers.

The Company initiated the "Farm to Factory" project in 2018 together with the Industrial Estate Authority of Thailand by using the AMATA City Chonburi Industrial Estate as a pilot area. By acting as an intermediary between local communities and factories in industrial estates, the Company aimed to provide the community enterprises in the targeted communities nearby AMATA City Chonburi Industrial Estate to have a new distribution channel and markets and generate more income to the enterprise members. Furthermore, the Company and the Industrial Estate Authority of Thailand are working together to help elevate their product quality to meet standard requirement of buyers.

In 2022, there were 40 factories in the AMATA City Chonburi Industrial Estate that participated in the "Farm to Factory" project, as well as 18 local communities from Chachoengsao and Chonburi provinces that sold their products to the factories, averaging 8 times per month. The total revenue from product sales in 2022 was 6.89 million baht, with an average income of 380,000 baht per community per year.

### Farm to Factory Project

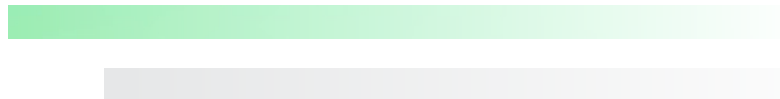




### “AMATA Chuan Shop” Activity

The Company organized the “AMATA Chuan Shop” activity to recommend the local community products to public and provide a free space for communities to bring their products for sale. This activity was held four times in 2022:

- Two times at AMATA City Chonburi Industrial Estate in July and December 2022, in front of the Robinson Don Hua For store, generating income for 40 communities totaling 178,325 baht.
- Two times at AMATA City Rayong Industrial Estate in April and November 2022, in front of the Robinson Bo Win store, generating income for 45 communities totaling 229,100 baht.



## Online marketplace platform for the community products

To increase customers' accessibility, the Company has developed an online marketplace on the website "https://amatachuanshop.com/" to sell community products. Currently, the website offers over 30 products from local communities at AMATA City Chonburi and AMATA City Rayong.

ไทย English

### อมตะชวนซื้อ ของดีชุมชนเพื่อนบ้านอมตะ

## เพิ่มรายได้ สร้างสุขแก่ชุมชน

เว็บไซต์คู่มือสินค้าชุมชนนี้ เป็นความตั้งใจที่เราชาวอมตะ อยากพากัน ไปรู้จัก สินค้าของดี ผิดชุมชนโดยรอบนิคมอุตสาหกรรมอมตะซิตี้ ชลบุรี และนิคมอุตสาหกรรมอมตะซิตี้ ระยอง ซึ่งเราดำเนินโครงการเพื่อพัฒนาและยกระดับสินค้าในชุมชนโดยรอบนิคมฯ เพื่อเพิ่มช่องทางการขายให้กับชุมชนมากขึ้น เพิ่มโอกาสการขายเพื่อให้ชุมชนมีรายได้ที่ยั่งยืนต่อไป "ของดีเพื่อนบ้านอมตะ" จึงเป็นเหมือนคู่มือสินค้าที่เราอยากบอกต่อและเชิญชวนทุกท่าน เลือกชม เลือกซื้อไป ได้อย่างสบายใจ โดยเฉพาะของกินนั้น ผ่านการคัดสรรอย่างดีแล้วว่า อร่อย สอาด ถูกหลักอนามัยอย่างแน่นอน

ด้วยความขอบคุณอย่างยิ่ง  
ทีมฝ่ายชุมชนสัมพันธ์และกิจกรรมความรับผิดชอบต่อสังคม  
กลุ่มบริษัทอมตะ

**ซอสพริก-พริกแกง**  
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คุณแม่ อ.สมานทอง ร.สงฆ์  
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## 2<sup>nd</sup> Dimension: Environmental Stewardship

### Sustainable Water and Waste Management Model Community Project

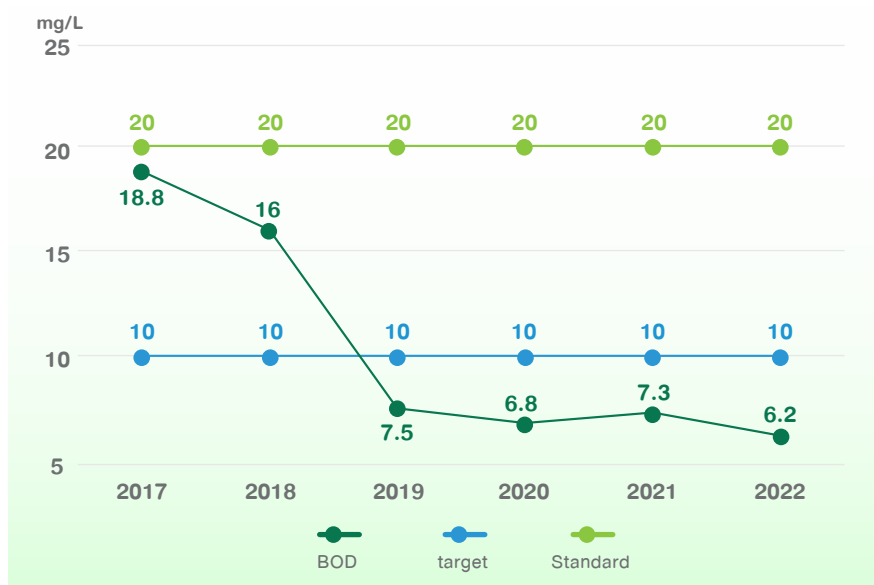
The Company does not only focus on water and waste management within the industrial estates but is also aware of the need to nurture the communities surrounding the industrial estates affected by its operations due to the expansion of its business, which causes those communities to become crowded. As a result, the Company initiates a pilot community for a sustainable water and waste management project in 2017 using the Company's expertise and experience in water and waste management in the development of the pilot community. The project provides knowledge and understanding to people in the community regarding proper solid waste disposal and sorting according to the 3 R's principles in order to utilize waste efficiently and add value according to the principles of the circular economy. This would help reduce the impact on the community and the environment, especially on community water resources, from littering and releasing household wastewater into the water resources. In implementing the project, the Company receives cooperation from various agencies, such as Nong Mai Daeng Municipality, operators in Ninja Market Chonburi, operators in Kamnan Dam Market, Ban Huay Salika School, Wat U-Tapao Kindergarten School, Khlong Tamru Municipality, etc.

In 2022, the Company provided waste management knowledge to officials and volunteers in the Klong Tamru and Nong Mai Daeng Municipalities. The Company also educated teachers and students at the Wat U-ta-pao kindergarten in the Nong Mai Daeng District, to ensure that the community understands how to dispose of waste properly in accordance with the 3Rs principle. This initiative helps reduce the environmental impact of waste in the community.



Continuous implementation of sustainable water and waste management model community project has resulted in a decrease in the average BOD (Biochemical Oxygen Demand) value in that area. The water quality at the Klong Tamru drainage gate in 2022 had an average BOD value at 6.2 mg/L which continuously decreased since 2017. This has achieved the project target set by the Company to have a BOD value not exceeding 10 mg/L which is better than the water quality standards set by the Department of Pollution Control, which is not to exceed 20 mg/L.

Average Biochemical Oxygen Demand (BOD) at Klong Tumru Drainage Gate



## Sister Parks Arrangement for Resources and Knowledge Sharing (SPARK) Project

The AMATA Foundation has been implementing the Sister Parks Arrangement for Resources and Knowledge Sharing (SPARK) project in collaboration with the Department of National Parks, Wildlife and Plant Conservation, and the International Conservation Caucus Foundation (ICCF) since 2013, aiming to elevate Khao Yai National Park to world-class standards and to use it as a model for learning about park management for other national parks in Thailand as well as in the ASEAN region.

A study by ICCF experts in 2015 found that an urgent issue that needed immediate action was sewage management. This aims to ensure that the water sources both the within and outside the national park would not be negatively impacted by sewage from tourists and park officials because the Dong Phrayayen-Khao Yai forest is an important source of Thailand's main five major rivers, namely Nakhon Nayok River, Prachin Buri River, Lam Takhong River, Muak Lek River, and Mun River. Therefore, managing sewage in the national park is critical matter.

In 2022, the AMATA Foundation and AMATA Water Co., Ltd., which specialize in water management, collaborated with their business partner, ICCF's experts, and Khao Yai National Park officers to undertake a project aimed at enhancing wastewater management in the park as follows:

1. Conducted a survey on wastewater discharge points and the characteristics of wastewater in Khao Yai National Park.
2. Estimated the amount of wastewater generated by analyzing tourist data in order to design a proper water treatment system that can accommodate the peak tourism season.
3. Studied and established a wastewater management system in Khao Yai National Park.
4. Assessed the feasibility of installing a wastewater treatment system and related components after studying and determining the area.
5. Researched the information to establish measures for monitoring groundwater contamination.



### 3<sup>rd</sup> Dimension: Community Safety and Well-being

#### Road Safety Promotion Project

There are more than 260,000 employees working in the areas of both AMATA Industrial Estates. According to the results of the survey of using roads within AMATA Industrial Estates, more than 116,800 vehicles were found using the routes in the areas per day, categorized into 1,800 employee shuttle buses, 48,000 private passenger cars, and 67,000 motorcycles, resulting in high risks of road accidents. The Company must therefore strictly manage traffic and provide a road safety management plan that integrates all sectors to jointly manage traffic within the AMATA Industrial Estates and surrounding areas according to the '6E Concept'. Further details can be found under the section titled "Building a Safe Community" on page 148.

The Company has collected statistics on road accidents, including the causes and types of accidents, to analyze them for use in the management process and to solve problems, particularly those arising from road structures and traffic lane patterns. The Company also aims to raise awareness of traffic laws, wearing helmets and seat belts, obeying traffic laws, and driving with kindness on the road, by taking proactive action to raise awareness of road safety in both industrial estates and nearby communities and schools.

In 2022, the Company provided traffic discipline training, basic fire fighting training, and fire evacuation drills to the students of Mab Sam Klew Municipal School, Don Hua Lo sub-district, Mueang district, Chonburi province.

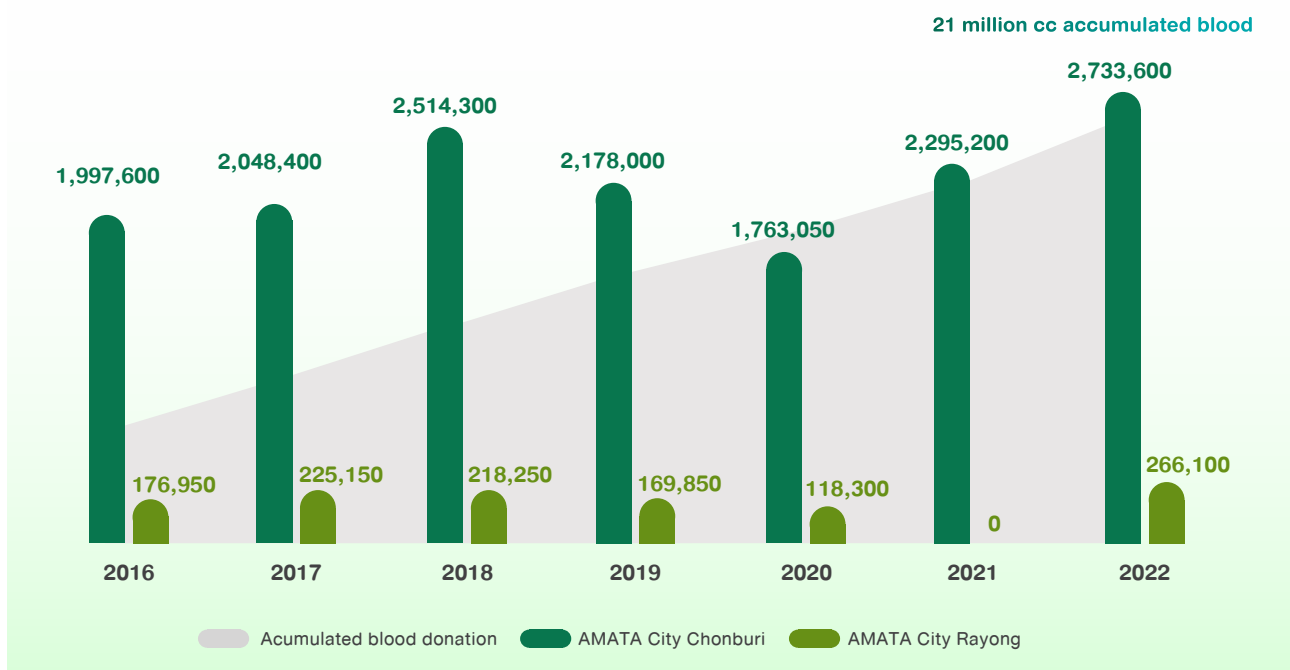


## Blood Donation project

As large-scale industrial estates, there are a lot of employees, both Thai and foreign, working in both AMATA industrial estates. The total population of the surrounding communities is more than 500,000 people. Therefore, they are the areas with the highest potential for blood donation as blood reserve for the Thai Red Cross Society. The Company thus cooperates with the Regional Blood Service 3, Chonburi, Rayong Red Cross Chapter, and the Industrial Estate Authority of Thailand to promote and invite the employees within AMATA and those of the factory operators in both AMATA industrial estates to donate blood.

The Company has targeted to receive blood donation at least 1 million cc per year to support the Thai Red Cross Society. Therefore, the Company has organized blood donation activities annually. In the year 2022, the 11th year of this project, the Company promoted blood donations at the AMATA City Industrial Estate blood donation center in Chonburi and at Thai Red Cross Society mobile blood donation vehicles. AMATA employees and factory employees participated in the blood donation activities, and a total of 2.99 million cc of blood was donated in 2022. The cumulative amount of blood donated over the past 11 years is over 21 million cc, which can be used to help more than 148,742 patients.

Blood Donation Statistic (cc)



## 4<sup>th</sup> Dimension: Learning and Education

Since the Company and its stakeholders have greatly focused on the importance of human resource development because presently the industrial sector has required more competent personnel and skilled workers in accordance with the development of technology in the production process and in response to the future needs of the industrial sector to invest in EEC projects, the Company has developed and implemented various educational projects to help upgrade the capabilities of factory personnel and local workers by providing access to quality education for everyone and promoting continuous learning.

### “Sufficiency Schools” Project – Learning How to Grow Oyster Mushrooms

The Company collaborated with the Industrial Estate Authority of Thailand and the AMATA CSR Volunteer Club at AMATA City Rayong to organize the “Sufficient School” project to teach students about growing oyster mushrooms at Ban Phu Sai School, Khao Mai Kaeo Sub-district, Bang Lamung District, Chonburi Province. The project aims to promote various mushroom cultivation skills to students through practical training, including packaging, seeding, and greenhouse maintenance, so that they can use them to make lunch at school, cutting costs and creating additional revenue for the school.



### School and E-library Development Project

The Company partnered with the Industrial Estate Authority of Thailand and the CSR Club at AMATA City Chonburi, to organize a project for developing schools and electronic libraries three times, including: 1. Don Hua Ror Municipal School 1, 2. Ban Ngiew Temple School, and 3. Ban Huai Tak Dai School. The project aims to provide new and second-hand computers, desks, and chairs to support online learning platforms. The total value of the donations to the schools is 486,490 baht. The project repaired and renovated playgrounds for children, and established mushroom cultivation for use in school lunches and as a supplementary source of income. Additionally, games were organized, and prizes were given out to students.



### AMATA Drawing Contest Project

In 2022, the Company organized a drawing and coloring contest for grades 4-6 students on the topic of “Good things at AMATA” at schools surrounding the AMATA City Chonburi Industrial Estate and Rayong. The purpose of the contest was to promote creativity, observation skills, and learning about various social issues, culminating in the creation of artistic works. The contest received over 150 entries, and the winners were awarded a scholarship of over 50,000 baht.





## 5<sup>th</sup> Dimension: Local Tradition and Cultures

The Company has given importance to supporting and engaging in the local traditional and cultural activities of the communities in order to carry on the good traditions and build good relationships and attitudes with them. The Company has collaborated with the Industrial Estate Authority of Thailand, entrepreneurs in both AMATA industrial estates, and the communities surrounding both AMATA industrial estates in continuously participating in and supporting the local traditional and cultural activities of the communities.

In 2022, the Company's executives and employees participated in activities with local communities in the vicinity of AMATA City Chonburi Industrial Estate, such as the "Thot Kathin Mahakusol" event at Wat Bunyawat, Klong Tamru subdistrict, Thot Kathin Samakhi event at Wat Mab Samklaew, and Thot Kathin event at Wat Bangnang, Chonburi Province, as well as the 2022 annual candle parade.



In the area surrounding the AMATA City Rayong Industrial Estate, the Company participated in traditional Songkran Festival and Elderly Day activities organized by the subdistrict administration. During these events, souvenirs and consumer products were given to the elderly in Khoa Mai Kao sub-district, Banglamung District, Chonburi Province, Pluak Daeng sub-district, Pluak Daeng District, Rayong Province, and Nakhon Pattana sub-district, Rayong Province. The Company also participated in Buddhist Lent traditions and the Loi Krathong Festival at Mab Yang Porn sub-district.

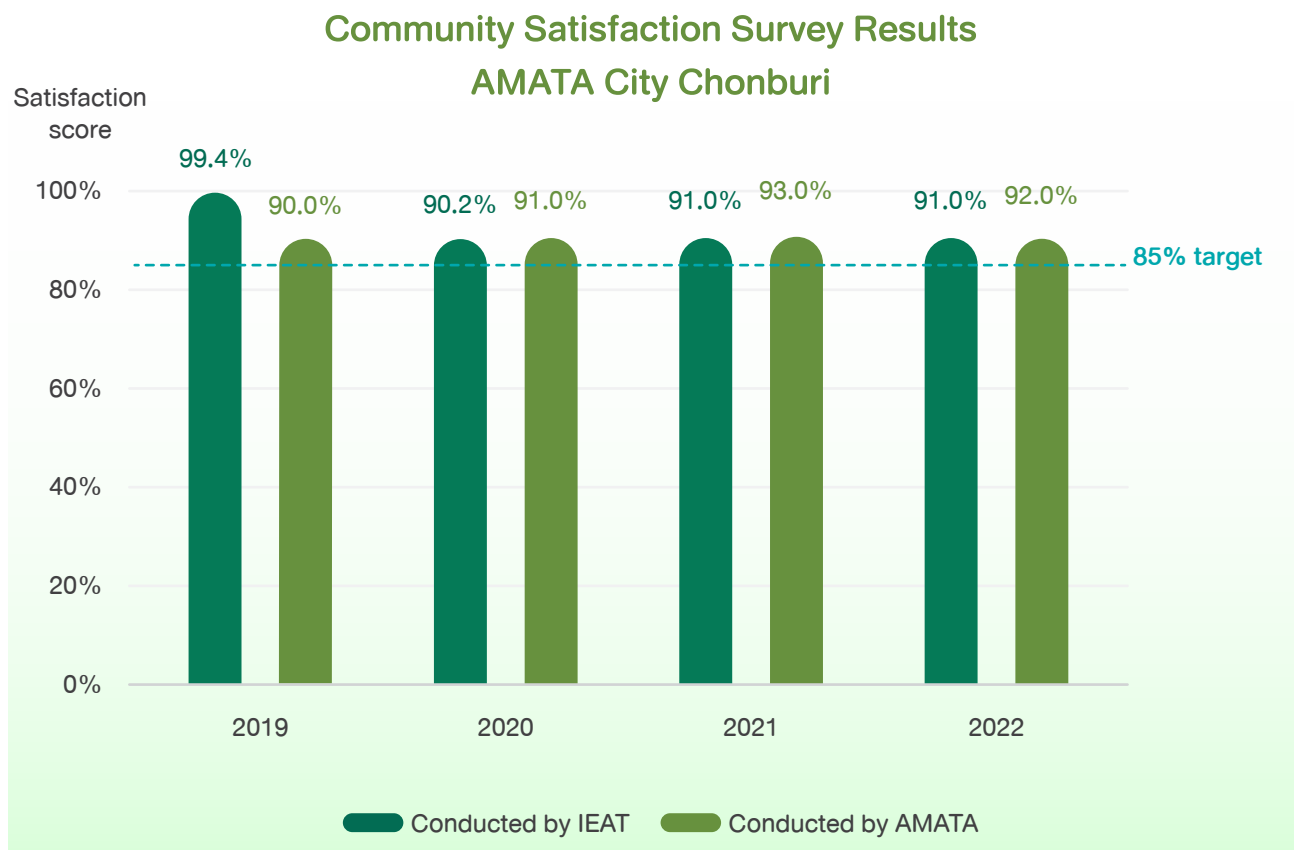


## 5. Regularly monitor project/activity performance

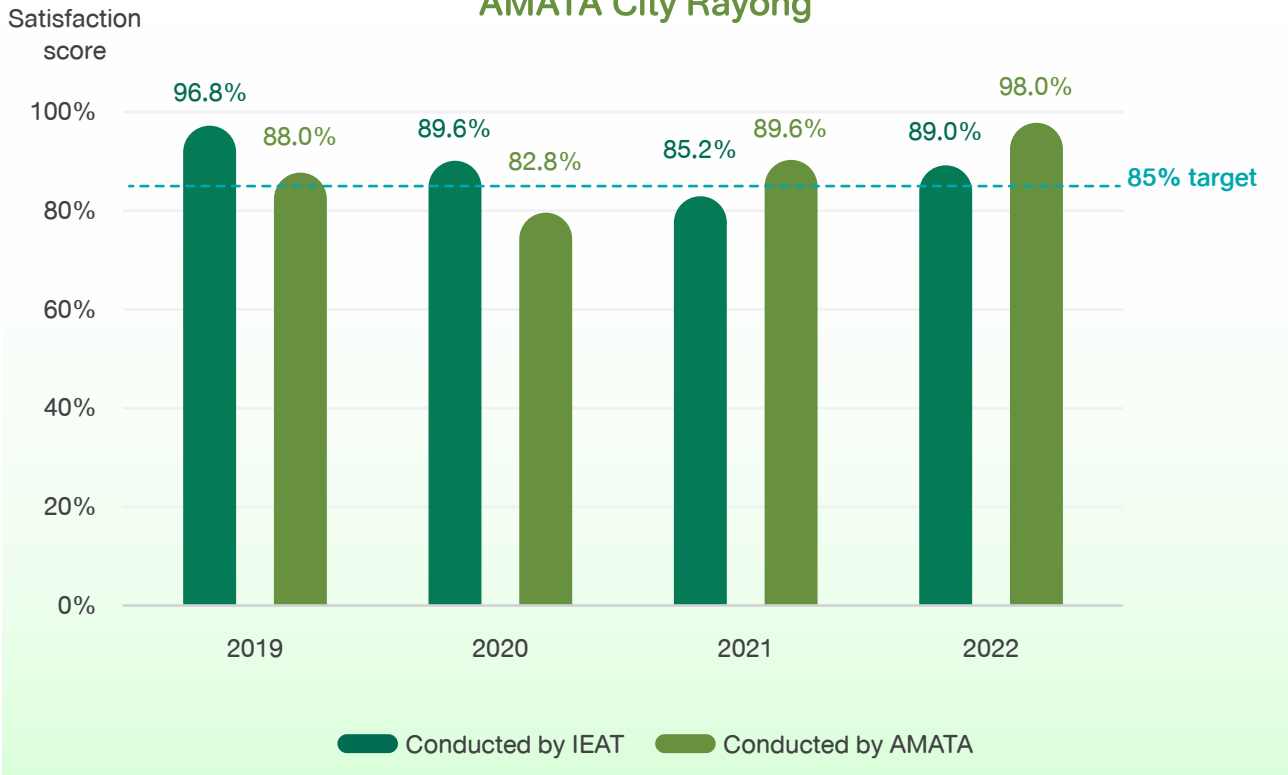
The Company's Community Relations and Social Responsibility Working Committee have conducted annual satisfaction surveys of the communities surrounding AMATA Industrial Estates. The committees have worked with the Faculty of Communication Arts at Sripatum University's Chonburi Campus on an in-depth study of community needs and expectations as well as a survey on the community's satisfaction with the Company's community development projects. The survey results showed that AMATA City Chonburi Industrial Estate received an average satisfaction score of 92% and AMATA City Rayong Industrial Estate received an average satisfaction score of 98%.

Furthermore, the Industrial Estate Authority of Thailand conducted an annual community satisfaction survey on 33 industrial estates nationwide, and the Company collaborated in community satisfaction surveys in both AMATA industrial estates. In 2022, AMATA City Chonburi Industrial Estate received an average satisfaction score of 91%, and AMATA City Rayong Industrial Estate received an average satisfaction score of 89%.

The Company obtained suggestions from the community satisfaction survey surrounding both AMATA industrial estates and analyzed and planned the implementation of activities to support and develop the communities for the following year. The Community Relations and Social Responsibility Working Committee also conducts an in-depth interview to determine the cause of problems and the community's expectations of the Company which can be used as basic information for future activities.



## Community Satisfaction Survey Results AMATA City Rayong



# 2022 Performance Summary

## Economic Performance

Consolidated Financial Performance for the Year ended 31 December	2019	2020	2021	2022
<b>Common Share Information (THB)</b>				
Par value	1	1	1	1
Book value per share	13.17	13.61	15.41	16.92
Earnings per share	1.63	1.02	1.22	2.04
Dividend per share	0.37	0.35	0.30	0.50
<b>Economic Performance (THB, million)</b>				
Revenue from sales and services	5,914.28	4,202.28	5,096.81	6,501.74
Total revenue	6,175.77	4,347.44	5,841.76	8,049.25
Net profit	1,742.06	1,103.44	1,402.29	2,341.35
<b>Financial Position (THB, million)</b>				
Current assets	10,245.51	10,314.91	12,420.30	11,463.33
Total assets	36,397.40	40,221.65	45,470.85	47,658.85
Current liabilities	5,179.19	3,909.84	8,095.44	8,694.57
Total liabilities	19,420.95	21,469.12	23,462.42	23,244.12
Registered and paid-up capital	1,067.00	1,150.00	1,150.00	1,150.00
Total shareholders' equity attributable to owners of the Company	16,976.46	18,752.53	22,008.43	24,414.73
<b>Financial Ratios</b>				
Return of equity (%)	12.89	8.57	8.40	12.59
Return on assets (%)	8.16	6.57	6.55	8.81
Gross margin (%)	50.67	50.84	45.67	47.91
Current ratio (times)	1.97	2.64	1.53	1.32
Debt to equity ratio (times)	1.38	1.37	1.32	1.19
<b>Value Distribution to Stakeholders (THB, million)</b>				
Domestic procurement <sup>(1)</sup>	2,482.00	1,546.00	2,401.60	3,226.81
Tax paid to the state and local authorities <sup>(1)</sup>	314.19	163.88	351.59	465.88
Effective Tax Rate (%) <sup>(2)</sup>	13	10	15	13
Financial cost <sup>(1)</sup>	329.90	435.92	493.53	472.10
Dividend to shareholders	394.76	373.44	344.99	575.00
Employee compensation <sup>(3)</sup>	308.65	302.40	333.61	398.38
Directors' remuneration	34.85	37.15	37.14	40.92
Social activities	11.03	9.53	6.91	3.33
Social investment exclude donation	32.97	6.55	9.48	1.11
Donation	3.70	4.02	15.77	5.78

<b>Business Ethics</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Number of complaints of violation against business ethics reported through whistleblowing system (case)	0	0	0	0
• Corruption	0	0	0	0
• Insider Trading	0	0	0	0
• Bribery	0	0	0	0
• Human Rights	0	0	0	0
• Taxation	0	0	0	0
• Other cases violating company ethics	0	0	0	0
Number of verified cases involving business ethics violations (case)	1	0	0	0

<b>Supply Chain Management</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Percentage of Local purchases of goods and services <sup>(4)</sup>	100%	100%	100%	100%
Total Number of Tier-1 Suppliers	NA	536	932	527
Critical Tier-1 Suppliers	NA	81	71	85
Total Number of New Suppliers	NA	10	8	11
Percentage of suppliers who have been assessed for Environmental, Social, and Governance (ESG) risks through Self-Assessment Questionnaire (SAQ)				
• Critical Tier-1 Suppliers	NA	100%	100%	100%
• New Suppliers	NA	100%	100%	100%
Number of suppliers with high Environmental, Social, and Governance (ESG) risks				
• Critical Tier-1 Suppliers	NA	1	0	1
• New Suppliers	NA	0	0	0
Total number of suppliers that need On-site Audit				
• Critical Tier-1 Suppliers	NA	0	0	11
Completion Rate of Critical Tier-1 Suppliers on-site audit	-	-	-	100%
• New Suppliers	NA	0	0	0

NA = Not Available

<sup>(1)</sup> The information from the 2022 consolidated financial statements of AMATA Corporation Public Company Limited and its subsidiaries

<sup>(2)</sup> Corporate income tax rate is 20% and certain group of companies are exempted and eligible for tax incentives from the Board of Investment (BOI)

<sup>(3)</sup> Consists of salary, bonus, wage, welfare, provident fund, social security, and personal development expenses

<sup>(4)</sup> Local purchasing in Thailand

## Environmental Performance

Developed Areas	Unit	2019	2020	2021	2022
Total Developed Areas	rai	31,547.46	31,650.75	32,042.93	32,254.71
	hectare	5,047.59	5,064.12	5,126.87	5,160.75
AMATA City Chonburi	rai	17,317.49	17,317.49	17,496.90	17,588.82
	hectare	2,770.80	2,770.80	2,799.50	2,814.21
AMATA City Rayong	rai	14,229.97	14,333.26	14,546.03	14,665.89
	hectare	2,276.80	2,293.32	2,327.36	2,346.54

Energy	Unit	2019	2020	2021	2022
Total energy consumption within the organization	GJ	198,720.20	193,048.13	205,509.66	193,665.49
Non-renewable energy consumed	GJ	197,599.74	191,302.71	199,169.40	181,686.22
• Fossil fuel	GJ	6,674.26	6,235.62	5,075.65	5,191.77
• Electricity purchased	GJ	190,925.47	185,067.08	194,093.76	176,494.45
• Steam, heating, and cooling	GJ	-	-	-	-
Renewable energy consumed	GJ	1,120.46	1,745.42	6,340.26	11,979.27
• Renewable fuel	GJ	-	-	-	-
• Electricity purchased	GJ	-	-	-	-
• Electricity self-generated	GJ	1,120.46	1,745.42	6,340.26	11,979.27
Non-renewable energy sold	GJ	-	-	-	-
Renewable energy sold	GJ	-	-	-	-
Energy intensity per unit of developed area	GJ/Hectare	39.37	38.12	40.08	37.53
Energy intensity per unit of developed area	GJ/Rai	6.30	6.10	6.41	6.00

<b>Water and Effluents</b>	<b>Unit</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Water withdrawal from all areas</b>	m <sup>3</sup>	29,854,852	30,420,578	31,036,511	30,928,500
Water withdrawal separated by water source					
1) Surface water <sup>(5)</sup>	m <sup>3</sup>	29,854,852	30,420,578	31,036,511	30,928,500
• Freshwater with Total Dissolved Solids ≤1,000 mg/L	m <sup>3</sup>	29,854,852	30,420,578	31,036,511	30,928,500
• Other water with Total Dissolved Solids > 1,000 mg/L	m <sup>3</sup>	0	0	0	0
2) Groundwater	m <sup>3</sup>	0	0	0	0
3) Produced water <sup>(6)</sup>	m <sup>3</sup>	0	0	0	0
4) Third-party water <sup>(7)</sup>	m <sup>3</sup>	0	0	0	0
<b>Water withdrawal from water stress areas</b>	m <sup>3</sup>	29,854,852	30,420,578	31,036,511	30,928,500
• Freshwater with Total Dissolved Solids ≤1,000 mg/L	m <sup>3</sup>	29,854,852	30,420,578	31,036,511	30,928,500
• Other water with Total Dissolved Solids > 1,000 mg/L	m <sup>3</sup>	0	0	0	0
<b>Water Discharge</b>					
Water Discharge to all areas separated by types of destination					
1) Surface water	m <sup>3</sup>	0	0	0	0
2) Ground water	m <sup>3</sup>	0	0	0	0
3) Seawater	m <sup>3</sup>	0	0	0	0
Water Discharge to all areas separated by water quality					
• Freshwater with Total Dissolved Solids ≤1,000 mg/L	m <sup>3</sup>	0	0	0	0
• Other water with Total Dissolved Solids > 1,000 mg/L	m <sup>3</sup>	0	0	0	0
<b>Total water consumption</b>	m <sup>3</sup>	29,854,852	30,420,578	31,036,511	30,928,500
Water intensity per unit of developed area (Hectare)	m <sup>3</sup> /Hectare	5,914.67	6,007.08	6,053.70	5,993.02
Water intensity per unit of developed area (Rai)	m <sup>3</sup> /Rai	946.35	961.13	968.59	958.88

<sup>(5)</sup> Surface Water is the natural source from lake, stream, or river

<sup>(6)</sup> Produced water is the water from extraction, distillation or use of raw materials that requires further management by the company

<sup>(7)</sup> Third-party water is tap water supplied by Provincial Waterworks Authority of Thailand

Quality of effluent discharged from central treatment plant <sup>(8) (9) (10)</sup>	Unit	Standards	2019	2020	2021	2022
<b>AMATA City Chonburi Industrial Estate</b>						
pH		5.5-9.0	6.6-8.0	6.8-7.9	6.9-7.9	6.5-8.3
Temperature	°C	≤ 40	29-36	29-35	29-35	28-34
Biochemical Oxygen Demand (BOD <sub>5</sub> )	mg/L	≤ 20	<2.0-17.9	ND, <2.0-16.2	<2.0-17.7	<2.0-17.6
Chemical Oxygen Demand (COD)	mg/L	≤ 120	<40-77	<40-95	<40-92	<40-80
Grease and Oil	mg/L	≤ 5	ND, <3.0	ND, <3.0	<3.0	<3.0
Suspended Solid (SS)	mg/L	≤ 50	<5-41	5-43	<5-41	<5-39
Total Dissolved Solid (TDS)	mg/L	≤ 3000	688-1,560	768-1,548	524-1,416	612-2,025
Total Kjeldahl Nitrogen (TKN)	mg/L	≤ 100	ND, <5-33	<5-55	<5-42	<5-34
Mercury (Hg)	mg/L	≤ 0.005	ND, <0.0010	ND	<0.0010	<0.0010
Selenium (Se)	mg/L	≤ 0.02	ND, <0.0020	ND, <0.0020	ND	<0.0020, <0.0050
Cadmium (Cd)	mg/L	≤ 0.03	ND	ND	<0.03	<0.03
Lead (Pb)	mg/L	≤ 0.2	ND, <0.10	ND, <0.10	ND, <0.10	<0.03, <0.10-0.14
Arsenic (As)	mg/L	≤ 0.25	<0.0020-0.0069	<0.0020-0.0071	<0.0020-0.0056	<0.0020-0.0141, <0.10
Chromium (Cr <sup>3+</sup> )	mg/L	≤ 0.75	ND	ND, <0.10	<0.10-0.24	<0.10-0.20
Chromium (Cr <sup>6+</sup> )	mg/L	≤ 0.25	ND, <0.10-0.11	ND, <0.10	<0.050-0.12	<0.050
Barium (Ba)	mg/L	≤ 1.0	ND, <0.02-0.07	ND, <0.02-0.07	<0.03-0.11	<0.03-0.13
Nickel (Ni)	mg/L	≤ 1.0	ND, <0.10-0.71	ND, <0.10-0.54	<0.10-0.89	<0.10-0.90
Copper (Cu)	mg/L	≤ 2.0	ND, <0.10-0.11	ND, <0.10	<0.10-0.30	<0.03-0.13, <0.10
Zinc (Zn)	mg/L	≤ 5.0	0.12-0.52	0.16-0.64	0.05-1.60	0.06-0.89
Sulfide as H <sub>2</sub> S	mg/L	≤ 1.0	ND, <0.53	ND, <0.53-0.80	<0.53-0.80	<0.50-0.67
Cyanide as HCN	mg/L	≤ 0.2	ND, <0.020	ND	<0.020-0.033	<0.020
Chloride as Cl <sub>2</sub>	mg/L	≤ 1.0	ND, <0.1-0.8	<0.1-0.4	<0.1-0.4	<0.1-0.4



Quality of effluent discharged from central treatment plant <sup>(8) (9) (10)</sup>	Unit	Standards	2019	2020	2021	2022
<b>AMATA City Rayong Industrial Estate</b>						
pH		5.5-9.0	6.4-7.8	6.3-7.6	6.7-7.6	6.6-8.1
Temperature	°C	≤ 40	28-33	27-34	27-35	28-33
Biochemical Oxygen Demand (BOD <sub>5</sub> )	mg/L	≤ 20	<2.0-11.8	4.4-8.6	<2.0-11.4	<2.0-9.1
Chemical Oxygen Demand (COD)	mg/L	≤ 120	<40-94	<40-61	<40-57	<40-68
Grease and Oil	mg/L	≤ 5	ND, <3.0	ND	<3.0	<3.0
Suspended Solid (SS)	mg/L	≤ 50	<5-20	5-24	<5-20	<5-42
Total Dissolve Solid (TDS)	mg/L	≤ 3000	1,020-2,460	1,268-2,148	896-1,913	844-2,200
Total Kjeldahl Nitrogen (TKN)	mg/L	≤ 100	<5-31	5-18	<5-18	<5-17
Mercury (Hg)	mg/L	≤ 0.005	ND	ND	<0.0010	<0.0010
Selenium (Se)	mg/L	≤ 0.02	ND, <0.10, <0.0020-0.0026	<0.0020	ND	<0.0050
Cadmium (Cd)	mg/L	≤ 0.03	ND	ND	<0.03	<0.03
Lead (Pb)	mg/L	≤ 0.2	ND	ND, <0.10	<0.03, <0.10	<0.03, <0.10
Arsenic (As)	mg/L	≤ 0.25	0.0020-0.0075	0.0033-0.0110	<0.0020-0.0132	<0.0020-0.0056, <0.10
Chromium (Cr <sup>3+</sup> )	mg/L	≤ 0.75	ND	ND	<0.10	<0.10
Chromium (Cr <sup>6+</sup> )	mg/L	≤ 0.25	ND	ND	<0.050	<0.050
Barium (Ba)	mg/L	≤ 1.0	0.05-0.14	0.07-0.12	0.04-0.09	0.04-0.08
Nickel (Ni)	mg/L	≤ 1.0	<0.10-0.14	ND, <0.10	<0.10-0.18	<0.10-0.32
Copper (Cu)	mg/L	≤ 2.0	ND, <0.10	ND, <0.10	<0.03, <0.10	<0.03, <0.10
Zinc (Zn)	mg/L	≤ 5.0	0.06-0.44	0.09-0.47	0.14-1.68	0.13-0.86
Sulfide as H <sub>2</sub> S	mg/L	≤ 1.0	ND, <0.53	ND, <0.53	<0.53-0.63	<0.50, <0.53
Cyanide as HCN	mg/L	≤ 0.2	ND, <0.020-0.29	ND	<0.020	<0.020
Chloride as Cl <sub>2</sub>	mg/L	≤ 1.0	ND, <0.10-0.30	0.1-0.3	<0.1-0.4	<0.1-0.2

ND = Not Detected

<sup>(8)</sup> The quality of treated water monitored by laboratories registered with the Department of Industrial Works

<sup>(9)</sup> The quality of treated water from the Central Wastewater Treatment Plant before utilizing in water reclamation system, cooling system in power plants, and green areas

<sup>(10)</sup> The effluent standard set under the announcement of the Ministry of Natural Resources and Environment, B.E. 2559 (2016) and the announcement of the Ministry of Industry, B.E. 2560 (2017)

Greenhouse Gas Emissions	Unit	2019	2020	2021	2022 <sup>(13)</sup>
Total Greenhouse Gas Emissions <sup>(11)</sup>	tons CO <sub>2</sub> e	27,058	50,443	60,207	57,841
Direct GHG emissions (Scope 1)	tons CO <sub>2</sub> e	528	494	408	443
Indirect GHG emissions (Scope 2)	tons CO <sub>2</sub> e	17,466	15,734	16,774	15,370
Total direct and indirect GHG emissions (Scope 1 & 2)	tons CO <sub>2</sub> e	17,994	16,228	17,182	15,813
Other indirect GHG emissions (Scope 3)	tons CO <sub>2</sub> e	9,064	34,215 <sup>(12)</sup>	43,025	42,028
Greenhouse gas emission intensity (Scope 1&2) per unit of developed area	tons CO <sub>2</sub> e / Hectare	3.56	3.20	3.35	3.06
Greenhouse gas emission intensity (Scope 1&2) per unit of developed area	tons CO <sub>2</sub> e/ rai	0.57	0.51	0.54	0.49

<sup>(11)</sup> The calculation methodology of GHG emissions and emission factor (EF) based on Thailand Greenhouse Gas Management Organization (TGO).

<sup>(12)</sup> Significant increased values due to changes in calculation criteria of the other indirect GHG emission (Scope 3) set by Thailand Greenhouse Gas Management Organization (TGO).

<sup>(13)</sup> Preliminary greenhouse gas emissions calculated by using methodology of GHG emissions and emission factor (EF) based on Thailand Greenhouse Gas Management Organization (TGO). These values are in process of verification by VGREEN, Kasetsart University.

Other Air Emissions <sup>(14)</sup>	Unit	Standards	2019	2020	2021	2022
<b>AMATA City Chonburi Industrial Estate</b>						
<b>Location 1: Boonyarasri Temple (A1)</b>						
Nitrogen Dioxide: NO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.17	0.001-0.040	<0.001-0.005	0.008-0.045	<0.001-0.028
Sulfur Dioxide: SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.30	0.001-0.009	0.005-0.011	0.029-0.040	0.003-0.012
Total Suspended Particulates: TSP	mg/m <sup>3</sup>	≤ 0.33	0.025-0.126	0.037-0.090	0.065-0.125	0.039-0.143
PM 10	mg/m <sup>3</sup>	≤ 0.12	0.010-0.078	0.016-0.032	0.038-0.067	0.031-0.071
<b>Location 2: Ban Yan Sue School (A2)</b>						
Nitrogen Dioxide: NO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.17	0.002-0.049	0.001-0.031	<0.001-0.025	0.001-0.045
Sulfur Dioxide: SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.30	0.001-0.007	0.010-0.015	0.002-0.018	0.002-0.059
Total Suspended Particulates: TSP	mg/m <sup>3</sup>	≤ 0.33	0.035-0.084	0.032-0.062	0.026-0.113	0.058-0.140
PM 10	mg/m <sup>3</sup>	≤ 0.12	0.032-0.090	0.018-0.033	0.016-0.070	0.025-0.058
<b>Location 3: Map Sam Kliaw Temple (A3)</b>						
Nitrogen Dioxide: NO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.17	0.003-0.039	0.003-0.034	0.003-0.086	0.001-0.056
Sulfur Dioxide: SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.30	0.001-0.010	<0.001-0.004	0.001-0.011	<0.001-0.018
Total Suspended Particulates: TSP	mg/m <sup>3</sup>	≤ 0.33	0.013-0.045	0.017-0.034	0.031-0.134	0.018-0.095
PM 10	mg/m <sup>3</sup>	≤ 0.12	0.007-0.034	0.010-0.024	0.021-0.104	0.013-0.063
PM 2.5	mg/m <sup>3</sup>	≤ 0.05	0.004-0.035	0.004-0.039	0.003-0.038	0.004-0.046

Other Air Emissions <sup>(14)</sup>	Unit	Standards	2019	2020	2021	2022
<b>Location 4: Pan Thong Sapachanupathum School (A4)</b>						
Nitrogen Dioxide: NO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.17	0.002-0.060	0.003-0.046	<0.001-0.065	0.003-0.067
Sulfur Dioxide: SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.30	0.001-0.005	0.002-0.005	<0.001-0.015	<0.001-0.009
Total Suspended Particulates: TSP	mg/m <sup>3</sup>	≤ 0.33	0.046-0.145	0.044-0.180	0.044-0.170	0.046-0.157
PM 10	mg/m <sup>3</sup>	≤ 0.12	0.024-0.070	0.025-0.081	0.026-0.111	0.034-0.090
PM 2.5	mg/m <sup>3</sup>	≤ 0.05	0.007-0.045	0.005-0.048	0.008-0.040	0.008-0.050
<b>Location 5: Don Damrongtham Temple (A5)</b>						
Nitrogen Dioxide: NO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.17	<0.001-0.042	0.007-0.024	0.003-0.048	0.001-0.041
Sulfur Dioxide: SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.30	0.002-0.015	0.009-0.011	0.002-0.014	<0.001-0.004
Total Suspended Particulates: TSP	mg/m <sup>3</sup>	≤ 0.33	0.043-0.112	0.043-0.081	0.090-0.182	0.070-0.120
PM 10	mg/m <sup>3</sup>	≤ 0.12	0.023-0.065	0.030-0.045	0.057-0.098	0.021-0.072
<b>Location 6: Science Based Technology Vocational College (A6)</b>						
Nitrogen Dioxide: NO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.17	<0.001-0.030	0.001-0.002	<0.001-0.025	0.002-0.027
Sulfur Dioxide: SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.30	0.003-0.018	0.001-0.010	0.003-0.014	0.009-0.036
Total Suspended Particulates: TSP	mg/m <sup>3</sup>	≤ 0.33	0.021-0.080	0.032-0.044	0.086-0.122	0.047-0.138
PM 10	mg/m <sup>3</sup>	≤ 0.12	0.011-0.045	0.013-0.026	0.049-0.075	0.025-0.073
<b>Location 7: U Ta Pao Temple (A7)</b>						
Nitrogen Dioxide: NO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.17	0.001-0.037	0.002-0.026	0.003-0.064	0.002-0.046
Sulfur Dioxide: SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.30	<0.001-0.006	0.002-0.006	<0.001-0.013	<0.001-0.011
Total Suspended Particulates: TSP	mg/m <sup>3</sup>	≤ 0.33	0.020-0.056	0.021-0.038	<0.033-0.123	0.021-0.097
PM 10	mg/m <sup>3</sup>	≤ 0.12	0.013-0.038	0.012-0.024	0.026-0.102	0.014-0.071
PM 2.5	mg/m <sup>3</sup>	≤ 0.05	0.005-0.049	0.005-0.047	0.004-0.048	0.005-0.043
<b>Location 8: Ban Map Sam Kliaw (A8)</b>						
Nitrogen Dioxide: NO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.17	<0.001-0.032	<0.001-0.031	0.010-0.040	0.004-0.027
Sulfur Dioxide: SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.30	0.002-0.007	0.006-0.010	0.009-0.023	0.007-0.016
Total Suspended Particulates: TSP	mg/m <sup>3</sup>	≤ 0.33	0.034-0.077	0.025-0.061	0.068-0.110	0.023-0.079
PM 10	mg/m <sup>3</sup>	≤ 0.12	0.024-0.054	0.017-0.022	0.025-0.078	0.015-0.054
<b>Location 9: Charoenwat Village (A9)</b>						
Nitrogen Dioxide: NO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.17	0.001-0.036	0.002-0.015	<0.001-0.091	<0.001-0.043
Sulfur Dioxide: SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.30	0.001-0.013	<0.001-0.002	0.001-0.014	0.039-0.055
Total Suspended Particulates: TSP	mg/m <sup>3</sup>	≤ 0.33	0.021-0.049	0.026-0.045	0.033-0.088	0.043-0.079
PM 10	mg/m <sup>3</sup>	≤ 0.12	0.019-0.059	0.021-0.030	0.018-0.069	0.026-0.052

Other Air Emissions <sup>(14)</sup>	Unit	Standards	2019	2020	2021	2022
<b>Location 10: Ban Ngio Temple (A10)</b>						
Nitrogen Dioxide: NO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.17	<0.001-0.030	0.002-0.038	0.002-0.040	0.003-0.024
Sulfur Dioxide: SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.30	0.001-0.015	0.009-0.011	0.001-0.017	0.001-0.012
Total Suspended Particulates: TSP	mg/m <sup>3</sup>	≤ 0.33	0.029-0.032	0.031-0.051	0.098-0.141	0.053-0.147
PM 10	mg/m <sup>3</sup>	≤ 0.12	0.025-0.076	0.026-0.045	0.053-0.085	0.039-0.074
<b>Location 11: Orm Kaew Temple (A11)</b>						
Nitrogen Dioxide: NO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.17	0.002-0.028	0.004-0.021	0.002-0.051	0.001-0.033
Sulfur Dioxide: SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.30	<0.001-0.010	0.002-0.008	<0.001-0.017	<0.001-0.012
Total Suspended Particulates: TSP	mg/m <sup>3</sup>	≤ 0.33	0.016-0.059	0.015-0.029	0.025-0.102	0.017-0.075
PM 10	mg/m <sup>3</sup>	≤ 0.12	0.009-0.037	0.008-0.021	0.015-0.068	0.011-0.050
PM 2.5	mg/m <sup>3</sup>	≤ 0.05	0.004-0.057	0.003-0.047	0.002-0.049	0.003-0.034

Other Air Emissions <sup>(14)</sup>	Unit	Standards	2019	2020	2021	2022
<b>AMATA City Rayong Industrial Estate</b>						
<b>Location 1: Ban Wang Tanmon (A1)</b>						
Nitrogen Dioxide: NO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.17	0.002-0.055	0.001-0.035	<0.001-0.016	0.002-0.040
Sulfur Dioxide: SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.30	<0.001-0.003	0.013-0.031	0.001-0.031	0.001-0.016
Total Suspended Particulates: TSP	mg/m <sup>3</sup>	≤ 0.33	0.093-0.086	0.035-0.065	0.027-0.309	0.042-0.074
PM 10	mg/m <sup>3</sup>	≤ 0.12	0.052-0.071	0.031-0.041	0.012-0.114	0.019-0.056
<b>Location 2: Rat Atsadaram Temple (A2)</b>						
Nitrogen Dioxide: NO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.17	0.003-0.057	0.002-0.008	<0.001-0.009	<0.001-0.009
Sulfur Dioxide: SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.30	0.001-0.012	0.002-0.018	<0.001-0.030	0.001-0.044
Total Suspended Particulates: TSP	mg/m <sup>3</sup>	≤ 0.33	0.063-0.185	0.082-0.125	0.049-0.206	0.036-0.209
PM 10	mg/m <sup>3</sup>	≤ 0.12	0.034-0.103	0.038-0.080	0.035-0.108	0.022-0.068
<b>Location 3: Ban Phusai School (A3)</b>						
Nitrogen Dioxide: NO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.17	<0.001-0.018	<0.001-0.009	<0.001-0.040	0.002-0.026
Sulfur Dioxide: SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.30	0.001-0.005	<0.001-0.011	<0.001-0.014	0.002-0.009
Total Suspended Particulates: TSP	mg/m <sup>3</sup>	≤ 0.33	0.028-0.127	0.033-0.061	0.051-0.176	0.049-0.054
PM 10	mg/m <sup>3</sup>	≤ 0.12	0.012-0.089	0.023-0.110	0.034-0.114	0.038-0.102

Other Air Emissions <sup>(14)</sup>	Unit	Standards	2019	2020	2021	2022
<b>Location 4: Phananihom Temple (A4)</b>						
Nitrogen Dioxide: NO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.17	<0.001-0.058	0.001-0.030	<0.001-0.027	0.001-0.050
Sulfur Dioxide: SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.30	<0.001-0.023	0.001-0.005	<0.001-0.020	<0.001-0.024
Total Suspended Particulates: TSP	mg/m <sup>3</sup>	≤ 0.33	0.013-0.085	0.020-0.056	0.013-0.057	0.014-0.101
PM 10	mg/m <sup>3</sup>	≤ 0.12	0.008-0.065	0.012-0.035	0.008-0.044	0.011-0.069
PM 2.5	mg/m <sup>3</sup>	≤ 0.05	0.004-0.039	0.005-0.048	0.004-0.045	0.005-0.039
<b>Location 5: Ban Mapyangphon Health Center (A5)</b>						
Nitrogen Dioxide: NO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.17	<0.001-0.047	0.001-0.031	<0.001-0.043	0.002-0.065
Sulfur Dioxide: SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.30	<0.001-0.027	0.001-0.006	<0.001-0.015	<0.001-0.011
Total Suspended Particulates: TSP	mg/m <sup>3</sup>	≤ 0.33	0.014-0.130	0.021-0.068	0.023-0.182	0.024-0.068
PM 10	mg/m <sup>3</sup>	≤ 0.12	0.004-0.095	0.013-0.047	0.015-0.093	0.013-0.093
PM 2.5	mg/m <sup>3</sup>	≤ 0.05	0.002-0.044	0.004-0.046	0.005-0.042	0.005-0.008

<sup>(14)</sup> The quality of air emission within 1 hour standard according to the Notification of the Ministry of Natural Resources and Environment issue 33, B.E. 2552 (2009) and 24, B.E. 2547 (2004)

Waste	Unit	2019	2020	2021	2022
<b>Waste Generated</b>					
Amount of waste generated	ton	26,842.88	24,500.61	26,806.29	27,974.92
• Hazardous waste	ton	-	-	-	-
• Non-hazardous waste	ton				
• AMATA City Chonburi	ton	21,644.96	18,990.51	20,648.76	21,195.28
• AMATA City Rayong	ton	5,197.92	5,510.10	6,157.53	6,779.64
<b>Waste diverted from disposal</b>					
Amount of waste diverted from disposal	ton	2,215.10	2,597.00	2,124.57	2,267.71
• Hazardous waste	ton				
• Reuse	ton	-	-	-	-
- onsite	ton	-	-	-	-
- offsite	ton	-	-	-	-
• Recycle	ton				
- onsite	ton	-	-	-	-
- offsite	ton	-	-	-	-

Waste	Unit	2019	2020	2021	2022
• Non-hazardous waste	ton				
• Reuse	ton	-	-	-	-
- onsite	ton	-	-	-	-
- offsite	ton	-	-	-	-
• Recycle	ton	2,215.10	2,597.00	2,124.57	2,267.71
- onsite	ton	-	-	-	-
- offsite	ton	2,215.10	2,597.00	2,124.57	2,267.71
<b>Waste directed to disposal</b>					
Amount of waste directed to disposal	ton	24,595.99	21,935.41	24,681.71	25,707.21
• Non-hazardous waste	ton	24,595.99	21,935.41	24,681.71	25,707.21
• Incineration without energy recovery	ton	-	-	-	-
- onsite	ton	-	-	-	-
- offsite	ton	-	-	-	-
• Incineration with energy recovery	ton	19,018.94	16,708.47	18,512.00	18,927.57
- onsite	ton	-	-	-	-
- offsite	ton	19,018.94	16,708.47	18,512.00	18,927.57
• Landfilling	ton	5,577.05	5,226.94	6,169.71	6,779.64
- onsite	ton	-	-	-	-
- offsite	ton	-	-	-	-
• Chonburi Province	ton	29.02	66.95	12.18	0.00
• Rayong Province	ton	5,197.92	5,510.10	6,157.53	6,779.64

Environmental Compliance	2019	2020	2021	2022
Number of incidents of environmental non-compliance	0	0	0	0
Monetary value of significant fines associated with violating environmental law (THB)	0	0	0	0

## Social Performance

Employment	2019		2020		2021		2022	
	Person	%	Person	%	Person	%	Person	%
Total number of employees on 31 December	268	100.0%	269	100.0%	265	100.0%	277	100.0%
Number of employees by gender								
• Male	154	57.5%	152	56.5%	148	55.8%	155	56.0%
• Female	114	42.5%	117	43.5%	117	44.2%	122	44.0%
Number of employees by level								
Top Management (level 9 - 12)	17	6.3%	16	5.9%	14	5.3%	15	5.4%
• Male	9	52.9%	9	56.3%	8	57.1%	9	60.0%
• Female	8	47.1%	7	43.8%	6	42.9%	6	40.0%
Middle Management (level 6 - 8)	42	15.7%	40	14.9%	45	17.0%	51	18.4%
• Male	23	54.8%	23	57.5%	25	55.6%	27	52.9%
• Female	19	45.2%	17	42.5%	20	44.4%	24	47.1%
First-line Management (level 4 - 5)	70	26.1%	75	27.9%	76	28.7%	77	27.8%
• Male	30	42.9%	32	42.7%	32	42.1%	33	42.9%
• Female	40	57.1%	43	57.3%	44	57.9%	44	57.1%
Operational level (level 1 - 3)	139	51.9%	138	51.3%	130	49.1%	134	48.4%
• Male	92	66.2%	88	63.8%	83	63.8%	86	64.2%
• Female	47	33.8%	50	36.2%	47	36.2%	48	35.8%
Number of employees by age								
Less than 30 years old	59	22.01%	55	20.45%	43	16.2%	43	15.5%
• Male	29	49.2%	24	43.6%	18	41.9%	18	41.9%
• Female	30	50.8%	31	56.4%	25	58.1%	25	58.1%
30-50 years old	167	62.31%	171	63.57%	174	65.7%	182	65.7%
• Male	100	59.9%	101	59.1%	97	55.7%	102	56.0%
• Female	67	40.1%	70	40.9%	77	44.3%	80	44.0%
Over 50 years old	42	15.67%	43	15.99%	48	18.1%	52	18.8%
• Male	25	59.5%	27	62.8%	33	68.8%	35	67.3%
• Female	17	40.5%	16	37.2%	15	31.3%	17	32.7%

Employment	2019		2020		2021		2022	
	Person	%	Person	%	Person	%	Person	%
<b>Number of employees by employment contract</b>								
Permanent employees	155	57.8%	160	59.5%	158	59.6%	165	59.6%
• Male	71	45.8%	73	45.6%	73	46.2%	77	46.7%
• Female	84	54.2%	87	54.4%	85	53.8%	88	53.3%
Yearly contract employees	41	15.3%	41	15.2%	42	15.8%	45	16.2%
• Male	25	61.0%	25	61.0%	23	54.8%	23	51.1%
• Female	16	39.0%	16	39.0%	19	45.2%	22	48.9%
Temporary employees (outsource)	72	26.9%	68	25.3%	65	24.5%	67	24.2%
• Male	58	80.6%	54	79.4%	52	80.0%	55	82.1%
• Female	14	19.4%	14	20.6%	13	20.0%	12	17.9%
<b>Number of employees by employment type</b>								
Full-time employee	267	99.6%	269	100.0%	265	100.0%	277	100.0%
• Male	154	57.7%	152	56.5%	148	55.8%	155	56.0%
• Female	113	42.3%	117	43.5%	117	44.2%	122	44.0%
Part-time employee	1	0.4%	0	0.0%	0	0.0%	0	0.0%
• Male	0	0.0%	0	0.0%	0	0.0%	0	0.0%
• Female	1	100.0%	0	0.0%	0	0.0%	0	0.0%
<b>Number of employees by location</b>								
Bangkok office	83	30.97%	88	32.71%	87	32.8%	91	32.9%
• Permanent employee	44	53.0%	51	58.0%	48	55.2%	55	60.4%
• Yearly Contract Employees	18	21.7%	18	20.5%	19	21.8%	19	20.9%
• Temporary employees (outsource)	21	25.3%	19	21.6%	20	23.0%	17	18.7%
AMATA City Chonburi Office	144	53.73%	138	51.30%	138	52.1%	145	52.3%
• Permanent employee	89	61.8%	87	63.0%	90	65.2%	92	63.4%
• Yearly Contract Employees	20	13.9%	20	14.5%	21	15.2%	23	15.9%
• Temporary employees (outsource)	35	24.3%	31	22.5%	27	19.6%	30	20.7%



Employment	2019		2020		2021		2022	
	Person	%	Person	%	Person	%	Person	%
AMATA City Rayong Office	41	15.30%	43	15.99%	40	15.1%	41	14.8%
• Permanent employee	22	53.7%	22	51.2%	20	50.0%	18	43.9%
• Yearly Contract Employees	3	7.3%	3	7.0%	2	5.0%	3	7.3%
• Temporary employees (outsorce)	16	39.0%	18	41.9%	18	45.0%	20	48.8%
<b>Number of employees by hometown</b>								
• Bangkok	69	25.7%	70	26.0%	71	26.8%	70	25.3%
• Central region	40	14.9%	28	10.4%	27	10.2%	24	8.7%
• Eastern region	84	31.2%	92	34.2%	90	34.0%	98	35.4%
• Western region	9	3.3%	10	3.7%	8	3.0%	9	3.2%
• Southern region	6	2.2%	6	2.2%	5	1.9%	9	3.2%
• Northern region	18	6.7%	20	7.4%	19	7.2%	21	7.6%
• Nort-Eastern region	42	15.6%	43	16.0%	45	17.0%	46	16.6%
<b>Number of employees by nationality</b>								
• Thai	249	92.6%	245	91.1%	240	90.6%	251	90.6%
• European	1	0.4%	1	0.4%	2	0.8%	2	0.7%
• Chinese	3	1.1%	3	1.1%	3	1.1%	4	1.4%
• Singaporean	1	0.4%	1	0.4%	1	0.4%	1	0.4%
• Japanese	4	1.5%	4	1.5%	3	1.1%	3	1.1%
• Vietnamese	1	0.4%	1	0.4%	1	0.4%	0	0.0%
• Burmese	7	2.6%	9	3.3%	9	3.4%	9	3.2%
• Laos	2	0.7%	5	1.9%	6	2.3%	7	2.5%
<b>Number of employees with disabilities</b>	<b>1</b>	<b>0.4%</b>	<b>1</b>	<b>0.4%</b>	<b>1</b>	<b>0.4%</b>	<b>1</b>	<b>0.4%</b>
• Male	1	100.0%	1	100.0%	1	100.0%	1	100.0%
• Female	0	0.0%	0	0.0%	0	0.0%	0	0.0%

New Employee Hires	2019		2020		2021		2022	
	Person	%	Person	%	Person	%	Person	%
New employees	44	16.4%	35	13.0%	27	10.2%	41	14.8%
New employees by Gender								
• Male	28	63.6%	18	51.4%	9	33.3%	17	41.5%
• Female	16	36.4%	17	48.6%	18	66.7%	24	58.5%
New employees by age								
• Less than 30 years old	23	52.3%	19	54.3%	13	48.1%	22	53.7%
• 30-50 years old	20	45.5%	15	42.9%	12	44.4%	18	43.9%
• Over 50 years old	1	2.3%	1	2.9%	2	7.4%	1	2.4%
New employees by level								
• Top Management	1	2.3%	0	0.0%	1	3.7%	1	2.5%
• Middle Management	3	6.8%	1	2.8%	1	3.7%	1	2.5%
• First-line Management	6	13.6%	6	17.2%	7	25.9%	6	14.6%
• Operational level	34	77.3%	28	80.0%	18	66.7%	33	80.4%

Employee Turnover	2019		2020		2021		2022	
	Person	%	Person	%	Person	%	Person	%
Employee Turnover Rate <sup>(15)</sup>	34	12.7%	30	11.2%	30	11.3%	34	12.3%
By Gender								
• Male	18	52.9%	16	53.3%	10	33.3%	13	38.2%
• Female	16	47.1%	14	46.7%	20	66.7%	21	61.8%
By Age								
• Less than 30 years old	16	47.1%	6	20.0%	12	40.0%	12	35.3%
• 30-50 years old	18	52.9%	22	73.3%	17	56.7%	17	50.0%
• Over 50 years old	0	0.0%	2	6.7%	1	3.3%	5	14.7%
Voluntary employee turnover rate	34	12.7%	26	9.7%	27	10.2%	29	10.5%
By Gender								
• Male	18	52.9%	15	57.7%	8	29.7%	11	38.0%
• Female	16	47.1%	11	42.3%	19	70.3%	18	62.0%

Employee Turnover	2019		2020		2021		2022	
	Person	%	Person	%	Person	%	Person	%
<b>By Age</b>								
• Less than 30 years old	14	41.2%	5	19.2%	12	44.4%	11	37.9%
• 30-50 years old	19	55.9%	19	73.0%	15	55.6%	17	58.6%
• Over 50 years old	1	2.9%	2	7.8%	0	0.0%	1	3.5%
<b>By Level</b>								
• Top Management	0	0.0%	1	3.8%	2	7.5%	0	0.0%
• Middle Management	2	5.9%	4	15.4%	0	0.0%	0	0.0%
• First-line Management	3	8.8%	2	7.7%	5	18.5%	4	13.8%
• Operational level	29	85.3%	19	73.1%	20	74.0%	25	86.2%

<sup>(15)</sup> Employee turnover includes voluntary resignation, dismissal, retirement and death

Parental Leave	2019		2020		2021		2022	
	Person	%	Person	%	Person	%	Person	%
Employee that took parental leave	3	2.63%	3	2.56%	1	0.35%	3	1.11%
Employee returned to work after parental leave	3	100%	3	100%	1	100%	2	66.67%

Employee Development	2019	2020	2021	2022
	hour/person	hour/person	hour/person	hour/person
Total average training hours per person per year	18.34	8.18	25.72	20.38
<b>By Gender</b>				
• Male	11.53	7.74	21.47	16.95
• Female	14.32	8.74	30.70	24.43
<b>By Level</b>				
• Management level	24.1	16.47	20.43	30.91
• Operational level	16.87	6.85	26.81	18.79

Compensation	2019	2020	2021	2022
<b>Employee compensation by gender (THB)</b>				
• Total compensation	215,488,365.68	214,367,526.37	188,733,322.57	244,647,581.76
• Compensation for male employee	109,631,052.97	79,845,418.87	99,870,900.46	124,236,987.29
• Compensation for female employee	105,857,312.71	134,522,107.50	88,862,422.11	120,410,594.47
Employee Compensation Proportion (female: male)	1:1.03	1:0.59	1:1.12	1:1.03
<b>Employees' provident fund</b>				
• Number of employees in provident fund (person)	153	153	155	157
• Company contributions to provident fund (THB)	13,112,572.53	13,978,661.24	14,210,411.65	13,968,853.15

Employee engagement and participation	2019	2020	2021	2022
Complaints on labor practices and human rights (case)	0	0	0	0
Major labor disputes (case)	0	1	0	0
Employee engagement score (%)	52	64	59	69

Occupational Health & Safety	2019		2020		2021		2022	
	Male	Female	Male	Female	Male	Female	Male	Female
Total working hours (hour)	624,232.16		607,926.98		606,768.10		602,121.94	
• Employee	383,300.40	239,163.76	364,533.95	241,041.03	359,112.45	243,431.65	335,116.77	251,693.17
• Contractor	1,768	0	2,352	0	4,224	0	15,296	16
Employee with work-related illness (person)	0	0	0	0	0	0	0	0
• Employee	0	0	0	0	0	0	0	0
• Contractor	0	0	0	0	0	0	0	0
Employee with work-related injuries (person)	1	0	0	0	0	0	0	0

Occupational Health & Safety	2019		2020		2021		2022	
	Male	Female	Male	Female	Male	Female	Male	Female
No lost time injuries	0	0	0	0	0	0	0	0
• Employee	0	0	0	0	0	0	0	0
• Contractor	0	0	0	0	0	0	0	0
Lost time injuries	1	0	0	0	0	0	0	0
• Employee	1	0	0	0	0	0	0	0
• Contractor	0	0	0	0	0	0	0	0
Fatalities	0	0	0	0	0	0	0	0
• Employee	0	0	0	0	0	0	0	0
• Contractor	0	0	0	0	0	0	0	0
Severe injuries resulting in disabilities	0	0	0	0	0	0	0	0
• Employee	0	0	0	0	0	0	0	0
• Contractor	0	0	0	0	0	0	0	0
Lost Time Injury Frequency Rate (LTIFR) (person/million man-hour)								
• Employee	1.61	0	0	0	0	0	0	0
• Contractor	0	0	0	0	0	0	0	0
Sick leave								
Average sick leave days per employee (days)	1.33		2.53		1.16		1.6	
Total Absentee Rate (%)	0		0		0		0	

Socioeconomic Compliance	2019	2020	2021	2022
Complaints of personal or confidential business information breach (case)	0	0	0	0
Significant fines for socioeconomic non-compliance (THB)	0	0	0	0

# Membership

## AMATA Corporation Public Company Limited

	Organization	Status
1	Australian - Thai Chamber of Commerce	Member
2	British Chamber of Commerce Thailand	Member
3	German - Thai Chamber of Commerce	Member
4	Korean - Thai Chamber of Commerce	Member
5	Malaysian - Thai Chamber of Commerce	Member
6	Singapore - Thai Chamber of Commerce	Member
7	The American Chamber of Commerce in Thailand	Member
8	Thai-Japanese Association	Member
9	Thai Industrial Estate and Strategic Partner Association	Member
10	Thai Listed Companies Association	Member
11	The Federation of Thai Industries	Member
12	Personnel Management Association of Thailand	Member

## Subsidiaries

	Organization	Status	Country
1	Thai-Vietnam Business Council	Member	Vietnam
2	Thai-Vietnam Friendship Association	Member	Vietnam
3	Thai Business (Vietnam) Association	Member	Vietnam

# GRI content index

<b>Statement of use</b>	AMATA Corporation Public Company Limited has reported in accordance with the GRI Standards for the period January 1, 2022 to December 31, 2022.
<b>GRI 1 used</b>	GRI 1: Foundation 2021
<b>Applicable GRI Sector Standard(s)</b>	No sector guidelines apply

<b>GRI STANDARD/ OTHER SOURCE</b>	<b>DISCLOSURE</b>	<b>LOCATION</b>	<b>OMISSION</b>
<b>General disclosures</b>			
<b>GRI 2: General Disclosures 2021</b>	2-1 Organizational details	11-14	
	2-2 Entities included in the organization's sustainability reporting	4	
	2-3 Reporting period, frequency and contact point	4	
	2-4 Restatements of information	4-5, 174	
	2-5 External assurance	5	
	2-6 Activities, value chain and other business relationships	15	
	2-7 Employees	179-184	
	2-8 Workers who are not employees	76, 146, 184	
	2-9 Governance structure and composition	One Report 2022 (173-183)	
	2-10 Nomination and selection of the highest governance body	48, One Report 2022 (179-180, 189-192, 197)	
	2-11 Chair of the highest governance body	One Report 2022 (174, 193)	
	2-12 Role of the highest governance body in overseeing the management of impacts	4-5, 37, 49-51, One Report 2022 (173-183)	
	2-13 Delegation of responsibility for managing impacts	18-19	
	2-14 Role of the highest governance body in sustainability reporting	4-5, 37	
	2-15 Conflicts of interest	One Report 2022 (18-24,194-195, 199)	

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION
	2-16 Communication of critical concerns	50-51, 54	
	2-17 Collective knowledge of the highest governance body	49	
	2-18 Evaluation of the performance of the highest governance body	49, One Report 2022 (172)	
	2-19 Remuneration policies	One Report 2022 (169, 180, 184), 140-141	
	2-20 Process to determine remuneration	One Report 2022 (184,193-194), 140-141	
	2-21 Annual total compensation ratio		Information unavailable / incomplete. AMATA does not currently have the methodology in our Human Resources systems to determine this ratio.
	2-22 Statement on sustainable development strategy	7-8, 20-27	
	2-23 Policy commitments	64, 66, 75, 91, 100, 105, 111, 145, One Report 2022 (80, 99, 122-123, 147, 169-170)	
	2-24 Embedding policy commitments	18-19, 53-59, 64, 66-70, 75-79, 83-85, 91, 100, 105, 111, 114, 145-151, 153-156	
	2-25 Processes to remediate negative impacts	53-54, 66-70, 84-89, 135, 153-156, 166	
	2-26 Mechanisms for seeking advice and raising concerns	27-34, 53-54, 88-89	
	2-27 Compliance with laws and regulations	55-56, 64, 178, 185	
	2-28 Membership associations	186	
	2-29 Approach to stakeholder engagement	27-36	
	2-30 Collective bargaining agreements		Not applicable. None of AMATA employees are covered by collective bargaining agreements



<b>GRI STANDARD/ OTHER SOURCE</b>	<b>DISCLOSURE</b>	<b>LOCATION</b>	<b>OMISSION</b>
<b>Material topics</b>			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	27-36	
	3-2 List of material topics	36-44	
<b>Environmental Quality Control</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	82-89	
GRI 305: Emissions 2016	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	174-177	
<b>Climate and GHG Emission</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	90-94	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	93, 174	
	305-2 Energy indirect (Scope 2) GHG emissions	93, 174	
	305-3 Other indirect (Scope 3) GHG emissions	94, 174	
	305-4 GHG emissions intensity	93, 174	
<b>Energy efficiency and renewables</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	95-98	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	98, 170	
	302-3 Energy intensity	98, 170	
	302-4 Reduction of energy consumption	96-98	
<b>Catchment Protection and Rehabilitation</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	99-104, 105-109	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	99-104	
	303-3 Water withdrawal	102, 171	
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	105-107	
	304-2 Significant impacts of activities, products and services on biodiversity	105,108	
	304-3 Habitats protected or restored	107-108	

<b>GRI STANDARD/ OTHER SOURCE</b>	<b>DISCLOSURE</b>	<b>LOCATION</b>	<b>OMISSION</b>
<b>Industrial Water and Effluent</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	99-104	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	99-104	
	303-2 Management of water discharge-related impacts	100-101	
	303-3 Water withdrawal	102, 171	
	303-4 Water discharge	101, 171	
	303-5 Water consumption	103, 171	
<b>Waste</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	110-115	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	111-112	
	306-2 Management of significant waste-related impacts	111-115	
	306-3 Waste generated	112, 177	
	306-4 Waste diverted from disposal	112-113, 177-178	
	306-5 Waste directed to disposal	112-113, 178	
<b>Sustainable Products and Services</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	118-132	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	132, 168	
	201-2 Financial implications and other risks and opportunities due to climate change	90-92, One Report (76-77)	
<b>Circular Economy</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	110-115	
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	111-115	
	306-4 Waste diverted from disposal	177-178	
<b>Customer Experience</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	133-136	
<b>Occupational health and safety</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	144-151	

<b>GRI STANDARD/ OTHER SOURCE</b>	<b>DISCLOSURE</b>	<b>LOCATION</b>	<b>OMISSION</b>
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	145-147	
	403-2 Hazard identification, risk assessment, and incident investigation	145	
	403-5 Worker training on occupational health and safety	146	
	403-6 Promotion of worker health	145-146	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	146-147	
	403-9 Work-related injuries	146, 184-185	
<b>Employee Development and Retention</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	137-143	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	182-183	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	139-140	
	401-3 Parental leave	183	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	142, 183	
<b>Community Health and Well-being</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	147-151,152-167	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	30-31, 67-68, 153-156	
	413-2 Operations with significant actual and potential negative impacts on local communities	147-151, 160, 162	
<b>Social Contributions</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	152-167	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	30-31, 67-68, 153-156	
	413-2 Operations with significant actual and potential negative impacts on local communities	147-151, 160, 162	

<b>GRI STANDARD/ OTHER SOURCE</b>	<b>DISCLOSURE</b>	<b>LOCATION</b>	<b>OMISSION</b>
<b>Traffic Management and Road Safety</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	147-151	
GRI 413: Local Communities 2016	413-2 Operations with significant actual and potential negative impacts on local communities	147-151, 162	
<b>Business Ethics and Integrity</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	52-54	
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	53	
	205-3 Confirmed incidents of corruption and actions taken	54, 169	
<b>Law and regulatory compliance</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	55-56	
<b>Risk and Crisis Management</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	57-62	
<b>Responsible Supply Chain</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	74-79	
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	77, 169	
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	77, 169	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	77, 169	
<b>Information Security</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	63-64	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	64	



### Feedback Form for Sustainability Report 2022

1. Your basic information

- Gender  Female  Male  Unspecified
- Age  below 30  30-50  over 50

2. Which stakeholder group do you belong to?

- Employees  Customers  Communities  Suppliers
- Shareholders  Business Partner  Creditors  Government Agencies
- Medias  Competitors
- Other (Please specify.....)

3. How did you receive the sustainability report?

- The company's website  Seminar report  Company's personnel
- Visiting the company  Other (Please specify.....)

4. What is your objective in reading the 2021 sustainability report?

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

5. How satisfied are you with the Company's 2021 sustainability report format?

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

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

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Please send this feedback form to the address specified at the back cover or email to sustainability@amata.com

AMATA Corporation PCL would like to thank you for your cooperation.

# AMATA

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