

AMATA

POSSIBILITIES HAPPEN

AMATA CORPORATION PUBLIC COMPANY LIMITED



Sustainability Report

2023



Vision



Mission

“ALL WIN”



Creating Perfect Cities Where Possibilities Happen



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.

Corporate Culture AMATA DNA

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

About this report

AMATA Corporation Public Company Limited (the Company) publishes the annual Sustainability Report to disclose its management approaches and performance covering the Company's material topics on economic, social, environmental, and governance issues, as well as its contributions to the United Nations Sustainable Development Goals (SDGs) to its stakeholders and interested parties. This is the tenth Sustainability Report which covers the performance from 1 January 2023 to 31 December 2023.

Reporting Boundaries

This Sustainability Report presents the Company's performance for the year 2023 specifically for AMATA Corporation Public Company Limited and its subsidiaries in Thailand, where the Company holds more than fifty percent investment or has management control, and operates within AMATA Industrial Estate in Thailand exclusively. Other businesses in which the Company holds direct or indirect investments of less than fifty percent, or does not have direct management control but relies on oversight through respective board committees, are not included in this report.

In 2023, there was a change in the reporting boundaries as the Company initiated new projects, notably the AMATA Smart City Industrial Estate in Chonburi Province. Additionally, AMATA U Company Limited was established on 26 September 2023, which consolidated the operations of AMATA Water Limited and AMATA Facility Services Limited.

Companies included in this report are as follows:

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

Reporting Content

In 2023, the Company conducted a review of its material topics based on the material topics identified in 2022, with reference to the GRI Universal Standards 2021 GRI 3: Material Topics 2021, taking into consideration the Double Materiality and Multi-stakeholder Approach. The purpose of the review was to provide an overview of the Company's impact on stakeholders, society, and the environment (outward impact), as well as on the business itself (inward impact), on both financial aspects and the ability to create business value in the future.

The Company has conducted a comprehensive review of both negative and positive impacts it has or could have on the economy, environment, and people, including impacts on its financial performance and competitiveness. This review was conducted by management and experts in each field within the Company, in collaboration with external sustainability consultants. Information gathered from affected stakeholders was used to assess the severity, scale, and scope of the impact, as well as their likelihood and irremediable character. Consideration has been given to the impact on human rights of stakeholders in all aspects related to the environment, social, and governance. It has been found that every issue has implications linked to the human rights of stakeholders. Therefore, the Company has not identified human rights as a separate topic, as in the previous year.

After reviewing all sustainability material topics, the Company retained the same 19 material topics as identified in 2022. These material topics were classified into 3 levels according to the significance of their impact on the Company and its stakeholders, with 12 being categorized as critical-impact material topics in 2023. All material topics underwent review, validation, and approval by high-level executives and the Board of Directors, respectively.



Reporting Principles and Standards

This report has been prepared in accordance with the GRI Universal Standards 2021 with the reporting principles as follows:

- **Accuracy** : report 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 impact
- **Clarity** : present information in a way that is accessible and understandable
- **Comparability** : select, compile, and report 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** : provide sufficient information to enable an assessment of the Company's impacts during the reporting period
- **Sustainability context** : report information about its impacts in the wider context of sustainable development
- **Timeliness** : report information on a regular schedule and make it available in time for information user to make decisions
- **Verifiability** : gather, record, compile, and analyze information in such a way that the information can be examined to establish its quality

Assurance of this Report

The main content and key information in this report have been reviewed and verified by the Company's Sustainable Development Working Committee and high-level executives of each department and subsidiary to ensure the accuracy, completeness, and balance of the reported content covering all material topics and responsiveness to all stakeholders. Environmental performance data has been audited and certified by private agencies registered with relevant government agencies. Additionally, the Company has arranged for data review and assurance by third-party experts in water and waste management to independently certify and provide confidence in operational performance results, ensuring that disclosed information is accurate, transparent, and aligned with the reporting guidelines of the GRI Topic Standards, including Disclosure 303-3, 303-4, 303-5, and Disclosure 306-3, 306-4, 306-5. These processes are still undergoing review and are expected to be completed by the second quarter of 2024.

Accessibility

This Report is only available in a digital version. Current and previous editions are available at www.amata.com.

Contact Point

For additional information, any inquiries or suggestions on this report, please contact us at:

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Message from Chairman



Throughout the year 2023, crises and challenges continued to emerge from various domestic and global situation. These encompass political conflicts, a deceleration in the global economic, and shifts in consumer demand or behavior, as well as the impacts and measures related to climate change both domestically and internationally, which are trending towards intensification. These issues have wide-ranging impacts on the economy, society, and environment, significantly posing challenges to business operations, as well as presenting risks and opportunities for AMATA Corporation Public Company Limited (the Company) both now and in the future.



The Company has therefore implemented a comprehensive risk management strategy encompassing all significant aspects and material topics related to organizational sustainability. This entails the diligent observation of diverse circumstances, and the incorporation of sustainability topic management into business strategies and decision-making throughout the value chain, ensuring substantive and effective implementation. Moreover, organizational structures have been redesigned to be flexible and capable of adapting quickly to changes. By placing significant emphasis on the development and management of industrial estates, the ultimate objective is to transform them into fully operational smart cities (Perfect City, Smart City), creating value for all stakeholders following the “ALL WIN” philosophy, and continuing to support the United Nations’ Sustainable Development Goals (UN SDGs).

The Company has outlined its business strategies and directions for the year 2023 by integrating sustainability strategic priorities into its “ABCD” strategy which consist of the following strategies:

A. Responsible and Sustainable Consumption Strategy:

The Company focuses on the responsible and sustainable utilization of natural resources, emphasizing integrated management to minimize environmental risks and impacts. This commitment not only promotes stability in business operations but also instills confidence among all stakeholders. For instance, reducing dependence on surface water by leveraging treated water in accordance with the principles of Circular Economy and the Zero Discharge, establishing water conservation projects, and encouraging stakeholders to jointly maintain watershed ecosystems and manage valuable water resources sustainably.

B. Climate Change Strategy: The Company is committed to achieving carbon neutrality by the year 2040, along with a 30% reduction of greenhouse gas emissions intensity (scope 1 & 2) per unit of land operated by 2030, compared to the 2019 base year. This commitment involves prioritizing the adoption of renewable energy sources and the energy-efficient strategies, reducing waste sent to landfills, and promoting the reduction of greenhouse gas emission across the entire value chain. Moreover, the Company places a strong emphasis on advancing towards a Climate-Resilient City.

C. Innovation Strategy to Uplift Product & Service Quality:

The Company embraces the opportunity to create innovative products and services that not only reduce environmental impacts but also enhance human health and well-being, and respond to evolving customer preferences, particularly those related to climate change. Therefore, the Company leverage a variety of innovations and technologies, particularly within the utility sector, to enhance product and service development and elevate industrial service standards.

D. Strategy for Enhancing Shared Value Creation and Collective Impact:

The Company recognizes the importance of equitable distribution of economic prosperity and the well-being of communities, employees, and stakeholders, in conjunction with the Company's own growth. Consequently, the Company has implemented substantial initiatives aimed at minimizing adverse effects and fostering positive impacts for both society and the environment. These initiatives include traffic management and road safety campaigns, community education on water and waste management to establish high-quality environmentally sustainable communities, and the formation of collaborative task forces among government agencies, private sectors, and civil society to facilitate beneficial projects or activities for society and the environment collectively.

With dedication and commitment to sustainability of the management team and employees at all levels, together with collaboration and support from all stakeholders, the Company has achieved continuous development and significant progress in corporate sustainability, resulting in notable achievements. In the year 2023, the Company received awards and recognition from several leading organizations, including:

- Received the Sustainability Awards of Honor, presented to listed companies winning the Best Sustainability Awards for three consecutive years.
- Achieved the highest rating “AAA” in the SET ESG Rating Assessment from the Stock Exchange of Thailand and listed in the Thailand Sustainable Investment List for the sixth consecutive year.
- Received the 2023 Sustainability Disclosure Award (Honorary Award) from Thaipat Institute for the fourth consecutive year.
- Received “Excellent” CG Scoring from the Thai Institute of Directors Association for the sixth consecutive year.
- Certified for membership renewal of the Thai Private Sector Collective Action Against Corruption (CAC).
- Received “Excellent” scoring in the 2023 Annual General Meeting quality evaluation program (AGM Checklist) from the Thai Investors Association.
- Received the IAA Awards for Listed Companies 2022-2023 for Outstanding investor relations organized by the Investment Analysts Association (IAA) of Thailand.
- Certified as an Eco Industrial Town at the Eco-Excellence: E2 level for both industrial estates in Thailand from the Industrial Estate Authority of Thailand (IEAT).
- Received CSR Recognition award from the American Chamber of Commerce in Thailand (AMCHAM) for the second consecutive year.

On behalf of the Board of Directors, management team, and all employees, I would like to extend heartfelt gratitude to all stakeholders for your unwavering confidence and support in advancing our company. We remain committed to fostering steady business growth while upholding responsibility and embracing the ALL WIN philosophy for the benefit of all stakeholders, as well as contributing to sustainable improvements in society and the environment.



Vikrom Kromadit

**Chairman
and Acting Chief Executive Officer**

Sustainability Recognitions in 2023

Sustainability Awards of Honor

Received the Sustainability Awards of Honor, presented to listed companies winning the Best Sustainability Awards for three consecutive years, from the Stock Exchange of Thailand

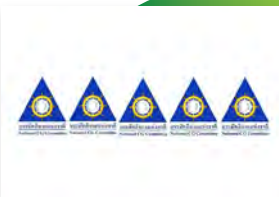


“AAA” in SET ESG Rating 2023

Received “AAA” the highest level of SET ESG Ratings from the Stock Exchange of Thailand and listed on the Thailand Sustainability Investment (THSI) List for the sixth consecutive year

Sustainability Disclosure Award

Received the 2023 Sustainability Disclosure Award from Thaipat Institute for the fourth consecutive year

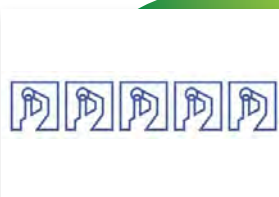


Excellence CG Scoring

Received “Excellent” scores in the corporate governance assessment conducted by Thai Institute of Directors for the sixth consecutive year

CAC Member

Obtained recertification as a certified company of the Thai Private Sector Collective Action Against Corruption (CAC)



AGM Checklist

Received 100 full score or excellent rating from the 2023 Annual General Meeting of Shareholders Checklist assessment conducted by the Thai Investors Association

IAA Award for Outstanding IR in Property and Construction Category

Received an Outstanding Investor Relations Award in Property and Construction Category at the IAA Awards for Listed Companies 2022-2023 organized by the Investment Analysts Association (IAA) of Thailand



Eco Excellence: E2 (Surveillance) AMATA City Chonburi Industrial Estate

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

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

AMATA City Rayong Industrial Estate was re-certified as Eco Excellence: E2 by the Industrial Estate Authority of Thailand



AMCHAM CSR Excellence Recognition

Received AMCHAM CSR Excellence Recognition for community activities and social responsibility from the American Chamber of Commerce in Thailand for the second consecutive year

DLT Helmet Area Award

Received the award as the winner of the "DLT Helmet Area Award" project from the Chonburi Road Safety Center



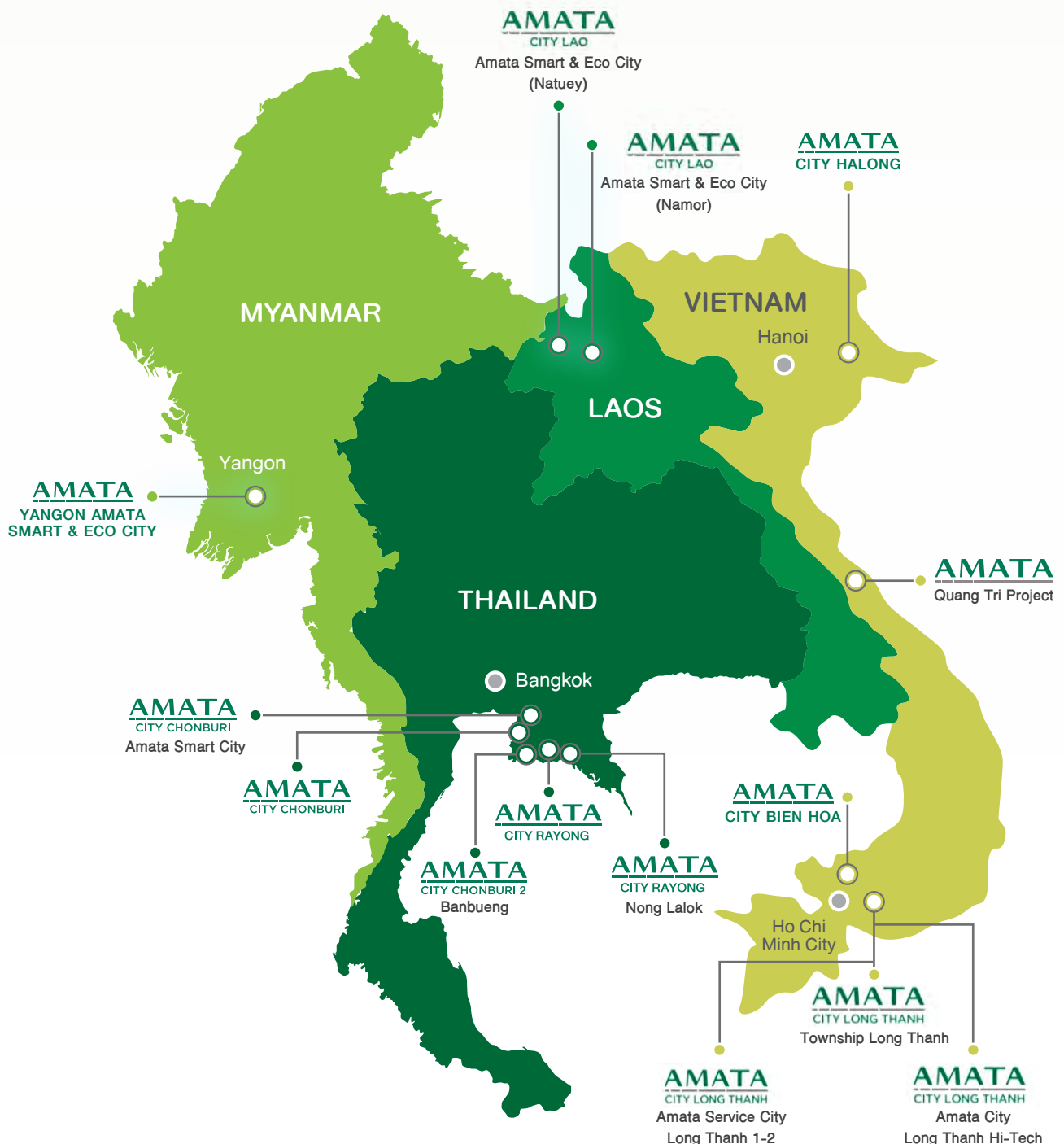
Model Organization on Road Safety

Received the Model Organization on Road Safety Award for the year 2023 from the Provincial Traffic Accident Prevention Plan, supported by the Thai Health Promotion Foundation

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 our projects





AMATA City Chonburi

Area : **31.36** sq.km. (19,601 Rai)

No. of factories and tenants : **819**

No. of factories' employees : **210,000**

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



AMATA Smart City Chonburi

Area : **13.16** sq.km. (8,227 Rai) Status : **Under Development**



AMATA City Rayong

Area : **28.64** sq.km. (17,898 Rai)

No. of factories and tenants : **502**

No. of factories' employees : **85,000**

Best location for export since there are only 27 km. from Laem Chabang Deep Sea port, 99 km. from Suvarnabhumi int. Airport and 114 km. from Bangkok.



Nong Lalok

Area : **2.48** sq.km. (1,547 Rai) Status : **Under Development**



AMATA City Chonburi 2 (Banbueng)

Area : **3.54** sq.km. (2,213 Rai) Status : **Under Development**



AMATA City Bien Hoa

Area : **5.13** sq.km. (3,206 Rai)

No. of factories and tenants : **195**

No. of factories' employees : **55,000**

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 Township Long Thanh

Area : **7.53** sq.km. (4,706 Rai)

Status : **Under Development**

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



AMATA City Long Thanh Hi-Tech Industrial Park

Area : **4.10** sq.km. (2,563 Rai) Status : **Under Development**



AMATA Service City Long Thanh 1

Area : **0.55** sq.km. (344 Rai)



AMATA Service City Long Thanh 2

Area : **0.52** sq.km. (325 Rai)



AMATA City Halong

Area : **7.14** sq.km. (4,463 Rai)

No. of factories and tenants : **11**

No. of factories' employees : **5,000**

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



Quang Tri Project

Area : **4.81** sq.km. (3,006 Rai)

Status : **Under Development**

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.



AMATA Smart & Eco City Laos (Natuey)

Area : **4.10** sq.km. (2,563 Rai)

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 Rai)

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



Yangon AMATA Smart & Eco City

Area : **8.09** sq.km. (5,056 Rai)

Status : **On hold**

Located in Yangon City around 24 km. from Yangon Airport and less than 366 km. to Thailand border.



15 Projects in **4** Countries
1,527 Factories and tenants
from **31** nationalities



152.65* Square Kilometer area

* Remark: 1 sq.km. = 625 Rai



355,000 People
working in the factories

- **AMATA Corporation Public Company Limited**
has its headquarter at 2126 Kromadit Building,
New Petchburi Road, Bangkok, 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 2023, the total number
of employees in all categories was **301**







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
Industrial Estate Development <ul style="list-style-type: none"> AMATA City Chonburi AMATA Smart City Chonburi AMATA City Rayong Nong Lalok AMATA City Chonburi 2 (Banbueng) AMATA City Bien Hoa AMATA City Long Thanh AMATA City Halong Guang Tri Project Yangon AMATA Smart & Eco City AMATA Smart & Eco City Namor AMATA Smart & Eco City Natuey 	<ul style="list-style-type: none"> Power plant Industrial water supply production plant and distribution Wastewater treatment plant Industrial natural gas network and control station Industrial gas business Fiber optics network Renewable Energy business 	<ul style="list-style-type: none"> Solid waste and industrial waste management Ready built factory for rent Logistics and distribution centers Security Telecommunication Maintenance for office and factory Hospital Education Residential Commercial 	<ul style="list-style-type: none"> AMATA Asia AMATA VN AMATA Global AMATA Energy AMATA Asia (Myanmar)
Urban Development <ul style="list-style-type: none"> AMATA Township Long Thanh AMATA Service City Long Thanh 1 AMATA Service City Long Thanh 2 			

Infrastructure and Utilities at AMATA City Chonburi Industrial Estate

Infrastructure and Utilities			
 AMATA Power Plant 10 blocks: 1,365 MW	 Power Substation of PEA 9 Substations: 1,700 MVA	 Natural Gas Supply 4 OTS: 130,000 m³/hour	 Rental Factories Total area of ready built factories: 300,000 m²
 Waste Water Treatment Plant 7 Plants: 96,600 m³/day	 Water Supply & Sources Total raw water supply: 61.2 million m³	 Fiber Optic Network All area in AMATA City Chonburi	 Data Center Park High-Quality Infrastructure Flood Protection

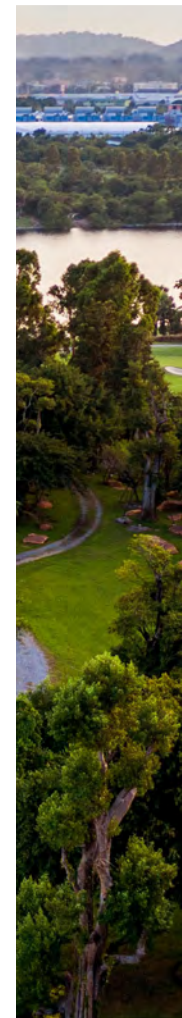
Facilities					
 AMATA Vibharam Hospital a 200-bed hospital with specialist services	 AMATA Mansion 5-Floor, Condominium 168 Unit	 Satit Kaset Laboratory School Grade 1-12	 Financial Street 9 Major Banks and leasing companies	 AMATA Singapore International School Education Grade 1-6, English Program	 AMATA Spring Country Club 18-hole world class golf club.

Business Value Chain



“ALL WIN”

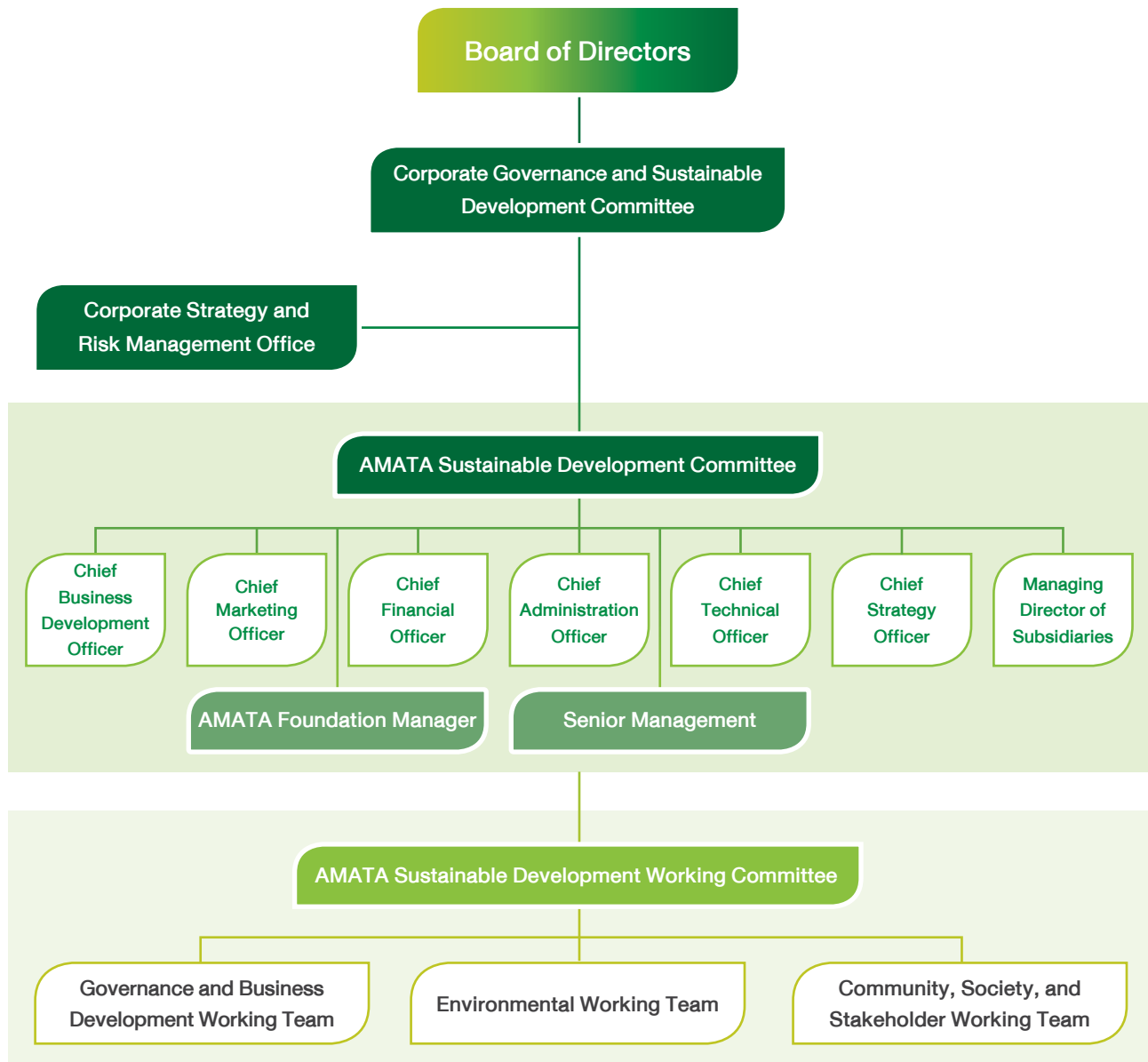
AMATA Sustainability



AMATA Sustainable Development Structure

The Company places utmost importance to the entire 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 drive 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 and Sustainable Development Committee, as follows:



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

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

Roles and Responsibilities of the Committee and Working Team



Board of Director

- Establish 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

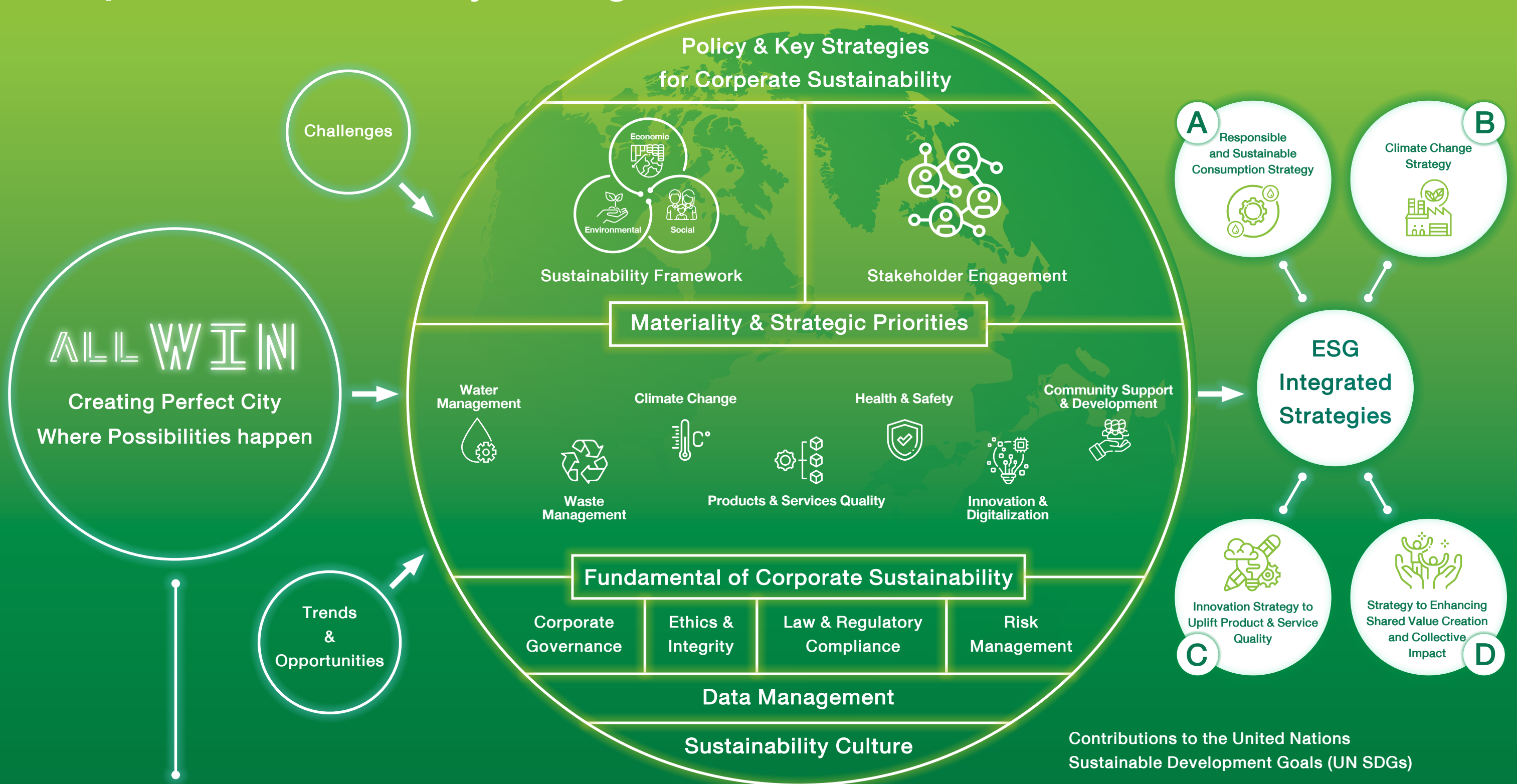
- Implement the policies and strategies to achieve the set goals and targets.
- Monitor the progress of ESG implementation and its performance.
- The Chairman of the Sustainable Development Committee reports the Company's ESG performance to the Chief Executive Officer, and Board of Directors on a regular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



Sustainable Development Working Team

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

Corporate Sustainability Management



The Company is committed to expanding its business and the socio-economy while fostering harmonious coexistence between industries and surrounding communities, grounded in a responsibility to natural resources and environmental preservation. Given that large industrial cities inherently consume substantial resources, they inevitably exert both positive and negative impacts on the economy, society, and environment. Therefore, the Company operates strictly in accordance with the 'ALL WIN' philosophy, which emphasizes creating value for stakeholders alongside the Company's business growth.

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



Sustainable Development Policy

The Company is dedicated to growing its business and the Thai economy, while maintaining a harmonious balance between industrial activities and the surrounding communities, ensuring coexistence with a commitment to strict social and environmental responsibilities. Given the nature of operations in a large industrial city, our business activities inevitably have both positive and negative impacts on the economy, society, environment, and human rights, both currently and potentially in the future. Consequently, the Company has established a 'Sustainable Development Policy' to demonstrate our commitment and serve as a guideline for responsible business practices. This following policy aligns with our 'ALL WIN' philosophy, a crucial foundation for achieving stable and sustainable growth.



Enhance business value with innovation and quality

Focus on improving and developing operational processes and services, as well as promoting the creation of innovations and new businesses that benefit both the Company and its stakeholders.



Conduct business with accountability to all stakeholders

Conduct business with a focus on minimizing or eliminating negative impacts on stakeholders, both directly and indirectly. Maintain a dedicated approach to risk management that aligns with international standards, aiming to create sustainable benefits for all stakeholders.



Adhere to Good Corporate Governance

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



Ensure social and environmental responsibility in every aspect of business operations

Promote the most efficient use of natural resources, foster innovations and new businesses that reduce operational impacts on society and the environment, and create awareness about operating with social and environmental responsibility.

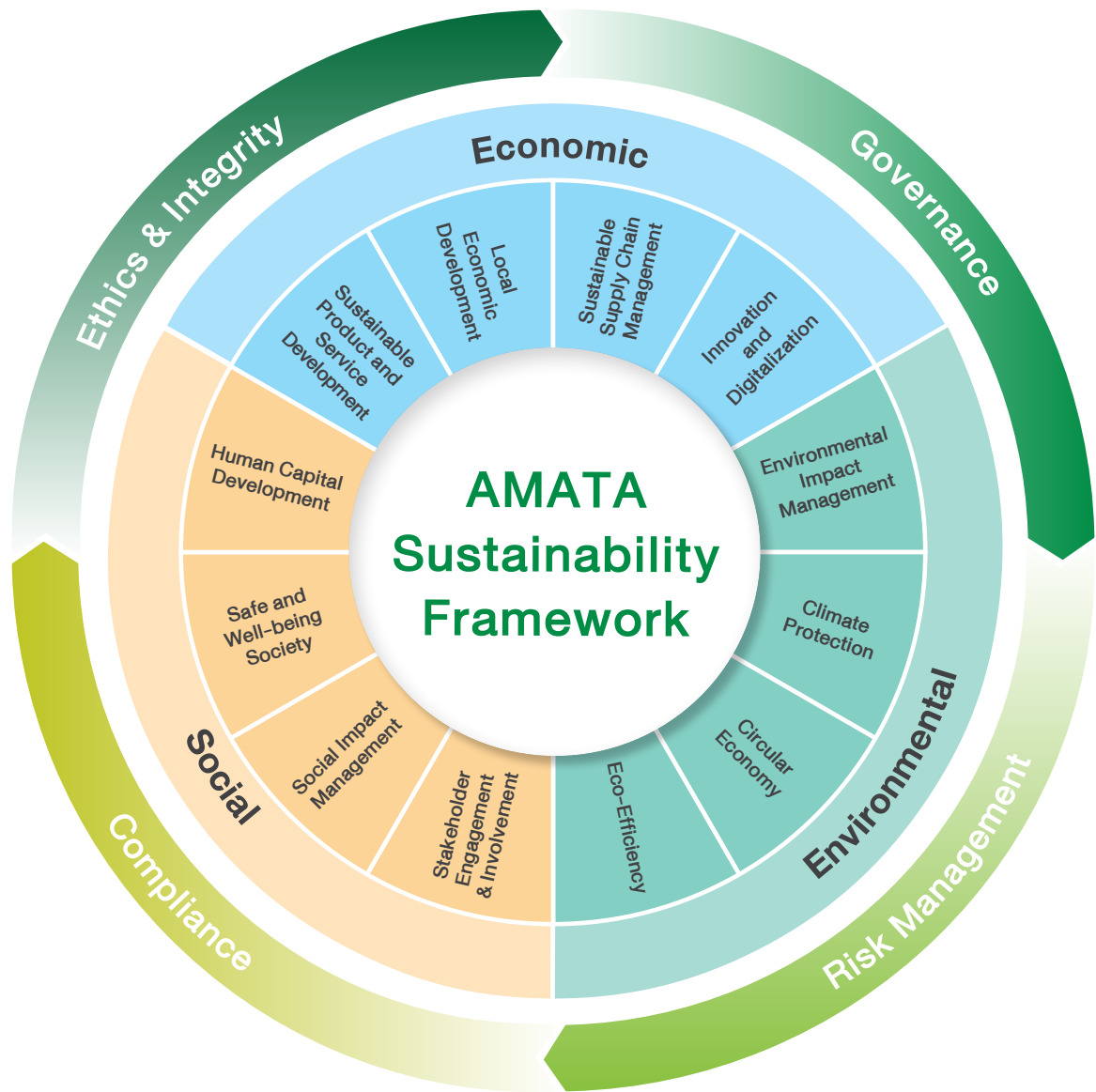
The Company has regularly reviewed and improved its policies, management standards, and practices related to social and environmental issues. It has also promoted process innovation and new business development to prevent and minimize negative impacts on stakeholders, society, and the environment. This 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. This 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 foster a balanced and high-quality coexistence between industry and society, contribute to the United Nations’ Sustainable Development Goals (SDGs) and create sustainable value for all stakeholders.



Apart from its sustainability policies and framework, the Company has adopted circular economy principles and various standards as guidelines for sustainable development. These include the sustainability assessment criteria of the Stock Exchange of Thailand, ISO standards, GRI standards, and the Eco-Industrial Estate assessment criteria at the Eco-Excellence level as defined by the Industrial Estate Authority of Thailand. These measures aim to enhance the Company’s 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:



1st Strategy: Creating smart cities that foster economic development while protecting society and the environment

Transform business model from its 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. Through this transformation, the Company aims to benefit stakeholders, society, and the environment while creating a unique and competitive advantage for itself.

Corporate Goals

- Become a Carbon-neutral city by 2040
- Reduce the intensity of greenhouse gas emissions per developed land by 30% by 2030 compared to the 2019 base year

Strategic Directions

- 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)
- Strengthen capability to cope with climate change, reduce greenhouse gas emissions, and increase carbon capture in various activities
- Increase the use of clean energy and efficiency of energy management

2nd 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 professionals 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

- Offer products and services that will promote the Company's long-term economic growth and create positive impacts on society and the environment
- Develop innovations aimed at minimize impacts on society and the environment

Strategic Directions

- Develop new businesses that efficiently utilize natural resources and energy
- Co-create quality products and services with strategic business partners who are leaders from diverse business sectors and accountable to society and the environment

3rd Strategy: Creating a safe and environmentally friendly society

Prioritizing stakeholder safety and taking 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

- Zero Lost time injury frequency rate (LTIFR)
- Zero road accident in AMATA Industrial Estates
- Zero environmental and social non-compliance by our employees, suppliers, and contractors
- Zero waste to the landfills
- Zero effluent discharge from AMATA Industrial Estates
- Decrease natural surface water dependency
- 100% of critical suppliers and new suppliers are assessed for ESG risks

Strategic Directions

- Promote the safety of life and property of all major stakeholders involved throughout the supply chain
- Manage resources and waste efficiently by applying innovation and circular economy principles
- Prevent and reduce negative impacts caused by the Company and its suppliers or contractors
- Protect and restore natural resources both inside and outside the Company
- Transparently disclose business practices and natural resource and environmental management
- Support and promote road safety both within the industrial estates and connecting public areas
- Participate in improving environmental quality and promoting knowledge about safety and the environment.

4th 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"> No significant human rights violations in any activities throughout the value chain The annual average training hours per employee must be at least 18 hours 	<ul style="list-style-type: none"> Conduct Human Rights Due Diligence throughout its supply chain Develop employees' hard skills and soft skills, as well as promote career advancement, to support future business growth Focus on creating happiness and good quality of life at work for employees 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 Create jobs for people and local businesses to enhance the ability of community economic development to improve their income and quality of life

5th 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"> Zero Tolerance to Corruption 100% of complaints are resolved within the specified period. Increase community participation in the Company's community social development activities in all sub-districts within a 5-kilometer radius Increase engagement with communities and local government agencies in managing impacts and social problem solving Promote cooperative activities and projects among the Company and factories in the industrial estates for the benefit of the local community and society Organize the projects supporting the community enterprises that can generate sustainable income for community members 	<ul style="list-style-type: none"> Efficiently manage and govern the business with morality, ethics, and fairness Establish complaint and whistleblowing channels as well as effective and fair mechanisms Promote equal and fair participation of all major stakeholders in managing issues for mutual benefit Encourage collaboration 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 contribute to societal improvement

Contribution to the United Nations Sustainable Development Goals (UN SDGs)

	4 QUALITY EDUCATION	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
	4.3, 4.4, 4.5	6.3, 6.4, 6.6, 6.b	7.2, 7.3, 7.b,	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, 16.7	17.16, 17.17

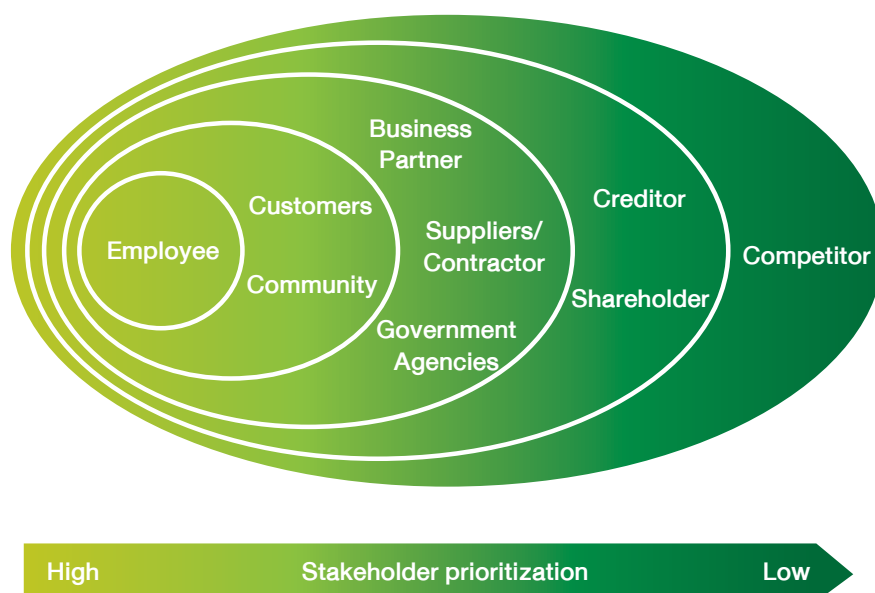
Collaboration with other stakeholder groups

	1 NO POVERTY	3 GOOD HEALTH AND WELL-BEING	10 REDUCED INEQUALITIES	15 LIFE ON LAND
	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 material issues with significant impacts in a sustainable manner.

The Company redefined "stakeholders" in accordance with the new definition in the GRI Universal Standards 2021, whereas the stakeholders are individuals or groups who are impacted or could be impacted 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 further 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 the 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 the needs and expectations of the stakeholders, which were 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 insights regarding expectations, needs, concerns, and opinions that matter to the Company's business and managing them appropriately to create balanced value for all stakeholder groups.

The tables below show the performance and results of stakeholder engagement in 2023 and the Company's responses.

Stakeholder Engagement Performance and Results



Employee

Engagement Method	Concerns and Expectation	Our Response
1) Annual meeting between top executives and employees	<ul style="list-style-type: none"> • Appropriate compensation and welfare 	<ul style="list-style-type: none"> • Provided proper compensation and welfare
2) Quarterly staff meetings	<ul style="list-style-type: none"> • Fair performance evaluation 	<ul style="list-style-type: none"> • Improved efficiency and transparency of performance evaluation
3) Quarterly meeting of the Welfare Committee		
4) Online communication, intranet, and email	<ul style="list-style-type: none"> • Job security and career advancement 	<ul style="list-style-type: none"> • Promoted employees advancement in various positions and fields within the AMATA Group
5) Direct grievance and whistleblowing channels to CEO for employee's complaint and suggestions	<ul style="list-style-type: none"> • Good working environment and atmosphere • Development of an employee's capability, knowledge, and ability 	<ul style="list-style-type: none"> • Provided adequate working equipment and promoted a safe and happy working environment • Organized training courses to meet business needs and adapt to a changing world
6) Annual employee engagement survey		
7) Monthly CEO Day Meeting	<ul style="list-style-type: none"> • Health and Safety at Work 	<ul style="list-style-type: none"> • Assessed the occupational health and safety risks of each position, and put corrective and preventive measures in place • Provided professional medical consultants to give health advice to employees



Customer

Engagement Method	Concerns and Expectation	Our Response
1) Annual Customer Satisfaction Survey	<ul style="list-style-type: none"> High-quality after-sales services 	<ul style="list-style-type: none"> Enhanced the after-sales service team's ability to provide one-stop services to customers
2) Marketing and customer relations activities		<ul style="list-style-type: none"> 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
3) Meeting with AMATA's employees and meeting with customers directly		
4) Online or email communications		
5) Complaints and whistleblowing channels	<ul style="list-style-type: none"> Customer relationship management 	<ul style="list-style-type: none"> Improved communication channels, complaint handling processes, and management to respond to customer complaints efficiently
6) Line Official: @AMATAcitychonburi and @AMATAcityrayong	<ul style="list-style-type: none"> Solving traffic and road safety issues 	<ul style="list-style-type: none"> Collaborated with the public and private sectors to solve traffic problems and develop traffic management technology Improved road surfaces and accident-prone locations
	<ul style="list-style-type: none"> Compliance with environmental laws, such as wastewater and solid waste management 	<ul style="list-style-type: none"> Provided high-quality waste management services in accordance with environmental laws Disclosed operation data in a transparent manner
	<ul style="list-style-type: none"> Water security within the industrial estates 	<ul style="list-style-type: none"> Ensured industrial water users have access to secure water by expanding internal reservoirs in the industrial estates and implementing sustainable water management systems
	<ul style="list-style-type: none"> Promoting the use of renewable energy in the industrial estates 	<ul style="list-style-type: none"> Generated renewable energy in the Company's areas Encouraged the use and production of renewable energy in the factories
	<ul style="list-style-type: none"> Risk and emergency management in the industrial estates 	<ul style="list-style-type: none"> 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
	<ul style="list-style-type: none"> Maintaining business confidentiality 	<ul style="list-style-type: none"> Strictly adhered to the Company's policies and business ethics
	<ul style="list-style-type: none"> Information on greenhouse gas emissions per product unit of utilities within the industrial estates 	<ul style="list-style-type: none"> Publicly disclosed information on the Company's greenhouse gas emissions and its improvements to reduce greenhouse gas emissions



Local Community

Engagement Method	Concerns and Expectation	Our Response
1) Organizing public hearings and various committee meetings with the Company	<ul style="list-style-type: none"> Solving traffic problems 	<ul style="list-style-type: none"> Collaborated with the public and private sectors to solve traffic problems and develop traffic management technology
2) Organizing community relations activities	<ul style="list-style-type: none"> Water security and quality of surface water 	<ul style="list-style-type: none"> Developed and enhanced the capacity of the water reclamation system to reduce the dependence on natural surface water
3) Annual and activity-based satisfaction survey of communities surrounding the industrial estates		<ul style="list-style-type: none"> Collaborated with communities on water conservation and upstream ecosystem restoration projects
4) Site visit		<ul style="list-style-type: none"> Arranged an on-site visit to the AMATA industrial water management learning center to gain the trust of the local communities
5) Meeting in person with AMATA employee		<ul style="list-style-type: none"> Promoted water conservation and its value among youth through community engagement activities like 'Khru Arsa' (volunteer teacher), to raise awareness and understanding
6) Online or email communication		
7) Complaints and whistleblowing channels	<ul style="list-style-type: none"> Environmental Impact Management for both the Company and factories in industrial estates 	<ul style="list-style-type: none"> Disclosed waste management information in a transparent manner Encouraged factory operators in the industrial estates to manage waste properly and efficiently Developed projects to protect and restore ecosystems in the connecting areas
	<ul style="list-style-type: none"> Environmental law and regulatory compliance of both the Company and the factories in industrial estates 	<ul style="list-style-type: none"> Strictly complied with environmental laws and regulations Encouraged and kept monitoring the factory operators in the industrial estates to strictly comply with environmental laws
	<ul style="list-style-type: none"> Community and social development 	<ul style="list-style-type: none"> Created and supported projects that improve the quality of life and the economy of local communities and society Encouraged and provided opportunities for people in local communities to access education and skill development Created a collaborative network with other stakeholders to jointly develop local communities and society at large
	<ul style="list-style-type: none"> Community participation 	<ul style="list-style-type: none"> Set up committees with representatives from local communities to express their opinions and acknowledge the Company's performance in managing social and environmental impacts Provided easily accessible communication channels and responded to community complaints efficiently
	<ul style="list-style-type: none"> Safety 	<ul style="list-style-type: none"> Notified the communities about the industrial estates' emergency response plan and safety measures Educated and enhanced community capabilities to cope with various emergency situations



Supplier and Contractor

Engagement method	Concerns and Expectation	Our Response
1) Meetings with suppliers and contractors	• Long-term business partnership	• Communicated with strategic suppliers and contractors regarding the Company's performance and future business direction, and developed mutually beneficial business objectives
2) Supplier and contractor's assessment		
3) Online or email communication	• Fair business practices	• Complied with all applicable laws and regulations, including the procurement and anti-corruption policies
4) Complaints and whistleblowing channels	• A fair and transparent procurement process	• Conducted a transparent, equitable, and fair procurement process
	• Supplier and contractor development	• Implemented supplier development projects, including digital technology training to improve data management, and working systems for suppliers and contractors, as well as new legislation



Business Partner

Engagement Method	Concerns and Expectation	Our Response
1) Meetings of the Boards of Directors of Subsidiaries and Affiliated Companies	• Integrity, fairness, and transparency in business	• Adhered to the code of business ethics • Developed a fair joint venture agreement in a transparent manner
2) Meetings with business partners and investors	• Business confidentiality	• Securing and maintaining the confidentiality of business partner information
3) Online or email communication		
4) Complaints and whistleblowing channels		



Government Agency

Engagement Method	Concerns and Expectation	Our Response
1) Meeting with government agencies on various agendas	• Compliance with laws and regulations	• Strictly complied with relevant laws and regulations
2) Participating in various projects organized by the government sectors	• Management of social and environmental impacts of the Company's operations	• Regularly monitored social and environmental impacts and timely submitted reports to government agencies
3) Participating in various working committees of government agencies		• Developed work processes or implemented corrective actions to reduce the social and environmental impacts of the Company's operations, in accordance with the specified measures
4) Site visits		
5) Online or email communication		
6) Disclosure or reporting as required		



Government Agency

Engagement Method	Concerns and Expectation	Our Response
	<ul style="list-style-type: none"> Good Corporate Governance 	<ul style="list-style-type: none"> Carried out business in a transparent manner and adhered to the corporate governance policy Governed to ensure compliance with established policies, rules, and regulations
	<ul style="list-style-type: none"> Creating economic and social value 	<ul style="list-style-type: none"> Engaged with local communities and authorities and supported social and environmental development
	<ul style="list-style-type: none"> Disclosure of the Company's performance 	<ul style="list-style-type: none"> Disclosed financial and sustainability performance transparently through various channels, such as timely submissions to government agencies and public disclosure
	<ul style="list-style-type: none"> Disclosure of corporate greenhouse gas emissions 	<ul style="list-style-type: none"> Disclosed corporate greenhouse gas emissions data that was verified by accredited organizations



Shareholder

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



Creditor

Engagement Method	Concerns and Expectation	Our Response
1) Analyst Meeting 2) Meetings with creditors 3) Site visits 4) Online or email communication	<ul style="list-style-type: none"> Compliance with the terms and conditions set forth in the loan agreement and debenture 	<ul style="list-style-type: none"> Strictly followed the terms and conditions of the loan agreement and debenture Disclosed accurate and complete financial information
	<ul style="list-style-type: none"> Effective risk management 	<ul style="list-style-type: none"> Implemented a risk management process covering economic, social, environmental, and human rights aspects Established key internal controls for accounts payable, including accounts payable reconciliation, segregation of duties between posting accounts payable and making creditors' payments, as well as preparing corresponding letters confirming creditor balances for each accounting period Refrain from collaborating with or supporting any individuals or organizations involved in unlawful business activities or posing risks to society and economic stability
	<ul style="list-style-type: none"> Managing an appropriate capital structure 	<ul style="list-style-type: none"> Developed innovation and technology in the production, services, and work processes that improve efficiency and cost management Disclosed business information, performance, and financial status transparently
	<ul style="list-style-type: none"> On-time debt payments 	<ul style="list-style-type: none"> Paid debt installments on time Dedicated to maintaining sustainable relationships with creditors and fostering mutual trust



Competitor

Engagement Method	Concerns 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"> Legal and fair competition 	<ul style="list-style-type: none"> Conducted business with ethics and integrity Cooperated in activities that were beneficial to investors, entrepreneurs, or consumers

Materiality Assessment

In 2023, the Company conducted a review of its material topics based on the material topics identified in 2022, in reference to the GRI Universal Standards 2021 GRI 3: Material Topics 2021, taking into consideration the Double Materiality and Multi-stakeholder Approach. The purpose of the review was to provide an overview of the Company's impact on stakeholders, society, and the environment (outward impact), as well as on the business itself (inward impact), on both financial aspects and the ability to create business value in the future.



The Company has conducted a comprehensive review of both negative and positive impacts it has or could have on the economy, environment, and people, including impacts on their human rights. This assessment scanned across the organization's activities and business relationships, such as those with its suppliers and contractors, throughout the value chain. The significance of those impacts was assessed based on the OECD Due Diligence Guidance for Responsible Business Conduct. This review was conducted by management and experts in each field within the Company, in collaboration with external sustainability consultants. Information from affected stakeholders was utilized, and the severity, scale, and scope of the impact, as well as its likelihood and irremediable character, were taken into account.

The Company has categorized its significant impacts into environmental, social, and governance (ESG) topics. It also considered other sustainability issues arising from operational performance, as well as the effects of various stakeholders and external factors on its business. These issues encompass global and regional changes, sustainability trends and directions, concerns from related industry groups, topics identified in industry standards and sustainability assessment methods, and global-level concerns.



Material Topic Prioritization

The Company assessed the identified sustainability topics through the materiality prioritization process, guided by the Double Materiality concept and principles established by the European Financial Reporting Advisory Group (EFRAG). These topics were assessed based on the significance of their impact on the economy, environment, people, and society, which includes human rights (impact materiality), as well as their influence on the Company's financial performance and long-term value creation, covering risks and business opportunities (Financial-related Sustainability Materiality). The significant material sustainability topics were then plotted in the Materiality Matrix to illustrate their importance.

Vertical axis (Y Axis) : represents the level of significance of ESG impacts on AMATA (Inward impact)

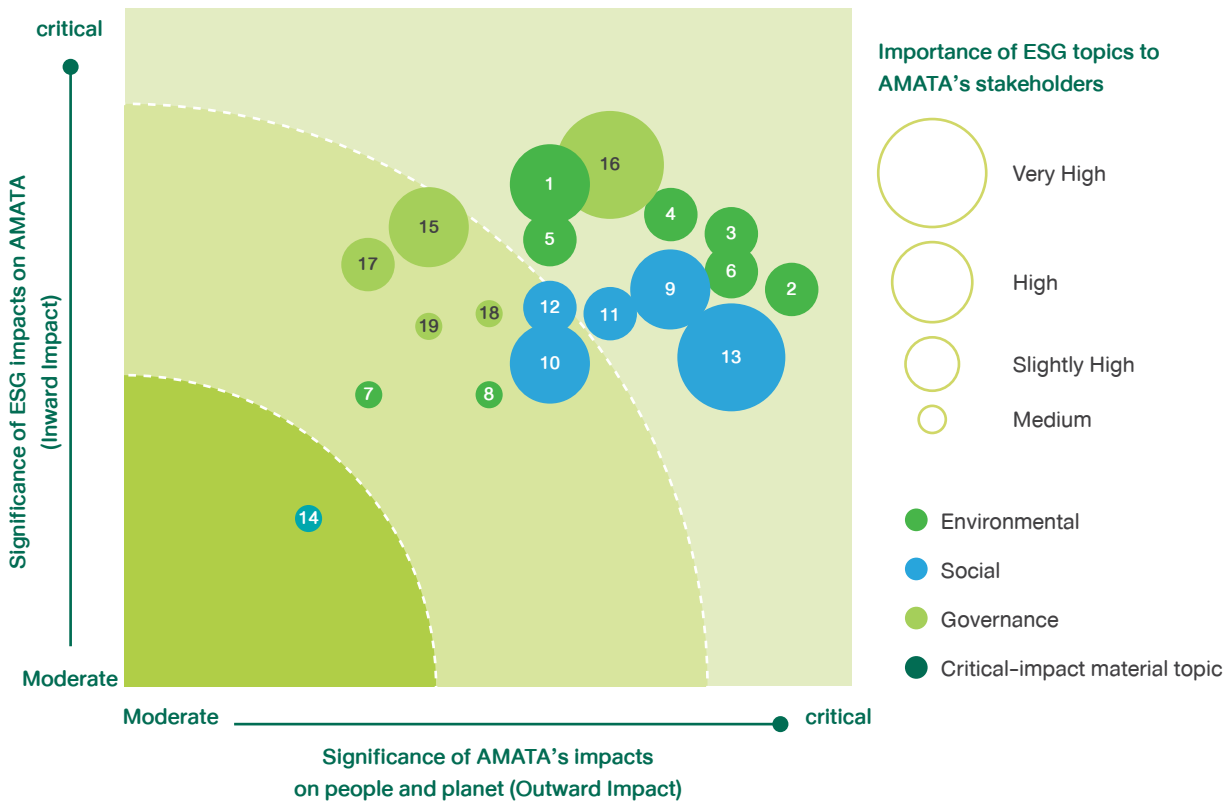
Horizontal axis (X Axis) : represents the level of significance of AMATA's impacts on people and planet (Outward impact)

Bubble size : represents the importance of ESG topics to AMATA's stakeholders

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

Material Topics

In 2023, the Company retained the same 19 material topics as in 2022, classified into three levels of importance: critical-impact, high-impact, and moderate-impact. Of these, 12 were deemed critical-impact, 6 high-impact, and 1 moderate-impact. Since all the material topics were related to the human rights of stakeholders, human rights was not listed as a separate topic. Human rights due diligence was conducted, and risk management measures were implemented for each topic to minimize both the likelihood and impact on stakeholders.



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		

The 2023 Material topics were reviewed by the AMATA Sustainability Development Committee and approved by the Corporate Governance and Sustainable Development Committee respectively. The strategic priorities, which were selected from the high-impact to critical-impact topics and also approved by the Corporate Governance and Sustainable Development Committee, guided the development of corporate goals, strategies, and management approaches for further action.
















Strategic priorities play a crucial role in developing the “ABCD” strategy and in shaping the direction of the Company’s business operations. The “ABCD” strategy consists of:

- A. Responsible and Sustainable Consumption Strategy :** focuses on the responsible and sustainable utilization of natural resources, emphasizing integrated and sustainable management to minimize environmental risks and impacts. This commitment not only promotes stability in business operations but also instills confidence among all stakeholders.
- B. Climate Change Strategy :** focuses on reducing greenhouse gas emissions through efficient energy consumption and transitioning to renewable energy, minimizing waste sent to landfills, promoting greenhouse gas reduction across the entire value chain, and building a climate-resilient city.
- C. Innovation Strategy to Uplift Product & Service Quality :** focuses on developing new products and services that not only reduce environmental impacts but also enhance human health and well-being, responding to evolving consumer preferences.
- D. Strategy for Enhancing Shared Value Creation and Collective Impact :** focuses on distributing economic prosperity while simultaneously improving the quality of life and well-being of society as a whole, including communities, employees, and stakeholders.

The strategic priorities and other material sustainability topics have been established as ESG Key Performance Indicators (KPIs) to measure performance at organizational, departmental, and project levels. These KPIs are also linked to the individual KPIs in the annual performance evaluations of involved managers and staff.



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"> Employee Community Customer Supplier/ Contractor Government agencies 	<ul style="list-style-type: none"> GRI 2 General Disclosures 2021 GRI 305 Emission 2016 	<ul style="list-style-type: none"> 2-27 Compliance with laws and regulations 305 Emission 2016 305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions 	<ul style="list-style-type: none"> Environmental Quality Control 	      3.9, 6.3, 11.6, 12.4, 15.1, 16.3	85
● Climate and GHG Emission	<ul style="list-style-type: none"> Employee Community Customer Business Partner Shareholder Supplier/ Contractor Government agencies 	<ul style="list-style-type: none"> GRI 305 Emission 2016 	<ul style="list-style-type: none"> 305-1 Direct (Scope 1) GHG emissions 305-2 Energy indirect (Scope 2) GHG emissions 305-3 Other indirect (Scope 3) GHG emissions 305-4 GHG emissions intensity 	<ul style="list-style-type: none"> Climate Resilience 	   3.9, 7.2, 7.b, 13.1	96
● Energy efficiency and renewables	<ul style="list-style-type: none"> Customer Business Partner Supplier/ Contractor Government agencies 	<ul style="list-style-type: none"> GRI 302 Energy 2016 	<ul style="list-style-type: none"> 302-1 Energy consumption within the organization 302-3 Energy intensity 302-4 Reduction of energy consumption 	<ul style="list-style-type: none"> Energy Management 	    7.2, 7.3, 8.4, 12.2, 13.1	103
● Catchment Protection and Rehabilitation	<ul style="list-style-type: none"> Community Customer Government agencies 	<ul style="list-style-type: none"> GRI 303 Water and Effluents 2018 GRI 304 Biodiversity 2016 	<ul style="list-style-type: none"> 303-1 Interactions with water as a shared resource 303-3 Water withdrawal 304-1 Operational sites owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside protected areas 304-2 Significant impacts of activities, products and services on biodiversity 304-3 Habitats protected or restored 	<ul style="list-style-type: none"> Sustainable Water Management Natural Resources Protection and Restoration 	  6.3, 6.4, 6.6, 15.1	111
						118

Material Topics (● Critical-impact material topics)	Impacted Stakeholders	GRI Topic Standards	GRI Topic Disclosures	Report Contents	Contributions to SDGs	Page
● Industrial Water and Effluent	<ul style="list-style-type: none"> Community Customer Supplier/ Contractor Government agencies 	<ul style="list-style-type: none"> GRI 303 Water and Effluents 2018 	<ul style="list-style-type: none"> 303-1 Interactions with water as a shared resource 303-2 Management of water discharge-related impacts 303-3 Water withdrawal 303-4 Water discharge 303-5 Water consumption 	<ul style="list-style-type: none"> Sustainable Water Management 	  6.3, 6.4, 12.2, 12.4, 12.5	111
● Waste	<ul style="list-style-type: none"> Community Customer Business Partner Supplier/ Contractor Government agencies 	<ul style="list-style-type: none"> GRI 306 Waste 2020 	<ul style="list-style-type: none"> 306-1 Waste generation and significant waste-related impacts 306-2 Management of significant waste-related impacts 306-3 Waste generated 306-4 Waste diverted from disposal 306-5 Waste directed to disposal 	<ul style="list-style-type: none"> Solid and Industrial Waste Management 	   3.9, 11.6, 12.2, 12.4, 12.5	125
Sustainable Products and Services	<ul style="list-style-type: none"> Shareholder Community Customer Business Partner Supplier/ Contractor Government agencies Creditor 	<ul style="list-style-type: none"> GRI 201 Economic Performance 2016 	<ul style="list-style-type: none"> 201-1 Direct economic value generated and distributed 201-2 Financial implications and other risks and opportunities due to climate change 	<ul style="list-style-type: none"> Sustainable Products and Services 	   7.2, 7.b, 9.4, 13.1	136
Circular economy	<ul style="list-style-type: none"> Community Customer Business Partner Supplier/ Contractor Government agencies 	<ul style="list-style-type: none"> GRI 306 Waste 2020 	<ul style="list-style-type: none"> 306-2 Management of significant waste-related impacts 306-4 Waste diverted from disposal 	<ul style="list-style-type: none"> Solid and Industrial Waste Management 	   3.9, 11.6, 12.2, 12.4, 12.5	125



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"> Employee Shareholder Customer Business Partner 	<ul style="list-style-type: none"> AMATA: Customer Engagement 	<ul style="list-style-type: none"> Indicator: Customer Satisfaction Score 	<ul style="list-style-type: none"> Building Better Customer Experience 	  8.1, 8.2, 16.3	154
Occupational Health and Safety	<ul style="list-style-type: none"> Employee Customer Supplier/ Contractor Government agencies 	<ul style="list-style-type: none"> GRI 403 Occupational Health and Safety 2018 	<ul style="list-style-type: none"> 403-1 Occupational health and safety management system 403-2 Hazard identification, risk assessment, and incident investigation 403-5 Worker training on occupational health and safety 403-6 Promotion of worker health 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships 403-9 Work-related injuries 	<ul style="list-style-type: none"> Employee Care, Development and Retention Building A Safe Society 	   3.4, 3.6, 8.5, 8.8, 16.1	160
						172
● Employee Development and Retention	<ul style="list-style-type: none"> Employee Customer Shareholder 	<ul style="list-style-type: none"> GRI 401 Employment 2016 GRI 404 Training and Education 2016 	<ul style="list-style-type: none"> 401-1 New employee hires and employee turnover 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees 401-3 Parental leave 404-1 Average hours of training per year per employee 	<ul style="list-style-type: none"> Employee Care, Development and Retention 	   4.4, 4.5, 8.5, 8.6, 10.2, 10.3	160

Material Topics (● Critical-impact material topics)	Impacted Stakeholders	GRI Topic Standards	GRI Topic Disclosures	Report Contents	Contributions to SDGs	Page
● Community Health and Well-being	<ul style="list-style-type: none"> Employee Community Customer Business Partner Government agencies 	<ul style="list-style-type: none"> GRI 413 Local Communities 2016 	<ul style="list-style-type: none"> 413-1 Operations with local community engagement, impact assessments, and development programs 413-2 Operations with significant actual and potential negative impacts on local communities 	Community and Social Development	       	188
Social Contributions	<ul style="list-style-type: none"> Community Customer Government agencies 	<ul style="list-style-type: none"> GRI 413 Local Communities 2016 			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	
● Traffic Management and Road Safety	<ul style="list-style-type: none"> Employee Community Customer Supplier/ Contractor Government agencies 	<ul style="list-style-type: none"> GRI 413 Local Communities 2016 	<ul style="list-style-type: none"> 413-2 Operations with significant actual and potential negative impacts on local communities 	Building A Safe Society	 	172
● Business Ethics & Integrity	<ul style="list-style-type: none"> Employee Community Customer Shareholder Business Partner Supplier/ Contractor Government agencies Competitor 	<ul style="list-style-type: none"> GRI 205 Anti-Corruption 2016 	<ul style="list-style-type: none"> 205-2 Communication and training about anti-corruption policies and procedures 205-3 Confirmed incidents of corruption and actions taken 	Business Ethics and Anti-corruption		48
● Law and Regulatory Compliance	<ul style="list-style-type: none"> Employee Community Customer Shareholder Business Partner Supplier/ Contractor Government agencies 	<ul style="list-style-type: none"> GRI 2 General Disclosures 2021 	<ul style="list-style-type: none"> 2-27 Compliance with laws and regulations 	Law and Regulatory Compliance		51

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"> Employee Shareholder Community Customer Business Partner Supplier/ Contractor Government agencies Creditor 	<ul style="list-style-type: none"> GRI 2 General Disclosures 2021 	<ul style="list-style-type: none"> 2-12 Role of the highest governance body in overseeing the management of impacts 	<ul style="list-style-type: none"> Risk and Crisis Management 	  8.2, 16.7	53
Responsible Supply Chain	<ul style="list-style-type: none"> Community Customer Business Partner Supplier/ Contractor 	<ul style="list-style-type: none"> GRI 204 Procurement Practices 2016 GRI 308 Supplier Environmental Assessment 2016 GRI 414 Supplier Social Assessment 2016 	<ul style="list-style-type: none"> 204-1 Proportion of spending on local suppliers 308-1 New suppliers that were screened using environmental criteria 414-1 New suppliers that were screened using social criteria 	<ul style="list-style-type: none"> Sustainable Supply Chain 	    8.3, 8.4, 8.8, 11.6, 12.4, 16.1, 16.5	73
Information Security	<ul style="list-style-type: none"> Employee Shareholder Customer Business Partner Supplier/ Contractor Government agencies 	<ul style="list-style-type: none"> GRI 2 General Disclosures 2021 GRI 418 Customer Privacy 2016 	<ul style="list-style-type: none"> 2-27 Compliance with laws and regulations 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data 	<ul style="list-style-type: none"> Information Security and Data Privacy 	 16.3, 16.10	61

Fundamental of Sustainable Development



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- 73 Sustainable Supply Chain

“Embrace integrity,
uphold accountability.”



Fundamental of Sustainable Development	SDG Targets	Management Approach	Long-term Targets	2023 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"> 100% of significant complaints regarding corporate governance have been resolved within the specified timeframe 	<ul style="list-style-type: none"> 100% of significant complaints regarding corporate governance have been resolved within the specified timeframe
Business Ethics and Anti-corruption	16.3, 16.5	Conduct business with integrity, honesty, transparency, and accountability to internal and external stakeholders, using frameworks 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"> No case of corruption 	<ul style="list-style-type: none"> No case of corruption
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"> No violations of economic, social, and environmental laws related to business operations 	<ul style="list-style-type: none"> No violations of economic, social, and environmental laws related to business operations
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"> The Enterprise Risk Management plans align with all strategic priorities of the Company 	<ul style="list-style-type: none"> The Enterprise Risk Management plans align with all strategic priorities of the Company
Information Security and Data Privacy	16.3, 16.10	Protect relevant stakeholders' 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"> No Complaints of personal or confidential business information breaches 	<ul style="list-style-type: none"> No Complaints of personal or confidential business information breaches
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"> No significant human rights violations in all activities throughout the value chain 	<ul style="list-style-type: none"> No significant human rights violations in all activities throughout the value chain 100% of significant complaints regarding human rights have been resolved within the specified timeframe
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 promotes good governance of critical suppliers throughout the value chain.	<ul style="list-style-type: none"> All critical suppliers are assessed for ESG risks All new suppliers are assessed for ESG risks 	<ul style="list-style-type: none"> 100% of critical suppliers are assessed for ESG risks 100% of new suppliers are assessed for ESG risks

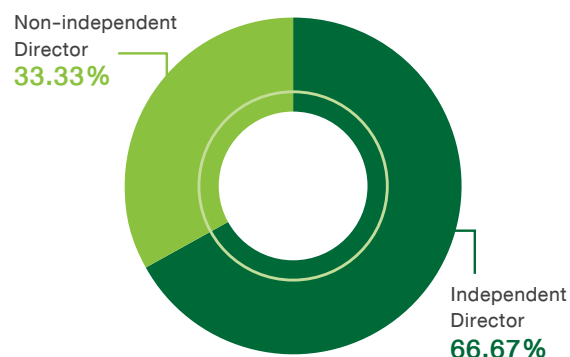
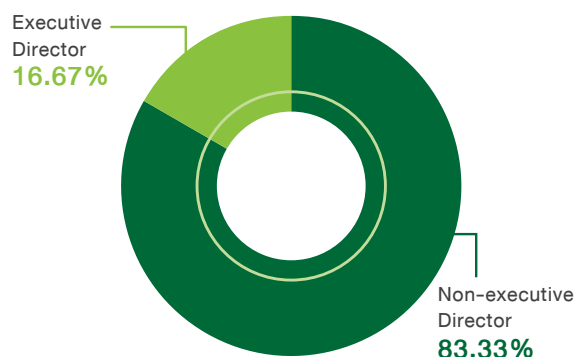
Good Corporate Governance



Risk	Opportunity	
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.	Ensuring ethical, transparent, and responsible business operations toward all stakeholders is a crucial foundation for instilling confidence among the stakeholders. This impacts the Company's credibility and ability to achieve long-term sustainable growth.	
	 2023 Target	 2023 Performance
Significant complaints regarding corporate governance	0	0

Board of Directors

In 2023, the Company's Board of Directors had six members, consisting of one executive director, and five non-executive directors, which accounted for 83.33% of the total number of board members. Four independent directors accounted for 66.67% of the total number of 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 and 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 maximization of benefits for 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. Anucha Sihanatkathakul			✓	✓	✓			✓
Mr. Noppun Muangkote			✓				✓	
Assoc. Prof. Dr. Somchet Thinaphong	✓	✓						
Mr. Tevin Vongvanich		✓			✓	✓		
Total	2	3	3	2	2	3	1	1

Background and information of each Director, please see 56-1 One Report 2023; "Corporate Governance Structure" section.

Performance of the Board of Directors

The Board of Directors held meetings to monitor performance and improve the efficiency of corporate governance mechanisms. In 2023, the Company revised and amended 34 policies related to the Corporate Governance, as well as Social and Environmental Policy. This aims to comply with the Principles of Good Corporate Governance of the Office of Securities and Exchange Commission, aligning with international standards and criteria. The Board of Directors has reviewed these policies and provided recommendations for improvement. The final revisions are scheduled for proposal and approval at the Company's second board meeting in February 2024. (For more details, please refer to 56-1 One Report 2023 under the heading "Report of Corporate Governance")

Thriving for good corporate governance efficiency, the Board of Directors conducts an annual performance assessment using the Self-Assessment Form of the Stock Exchange of Thailand. The assessment consists of the performance evaluation of the Board of Directors as a group, subcommittees, and individual directors. The findings and recommendations from the evaluation will be utilized to improve operations, aiming to maximize benefits for the Company and its stakeholders.

	Board of Directors	Audit Committee	Risk Management Committee	Nomination and Remuneration Committee	Corporate Governance and Sustainable Development Committee
Number of Meeting	9	4	4	3	3
Meeting Attendance	100%*	100%	100%	100%	100%
Performance Assessment Score	Group 96.53% Individual 99.62%	The average result of each sub-committee was 98.04%			

*Mr. Viboon Kromadit missed 1 out of 3 meetings and resigned from the company's board of directors effective 1 May 2023

For more details, please refer to 56-1 One Report 2023 under the heading "Policies on Corporate Governance"

Building Capability of the Board of Directors

The Company encourages and supports the development of the directors' capability by facilitating their participation in national and regional training programs and activities. This enables them to leverage their acquired knowledge and experience for the benefit of the Company. The following directors participated in these training programs in 2023:

- 1) Mr. Vikrom Kromadit attended the Director Accreditation Program (DAP) 205/2023, organized by the Thai Institute of Directors Association, on 12 June 2023.
- 2) Mr. Tevin Vongvanich attended the training course "Hot Issue for Directors: Climate Governance," organized by the Thai Institute of Directors Association, on 28 November 2023.

Board of Directors' meeting to follow up on the sustainable development performance in 2023

There were four Board of Directors meetings 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 topic management as well as to determine the Sustainability Corporate Goals and KPIs, which serve as key performance indicators of the Company's leaders and top executives in addition to financial KPIs.

Furthermore, the sub-committees convened a total of six meetings to evaluate 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 considering management approaches to 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.

	Corporate Governance and Sustainable Development Committee	Risk Management Committee	Board of Directors
Key Agenda	<p>2nd Meeting, dated 2 September 2023</p> <ul style="list-style-type: none"> Consideration of revising the anti-corruption policy, whistleblowing policy, and conflict of interest policy. <p>3rd Meeting, dated 13 November 2023</p> <ul style="list-style-type: none"> Acknowledgement of complaints and violations of ethics, regulations, and rules and taking corrective and preventive actions. Acknowledgement of the Stock Exchange of Thailand's 2023 ESG Rating results, presenting the Company's ESG performance and recommendations for further improvement. Acknowledgement of the result from stakeholder engagement. Consideration of 2023 material topics. Consideration of the strategic priorities, sustainability strategy, and the corporate goals and targets. Consideration of amending the charter from the Corporate Governance Committee Charter to the Corporate Governance and Sustainable Development Committee Charter. <p>Note: In the 1st meeting of 2024, there was consideration given to revising the corporate governance policy to align it with the SEC's Corporate Governance Code.</p>	<p>1st Meeting, dated 20 February 2023</p> <ul style="list-style-type: none"> Quarterly reporting on key risk indicators. Reporting on the progress of 2022 Enterprise Risk Mitigation Plans. Reporting on the expenditure for risk mitigation plans in 2022. Consideration the additional new enterprise risks for the year 2023. <p>2nd Meeting, dated 8 May 2023</p> <ul style="list-style-type: none"> Consideration to approve the 2023 impact assessment criteria and likelihood of risk occurrence. Consideration to approve identified enterprise risks, key risk indicators and risk mitigation plans for the year 2023. Consideration to approve the results of the 2023 risk assessment (Risk Matrix) and risk appetite. Reporting on the overview of allocated operating budget for risk mitigation plans. <p>3rd Meeting, dated 31 July 2023</p> <ul style="list-style-type: none"> Reporting on the overview of 2023 enterprise risks management, including key risk indicators and the progress of the risk mitigation plan. 	<p>1st Meeting, dated 28 February 2023</p> <ul style="list-style-type: none"> Reporting on key risk indicators (KRIs) and risk appetite. Reporting on the progress of the risk mitigation plans. <p>5th Meeting, 15 May 2023</p> <ul style="list-style-type: none"> Reporting on key risk indicators (KRIs) and risk appetite. Reporting on the progress of the risk mitigation plan. Consideration of risk assessment criteria, refining enterprise risk names, and additional new risks. <p>6th Meeting, 11 August 2023</p> <ul style="list-style-type: none"> Reporting on key risk indicators (KRIs) and risk appetite. Reporting on the progress of the risk mitigation plans. <p>9th Meeting, 14 November 2023</p> <ul style="list-style-type: none"> Reporting on key risk indicators (KRIs) and risk appetite. Reporting on the progress of the risk mitigation plans.

	Corporate Governance and Sustainable Development Committee	Risk Management Committee	Board of Directors
		<p>4th Meeting, dated 6 November 2023</p> <ul style="list-style-type: none"> Knowledge sharing for board members and senior executives on ESG Risk Management. Reporting on key risk indicators (KRIs) and the progress of the risk mitigation plans, presenting the investment plans in Laos, and its risk management plans. Quarterly reporting on enterprise risk management and progress of the risk mitigation plans. 	<ul style="list-style-type: none"> Reviewing the Board of Directors charter, the Nomination and Remuneration Committee Charter, the Audit Committee Charter, the Corporate Governance and Sustainable Development Committee Charter, and the Risk Management Committee Charter. <p>Note: In the 1st meeting of 2024, there was consideration given to revising the corporate governance policy to align it with the SEC's Corporate Governance Code.</p>
Approval	<ul style="list-style-type: none"> 2023 Material topics Strategic Priorities and sustainability strategy Amendment of the Corporate Governance Committee Charter to the Corporate Governance and Sustainable Development Committee Charter. 	<ul style="list-style-type: none"> Impact assessment criteria and likelihood of risk occurrence. ESG risk identification. 2023 Action plan and budgeting for the risk mitigation plans. 	<ul style="list-style-type: none"> The Board of Directors charter, the Nomination and Remuneration Committee Charter, the Audit Committee Charter, the Corporate Governance and Sustainable Development Committee Charter, and the Risk Management Committee Charter.



Business Ethics and Anti-corruption



Material topic:



Business Ethics and Integrity

Level of Impact: **Critical**

Risk

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.

Opportunity

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.



2023 Target



2023 Performance

Number of corruption case

0

0

Management Approach

The Company is dedicated to conducting its business operations with integrity and responsibility toward its stakeholders. It strongly emphasizes transparency, integrity, and compliance with laws and regulations, alongside adherence to the principles of good corporate governance and the business code of ethics. These guidelines define the scope and standards of behavior that all employees, including the Board of Directors and executives, must follow to align with ethical values.

All executives and employees are obligated to adhere to the Company's Code of Ethics policy and manual 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 a robust work system that prevents corruption through an internal audit system.

The Company has announced policies and guidelines that are more suitable for the current business environment. These policies comply with generally accepted criteria and regulations, promoting and supporting ethical business operations. Additionally, the Company has published its manuals for Good Corporate Governance and a Code of Ethics, along with other policies, on its website and intranet. This enables all members of the organization, including the Board of Directors, executives, and employees of the Company and its subsidiaries, to access and use them as guidelines for operations.

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 2023 is as follows:

1. The Company has developed and announced the Supplier Code of Conduct for its business partners since 2019. In 2023, the Company increased awareness of the Supplier Code of Conduct among its partners to promote business practices aligned with AMATA's business ethics for sustainable development. The Supplier Code of Conduct was emailed to 63 existing critical suppliers and 52 new suppliers, totaling 115 suppliers. All of them acknowledged receipts, representing 17.58% of the total number of suppliers.
2. The Company has 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 initiative aims 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 46 new employees to ensure that they had a correct understanding of business ethics, policies, measures, and procedures.
4. The Company requires all employees to take an annual test to assess their understanding of good corporate governance and business ethics, with a passing score of over 80%. In 2023, 100% of employees completed an online test, and all of them scored above 80%.
5. The Company has renewed its membership certification with the Thai Private Sector Collective Action Against Corruption (CAC Certification) since 30 September 2023 (valid until 30 September 2026).

Monitoring and auditing business ethics compliance

The Company has established a Whistleblowing Policy and safe communication channels that allow employees and stakeholders to report any signs, advice, grievances, or complaints related to misconduct violating laws, rules, regulations, corporate governance principles, code of ethics, or anti-corruption policy. Measures are in place to protect the rights of these individuals. The information provided by whistleblowers will be kept confidential and accessible only to those responsible for investigating the complaints. All complaints will be processed according to the procedures stipulated in the Good Corporate Governance Manual.

Channels to Receive Complaints and Clues

Mr. Anucha Sihanatkathakul
Chairman of the Audit Committee



anucha.s@amata.com
whistleblowing@amata.com

Mr. Vikrom Kromadit
Chairman & Acting CEO



vikrom.k@amata.com
whistleblowing@amata.com

Mr. Manachai Kaoprapan
Head of Company Secretary and Legal



cs@amata.com



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+66 (087) 131 0007

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 remedies 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.

In 2023, the Company received several significant whistleblower notifications and complaints concerning corporate governance issues, primarily focusing on corruption risks due to deficiencies in the oversight system and employee behaviors that enable corruption. A total of four complaints were reported directly to the Chief Executive Officer and are currently being investigated in accordance with the Company's whistleblowing policy. These investigations are expected to conclude by the first quarter of 2024.

Law and Regulatory Compliance



Material topic:

● Law and regulatory compliance

Level of impact: **Critical**

Risk

The operations of industrial estate businesses are subject to numerous laws and regulations due to their direct and indirect impacts on the economy, society, and environment. The Company and its stakeholders give high priority to compliance with all relevant laws and regulations. Non-compliance by the Company, its suppliers, or contractors can result in financial and reputational damage, loss of stakeholder confidence, and negatively affect the Company's relationships with neighboring communities and society. With recent changes in laws and regulations specific to industrial estate businesses, there is an increased need for prudent compliance risk management, which is recognized as one of the Company's enterprise risks.

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 associated businesses closely will enable the Company to prepare for new legislation that may arise. 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.



2023 Target



2023 Performance

Number of incidents violated economic, social, and environmental laws

0

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 associated with non-compliance with laws, regulations, and international standards, and developed measures to manage these risks. The Legal Department and the department responsible for liaising with government agencies are tasked with monitoring changes in laws and regulations at each business location. The Company communicates with employees and stakeholders through various channels, including meetings, training sessions, emails, and the intranet, to ensure they are well-informed about changing laws and regulations and maintain rigorous compliance.
- 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 assessing the performance of statutory and regulatory compliance, as well as reporting to the management team, the Corporate Governance and Sustainable Development Committee, the Risk Management Committee, and the Board of Directors, respectively. These reports help inform decisions to strengthen governance and compliance mechanisms. Additionally, the performance results are disclosed in the Annual Sustainability Report.

In 2023, the Risk Management Committee identified risks 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 undertaken in response to the enactment of numerous new environmental laws and changes in international multilateral environmental agreements over the past year, which may impact customers in the industrial estates engaged in export activities.

Furthermore, 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 2023. 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

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, endanger the health and safety of the Company's stakeholders and their property, and lead to negative impact on the Company's reputation. Such consequences may result in resistance to future business expansion.

Opportunity

Effective risk management is a key mechanism that helps the Company grows sustainably, promptly sense and respond to any risks arising from current uncertainties 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.



2023 Target



2023 Performance

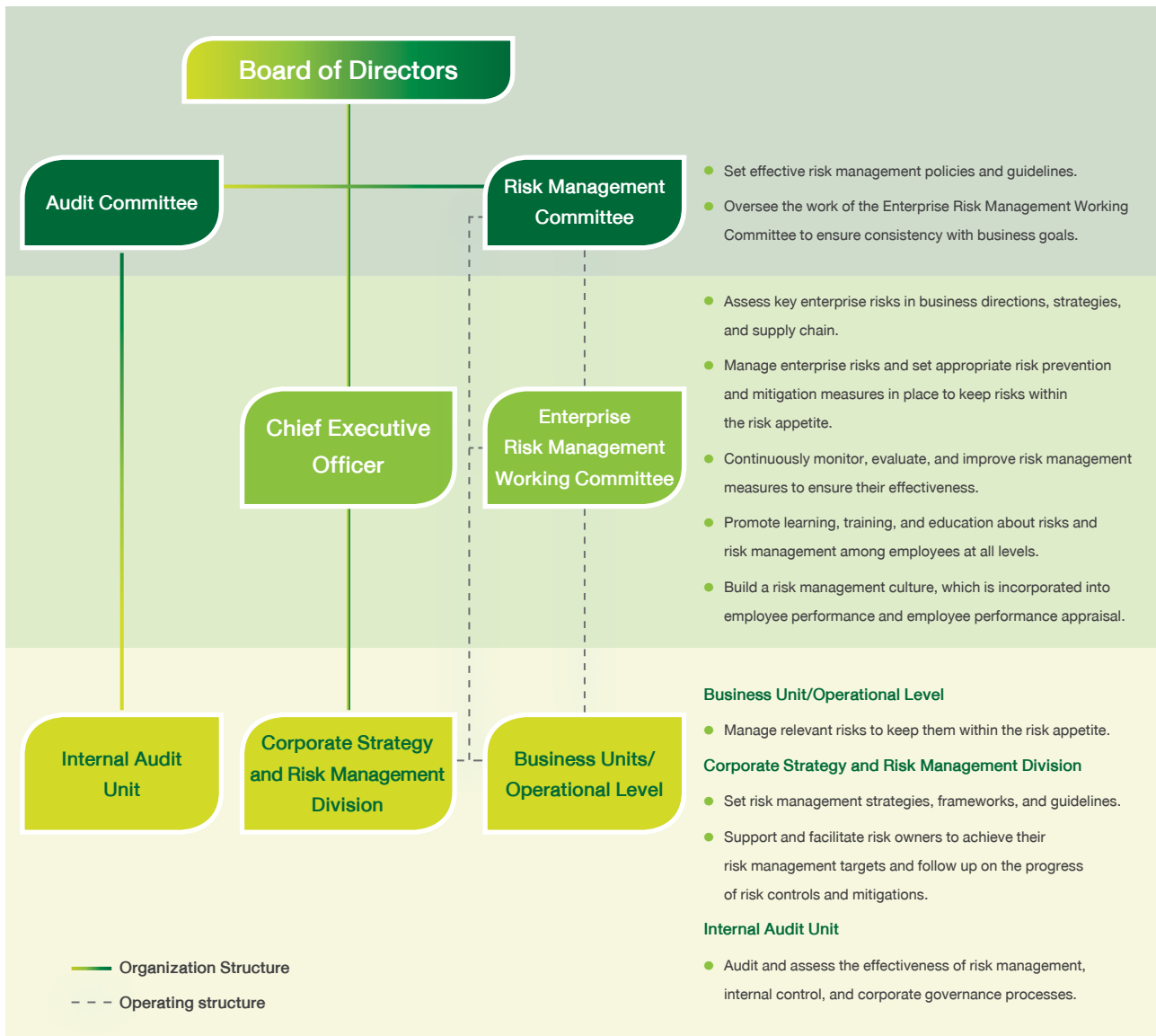
Coverage of Strategic Priorities in
Enterprise Risk Management

100%

100%

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 its 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 the Risk Management Structure please see 56-1 One Report, "Corporate Governance Structure" and "Risk Management" Section.)



To effectively manage risks across the organization in accordance with the Company's core policies on risk and crisis management, the Risk Management Committee has appointed an Enterprise Risk Management Working Committee. This committee consists of executives, representatives from various departments, and managing directors of subsidiary companies, totaling 24 members. The Chief Finance Officer serves as the chairperson. The roles and responsibilities of the committee are as follows:

1. Assessing key enterprise risks aligned with the Company's business direction and risks in the business value chain, including strategic risks, risks from investment and business development in Thailand and other countries, operational risks 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 risk management 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 at 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 the enterprise 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 enterprise risk assessment. This assessment considered current and emerging risks, economic conditions, competition, innovation, technology development, government policies and regulations, as well as social and environmental changes that may affect its operations. After identifying and assessing these risks, the Company prepared appropriate risk mitigation plans, determined 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 Company emphasizes collaborative and comprehensive risk management across its departments, thereby fostering cooperation in proactively managing each enterprise risk. This approach aims to develop multidimensional mitigation plans that consider the impacts on all stakeholders.



The Enterprise Risk Management Working Committee monitors the results of risk responses and the situations causing the risks. It reports the findings at the Strategic Management Meeting, which includes the Chairman, all Chief-level executives, and Managing Directors of subsidiary companies. The findings are then further reported to the Board of Directors.

The Company aims to enhance employee involvement in risk management, as it is an integral part of operations at all levels. To this end, the Company boosts awareness and fosters a culture of risk management among all employees by providing knowledge through activities such as training.

Performance

In 2023, the Company expanded its investment in industrial estates both domestically in Thailand and internationally, including in Vietnam and Laos. Despite this growth, the global situation remains volatile, marked by significant interconnected crises with ongoing ripple effects. These include extreme weather events and regional conflicts, leading to geopolitical instabilities and economic fluctuations such as rising inflation rates and increased living costs driven by energy prices. This situation has consequently slowed down international trade and investment. In response, the Company prioritizes closely monitoring various risks, regularly reviewing and evaluating external factors and environmental changes, and developing comprehensive enterprise risk management plans across all subsidiaries. By integrating sustainability risk management principles (ESG Risk), the Company assesses risks considering the alignment with its medium and long-term organizational strategy, as well as the potential impact of future economic, social, and environmental changes influenced by global climate change. This includes analyzing future shifts and new developments in policies and regulations that may impact business operations. These analyses inform the formulation of risk management plans for both the medium and long term, aligned with organizational strategic planning, to ensure the Company's operations meet set objectives and mitigate potential impacts on the organization and stakeholders.

The Company conducted a reassessment of enterprise risks, including ESG-related and emerging risks, which are related to its strategic priorities. The Enterprise Risk Management Working Team categorized these risks into five categories: Strategic, Operational, Compliance, Financial, and Emerging Risks. Additionally, the team reassessed and reviewed the risk management plans and key risk indicators (KRIs) to monitor these risks effectively. The Company aims to expand its risk management practices to the business unit level across the organization.

2023 AMATA Enterprise Risks

	Strategic Risk	Operational Risk	Compliance Risk	Financial Risk	Emerging Risk
Economic	New Frontier Investment Risk			Global Crisis Risk	Risk of Customer Demand Shifting in Disrupted Environment
Governance		Cyber Security Risk			
Environmental	Risk of Income Losses due to Climate Change	Business Continuity Risk due to Water Management			
Social	Risk of Losing Communities Trust		Risk from Changes in Environmental -Related Laws		



Emerging Risk

Through the Company's risk assessment, a significant emerging risk identified is the risk of customer demand shifting in a disrupted environment, which could affect the Company's business operations over the next 3-5 years. While this issue has not yet directly impacted the Company, it is recognized that future changes from these risks are likely to affect operations. Consequently, this risk has been elevated to an enterprise level to ensure close monitoring and ongoing assessment. In 2023, the Company conducted a customer insight survey, including interviews with customers from various industry groups, to gain insights for analysis. This information has been utilized to enhance the organization's strategic plan and continuously adjust the action plan accordingly.

Risk of Customer Demand Shifting in Disrupted Environment

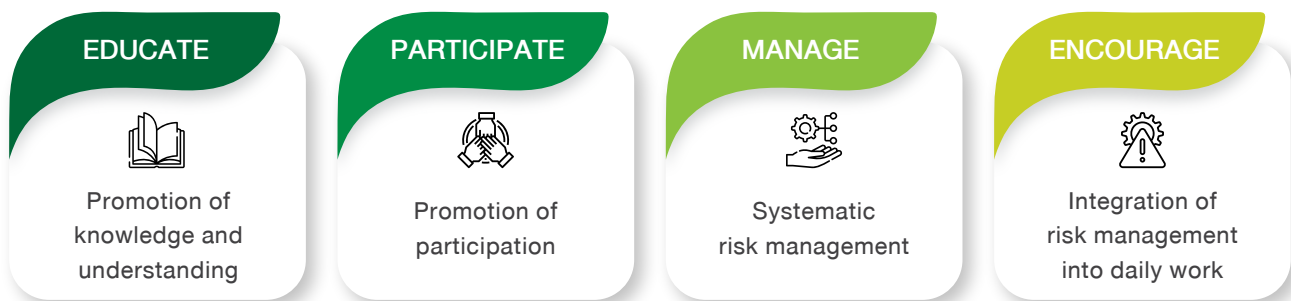
The Company has conducted a comprehensive study to analyze the evolving needs of customers, aiming to assess the risks and potential impacts that may affect operations over the next 3-5 years, particularly due to climate change. With a global emphasis on reducing greenhouse gas emissions, stricter regulations to control carbon dioxide emissions have been implemented. This regulatory shift has increased pressure on both social and business sectors, prompting changes in lifestyle and business practices. A widespread trend across industries is the adoption of circular economy principles, focusing on resource conservation through practices such as waste separation, recycling, using recycled water, and increasing the use of renewable energy to decrease reliance on fossil fuels such as low-carbon public transportation, concerning the carbon footprint of infrastructure products, and utilizing utilities sourced from renewable energy.

In this regard, the Company has observed strong initiatives from existing customers to reduce and eliminate their carbon footprints in the supply chain. This commitment has led to changing preferences, needs, and behaviors regarding the selection of factory locations and utilities from renewable sources. Such evolving trends present both opportunities and risks for the Company. In response, the Risk Management Department and the Risk Management Committee have closely monitored the impacts of these changes and developed appropriate risk management plans. These plans focus on promoting innovation in the development of utility products, services, and industrial solutions to effectively meet evolving customer demands. By doing so, the Company aims to minimize the likelihood and impact of failing to meet customer requirements, thereby maintaining customer confidence and enhancing future business competitiveness.

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.

In 2023, the Company conducted four approaches to promote an enterprise 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 are key factors in achieving efficient corporate risk management and meeting risk management objectives. Therefore, the Company has organized workshops and special lectures on topics relevant to enterprise risks and plans to hold these workshop and training sessions annually. The 2023 performance is as follows:

- Training for the Board of Directors and top executives on 'Environmental, Social, and Governance Risk (ESG) Management' by Khun Warunee Pridanonda, an expert in corporate governance and enterprise risk management. The training objectives are to address significant sustainability-related risks arising from global changes, including environmental and social factors that may impact business operations, and to provide recommendations on the roles and responsibilities for effectively governing and managing enterprise risks in the current situation.
- Training on 'Cyber Security Awareness' by the Cyber Crime Investigation Bureau. The objectives are to educate employees on imminent online threats and various techniques to understand cybercrime situation, crimes associated with technology, cyber vaccines for safeguarding against cyber threats, and online crime reporting procedures.

Cyber Security Awareness

ภัยใกล้ตัวจากสื่อสังคมออนไลน์

26th October 2023
@ 09.00 – 12.00 p.m.

Zoom ID: 977 224 1221 , or
 Model Room, Amata Chonburi

This training is conducted in Thai by Cyber Crime Investigation Bureau.

The graphic on the right shows a hand holding a tablet. Overlaid on the tablet and the background are several glowing blue icons: a shield with a checkmark, a padlock, a globe, a network of nodes, and a group of people. The background is dark blue with a circuit-like pattern.



2) PARTICIPATE: Promotion of participation

The Company conducted 14 virtual workshops for the Enterprise Risk Management Working Committee throughout the year. This committee is comprised of senior executives, department heads, and operational staff. The workshops aimed to monitor the performance of enterprise risk management, identify and monitor key risk indicators and risk appetite, assess the residual risk level after implementing risk control measures, and develop additional risk mitigation plans. Additionally, the workshops included goal setting, risk indicator identification, and ongoing progress monitoring.

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 1st Line of Defense, which is the risk owner responsible for risk management, the 2nd 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 3rd 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 at least twice per quarter to senior executives and the Risk Management Committee.

In 2023, the Company reported on the performance and results of its enterprise risk management efforts to senior executives during 8 meetings, to the Risk Management Committee in 4 meetings, and to the Board of Directors in 4 meetings.

4) ENCOURAGE: Integration of risk management into daily work

The Company has established Corporate Key Performance Indicators (KPIs) and those for senior management to align with enterprise risks or Key Risk Indicators (KRIs) which are assessed every six months and linked to the departmental KPIs of the risk owners. This alignment aims to continuously monitor and assess the effectiveness of risk control measures and risk management plans in accordance with corporate strategies. The responsible units have set performance indicator targets that align with these risk indicators. For example, to manage the risk associated with drought, the Company has specified that the total remaining of raw water supply at the AMATA City Chonburi Industrial Estate should be available for use at least 14 months and 6 months at the AMATA City Rayong Industrial Estate. In response to these indicators, AMATA Water Company Limited, responsible for water management, has established their own key performance indicators (KPIs) to ensure an adequate raw water supply to meet customer demand in the industrial estates. For instance, the AMATA City Chonburi Industrial Estate has reserved raw water for 24 months of utilization, and the AMATA City Rayong Industrial Estate must maintain its raw water supply at 80% of reservoir capacity throughout the year.

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 cause the company to lose customers and business partners.</p>	<p>Efficient management of personal and business information enables the Company to 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 continuous confidence in working with the Company or selecting its products and services, 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>

	<div> </div> <div>2023 Target</div>	<div> </div> <div>2023 Performance</div>
Complaints of personal or confidential business information breach (case)	0	0

Management Approach

The Company has established an Information Security Policy to ensure that directors, executives, and employees adhere to guidelines for maintaining confidentiality and using information properly. This policy covers sensitive information related to the Company or its stakeholders. Additionally, the IT Security Policy provides instructions on using computer and network systems, aligning with the Personal Data Protection Policy that meets international standards and legal requirements, such as the Personal Data Protection Act (PDPA).

The Company prioritizes the development of cybersecurity measures to protect the information of the Company and its key stakeholders, including employees, customers, business partners, suppliers, and contractors. Accordingly, the Company has established goals for cybersecurity operations and data security. These goals include implementing a data leakage prevention system across all business units (100%) and ensuring there are no complaints regarding 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's structural architecture, identifying vulnerabilities in critical work systems, to ensure that sensitive components in every system are continuously monitored.

The Company mandates that data users strictly adhere to the policy and terms of use. To support compliance, it provides training on measures to manage and maintain the security of personal information. Additionally, the Company has raised awareness and fostered a fundamental understanding of information security and cyber threats among executives and employees. This training enables them to handle and use data safely, exercise caution, and prevent cyber-attacks. Security measures include using information technology systems that require password-protected access and regularly changing passwords within a specified period. Last year, on 26 October 2023, the Company conducted Cyber Security Awareness training for employees. This training addressed the dangers of social media, including discussions on criminal activities intertwined with technology, cybersecurity vaccines, and online police reporting.

If a stakeholder identifies an incident of non-compliance with regulations, a violation of personal data, or a leakage of stakeholder information, they may file a trace or complaint through the Company's complaints channel. In 2023, the Company received no complaints related to violations of personal data, leakages of stakeholder information, or any incidents of company information leakage or cyber-attacks.

	2021	2022	2023
Number of incidents related to personal data breaches or leakage of stakeholders' information.	0	0	0
Number of incidents related to a cyber-attack or the Company's data leakage.	0	0	0

Human Rights in Business Operation



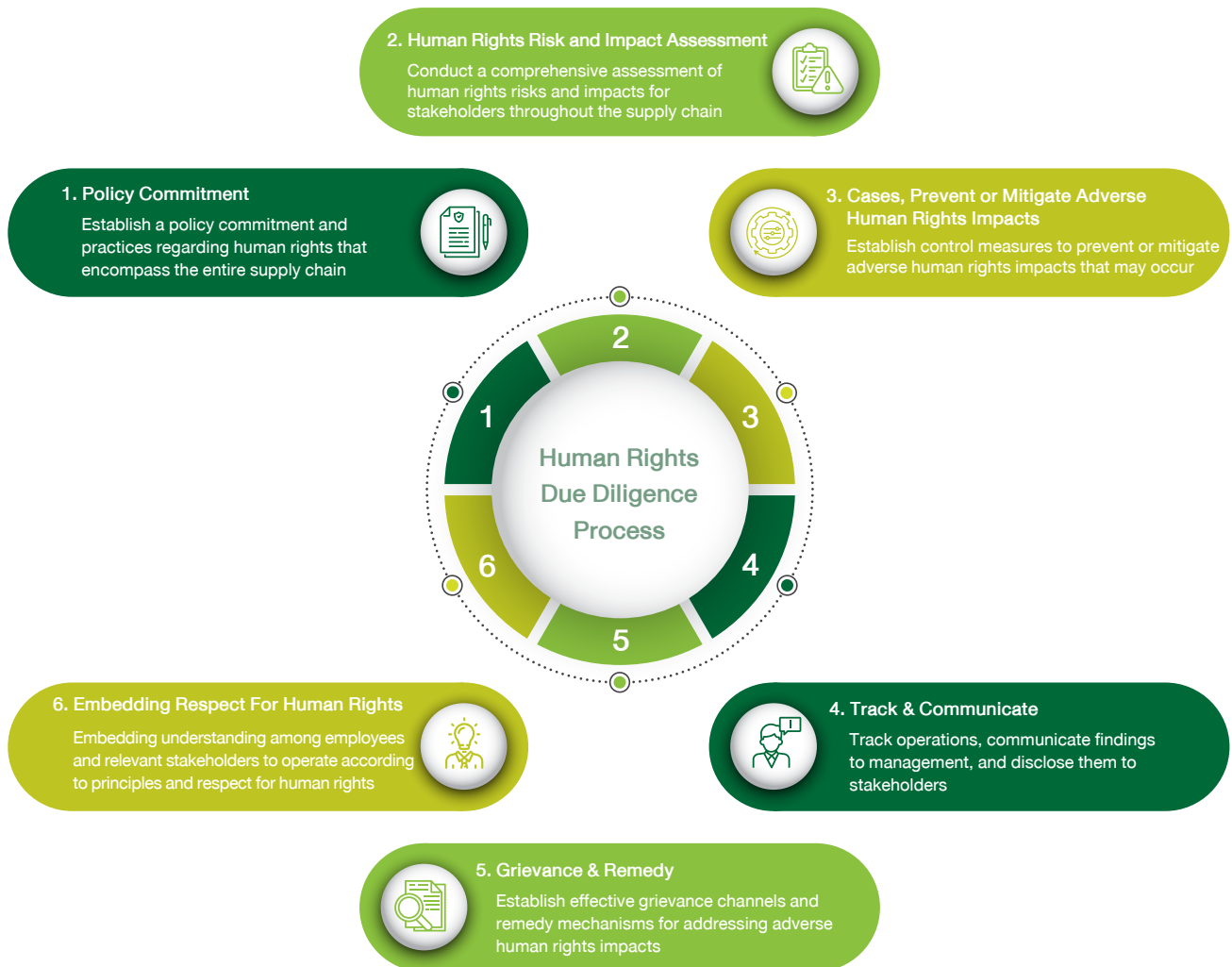
Risk	Opportunity
<p>The Company manages large industrial cities and engages with numerous stakeholders. Without an effective human rights risk assessment process across the entire supply chain or reliable operational control mechanisms for the Company and its partners, the Company may become implicated 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>

	 2023 Target	 2023 Performance
Significant human rights complaints due to the Company's operations (case)	0	1

Management Approach

The Company recognizes the impact of human rights on stakeholders throughout the value chain, guided by the 'ALL WIN' philosophy. Its business operations play a crucial role in promoting positive human rights impacts by contributing to the local economy, creating employment opportunities, and enhancing community well-being through provisions such as education, public health services, public utilities, and essential services. However, the development of industrial estates also has the potential to violate stakeholders' human rights through environmental pollution that disrupts community well-being or unsafe working conditions that could harm employees, workers, or community members. Neglecting these impacts on stakeholders' rights may lead to a loss of trust from other stakeholder groups and societal opposition, which could adversely affect the Company's operations and future performance.

As a result, the Company has established operational procedures for human rights due diligence to comprehensively monitor and audit the status of human rights, as follows:



The Company has established several social policies to ensure fair and appropriate treatment of all stakeholder groups throughout the value chain, in accordance with international human rights principles. These policies include the 'Human Rights Policy,' 'Stakeholder Engagement Policy,' 'Human Resource Management Policy,' 'Safety and Occupational Health Policy,' and 'Personal Data Protection Policy'. The Company adheres to both domestic and international laws in the countries where it operates and has established a framework aligned with the UN Guiding Principles on Business and Human Rights (UNGP) and the OECD Due Diligence Guidance for Responsible Business Conduct. The complete policy and guidelines can be viewed at 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 committed to support the treaty that each country has obligations to comply with and to avoid actions and participation in human rights violations that negatively impact human rights.

In 2023, the Company successfully integrated human rights risk identification and assessment into its various departmental risk assessment processes. These processes include conducting Environmental Impact Assessments (EIA) during project development to identify and evaluate environmental aspects and impacts, as well as performing risk assessments on occupational health and safety in accordance with ISO standards. Additionally, the Company has implemented Human Rights Due Diligence in line with the UN Guiding Principles on Business and Human Rights by incorporating it into the materiality determination process. It has identified a range of topics that significantly impact human rights across key stakeholders within the value chain, addressing both existing and potential future concerns. This comprehensive approach ensures all activities within the value chain (100%) are covered. The Company has also established measures and controls to respond to or prevent these human rights impacts.

Human Rights Due Diligence in 2023

Boundary	Significant Human Rights Issues	Impacted Stakeholders	Company's Actions for Correction, Prevention, and Remedy
Activities in AMATA's Operation	Labor rights <ul style="list-style-type: none"> Health and safety Employment condition Equality Freedom of association and negotiation 	Employee	<ul style="list-style-type: none"> Treating employees with respect for human rights and labor rights principles in accordance with the labor laws of the country where the Company operates, as well as international human rights principles. This includes ensuring treatment for all employees with equity, equality, and non-discrimination in all aspects Providing occupational health and safety supervision in accordance with the occupational safety, health, and environment policy Establishing a welfare committee with employees as members Providing effective complaint channels and grievance handling processes, as well as appropriate remedies
	Community rights <ul style="list-style-type: none"> Health and safety Environment 	Community	<ul style="list-style-type: none"> Welcoming opinions and monitoring the impact of the Company's operations on surrounding communities 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 Empowering community members to express their opinions or file complaints through various channels and encouraging their involvement in committees to collectively oversee the well-being and environmental concerns of the community



Boundary	Significant Human Rights Issues	Impacted Stakeholders	Company's Actions for Correction, Prevention, and Remedy
			<ul style="list-style-type: none"> Strictly complying with environmental and safety laws and regulations and preparing an effective emergency and crisis management plan Establishing appropriate remedies in cases where the Company is responsible for human rights violations in communities
	Customer rights <ul style="list-style-type: none"> Quality of product and service Health and safety 	Customer	<ul style="list-style-type: none"> Delivering safe products and services with quality standards and traceability Providing customer complaint channels and a complaint management procedure Strictly complying with the laws and safety regulations Establishing an effective emergency plan and crisis management plan
	Data privacy	Employee, Customers, Shareholders, Business Partners	<ul style="list-style-type: none"> Enforcing the Personal Data Protection Policy as a management standard and good practice Providing process control over personal data protection and business data privacy in accordance with laws and the Company's policies Announcing an Information Security & Data Policy and practice guidelines to prevent information leakage, unauthorized access, usage, disclosure, or data modification Training and regularly monitoring the employees to make them aware of the importance of personal data protection
	Supplier and contractor rights <ul style="list-style-type: none"> Health and safety 	Supplier and Contractor	<ul style="list-style-type: none"> Treating suppliers and contractors with equity, fairness, transparency, and non-discrimination Maintaining the workplace's safety and security Demanding that suppliers and contractors strictly adhere to legal and safety guidelines Providing effective complaint channels and grievance handling processes, as well as appropriate remedies

Boundary	Significant Human Rights Issues	Impacted Stakeholders	Company's Actions for Correction, Prevention, and Remedy
Activities done by AMATA's suppliers and contractors	Labor rights <ul style="list-style-type: none"> Health and safety Employment condition 	Employees of suppliers and contractors	<ul style="list-style-type: none"> Informing AMATA's suppliers and contractors to acknowledge AMATA's Supplier Code of Conduct and act in accordance with the intentions and guidelines of the Company on environmental management and labor practices Assessing the risk of labor practices and occupational health and safety with critical and new suppliers and contractors before doing business Monitoring suppliers' and contractors' operations to prevent human rights violations against various stakeholder groups by ensuring compliance with labor practices and environmental management Demanding that suppliers and contractors implement preventive measures and take responsibility for any human rights violations that may occur
	Community rights <ul style="list-style-type: none"> Health and safety Environment 	Community	<ul style="list-style-type: none"> Monitoring and welcoming communities' opinions on any operational impacts caused by the Company's suppliers and contractors Monitoring suppliers' and contractors' operations on labor practices and environmental management in order to prevent human rights violations against various stakeholder groups Providing effective complaint channels and grievance handling processes, as well as appropriate remedies Demanding that suppliers and contractors implement preventive measures and take responsibility for any human rights violations that may occur Establishing appropriate remedies in cases where suppliers and contractors are responsible for human rights violations in communities

To monitor the implementation of measures to prevent human rights violations, the Company has established a 'Whistleblowing Policy' and provided various communication channels for employees and stakeholders to report any signs or complaints of human rights violations. The Company has set up a process to review and handle these complaints prudently, fairly, and transparently. Employees found to violate human rights are considered unethical and are subject to disciplinary action according to established regulations. Legal penalties may also be imposed if their actions are illegal. In the event of human rights violations, the responsible department is required to take immediate action to mitigate the impact and provide fair reparation for those affected.

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 the topic of children's rights had not been elevated as a material sustainability topic, 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. Therefore, business operation must take into consideration children's rights throughout the entire 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 a commitment to 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.

Performance

On 29 September 2023, the Company organized a training course on human rights knowledge for executives and employees. The purpose was to enhance understanding among employees regarding human rights issues in business operations (Human Rights & Industrial Development). The course, conducted by Khun Prakairatana Thontiravong, former commissioner of National Human Rights Commission of Thailand, covered the history, concept, and principles of human rights. It also focused on raising awareness of responsibility and respect for human rights in all business activities, as well as the risks and impacts on stakeholders throughout the supply chain. This initiative aimed to enable executives and employees to adapt and align with the Company's human rights policy.



In 2023, the Company received a significant complaint from a community about a human rights violation. This issue stemmed from the activities of subcontractors who were transporting soil for the construction of the company's new project in Chonburi province. The community, comprised of users of the affected public road, expressed discontent due to road damage and soil accumulation, which led to accidents and injuries. The complaint was lodged through the District Justice Center of Phan Thong in November 2023. Currently, the matter is under consideration for resolution in collaboration with the Industrial Estate Authority of Thailand. The Company took the incident seriously, and the CEO and the Chief Technical Officer were swiftly notified of the complaint. The CEO instructed the subcontractor to temporarily cease operations and immediately clean the road. Additionally, measures were implemented to prevent, address, and minimize future impacts on the community. These included ongoing meetings with all relevant stakeholders, establishing a dedicated communication channel, implementing speed limits for soil transport trucks, and ensuring the use of tarpaulins. Furthermore, wheel-cleaning stations for soil transport trucks and regular road cleaning by personnel were arranged, with water spraying scheduled for mornings and evenings. The timing of soil transport truck operations was adjusted to avoid rush hours, and the quantity of soil transported was regulated to comply with the law. Furthermore, the Company has implemented measures to provide remedies to some affected individuals and will conduct further assessments for comprehensive remedies. This includes plans to improve the condition of this road after construction is completed.





The Company emphasizes the impact of operations carried out by suppliers and contractors, thus establishing a Supplier Code of Conduct to ensure that they operate in accordance with the Company's principles and guidelines, respecting the rights of all stakeholders. The Company will review the list of contractors who do not adhere to the Supplier Code of Conduct, conduct onsite audits of suppliers and contractors at high risk of human rights violations, and develop plans to address any deficiencies.

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"> 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 	<ul style="list-style-type: none"> Right to an adequate standard of living 	<ul style="list-style-type: none"> UDHR art. 25 ICESCR art. 11
	3.4, 3.6, 3.8, 3.9	<ul style="list-style-type: none"> Promote the health and well-being of people in the organization and the surrounding communities Promote safety of life and property for all groups involved throughout the supply chain 	<ul style="list-style-type: none"> Right to life Right to health 	<ul style="list-style-type: none"> UDHR art. 3 UDHR art. 25 ICESCR art. 12
	4.3, 4.4, 4.5	<ul style="list-style-type: none"> Develop human resources in terms of skills, knowledge, and social skills, as well as promote career advancement 	<ul style="list-style-type: none"> Right to education Right to work, including technical and vocational training 	<ul style="list-style-type: none"> UDHR art. 26 ICESCR art. 13 ICESCR art. 6
	6.3, 6.4, 6.6, 6.b	<ul style="list-style-type: none"> Protect and restore natural resources both inside and outside the Company Efficiently manage resources and waste with innovation and circular economy principles Prevent and mitigate negative impacts caused by the Company and suppliers/contractors 	<ul style="list-style-type: none"> Right to safe drinking water and sanitation Right to health 	<ul style="list-style-type: none"> ICESCR art. 11 UDHR art. 25 ICESCR art. 12
	7.2, 7.b, 7.3	<ul style="list-style-type: none"> Develop new businesses that efficiently utilize natural resources and energy Develop a leading Smart City in the Eastern Region 	<ul style="list-style-type: none"> Right to an adequate standard of living Right to enjoy the benefits of scientific progress and its application 	<ul style="list-style-type: none"> UDHR art. 25 ICESCR art. 11 UDHR art. 27 ICESCR art. 15(1)(b)

SDG Goal	SDG Targets	AMATA Approaches	Thailand's Compliance with the Universal Declaration of Human Rights and International Human Rights Instruments	
	8.1, 8.2, 8.3, 8.4, 8.5, 8.6, 8.8	<ul style="list-style-type: none"> ● 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 ● Employ workers of all genders and ages, including people with disabilities, in a fair and equitable manner with appropriate compensation ● Prevent violations of significant human rights related to labor throughout the value chain 	<ul style="list-style-type: none"> ● Right to work and to just and favourable conditions of work ● Prohibition of slavery, forced labour, and trafficking of persons ● Equal rights of women in relation to employment ● Prohibition of child labour 	<ul style="list-style-type: none"> ● UDHR art. 23 ● ICESCR arts. 6, 7, 10 ● UDHR art. 4 ● CEDAW art. 11 ● ILO Conventions No. 100 and No. 111 ● CRC art. 32 ● ILO Convention No. 182
	9.1, 9.2, 9.4	<ul style="list-style-type: none"> ● Develop new businesses that can efficiently utilize natural resources and energy ● Transparently disclose guidelines and practices for natural resource and environmental management 	<ul style="list-style-type: none"> ● Right to enjoy the benefits of scientific progress and its application ● Right to access to information 	<ul style="list-style-type: none"> ● UDHR art. 27 ● ICESCR art. 15(1)(b) ● UDHR art. 19
	10.2, 10.3	<ul style="list-style-type: none"> ● Practice non-discrimination against all employees of all genders and ages, including people with disabilities, without prejudice 	<ul style="list-style-type: none"> ● Right to equality and non-discrimination 	<ul style="list-style-type: none"> ● UDHR art. 2 ● ICESCR art. 2(2)
	11.2, 11.6	<ul style="list-style-type: none"> ● Enhance the ability to cope with climate change ● Prevent and mitigate negative impacts from the operations of the Company and contractors ● Protect and restore natural resources both within and outside the Company 	<ul style="list-style-type: none"> ● Right to participate in cultural life ● Protection from natural disasters 	<ul style="list-style-type: none"> ● UDHR art. 25 ● ICESCR art. 15 ● CRPD art. 11
	12.2, 12.4, 12.5	<ul style="list-style-type: none"> ● Develop a leading Smart City in the eastern region ● Manage resources and waste efficiently with innovation and circular economy principles 	<ul style="list-style-type: none"> ● Right to health including the right to safe, clean, healthy and sustainable environment ● Right to adequate food and the right to safe drinking water 	<ul style="list-style-type: none"> ● UDHR art. 25(1) ● ICESCR art. 12 ● UDHR art. 25(1) ● ICESCR art. 11

SDG Goal	SDG Targets	AMATA Approaches	Thailand's Compliance with the Universal Declaration of Human Rights and International Human Rights Instruments	
	13.1	<ul style="list-style-type: none"> Strengthen the ability to cope with climate change, reduce greenhouse gas emissions, and increase carbon absorption in various activities Manage resources and waste efficiently through innovation and circular economy principles 	<ul style="list-style-type: none"> Right to health including the right to safe, clean, healthy and sustainable environment Right to adequate food and the right to safe drinking water 	<ul style="list-style-type: none"> UDHR art. 25(1) ICESCR art. 12 UDHR art. 25(1) ICESCR art. 11
	15.1	<ul style="list-style-type: none"> Protect and restore natural resources both inside and outside the Company 	<ul style="list-style-type: none"> Right to health including the right to safe, clean, healthy and sustainable environment Right to adequate food and the right to safe drinking water 	<ul style="list-style-type: none"> UDHR art. 25(1) ICESCR art. 12 UDHR art. 25(1) ICESCR art. 11
	16.1, 16.3, 16.5, 16.6, 16.7	<ul style="list-style-type: none"> Efficiently manage and govern the business with integrity, ethics, and fairness Establish complaint and whistleblowing channels and effective and fair management mechanisms Promote equal and fair participation of all major stakeholders in managing and addressing various issues for mutual benefit 	<ul style="list-style-type: none"> Right to life, liberty and security of the person including freedom from torture Right to access to justice and due process Right to access to information 	<ul style="list-style-type: none"> UDHR art. 3 UDHR art. 5 UDHR arts. 8, 10 UDHR art. 19 ICCPR art. 19(1)
	17.16, 17.17	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Right of all peoples to development, & international cooperation Right of everyone to enjoy the benefits of scientific progress and its application, including international cooperation in the scientific field Right to privacy including respect for human rights and ethical principles in the collection and use of statistics 	<ul style="list-style-type: none"> UDHR art. 28 ICESCR art. 2(1) UDHR art. 27(1) ICESCR art. 15(1) UDHR art. 12 ICCPR art. 17

Sustainable Supply Chain



Material topic:

Responsible supply chain

Level of impact: **High**

Risk

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.

Opportunity

Effective supplier and contractor management is crucial for the Company to mitigate risks and minimize 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.

	 2023 Target	 2023 Performance
Proportion of new suppliers and contractors assessed for ESG risks	100%	100%
Proportion of critical suppliers and contractors assessed for ESG risks	100%	100%

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.

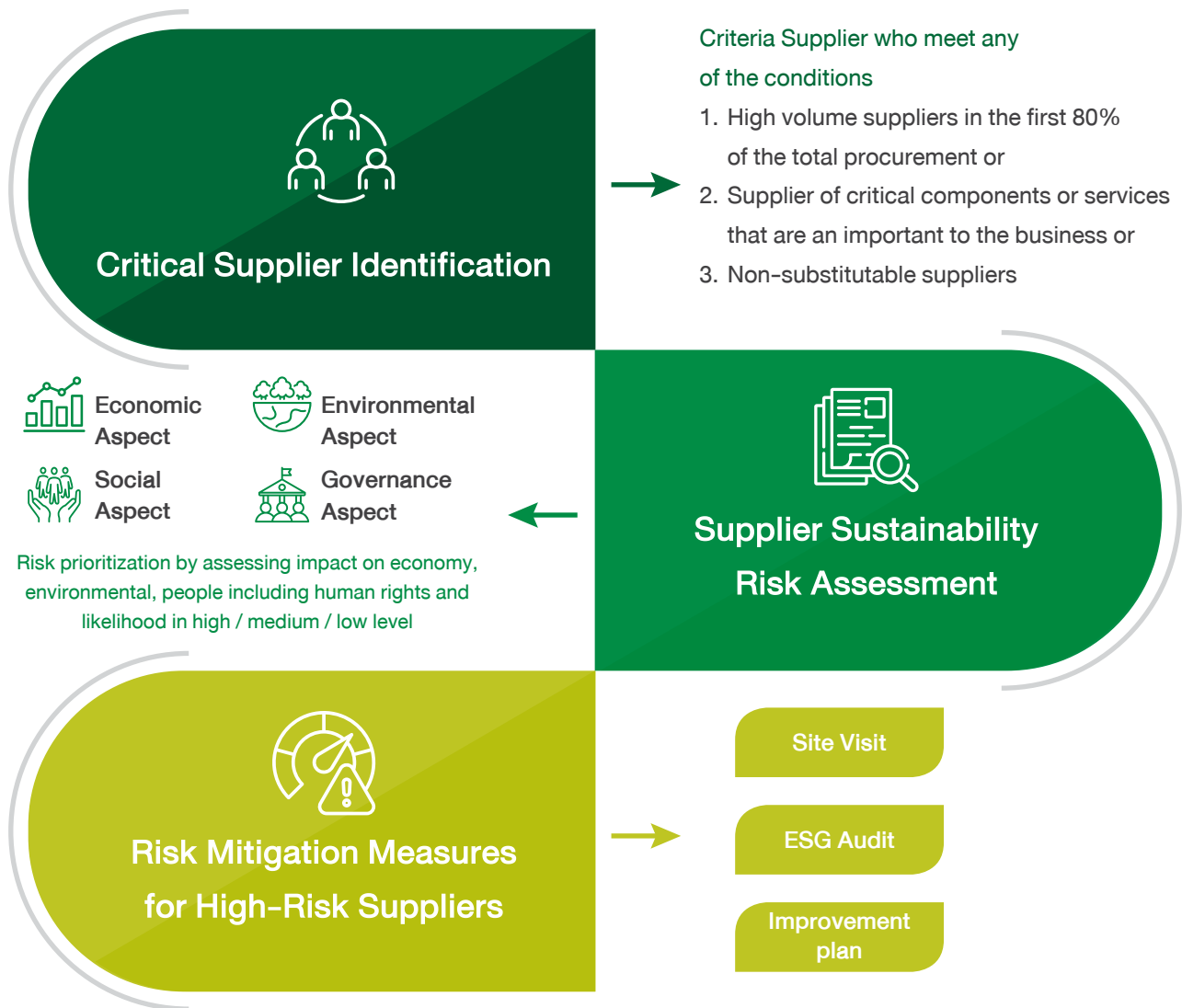
Hence, the Company has established the guidelines for sustainable supply chain management as follows:



The Company has communicated the Supplier Code of Conduct and AMATA Group Procurement Manual to its critical suppliers in line with the Sustainable Supply Chain Management Policy. This initiative aims to underscore the importance of, and provide guidelines for, ethical business practices that comply with the Company's standards. The focus is on social and environmental responsibility, along with honest, fair, and transparent business practices, addressing the following issues:

Business Ethics	Comply with laws and regulations, conduct business with accuracy and integrity, uphold anti-corruption practices, ensure transparency, and provide verifiable information disclosure.
Human Rights	Ensure accurate and lawful employment, provide fair treatment, and prohibit child or forced labor in any form.
Occupational Health and Safety	Comply with occupational health and safety laws, provide appropriate and adequate safety equipment, maintain records of work-related illnesses and accidents, and communicate clearly and effectively to ensure understanding and compliance.
Social Responsibility	Provide channels for receiving stakeholders' complaints and be aware of the impacts arising from the operation.
Environmental Responsibility	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 2023, 100% 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 Criteria

The Company identified critical suppliers from two groups: those that do business directly with the Company (tier 1 suppliers) and those that do not (non-tier 1 suppliers). An analysis was conducted to identify these critical suppliers using the following criteria:

- High-volume suppliers and contractors accounting for the first 80% of the total procurement or
- Suppliers of critical components or services that are important to the business or
- Non-substitutable or oligopoly suppliers

In 2023, the Company has a total of 654 tier-1 suppliers and contractors who have continuously conducted business with the Company. Analysis revealed that 63 of these were critical tier-1 suppliers and contractors, accounting for 89% of the total procurement value. Specifically, 13 critical suppliers were in the real estate and rental businesses, representing 14% of the critical suppliers' procurement values, while 50 were in utility and service businesses, accounting for 86%. Additionally, there were 24 critical non-tier 1 suppliers who did not directly conduct business with the Company.



2. Risk Assessment in Supply Chain

The Company has conducted ESG risk assessments with its suppliers, especially with critical suppliers and all new suppliers, by requiring them to complete a self-assessment questionnaire (SAQ) that covers economic, social, environmental dimensions, and corporate governance. For suppliers with a medium-to-high risk level (self-assessment scores below 80%), the Company will have a site visit and conduct an on-site ESG audit. Additionally, the Procurement Department and business units utilizing these suppliers' products or services are tasked with conducting annual supplier quality assessments, the frequency of which varies based on the risk level. High-risk suppliers are required to present preventive and corrective measures in accordance with the Company's recommendation. The Company will provide assistance as needed to foster and maintain good relationships.

The Company set targets for all critical tier-1 suppliers and new suppliers to undergo evaluations focusing on economic and sustainability risks, including environmental, social, and governance aspects. In 2023, risk assessments were successfully completed for all 63 critical tier-1 suppliers and 52 new suppliers, as planned. These assessments determined that none of the critical suppliers posed high risks in economic, social, or environmental aspects.

	2020	2021	25022	2023
Proportion of products and services purchased in Thailand	100	100	100	100
Total number of tier-1 suppliers	536	932	527	654
Total number of critical tier-1 suppliers	81	71	85	63
Total number of new suppliers	10	8	11	52
Proportion of suppliers and contractors assessed for ESG risks by using Self-Assessment Questionnaire (SAQ)				
• Critical tier-1 suppliers	100%	100%	100%	100%
• New suppliers	100%	100%	100%	100%
Number of suppliers and contractors with high ESG risks				
• Critical tier-1 suppliers	1	0	1	0
• New suppliers	0	0	0	0

3. Supplier Audit and Evaluation

The Company requires all critical suppliers and contractors that have already passed the economic and sustainability risk 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 2023, there were 22 critical suppliers that met the set criteria, and all of them underwent on-site audits by the Company.

	2020	2021	2022	2023
Total suppliers and contractors that must have on-site ESG audit				
• Critical tier-1 suppliers	0	0	11	22
The audit completion ratio for critical tier-1 suppliers during the year	-	-	100%	100%
• New suppliers	0	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, or 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 2023, there were 52 new suppliers. All of them passed the specified new supplier selection process (100%).

5. Supplier Support and Development

The Company is committed to conducting business fairly with its suppliers to support their liquidity and capital management, benefiting both parties. It adheres to all supplier agreements and commitments and treats all suppliers equitably. The Company has established policies for screening and evaluating suppliers, including manufacturers, contractors, and subcontractors, ensuring that these processes are effective, standardized, and uphold social responsibility. Additionally, the Company has implemented procurement policies and procedures and formed a procurement committee to ensure transparency, verifiability, and strict adherence to the selection processes.

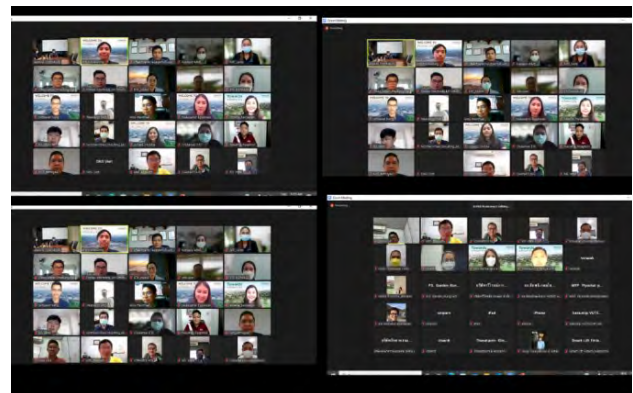
Regarding supplier payments, the Company adheres to agreements and commitments by offering fair and appropriate trade credit durations, which fosters business collaboration and is crucial for sustaining long-term growth. A Credit Term Policy has been established, specifying payment to suppliers within 30-50 days through a banking channel. This method builds trust with suppliers and ensures timely payments within the policy framework. However, the actual payment period may vary due to specific business limitations, such as product types, service specifications, contract terms, and quality standards. Details on the average account payables days for purchasing products and services are as follows.

	2020	2021	2022	2023
Average Account Payables Days	46 Days	45 Days	48 Days	49 Days

Furthermore, the Company emphasizes the development of suppliers and contractors throughout its supply chain, particularly those providing critical utility and industrial services, to mitigate social, environmental, and compliance risks. It encourages these partners to enhance their efficiency and align with the Company's standards by developing management systems and obtaining certifications in internationally recognized standards, such as ISO 9001, ISO 14001, ISO 17025, and OSHA 18000.

Supplier Development for Regulatory and Standard Compliance

- On 24 May 2023, AMATA Facility Services Co., Ltd. hosted an online annual meeting for its stakeholders to communicate the Company's work policies, control systems, and standards. The meeting also updated suppliers and contractors on relevant regulations and procurement systems, and solicited their feedback to improve operational efficiency. Additionally, the company will conduct supplier assessments and annual contractor performance evaluations to measure the success of these collaborative efforts.



Supplier Development for Safety Standards

- AMATA Facility Services Co., Ltd. organized a training session on '2023 Review of Safety and Environmental Requirements' for its contractors at AMATA City Industrial Estate Chonburi and AMATA City Industrial Estate Rayong. The goal was to update and ensure operations comply with basic safety and environmental standards. Additionally, a workshop was conducted to deepen understanding and enhance skills in conducting Job Safety and Environmental Analysis (JSEA) for their specific tasks, with the aim of reducing or eliminating work-related risks and potential impacts.



- On 22 July 2023, 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 4 November 2023, AMATA Facility Services Co., Ltd. conducted a training course on basic fire extinguishing and evacuation for contracted staff at the company's premises. This training aimed to equip staff at the waste sorting plant with the necessary skills to prevent and manage fire incidents, thereby protecting life and property. Although no fire incidents occurred at the waste sorting plant in 2023, the training significantly improved the emergency response capabilities of the contracted staff.



Regular reviews and updates of safety training have enhanced the safety of waste management contractors, resulting in no severe accidents, injuries, or fatalities among their staff in 2023. These practices have also contributed to maintaining a clean and orderly environment in the industrial estate, thereby reducing the risk of waste pollution and environmental contamination.

- On 26 November 2023, AMATA Summit Ready-Built Co., Ltd. held a workshop on 'Working at High Workplaces' for consulting engineers and contractors responsible for factory repairs. The training focused on ensuring compliance with regulations and safety procedures for working in elevated areas, which are prone to impacts, falls, or material collapses. The goal was to prevent accidents that could occur from such heights. The contractors are required to conduct hazard identification, risk assessment, work planning, hazard prevention, and control measures. Additionally, it was essential to educate and inform the workers about the risks prior to starting work, closely supervise their activities, and document safety procedures for inspection.



รับรองจากกรมสวัสดิการ

ได้รับการรับรองจากกรมสวัสดิการและคุ้มครอง
แรงงานให้เป็นหน่วยฝึกอบรมด้านความปลอดภัยฯ
เลขที่ใบอนุญาต จป. ๖๓ - ๐๑๑



ใบรับรองมาตรฐานระบบ

ได้รับการรับรองมาตรฐานด้านระบบบริหารงาน
คุณภาพ ISO 9001:2015 จาก
สถาบันรับรองฯ URS



เอกสารการรับรอง

ได้รับการขึ้นทะเบียนให้เป็นหน่วยงานฝึกอบรม
จากกรมสวัสดิการและคุ้มครองแรงงาน

Supplier Development in Knowledge, Capability, and Work Efficiency

- On 15 June 2023, AMATA Summit Ready-Built Co., Ltd., in collaboration with Tokura (Thailand) Co., Ltd., and BMB Steel & Accessories Co., Ltd. (BMB Steel Thailand), hosted a training session on the 'Design and Installation of Pre-Engineered Buildings (PEB)'. The session aimed to explore the technology, processes, and installation techniques of PEB systems, which represent a new technology designed to accelerate factory construction and enhance workplace safety.



- On 5 September 2023, AMATA Water Co., Ltd. arranged a supplier training session on “Basic knowledge on data compilation for Carbon Footprint of Organization (CFO)” conducted by the Federation of Thai Industries.



Environmental Stewardship

“Mindfully steward nature, Strive to minimize harm and restore its beauty.”

- 85 Environmental Quality Control
- 96 Climate Resilience
- 103 Energy Management
- 111 Sustainable Water Management
- 118 Natural Resources Protection and Restoration
- 125 Solid and Industrial Waste Management



Environmental Management	SDG Targets	Management Approach	Long-term Targets	2023 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"> Zero non-compliance with environmental laws and regulations 	<ul style="list-style-type: none"> No incidents of environmental law violations or significant fines for environmental law violations 100% of complaints regarding environmental issues have been resolved within the specified timeframe Environmental quality indicators are within the standards set by law, such as air quality and effluent
Climate Resilience	3.9, 7.2, 7.b, 13.1	Building capability to cope with climate change by reducing greenhouse gas emissions, increasing carbon capture in the Company activities, and increasing the proportion of renewable energy consumption.	<ul style="list-style-type: none"> By 2030, reduce the intensity of greenhouse gas emissions by 30% compared to the 2019 base year Become a carbon-neutral city by 2040 	<ul style="list-style-type: none"> Reduce the intensity of greenhouse gas emissions (scope 1 & 2) by 19.05% compared to the 2019 base year
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"> Increase the use of renewable energy in operations to 50% 	<ul style="list-style-type: none"> Reduce energy use intensity by 10% compared to the 2019 base year
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"> Zero Discharge Reduce natural surface water use from the previous year 	<ul style="list-style-type: none"> 100% of treated wastewater is recycled without discharge Reduce the consumption of natural raw surface water to 60% of the total amount of water demand
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"> Ratio of green area to developed area exceed 10% 	<ul style="list-style-type: none"> Ratio of green area to developed area exceed 10%
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 of in landfills.	<ul style="list-style-type: none"> Zero Waste to Landfill The proportion of sorted recyclable waste must be at least 10% of the total solid waste 	<ul style="list-style-type: none"> The proportion of sorted recyclable waste must be at least 10% of the total solid waste Zero solid waste is sent to landfill

Environmental Quality Control



Material topic :

Environmental
Quality Control

Level of Impact : **Critical**

Risk

Industrial estate development is a business activity that can lead to environmental pollution, directly impacting the quality of the environment in the area and the health and well-being of stakeholders working in these industrial estates and neighboring communities. Insufficient management of environmental quality may result in stakeholders losing trust. This, in turn, could provoke opposition from the local community to future business expansions and potentially lead to the revocation of the Company's business license.

Opportunity

The Company's efforts to manage and control environmental quality in large industrial estates facilitate the development of new products and services. By embracing modern and efficient innovation and technology, the Company ensures close monitoring of the environment. This enhances stakeholder trust in the Company's operations and satisfies customers who prioritize environmental concerns. Moreover, the Company can share its expertise in environmental management with the society and country where it operates.

	 2023 Target	 2023 Performance
Certified 'Eco-Excellence' level of Eco-Industrial Town by the Industrial Estate Authority of Thailand	Both AMATA Industrial Estates are certified for 'Eco-Excellence' level	Both AMATA Industrial Estates are certified for 'Eco-Excellence: E2' (The highest level)
Number of significant violations of environmental laws or substantial fines	0	0
Number of non-compliant environmental quality indicators per legal standards	0	0

Management Approach

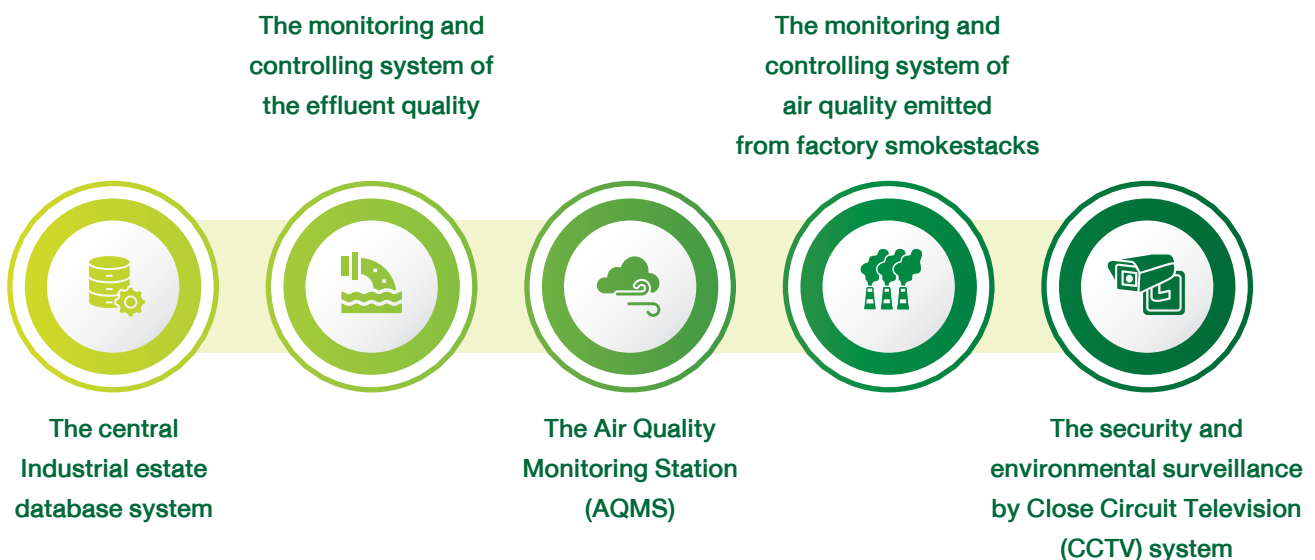
The Company has conducted an assessment of the environmental risks and impacts associated with its operations throughout the supply chain. It has also monitored the activities of suppliers, contractors, and factories within both AMATA industrial estates that could potentially lead to adverse environmental effects. Based on this assessment, significant environmental issues affecting stakeholders include air pollution, industrial and solid waste, water pollution, factory noise, and odors. Consequently, the Company has prioritized the monitoring and control of these environmental impacts to meet or exceed legal requirements. This involves selecting appropriate and efficient technologies, complying with relevant laws governing business operations in industrial estates, adhering to measures outlined in the Environmental Impact Assessment (EIA) report, and following various environmental standards.

The Company collaborates with the Industrial Estate Authority of Thailand (IEAT) to supervise and monitor both AMATA's industrial estates, ensuring compliance with laws and regulations while minimizing negative impacts on society and the environment. It adheres to the measures outlined in the Environmental Impact Assessment (EIA) report to prevent, correct, and monitor environmental impacts within the industrial estates. These efforts aim to build community trust in environmental management and promote guidelines based on environmental governance principles. The results of these endeavors are as follows:

Implementation according to measures specified in the EIA Report

1. Environmental Monitoring and Control Center: EMCC

The Company acknowledges the environmental impacts caused by factories located in AMATA Industrial Estates, which are beyond the Company's direct control. Therefore, the Company has established the Environmental Monitoring and Control Center (EMCC) since 2013 to continuously monitor environmental quality in both AMATA industrial estates aiming to ensure that environmental quality indicators such as air pollution and wastewater, meet legal standards. The EMCC integrates environmental quality data from both industrial estates, consisting of five systems, and displays real-time environmental quality data online 24/7, as shown in the diagram below.



- 1) **The central industrial estate database system** serves as an information center, gathering environmental data from across the entire industrial estates and the factories operating within them. This includes data on water consumption, wastewater volume, wastewater quality, industrial waste volume, air quality, and more.
- 2) **The monitoring and controlling system of the effluent quality**, after being treated in the central wastewater treatment plant, monitors parameters such as BOD and COD values and is linked online to the EMCC. If the system indicates that the effluent quality exceeds the standards outlined in the notifications issued by 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 implement immediate solutions.
- 3) **Air Quality Monitoring Station (AQMS)** is a continuous air quality monitoring system covering the surrounding area. There are four AQMS stations located around AMATA City Chonburi Industrial Estate area covering community areas of U Ta Pao Temple, Mab Sam Kleow Temple, Panthong Ratchanupatham School, and Om Kaew Temple. Also, there are two AQMS stations in the surrounding area of AMATA City Rayong Industrial Estate covering community areas of Mapyangphon Health Promoting Hospital, and Pananikom Temple. The AQMS measures various air pollutants, including total suspended particulates (TSP), particulate matter up to 10 microns (PM10), particulate matter up to 2.5 microns (PM 2.5), sulfur dioxide (SO₂), and nitrogen dioxide (NO₂), as well as wind speed and direction. These measurements help analyze the trend of pollution spreading and identify the sources of air pollution. Moreover, the AQMS continuously monitors rainfall and temperature to accurately predict precipitation and assess the local climate for environmental management planning.
- 4) **The monitoring and control system for air quality emitted from factory smokestacks** is in place. Even though the Company itself does not engage in activities directly emitting air pollutants, nor does it possess the authority to regulate factory emissions, it places significant emphasis on monitoring and controlling environmental quality by integrating the emission inventory of each factory and the Continuous Emission Monitoring System (CEMS) with the industrial estate's comprehensive air quality measurement database (Emission Inventory). This integrated approach aims to manage air quality within the industrial estate area (Emission Loading). If a factory's air emission quality exceeds the standards, the Environmental Monitoring and Control Center (EMCC) will promptly notify the factory to conduct inspections, report the causes, and implement immediate corrective measures and improvements.
- 5) **The security and environmental surveillance provided by the Closed Circuit Television (CCTV) system** processes information used for safety planning, traffic management, and environmental monitoring within the AMATA industrial estates.

Continuous monitoring of environmental quality at the Environmental Monitoring and Control Center (EMCC) instills confidence in stakeholders that the Company prioritizes environmental impact management and diligently monitors environmental quality. This ensures that environmental issues within the AMATA industrial estates are promptly addressed and resolved. All environmental quality data in the AMATA industrial estates are linked to EMCC of the Industrial Estate Authority of Thailand.

In 2023, neither the Company nor the factories in both AMATA industrial estates violated any environmental laws or regulations. Environmental quality indicators, such as air quality and wastewater quality following treatment from the central wastewater treatment system, all met 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 every six months to the Office of National Resources and Environmental Policy Planning (ONEP), the Industrial Estate Authority of Thailand (IEAT), the Office of Environmental and Pollution Control 13 (Chonburi), and the Provincial Office of Natural Resources and Environment. The report discloses the performance after the implementation of preventive and corrective measures stated in the EIA Monitoring Report in both AMATA City Chonburi and AMATA City Rayong Industrial Estates. 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 2023, 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 feedback and suggestions on environmental-related operations in the industrial estate, the impacts from environmentally-related industrial activities, and issues or complaints related to the environment,
- 2) to acknowledge the results of the environmental quality monitoring within and outside the industrial estates, and
- 3) to help distribute accurate knowledge and understanding of environmental management and to foster 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	AMATA City Rayong
<ul style="list-style-type: none"> Request for promoting knowledge and understanding of wastewater and waste management in the community to collectively address issues related to wastewater and waste. This can significantly impact the quality of surface water and community waste management. For instance, the Nong Mai Daeng community project serves as a sustainable model for wastewater and waste management. It is essential to expand such initiatives to other communities surrounding the AMATA City Chonburi Industrial Estate, such as the Khlong Tamru community, Don Hua Lo community, and others in the future. 	<ul style="list-style-type: none"> 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 potential environmental impacts by the factories, such as air pollution, odors, water pollution, and noise pollution, which may negatively affect the community.

Suggestions from the Environmental Quality Audit Committees

AMATA City Chonburi

- Request for assistance in solving traffic problems, especially at the connecting areas between the industrial estate and the surrounding community, and improving 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 assistance in expanding the Farm to Factory project to surrounding communities on a larger scale. This will facilitate the distribution of local community products and goods to consumers within the industrial estate, while also promoting and supporting the project among factories within the estate. The expansion aims to enrich consumer markets among factory groups, providing additional market channels for factories to access community products through the Farm to Factory project. Whether through factory canteens or factory flea markets, this initiative will bolster the local economy in collaboration with industrial factories within the estate and CSR associations through the AMATA Chuan Shop project.
- Request support and promotion for expanding the Eco School project to other schools surrounding the AMATA City Chonburi Industrial Estate. This initiative aims to bolster environmental conservation and safety knowledge among youth and community members, while also encouraging active participation in collaborative activities with factories through the Eco Community project of the Industrial Estate Authority of Thailand (IEAT). This collaboration aims to foster community involvement in environmental initiatives.
- Request better management of the green areas serving as buffer zones adjacent to various communities by measuring, counting, and increasing the number of trees. This aims to mitigate environmental impacts that may affect the communities, such as issues related to unpleasant odors, airborne dust, and excessive noise.
- Request AMATA City Chonburi Industrial Estate to enhance the utilization of clean energy from solar power systems in various activities within the industrial estate. This can begin with integrating solar energy into centralized public utilities across the estate, such as traffic lights, signals, and street lighting. The initiative can then be expanded to cover the extended areas of AMATA City Chonburi Industrial Estate. Additionally, providing knowledge and supporting community use of solar cells is essential for sustainable development.

AMATA City Rayong

- Request for assistance in addressing traffic issues during rush hours by efficiently managing traffic flow and facilitating traffic management. This includes regulating vehicle speeds and coordinating with the police to establish a collaborative network for stricter traffic discipline.
- Encourage the AMATA City Rayong Industrial Estate to enhance support for educational activities and offer scholarships to underprivileged children, particularly those in the surrounding communities of the industrial estate.

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 both AMATA industrial estates to achieve Eco-World Class levels in 2025.

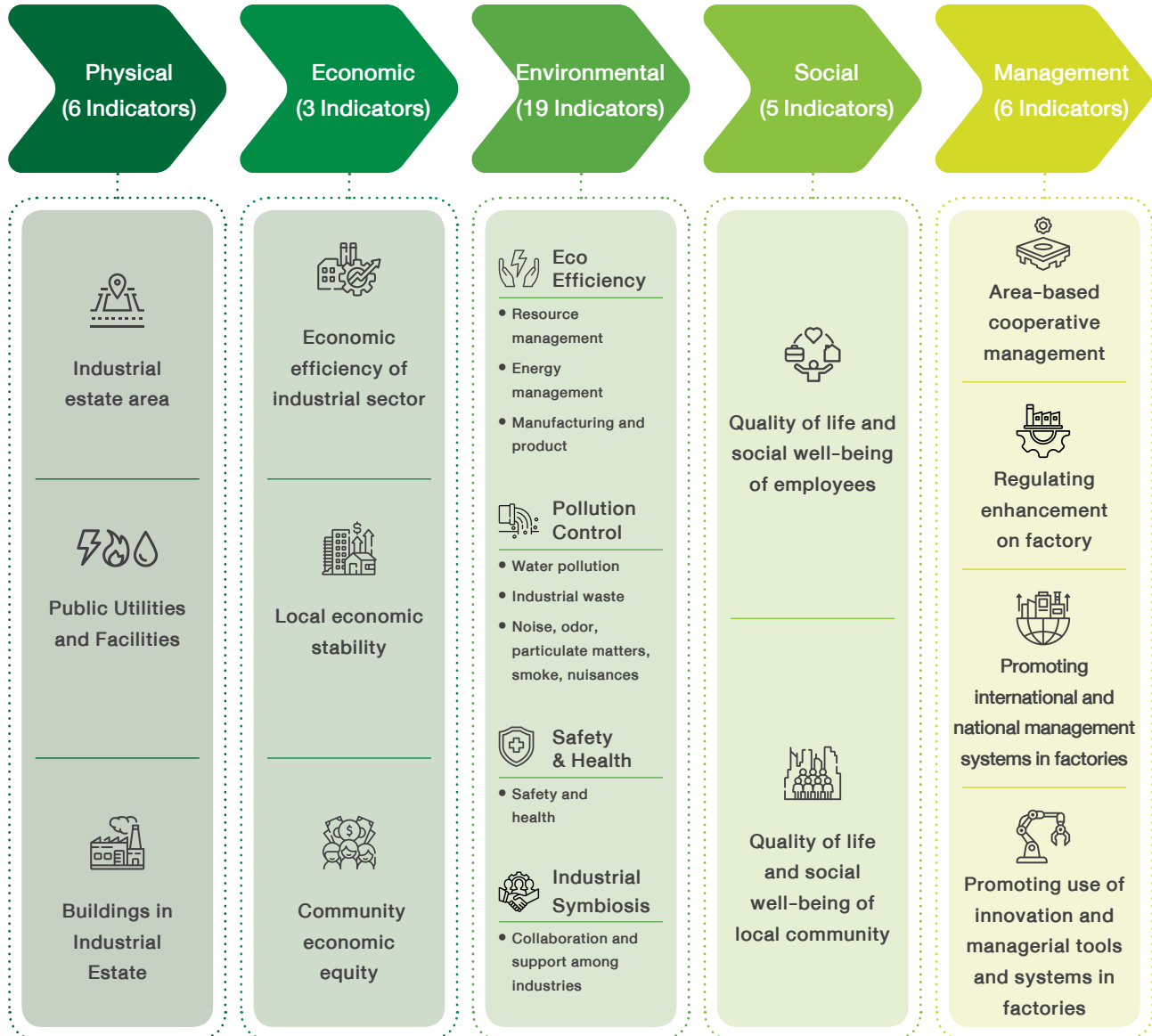
The Company has carried out activities and projects to develop Eco-industrial Town at AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate, such as setting up traffic management and industrial waste management committees, creating jobs in the communities, conducting comprehensive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



Requirements for Standard Characteristics and Indicators of Eco Industrial Town (5 Dimensions 22 Aspects 39 Indicators)



Ultimate Goal: Industry coexists happily and sustainably with the community.








In 2023, AMATA Corporation Public Company Limited has achieved the Eco-Excellence Level E2 certification, meeting its 2023 goal. It was the sixth consecutive year for AMATA City Chonburi Industrial Estate and the fifth consecutive year for the AMATA City Rayong Industrial Estate. On 29 September 2023, Dr. Viwat Kromadit, Chief Technical Officer of AMATA Corporation Public Company Limited, received the Eco-Excellence Industrial Estate award at the Eco Innovation Forum 2023. The event was organized by the Federation of Thai Industries (FTI), Water and Environment Institute for Sustainability (WEIS) and the Industrial Estate Authority of Thailand (IEAT). The Eco-Excellence certification recognizes industrial estates that contribute to the development and enhancement of community quality of life and environmental quality, emphasizing commitment to sustainable industrial development based on the balance of the economy, society, and the environment.

The Company remains committed to developing the area in accordance with the principles outlined above, with the aim of becoming a higher-level Eco-Industrial Town and ultimately reaching Eco-World Class status for the benefit of all stakeholders. This vision underscores the Company's dedication to evolving into a comprehensive and intelligent 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:

Dimensions		13 assessment criteria
 1. Physical		1. Green area management
		2. Drainage system
 2. Economic		3. Promotion of local community economy
		4. Water management, energy consumption and alternative energy utilization
		5. Management of industrial waste, sewage and solid waste
 3. Environmental		6. Air quality management
		7. Chemical Emission and Process Safety Management (PSM)
		8. Employee health and safety
		9. Accident and emergency management
		10. Complaints management
 4. Social		11. Quality of life and society of employees in the factory
		12. Quality of life and society of surrounding communities
 5. Management		13. Factory management system

In 2023, eight factories from AMATA City Chonburi Industrial Estate, and five 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"> Online channel: <ul style="list-style-type: none"> Line@: @AmataCityChonburi, @AmataCity Rayong Facebook Page: AMATACorp Tel.: 038-213-191 Offline channel: <ul style="list-style-type: none"> Community committee meetings Meetings of customer club and factory operators in industrial estates 	<ul style="list-style-type: none"> Complaints from all channels will be recorded in Complaint Management System The system will automatically forward the complaints to relevant departments for management and resolution 	<ul style="list-style-type: none"> Relevant departments investigate the complaints and estimate the correction period Complete the correction Provide appropriate remedies for affected people Set up risk mitigation and preventive measures and regularly monitor them 	<ul style="list-style-type: none"> Report complaint management results to stakeholders Report a summary of complaint resolutions to management on a regular basis Disclose complaint management information in the annual sustainability report

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 a customer's plant or in the common area of the industrial estate, the Company will consider dispatching environmental staff or related departments to investigate the site in order to advise the customer on improving the working process and provide primary problem-solving guidelines, including consulting 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 2023, the Company received 19 environmental complaints through various channels, consist of 8 inter-factory complaints and 10 complaints from the community to the factory, and one significant environmental complaint from stakeholders about direct impacts from the Company's operations.

The Company managed those complaints in accordance with ISO 14001:2015, collaborating with the Industrial Estate Authority of Thailand and community representatives to investigate and resolve the reported cases. All 19 complaints (100%) were successfully resolved.

Environmental Complaints in AMATA City Chonburi, AMATA City Rayong, and AMATA Smart City Chonburi

Category	2019	2020	2021	2022	2023
Complaints about direct impacts from AMATA's operations	3	0	0	0	1
Complaints between factory to factory	12	13	10	12	8
Complaints between community and factory	3	7	2	7	10
Complaints that have been resolved	100%	100%	100%	100%	100%





Climate Resilience



Material topic:



Climate and
GHG Emission

Level of Impact: **Critical**



Risk

Climate change is a significant challenge that poses a high risk in industrial water management. This is because water serves as a primary raw material for industrial estate business operations and also causes physical risks due to increasingly severe natural disasters each year. Climate change significantly impacts various stakeholders in the value chain, including the industrial water usage in the factories' production lines, as well as the livelihoods and well-being of factory employees and surrounding communities. Additionally, its effects increase the Company's operating costs for industrial water production to ensure a continuous supply of water meeting industrial quality standards to factories in the industrial estates, and for physical risk prevention against various natural disasters in the existing industrial estate and future projects.

In addition, there are changes in domestic and international laws and regulations related to climate change, posing transition risks for both the Company and factory operators within the industrial estates. Consequently, the Company must prepare for the increasing climate-related demands of current and future customers. This involves disclosing related operational information such as energy consumption and greenhouse gas emissions from various utilities, developing sustainable products and services to align with customer needs, and mitigating risks that could affect the Company's competitiveness in the future.

Opportunity

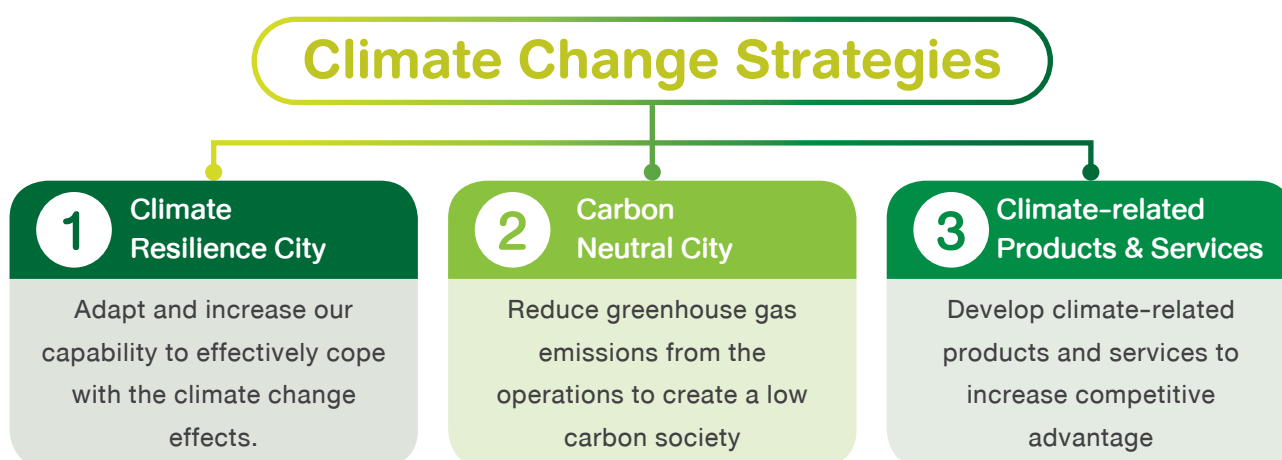
The Company sees opportunities in developing new products and services that arise from the needs of existing factory operators within the industrial estates. Those operators are impacted by evolving climate-related laws and regulations, trade standards influenced by government policies in each country, and increasingly stringent climate policies from their parent companies. Furthermore, this will enable the Company to respond to the rising demand from new customers or target groups that place greater importance on climate change.

	 2023 Target	 2023 Performance
GHG Emission Intensity (Scope 1&2) compared to the 2019 base year	Reduced by 19.05%	Reduced by 11.63 %

Management Approach

Climate change is a global challenge that leads to 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 to jointly reduce the effects of climate change and to support the Paris Agreement reached in December 2015, in which Thailand has also committed to reduce greenhouse gas emissions by 20-25% compared to the 2015 base year within 2030 in order to limit global temperature rise to well below two degrees Celsius above pre-industrial levels, and support the Glasgow Climate Pact, which advocates for renewable energy adoption and reduction of coal and fossil fuel consumption, thereby contributing to the achievement of UN Sustainable Development Goal 13.

The Company recognizes the importance of cooperation among all sectors in mitigating greenhouse gas emissions. Consequently, 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 30% reduction of direct and indirect greenhouse gas emissions (Scope 1 and 2) intensity by 2030, compared to the 2019 base year. In 2023, the Company adjusted its approach to setting greenhouse gas emission reduction targets to be more ambitious. Moreover, the Company has launched the “Save Earth, Safe Us” campaign, and implemented policies and management guidelines aiming to reduce greenhouse gas emissions and address climate change. These consist of three management strategies:





Strategy 1: Climate Resilience City

The Company places significant importance on dealing climate change from the past such as precipitation patterns, rainfall, and the intensity of rainstorms in the eastern region that have led to droughts or flooding in the past years. The Company, therefore, focuses on integrated and sustainable water management across all categories, including raw water, industrial water, drought, wastewater, and flooding in order to ensure water security, build confidence in customers and communities in the area, and mitigate risks that could impact 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 mitigate 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 the 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.

Strategy 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, announced at the 26th 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 with 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 through the utilization of technologies 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 landfills.

- **Accelerate the transition to renewable energy with suitable technologies**

The Company promotes the 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 its value chain and product life cycle. As a result, the Company focuses 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.

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's (Public Organization) for calculating greenhouse gas emissions, which 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, including 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 2023, the Company's 2022 Carbon Footprint of Organization (CFO) was verified and certified by Thailand Greenhouse Gas Management Organization (Public Organization) for the fourth consecutive year.

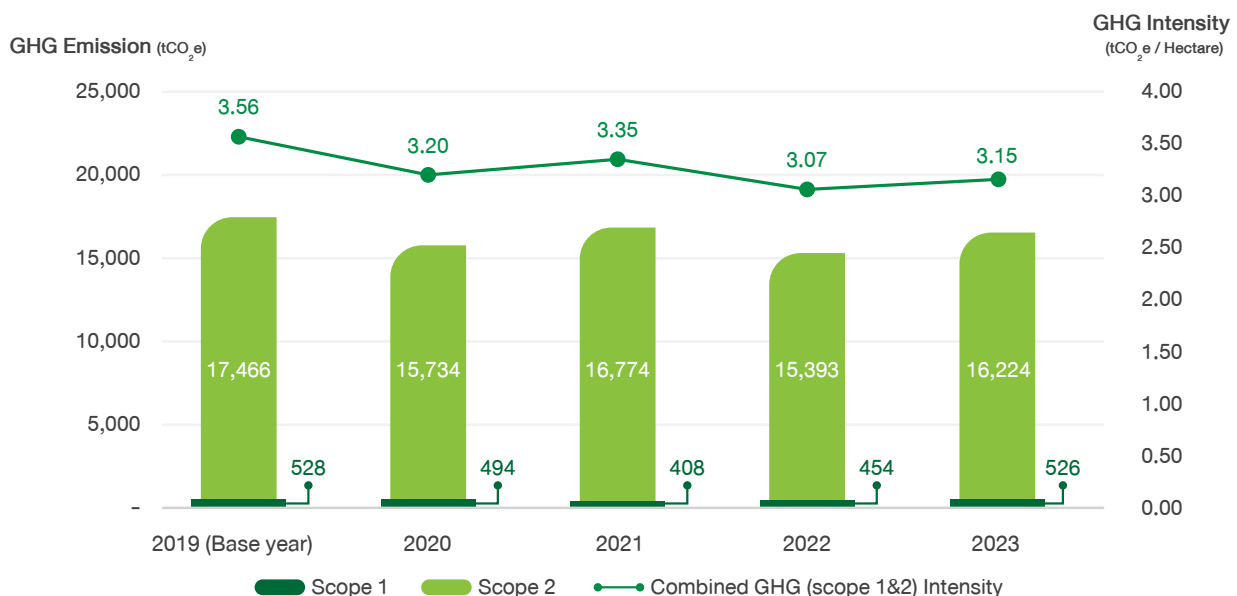


In 2022, the Company emitted 58,077 tons of carbon dioxide equivalent of total greenhouse gas, consisting of direct GHG emissions (Scope 1), 454 tons of carbon dioxide equivalent, and indirect GHG emissions from the use of purchased electricity (Scope 2), 15,393 tons of carbon dioxide equivalent. The total direct and indirect greenhouse gas emissions (Scopes 1 and 2) were 15,847 tons of carbon dioxide equivalent (tCO₂e), a 7.8% decrease from the previous year and an 11.9% decrease from the 2019 base year. The combined GHG (Scope 1 and 2) intensity for the year 2022 was 0.49 tons of carbon dioxide equivalent per acre, or 3.07 tons of carbon dioxide equivalent per hectare.

According to the carbon footprint data in 2023, which was calculated using the methodologies developed by the Thailand Greenhouse Gas Management Organization (Public Organization), the Company's direct greenhouse gas emissions (Scope 1) were 526 tons of carbon dioxide equivalent, and its indirect greenhouse gas emissions were 16,224 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) was 16,750 tons of carbon dioxide equivalent (tCO₂e), which increased by 5.7% compared to 2022 but decreased by 6.9% from the 2019 base year. This was the result of reducing the use of electricity purchased from external sources, implementing energy-saving activities, and increasing the utilization of solar energy in industrial estates. The greenhouse gas emissions data for 2023 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 2024.

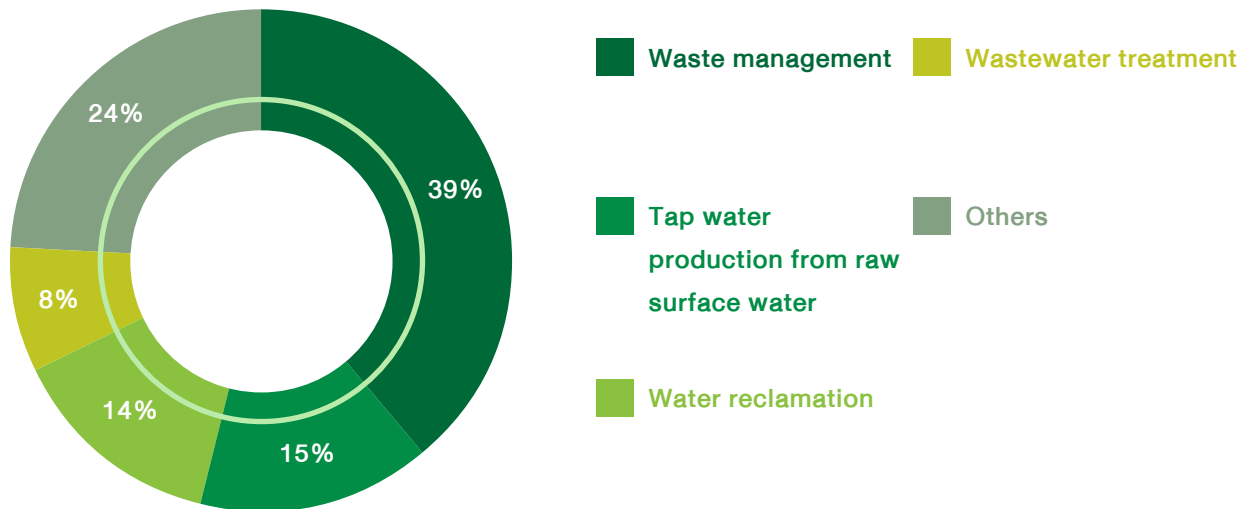
The combined direct and indirect greenhouse gas emissions (Combined Scope 1 and 2) intensity for the year 2023 was 0.50 tons of carbon dioxide equivalent per rai, or 3.15 tons of carbon dioxide equivalent per hectare, increased by 2.4% from 2022 but decreased by 11.8% compared to the 2019 base year.

Greenhouse Gas Emission Scope 1 & Scope 2



In 2022, the Company emitted 42,230 tons of carbon dioxide equivalent from other indirect greenhouse gas emissions (Scope 3). It was a 1.9% decrease compared to 2021. In 2023, the Company emitted 46,470 tons of carbon dioxide equivalent from other indirect greenhouse gas emissions (Scope 3), an increase of 10.04% compared to 2022. Other indirect greenhouse gas emissions (Scope 3) were attributable to the contractors' work in various activities as follows:

Greenhouse Gas Emission (Scope 3) by activity in 2023



Therefore, to reduce indirect greenhouse gas emissions (Scope 3), the Company promotes waste recycling to minimize landfill waste and encourages contractors to use innovative technologies to reduce fossil fuel consumption and advocates use of renewable energy in maintaining the company's utility systems.

Strategy 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. These operators 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. This also includes addressing the needs of new customers or target groups who are concerned about climate change.

AMATA Summit Ready Built Company Limited (ASRB) specializes in developing ready-built factories and warehouses for rent. Committed to sustainable development, the Company focuses on creating products that minimize environmental impact and enhance human health. This commitment is evident in every aspect of its operations. During the design phase, ASRB selects eco-friendly materials. The construction process adheres to green building standards, uses low-carbon materials to reduce greenhouse gas emissions, and implements efficient waste management practices. Furthermore, ASRB optimizes energy and water usage throughout the lifecycle of its buildings to maintain environmental quality and occupant well-being. These efforts are aligned with global standards such as Leadership in Energy and Environmental Design (LEED) and Thai's Rating of Energy and Environmental Sustainability (TREES), positioning ASRB as a leader in environmentally compliant ready-built factories and warehouses.

The Southeast Asia's first LEED GOLD Certified Warehouse & Distribution Center



In 2023, the “AMATA Summit Green Distribution Center”, a new warehouse and distribution center operated by AMATA Summit Ready Build Company Limited in Samut Prakan province, Thailand, was awarded LEED Certified Gold Level version 4.1 for New Construction Warehouse category (LEED NC WDC). This distinction marks it as the first of its kind in Southeast Asia to receive this certification from the U.S. Green Building Council (USGBC). Additionally, the center was honored with the LEED Gold Certification Awards 2023 at the ‘LEED in Southeast Asia Series’ event, organized by Green Business Certification Inc. (GBCI). This recognition underscores its leadership in the field of energy and environmental design, making it a landmark in the globally recognized LEED rating system.

The warehouse complex includes storage areas, office spaces, after-sales service sections, and public utility areas. Air conditioning throughout the warehouse maintains product quality by controlling temperature and humidity. The building's design focuses on energy efficiency, featuring insulated roofs, walls, heat-resistant glass, and efficient HVAC and lighting systems powered by solar panels on the roof. These measures have reduced electricity costs by more than 50% annually, equivalent to using over 350 megawatt-hours of clean energy per year. Monitoring meters installed in each zone accurately track electricity usage, aiding in energy management. Water-saving sanitary fixtures and equipment reduce water usage by up to 50%, saving about 140,000 liters annually. The exterior of the building is designed to collect rainwater, which is reused for watering plants in the project's green spaces. The interior prioritizes employee well-being with air circulation and ventilation systems that reduce heat and increase natural airflow, alongside air filtration systems that remove dust and particles. The building materials, including paints, coatings, adhesives, and flooring materials, emit low levels of radiation and pose no health risks to employees. Located in a logistics hub near major transportation routes, the warehouse supports customers in reducing energy consumption and environmental impacts from transportation.



Energy Management



Material topic:

Energy Efficiency and
Renewables

Level of Impact: **Critical**

Risk

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 its industrial estates. Additionally, major domestic and international companies that operate in industrial estates are increasingly interested in adopting renewable energy. Failing to meet the current and future demands of customers may have long-term consequences for the Company's competitiveness and revenue generation.

Opportunity

The Company perceives 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 is committed to becoming a carbon-neutral city by 2040 through the implementation of the Smart Energy project, which is one of the projects under the AMATA Smart City initiative. This project primarily focused on leveraging renewable energy sources and deploying smart grid technologies to optimize energy utilization and bolster power system resilience. The adoption of clean energy will preserve the environment, mitigate 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.



2023 Target



2023 Performance

Energy consumption intensity
compared to the 2019 base year

Reduced by 10%

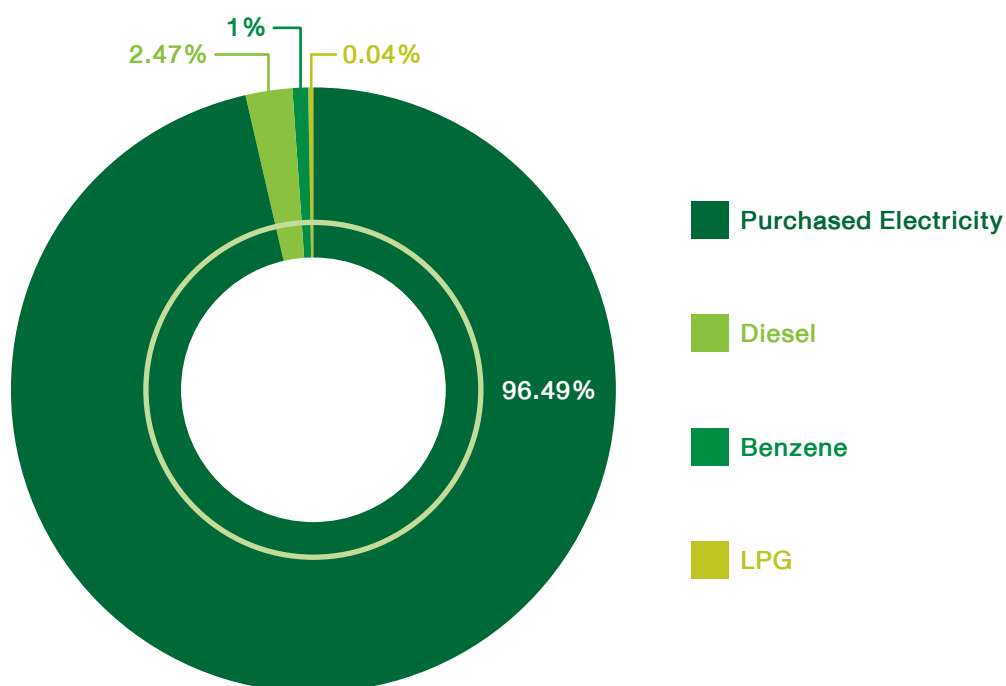
Increased by 1.3%

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 systems in office buildings					✓
Business Travel	✓	✓			
Supporting activities			✓		✓

Proportion of Energy Consumption in Business Operation



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	Business sub-processes	Actions
Electricity consumption in common areas of the industrial estates	Lighting system	<ul style="list-style-type: none"> ● Changed streetlights to energy-saving LED bulbs ● Installed automatic streetlight control system
	Electricity consumption in water pumping and sprinkler systems	<ul style="list-style-type: none"> ● Increased energy efficiency by inspecting and improving machinery that consumes a lot of electricity in the water pumping system ● Increased the use of electricity from clean energy in the water pumping system
Electricity consumption in the water production system	Electricity consumption in raw water pumping systems	<ul style="list-style-type: none"> ● Checked electrical equipment to ensure that it is in working condition
	Electricity consumption in buildings and water production processes	<ul style="list-style-type: none"> ● Set lighting schedules for each production unit ● Checked electrical equipment to ensure it is in working condition ● Replaced fluorescent bulbs with energy-saving LED bulbs ● Adjusted machine operating times as needed ● Adjusted the appropriated power factor ● Planned machinery maintenance schedule continuously
	Electricity consumption in the water supply systems	<ul style="list-style-type: none"> ● Checked electrical equipment to ensure it is in working condition
Electricity consumption in wastewater treatment systems	Electricity consumption in buildings and the collection process of wastewater into a central wastewater treatment system	<ul style="list-style-type: none"> ● Set lighting schedules for each treatment unit ● Replaced fluorescent bulbs with energy-saving LED bulbs ● Adjusted the appropriated power factor ● Adjusted the aeration duration based on the quality of incoming wastewater ● Adjusted the flow system duration to suit the incoming wastewater volume for maximum efficiency ● Planned machinery maintenance schedule continuously
	Electricity consumption in the central wastewater treatment system	<ul style="list-style-type: none"> ● Checked electrical equipment to ensure it is in working condition
Electricity consumption in recycled water systems	Electricity consumption in the process of recycling treated water	<ul style="list-style-type: none"> ● Checked electrical equipment to ensure it is in working condition
Electricity consumption in office buildings	All office buildings	<ul style="list-style-type: none"> ● Encouraged employees to save electricity at work, such as by turning off lights and appliances during break times or when not in use



Check current/voltage



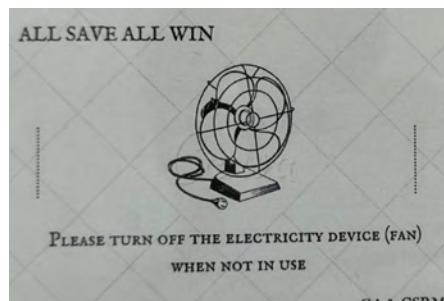
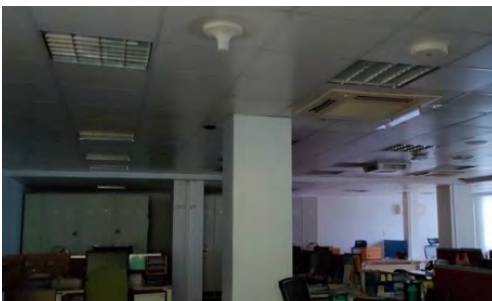
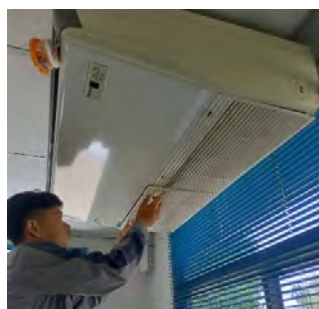
Monitor motor/pump temperature

The company remains committed to continuously improving processes to enhance overall energy efficiency, covering both electricity and fuel usage. The approaches to reduce energy use and promote renewable energy are as follows:

Energy Saving in Office Building

The Company has organized “ALL SAVE ALL WIN” project to cultivate energy conservation awareness among its employees across Bangkok, Chonburi, and Rayong offices. This initiative is designed to nurture environmental consciousness and promote collective engagement in energy conservation and responsible utilization of natural resources through the implementation of the following actions:

- Promote the practice of turning off air conditioners and unused lights during the one-hour lunch break
- Encourage staff to use stairs instead of elevators
- Maintain the office air conditioning temperature at no lower than 24 degrees Celsius
- Turn off computer monitors when not in use
- Replace 46-watt fluorescent bulbs with energy-saving 18-watt LED bulbs
- Schedule air conditioning maintenance at least twice a year

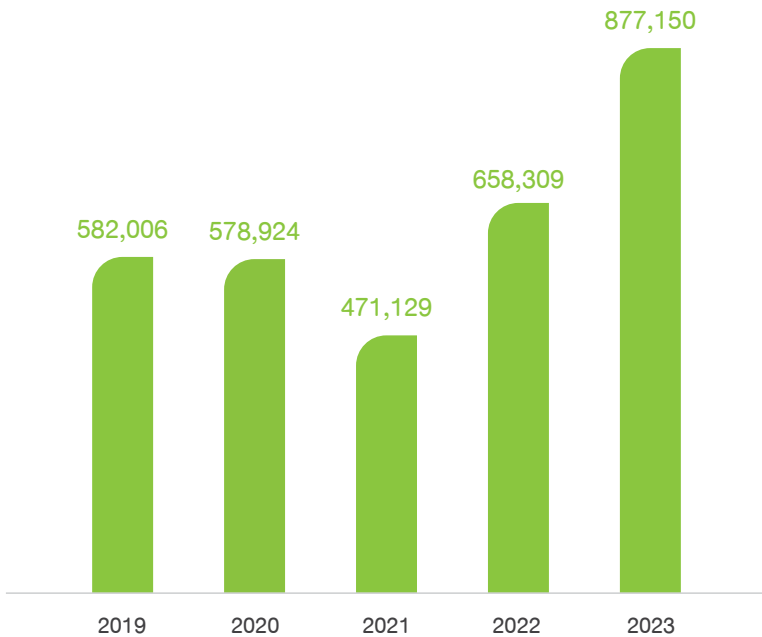


Furthermore, the Chonburi office has reduced conventional electricity consumption by installing solar-powered spotlights in the parking area, increasing its use of solar energy.



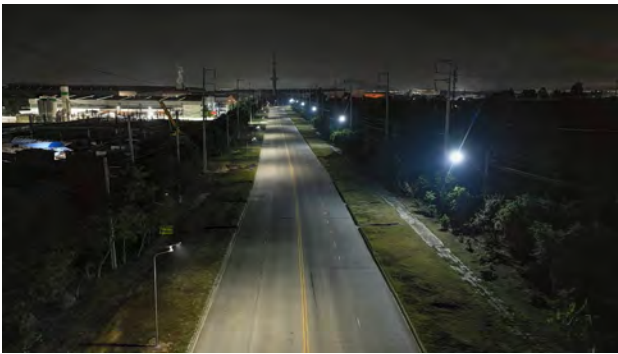
In 2023, the Company's office buildings had a total electricity consumption of 877,150 kWh, representing a 33.24% increase from 2022. This increase can be attributed to a continuous and positive trend and direction following the COVID-19 pandemic, with employees returning to work in the office and engaging in more office activities.

Electricity Consumption in Office Buildings (kWh)

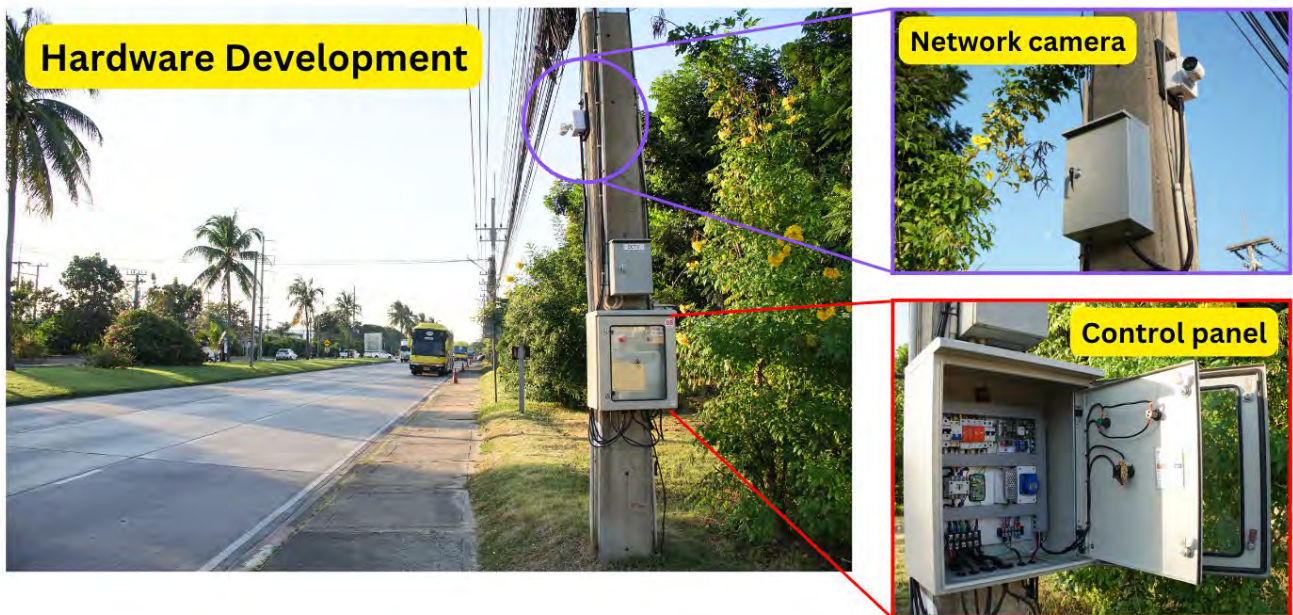


Energy Saving in Common Areas

In terms of road lighting systems within the industrial estates, the Company is responsible for all maintenance. In 2023, it achieved a 4.67% reduction in energy usage in these common areas compared to 2022, with all lighting now using 100% LED bulbs. Additionally, the Company began installing solar cell lighting systems at 88 locations in 2023, with plans to continue expanding these installations in the coming years to further reduce electricity consumption. Furthermore, the Company has implemented intelligent control and monitoring systems for the lighting control panels and developed a platform for effective management of the lighting systems' operations. As part of its sustainability commitment, a total of 190 solar traffic lights were installed in both AMATA City Chonburi and AMATA City Rayong Industrial Estates, significantly contributing to the reduction in overall electricity consumption.



solar cell lighting systems



The intelligent control and monitoring systems for the lighting control panels

The Company installed additional smart weather stations that exclusively utilize solar energy for their control units in 2023. Three stations were installed in AMATA City Chonburi Industrial Estate and four in AMATA City Rayong Industrial Estate this year, bringing the total number of smart weather stations to 11.



Smart weather stations in the AMATA City Rayong Industrial Estate area



Smart weather stations in the AMATA City Chonburi Industrial Estate area



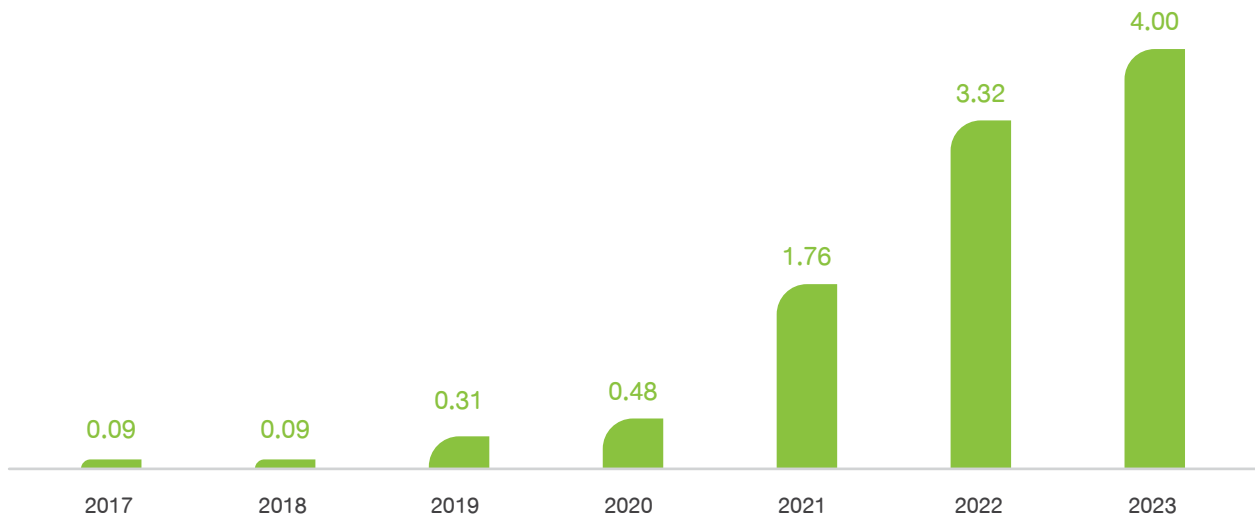
In 2023, the Company was able to reduce purchased electricity consumption from non-renewable sources to 32.71 million kilowatt-hours, a decrease of 6.4% compared to the base year of 2019. However, there was an increase of 6.3% compared to 2022, attributed to employees returning to work in the office and increased office activities. This increased consumption encompasses usage for various essential systems, including raw water pumping systems, water supply systems, and wastewater collection systems into the central wastewater treatment system, which significantly increased due to increased water usage by industrial estate operators.

Promotion of Renewable Energy in the Company's Utilities

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 utilizing renewable energy from solar power to replace conventional 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 4,004,318 kilowatt-hours, which represents 7.62% 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 2,002 tons of carbon dioxide equivalents per year.

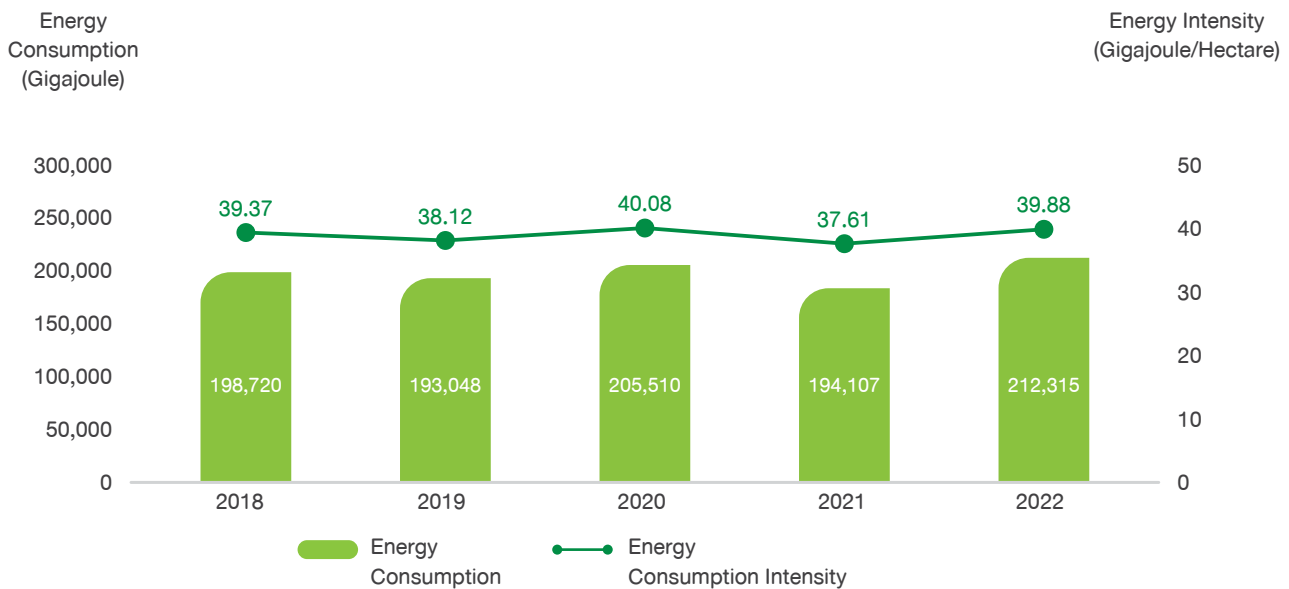
Solar-generated electricity in AMATA Industrial Estates

(Million kWh)



In 2023, the Company consumed all types of energy within and outside of the organization for main activities in its supply chain, totaling 212,315.13 gigajoules, an increase of 9.4% compared to 2022, and the energy consumption intensity in 2023 was 6.38 gigajoules per rai, or 39.88 gigajoules per hectare, an increase of 1.3% from the 2019 base year. This rise is attributed to employees returning to the office and an increase in office activities, and the expansion of company operations. However, the Company remains steadfast in its commitment to increasing the use of renewable energy, reducing energy consumption, and enhancing energy efficiency in the future.

Energy Consumption within and outside of the Company



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 of Thailand, 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 are resulting in a water crisis. All these factors present risks and challenges to the Company's water management and may result in significant negative impacts on the Company's key stakeholders in terms of business operations, environment, public health, and quality of life. Poorly managed water resources can also lead to issues such as water scarcity and competition for water access. 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 from industrial estates. This not only impacts the environment, community health, and surrounding communities, but 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.



2023 Target



2023 Performance

Proportion of recycled water utilized within the industrial estates

100%

100%

Proportion of raw surface water used in the water supply production process

60%

60%

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 Company Limited, and AMATA Facility Services Company Limited, 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 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 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 by the factories and wastewater at multiple checkpoints, as well as supervising and ensuring that the water quality indicators do not exceed the legal standards, and do not affect stakeholders in the short and long term.

In addition, the Company cultivates a deeper understanding of its business operations and promotes sustainable water management among the communities surrounding the industrial estates. Furthermore, the Company provides expertise to improve community water management by fostering collaboration among the Company, government agencies, and communities.

Water Supply and Reservoir Development for Industrial Water

In the Company's value chain, water resources are critical for supporting the production process and operation of the factories in the industrial estates. Before starting the business operation, the Company conducted a comprehensive study on the social and environmental impacts of both AMATA Industrial Estates' water consumption to assess opportunities and risks of sharing water resources with the communities.

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

AMATA City Rayong Industrial Estate is situated upstream of the catchment area, where the primary 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 not less than 150% of the total consumption demand in AMATA Industrial Estates per year. In 2023, the demand for water in AMATA Industrial Estates was 60.5 million cubic meters, an increase of 16.9% from 2022. The Company has reserved raw water in 17 reservoirs with a total capacity of 61.2 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 the 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.

The Company recognizes the expectations and concerns of various stakeholders regarding water management, particularly industrial operators within both AMATA City industrial estates and surrounding communities directly affected. Therefore, communication initiatives have been organized to elucidate the water situation and management approaches to stakeholders, as outlined below:

- On 16 August 2023, AMATA Water Company Limited held a webinar to explain the water situation in 2023, instilled confidence in water management, and informed the operators within the AMATA Industrial Estate.
- On 13 December 2023, AMATA Water Company Limited held an annual general meeting for the members of water-user organizations at AMATA City Chonburi Industrial Estate to report on the operations for the fiscal year 2023.
- On 15 December 2023, AMATA Water Company Limited held an annual general meeting for the members of water-user organizations at AMATA City Rayong Industrial Estate to report on the operations for the fiscal year 2023.

Responsible Water Consumption

Wastewater Management in Industrial Estates

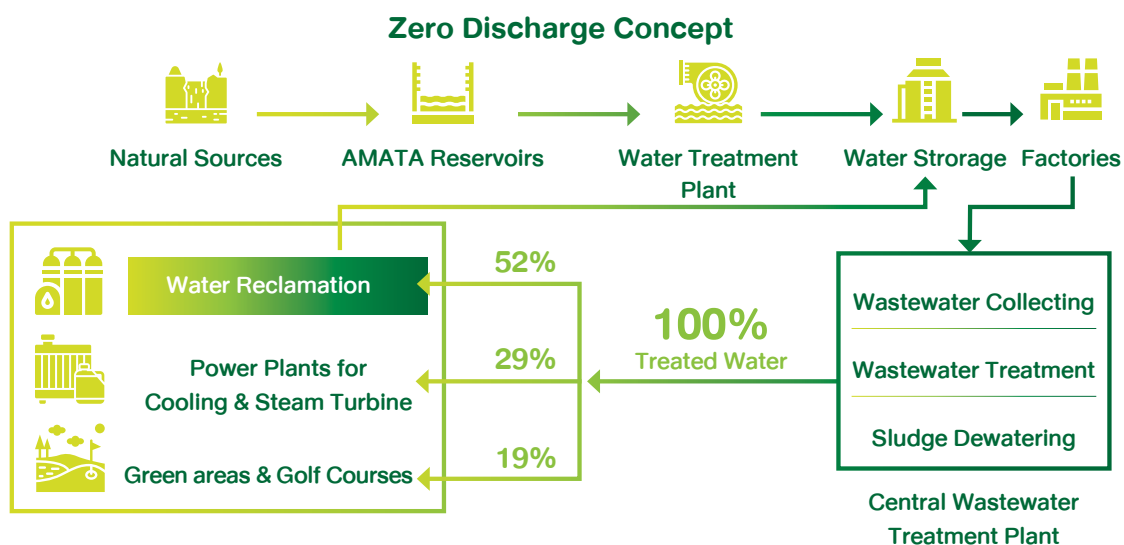
In the wastewater management process of industrial estates, the Company oversees the quality of effluent discharged from industrial factories. Factories are required to separate rainwater drainage systems from the wastewater drainage systems and discharge only qualified, initially treated effluent into the central wastewater collection center, which is managed by AMATA Water Company Limited, a subsidiary that is responsible for 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 requiring its system improvement and an additional wastewater treatment service fee.

Circular Water Management

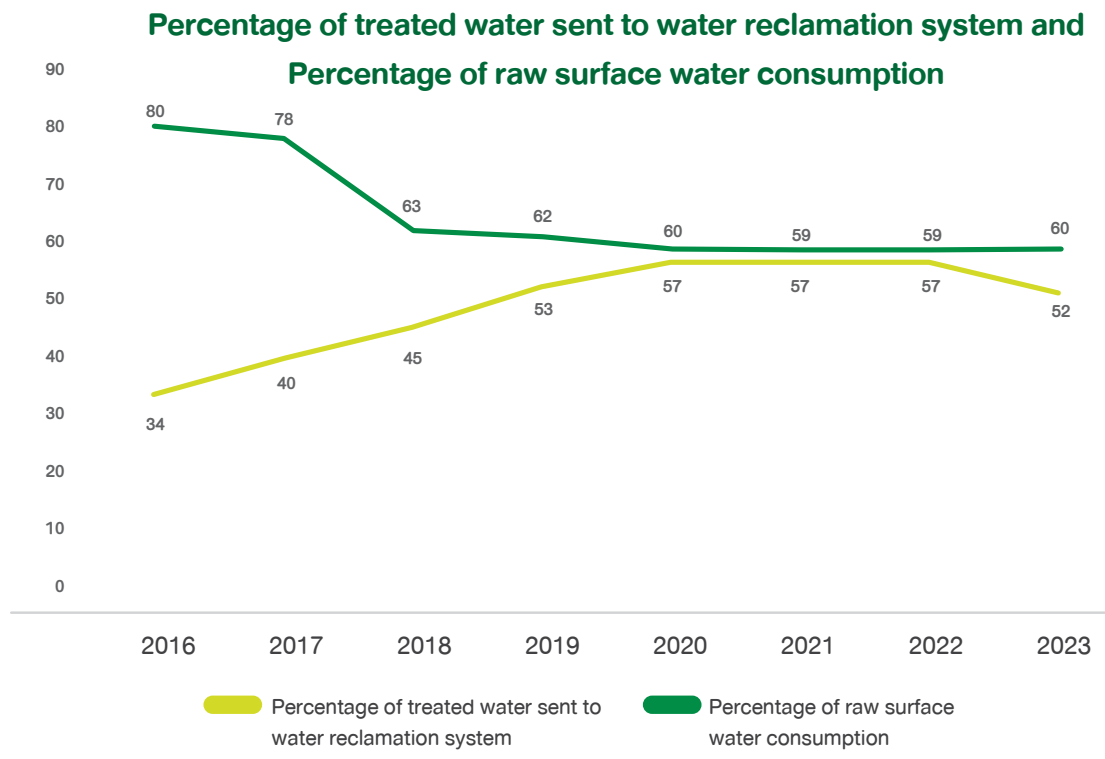
The Company is aware of the importance of using water resources wisely and efficiently and aims to reuse all effluent in accordance with the Zero Discharge Principle. In 2023, the Company has set a target to reduce surface raw water consumption to 60% of total raw water demand in order to reduce dependence 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 2023, a total of 24 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 52% 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 29% and 19%, 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 36.5 million cubic meters in 2023, or 60% of the total amount of water demand. This helped the Company save 78.93 million baht per year on raw water purchase costs.

This circular economy process helps extend raw water reserves by five months, mitigating the risk of water shortages and potentially providing support to local communities during drought crises. The expansion of the reclamation system capacity has also boosted the confidence among customers and local communities surrounding the industrial estates in the adequacy of water resources and sustainable water management. This includes reducing negative impacts and the possibility of contamination of public water sources and the environment.



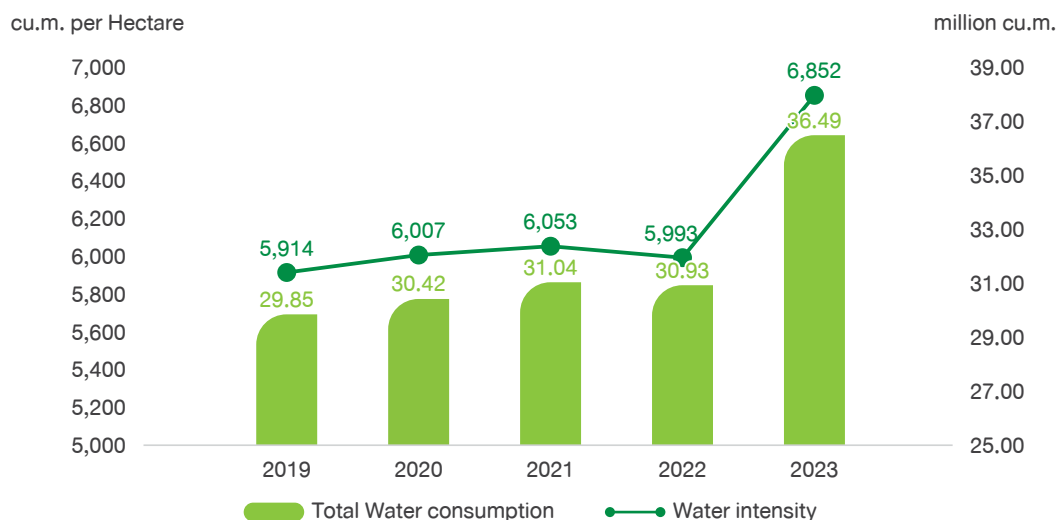
Water conservation in office buildings and common areas

The Company promotes water conservation among all employees in AMATA offices through the “ALL SAVE, ALL WIN” program. This includes communication through posters and emails, urging employees to avoid leaving tap water running while cleaning and regularly checking for water leaks in the building and surrounding areas. Furthermore, equipment and water distribution systems within the building undergo regular inspections and maintenance to ensure they are in good condition. Additionally, to conserve water resources and maximize benefits, the Company uses melted ice water to clean food-contaminated packaging waste before it is sent for further waste separation.



In 2023, the Company consumed a total of 36.5 million cubic meters of raw surface water in the industrial estates due to efforts to reduce raw surface water usage and increase recycled water usage. The water consumption intensity in 2023 was 1,096.42 cubic meters per rai, or 6,852.65 cubic meters per hectare, an increase of 14.34% compared to 2022. This increase is due to significant expansions in production capacity by some industrial estate operators, including those who temporarily halted production and resumed operations, such as factories in the solar cell panel manufacturing group. In this case, the water consumption of these factory operators is not under the Company's control.

Water Consumption and Water Intensity



Promotion of water resource preservation among stakeholders

The Company aims 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. Additionally, it seeks to promote awareness of the potential impact on stakeholders and the environment that may result from inefficient water management practices. Since 2009, the Company has established a Water Management Learning Center in AMATA City Chonburi Industrial Estate to share knowledge and insights from its water management practices, make it available to surrounding communities and the public to study the industrial estate's water management model, and raise awareness of visitors and their 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 400 visiting groups with a total of 12,141 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. The Water Management Learning Center is open to general visitors, and organizations that are interested in visiting can submit their requests to AMATA Water Co., Ltd. or AMATA Corporation, PCL. In 2023, a total of 1,279 visitors came to the Water Management Learning Center located in the AMATA City Chonburi Industrial Estate. The visitors totaled 46 groups, comprising 3 groups of entrepreneurs within the industrial estate, 23 groups of general interest, 10 groups of students, and 10 groups of central and local government agencies.

In addition, the Company leverages its knowledge base to support the development of public water source management in community areas adjacent to AMATA Industrial Estates. This is achieved through integrating collaboration between the Company, government agencies, and communities to reduce and prevent the discharge of wastewater and waste from the community into the public water system, maintaining the quality of the water system, and improving the environment of the community.



Natural Resources Protection and Restoration



Material topic:

Catchment Protection and Rehabilitation

Level of Impact: **Critical**

Risk

While industrial estate development can be beneficial to the countries and their residents' overall economic growth, it may have negative impacts on biodiversity and ecosystems due to changes in land use and urbanization to accommodate expanding industrial sectors. The decline in biodiversity can increase 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.

Opportunity

The Company has an opportunity to transform the industrial estate into a city that strikes a balance between economic growth with social and environmental conservation. This will allow the industrial sector to coexist harmoniously with the surrounding communities. The conservation of the quality and balance of biodiversity will ensure the sustainable handover of sufficient resources vital to the economic, social, and environmental quality of life of the stakeholders to the next generation.



2023 Target



2023 Performance

AMATA City
Chonburi

AMATA City
Rayong

Proportion of green area out of total developed area in the industrial estate

Exceed 10%

11.79 %

10.40%

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 the 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 its three AMATA Industrial Estates.

According to the Town Planning Act (B.E. 2562, 2019), AMATA City Chonburi Industrial Estate, AMATA City Rayong Industrial Estate, and AMATA Smart City Chonburi 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 three 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 impacts can occur from the initial stage of site development until the industrial estate is fully operational.

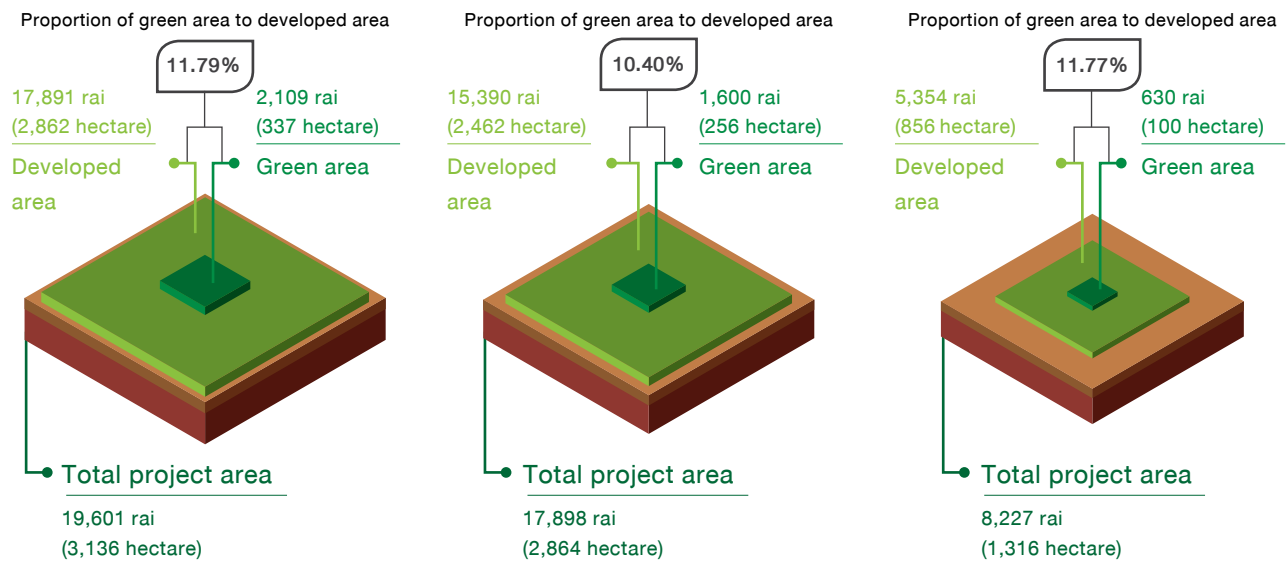
The Company has continuously conserved and rehabilitated biodiversity in AMATA City Chonburi Industrial Estate, AMATA City Rayong Industrial Estate, and AMATA Smart City Chonburi Industrial Estate through the environmental rehabilitation project, green area expansion, and conservation of native freshwater 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, which consists of four approaches, i.e. Avoidance, Minimization, Rehabilitation / Restoration and Compensation or Offset.

	Avoidance	Minimization	Rehabilitation/ Restoration	Compensation or Offset
IUCN Mitigation Hierarchy Policy	Avoid business activities that negatively affect biodiversity.	Minimize the time, severity, and area of negative impact from inevitable business activities.	Rehabilitate a deteriorating ecosystem as a result of business activities.	Compensate for the negative impact on biodiversity.
Activities/ Projects Implemented	<ul style="list-style-type: none"> Announce the Environmental Management and Biodiversity Policy to be used as guidelines for business activities to avoid or minimize potential negative effects. 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. 		<ul style="list-style-type: none"> Rehabilitate and compensate the native forest system and increase the green area inside and outside AMATA City Chonburi Industrial Estate, AMATA City Rayong Industrial Estate, and AMATA Smart City Chonburi Industrial Estate by reforestation of local perennial species. Conserve the biodiversity of local aquatic freshwater species in freshwater resources of the community through collaboration amongst the Rayong Fisheries Provincial Office, the community, and the Company by releasing local aquatic species. Support and encourage stakeholders in the area to be involved in the nurturing, rehabilitation, and conservation of biodiversity in AMATA industrial estates. 	

As a result, the Company has initiated 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 Industrial Estate, AMATA City Rayong Industrial Estate, and AMATA Smart City Chonburi Industrial Estate.

Management of Green Area in AMATA Industrial Estates

The Company aims to develop green areas within the three 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 a 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 forests in Chonburi and Rayong are mixed-deciduous forests and dry evergreen forests.



100% of the trees planted are local perennial species

AMATA City Chonburi

AMATA City Rayong

AMATA Smart City Chonburi

AMATA City Chonburi Industrial Estate

The total project area of AMATA City Chonburi Industrial Estate is 19,601 rai (3,136 hectare), with a total developed area of 17,891 rai (2,862 hectare) and a total green area of 2,109 rai (337 hectare), representing 11.79% of the developed area. In 2023, the Company planted approximately 2,050 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 15,390 rai (2,462 hectare) and a total green area of 1,600 rai (256 hectare), representing 10.40% of the developed area. In 2023, the Company planted 3,000 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.

AMATA Smart City Chonburi Industrial Estate

The total project area of AMATA Smart City Chonburi Industrial Estate is 8,227 rai (1,316 hectares). The development of this new industrial estate area commenced in 2023, with a total developed area of 5,354 rai (856 hectares). Within this developed area, 630 rai (100 hectares) are designated as green areas, representing 11.76% of the total developed area. Industrial estate developments are ongoing at present.

Converting Public Areas to Community Forest

In collaboration with factory operators in the AMATA Industrial Estates, the Company has initiated projects to revitalize abandoned public areas into community forests by planting local perennial plants in the degraded forest areas of the industrial estates. For instance, in the “Forest for Life” project spanning from 2019 to 2023, the Company partnered with Tokai Rika (Thailand) Co., Ltd. to reforest a 12-rai public area in AMATA City Rayong Industrial Estate. In 2023, 5,800 trees were planted on 3 rai of land, and a total of 23,200 trees were planted on 9 rai of land over the project period.



Moreover, the Company has partnered with the AMATA City Rayong Industrial Estate Office and the Bang Lamung Forest Conservation and Development Unit to launch the “Green Expansion and Natural Resource Conservation Cooperation Project (Community Forest Planting)” in the Bang Lamung National Reserved Forest, Moo 1, Khao Mai Kao Subdistrict, Bang Lamung District, Chonburi Province.

This activity focuses on developing industrial estates in line with the Eco-Industrial Town concept, aiming to create an industrial community that coexists harmoniously with surrounding communities. This initiative aims to extend the development efforts beyond the industrial estate to the neighboring community, guided by the principle of collaborative engagement with all stakeholders. Over 300 volunteer employees and community members have participated in planting 2,000 trees of indigenous species like Tamarind (*Tamarindus indica*), Thai copper pod (*Senna siamea*), Siamese neem tree (*Azadirachta indica*), and Bullet wood (*Mimusops elengi*), fostering green spaces for the community forest in the years ahead.

This community forest planting activity has been on going for three consecutive years at the AMATA City Rayong Industrial Estate. During the first and second years, a total of 4,000 trees were planted in the area around Phu Sai Reservoir, located in Moo 5, Khao Mai Kaew Subdistrict, Bang Lamung District, Chonburi Province.



Conservation and restoration of biodiversity in local water sources

In 2023, the Company, in collaboration with the AMATA City Chonburi Industrial Estate Office and over 30 companies within the industrial estate, organized a fish release and mangrove planting event for the second consecutive year. This event was held to honor Her Majesty Queen Sirikit, the Queen Mother, on her 91st birthday. Over 20,000 fish were released, and more than 1,000 mangrove trees were planted at the Mangrove Conservation Learning Center in Khlong Tamru Subdistrict, Chonburi Province. This initiative serves not only to enrich natural resources but also to diversify fish species, providing future food sources and livelihoods for the community.





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 local fishing areas 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. Additionally, the Company works with 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. This project aims 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 serve as effective water quality indicators.

2023 is the 7th consecutive year that AMATA City Rayong Industrial Estate collaborated with the Dok Krai Reservoir Fishery Management Group to organize the "Sustainable Water Conservation Project and Home-building for Fish by Youth". The project aimed to educate and promote water conservation among the youth in the area. This year, students from Suankularb Wittayalai Chonburi School worked together to build "Sung" or "Fish Homes" using ropes at the Dok Krai Reservoir in Phana Nikom subdistrict, Nikom Pattana district, Rayong Province. These fish homes serve as shelters and sanctuaries for released aquatic species, improving their chances of survival. Moreover, this initiative contributes to the biodiversity of species and the population of aquatic life in the vicinity of the fish homes. Consequently, the youth become more conscious of the ecosystem stewardship of water sources and take pride in contributing to the sustainable conservation of local natural resources.





Furthermore, AMATA City Rayong Company Limited and AMATA U Company Limited, in collaboration with the Dok Krai Reservoir Fisheries Resource Management Group, Rayong Provincial Fisheries Office, and the Phana Nikhom Subdistrict Administrative Organization, organized the “Sustainable Water Resource Conservation (Fish Stocking) Project” to promote tripartite cooperation in conserving natural resources among the government, private sector, and local communities at the Dok Krai Reservoir, Rayong Province. This project involved over 300 volunteer employees from both inside and outside the industrial estate, as well as members of the community. Together, they released over 230,000 fish, including Chinese carp (*Hypophthalmichthys molitrix*), Indian carp (*Labeo calbasu*), Silver barb (*Barbonymus gonionotus*), Giant gourami (*Osphronemus goramy*), and more than 150,000 Giant freshwater prawns (*Macrobrachium rosenbergii*). These species are native to the Dok Krai Reservoir and have been surveyed and identified by the Rayong Provincial Fisheries Office. Since the project’s inception until 2023, the companies have released a total of over 2,530,000 fish and have continuously constructed fish homes, called “Sung,” using ropes, to provide shelters and increase survival opportunities for the released aquatic species, while also enhancing biodiversity in the fish home area in terms of both species and population.

In addition to preserving local species and increasing the number of aquatic animals in Dok Krai Reservoir, these activities have increased community confidence in the quality of water flowing through AMATA City Rayong Industrial Estate, which the Company has effectively managed, controlled, and monitored. In the future, the Company plans to conduct surveys on 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. This information will be used as basic information for biodiversity conservation efforts and future water quality assessments.



Solid and Industrial Waste Management



Material topic:

Waste

Level of Impact: **Critical**

Circular Economy

Level of Impact: **High**

Risk

AMATA Industrial Estates in Thailand host over 1,321 industrial factories and tenants, employing over 295,000 workers, and generating massive amounts of waste and industrial waste annually. If the factories fail to comply with laws on 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.

Opportunity

Efficient waste management and creating additional value from waste through circular economy principles offer 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.

	2023 Target	2023 Performance
Proportion of solid waste disposed of in landfills to total amount of solid waste*	0%	0%
Proportion of recycle waste sorted from solid waste*	Exceed 10%	11.15%

*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. The policy emphasizes proper and legal waste management, adherence to environmental standards and academic principles. Furthermore, it encourages factories in industrial estates to recycle and reuse, as well as to bring innovation and modern technology to their benefit in order to reduce both solid and industrial waste. The Company is only responsible for managing 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 has assigned its subsidiary, AMATA Facility Services Company Limited (AFS), to oversee the waste management of factories in both industrial estates in Thailand in accordance with 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 587 factories in AMATA City Chonburi Industrial Estate, and 282 factories in AMATA City Rayong Industrial Estate, representing 81.94% and 71.17% of total factories in each industrial estate respectively which increase from 2022.

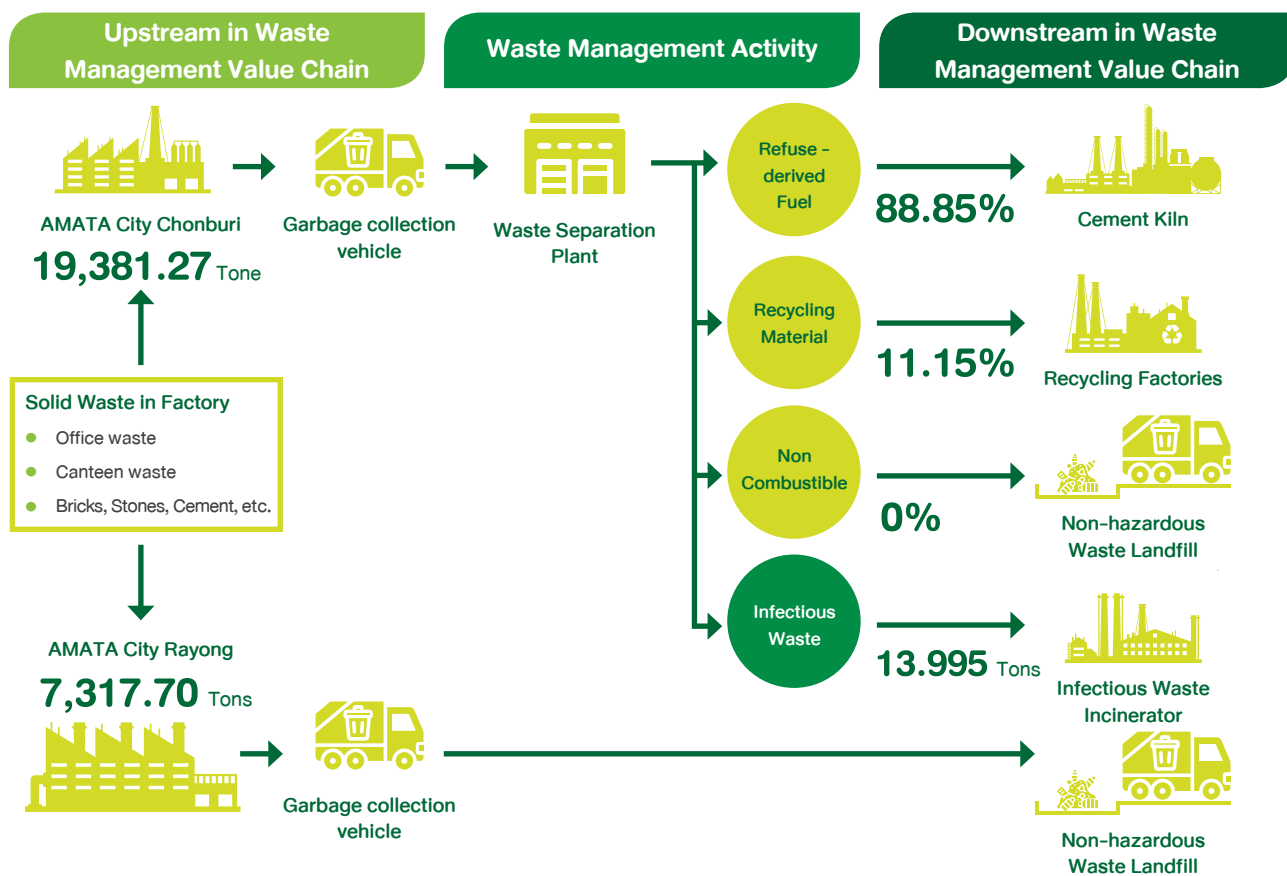
Zero Waste to Landfill

The Company is aware of the impacts of waste disposal through landfilling, which contributes to greenhouse gas emissions, a primary cause of climate change. Therefore, the Company has set a target to minimize the amount of solid waste sent to landfill disposal by applying the principles of the circular economy to maximize resource utilization. This includes providing waste collection, sorting, and disposal services for solid waste in AMATA City Chonburi Industrial Estate since 2011, and it is currently 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 is sent out and disposed of by various methods by skilled and licensed contractors. Moreover, the Company encourages factories to sort and classify their solid waste before sending it to the waste separation plant. This results in the Company receiving better quality waste for RDF production and waste recycling, thereby minimizing the amount of non-usable waste to be disposed of in landfills.

Solid Waste Management in the Industrial Estate

In 2023, the Company provided solid waste management services to factory operators in both industrial estates, totaling 26,698.97 tons, of which 19,381.27 tons came from AMATA City Chonburi Industrial Estate and 7,317.70 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: RDF), which will be used as a fuel for co-incineration at cement plants.



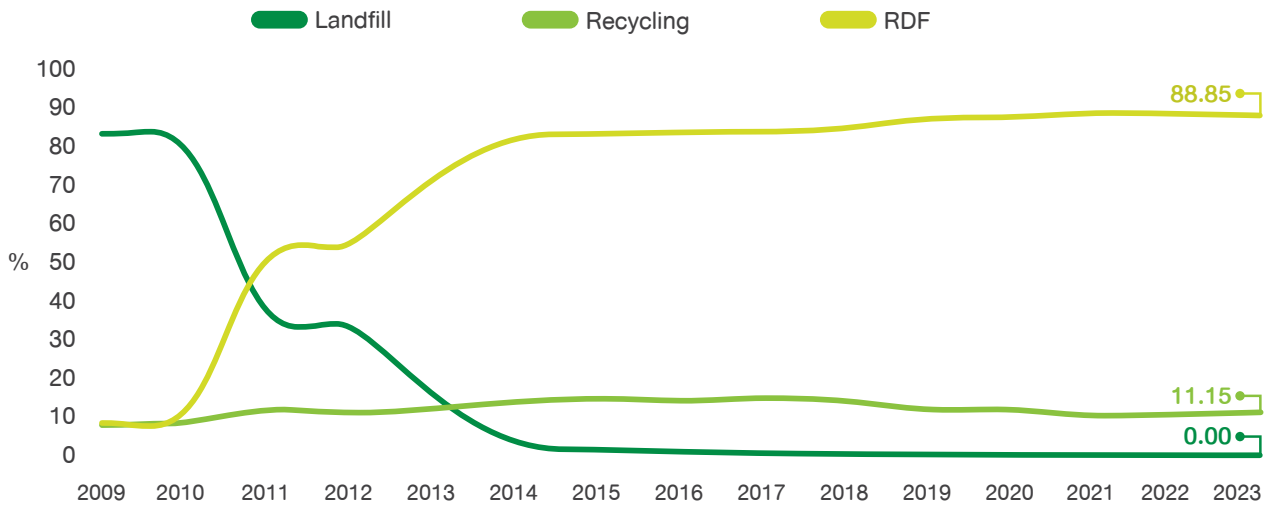
In 2023, the Company managed to separate 11.15% of recyclable waste and 88.85% of waste that can be used for Refuse-derived fuel (RDF) production from the total amount of solid waste in AMATA City Chonburi Industrial Estate in the Company's waste separation plant. The Company was able to reduce the amount 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 2020-2023 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 the disposal of infectious waste by using GPS trackers in garbage trucks, tracking them from departure to the infectious waste incinerator. Additionally, real-time transportation route reports are provided to customers to build trust. In 2023, 13.995 tons of infectious waste were disposed of.

Due to the implementation of the Zero Waste to Landfill approach, the company reduced waste management costs by 2.4 million baht in 2023. Furthermore, 80% of the factory operators utilizing the Company's waste management services expressed satisfaction and confidence in the waste management practices, ensuring that no waste was illegally disposed of. Additionally, the neighboring communities of AMATA City Chonburi Industrial Estate demonstrated increased confidence in the waste management practices of the industrial estate.



Waste Management in AMATA City Chonburi Industrial Estate



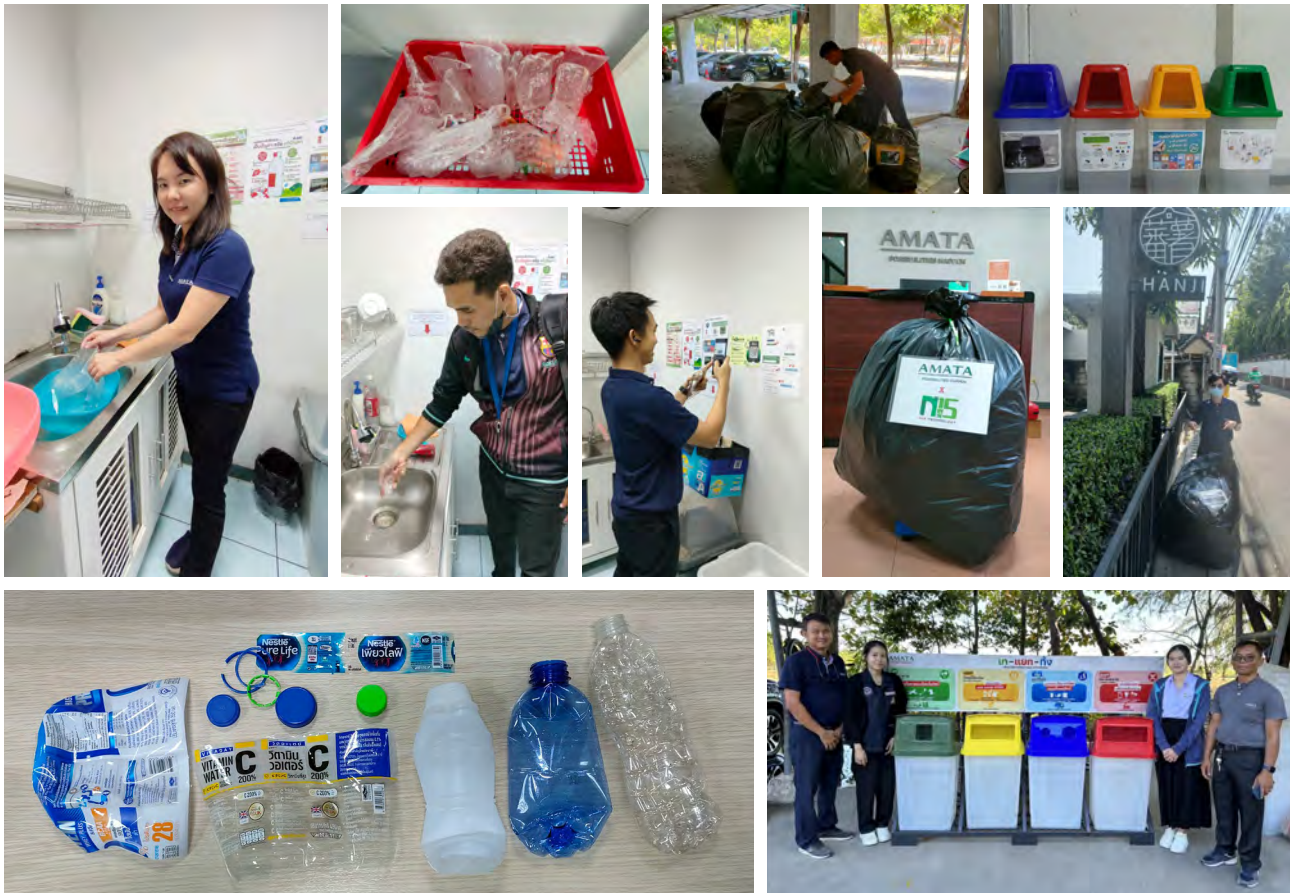
Furthermore, the Company places significant emphasis on stakeholder participation in waste management, aiming to responsibly utilize resources and maximize benefits in accordance with circular economy principles. The Company actively promotes and encourages both internal and external stakeholders to engage in effective waste management practices, thereby fostering increased responsibility within their respective units.

Office Waste Management

The Company encourages all employees to participate in reducing waste and garbage in the office by creating communication campaigns to promote understanding and awareness of proper waste management. Additionally, it has implemented the “All Save, All Win” project through various activities as follows:

1. Promoting knowledge on waste management and raising awareness through email communication with all employees.
2. Promoting the reduction of paper usage in offices to minimize waste generation across all company offices and encouraging wastepaper recycling, the Company collaborated with SCG Packaging Public Company Limited to develop the “Paper X Project: The Value of Your Waste”. This project aims to produce recycled paper from the Company’s wastepaper, helping to reduce natural resource consumption, waste, and environmental impacts. In 2023, the project recycled 938 kilograms of wastepaper.
3. Reducing food waste at its source by allowing employees to select their preferred lunch menu to minimize the occurrence of leftover food or food waste.
4. Conducting waste separation activities and forwarding waste for proper management, aiming to reduce the amount of waste sent to landfills by distributing it to three companies as follows:
 - CirPlas is a company committed to addressing the plastic waste problem by actively reducing the amount of plastic waste sent to landfills. They achieve this by implementing a circular economy model to recover and add value to single-use plastics discarded from daily consumption.
 - Recycle Day is a company that promotes waste separation from the point of origin to ensure it is properly managed at its destination.
 - N15 Technology is a waste management company that receives wastes, separates it and converts suitable portions into Refuse-derived Fuel: RDF as an alternative energy source to fossil fuels.

In 2023, the Company (Bangkok office) conducted waste separation and sent a total of 128.55 kilograms of recyclable plastic and waste that could not be recycled.



- The company participated in the “Ting To Trash” project organized by the Securities and Exchange Commission and collaborated with the Thai Listed Companies Association. The objective is to encourage registered companies to start environmental management initiatives, with a focus on waste management from the source to the destination (project start date: 9 October 2023).



รายชื่อบริษัทเข้าร่วมโครงการแยกขยะ

No.	บริษัท
88	บริษัท สยามแก๊ส แอนด์ ปีโตรเคมีคัลส์ จำกัด (มหาชน)
89	บริษัท สหกลอติปเมนท์ จำกัด (มหาชน)
90	บริษัท สหโคเจน (ชลบุรี) จำกัด (มหาชน)
91	บริษัท สหมิตรดั่งแก๊ส จำกัด (มหาชน)
92	บริษัท สามารถเทลคอม จำกัด (มหาชน)
93	บริษัท สุทธาภิวัฒน์ จำกัด (มหาชน)
94	บริษัท หลักทรัพย์ บียอนด์ จำกัด (มหาชน)
95	บริษัท ทดทิพย์ จำกัด (มหาชน)
96	บริษัท อควา คอร์ปอเรชั่น จำกัด (มหาชน)
97	บริษัท อมตะ คอร์ปอเรชั่น จำกัด (มหาชน)

Encouraging Customer Involvement in Industrial Waste Management

Innovation in Waste Management

The Company developed a smart waste collection system called “Koom Kah Smart Manifest” in collaboration with SCG Chemicals since 2021. The system aims to enhance waste collection management potential within industrial estates by using information technology to provide real-time waste collection data for waste collection and transportation service operators and their customers. The objective is to move towards a Smart Environment City, promoting transparency and boosting confidence in the Company’s waste disposal process. Additionally, amid the COVID-19 pandemic, it has reduced paper contact between waste collection operators and customers by implementing online approval system. All customers in AMATA City Chonburi Industrial Estate who use the Company’s waste management services use the “Koom Kah Smart Manifest” system in 2023, accounting for 100% of usage. The system will also be implemented at AMATA City Rayong Industrial Estate accordingly.



The Best Waste Management Awards

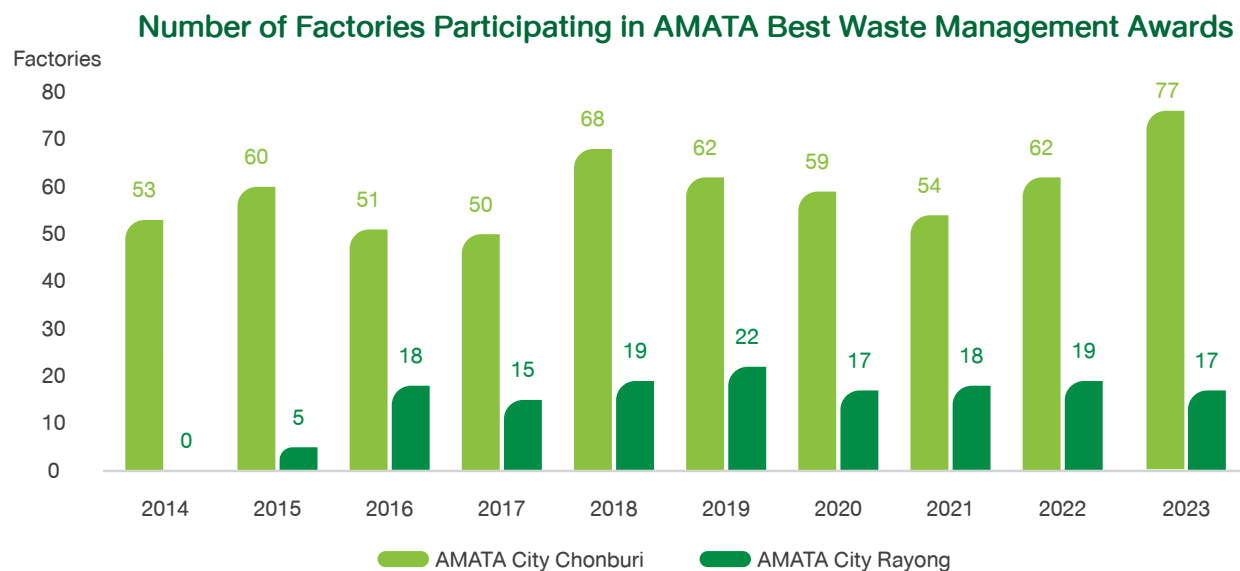
The Company is aware of the negative impacts on the environment and the surrounding communities caused by inefficient waste management that does not comply with laws and regulations on both hazardous and non-hazardous waste from the factories that do not use AMATA Facility Service Co., Ltd.’s (AFS) solid waste management services. 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 Industrial Estate and AMATA City Rayong Industrial Estate.

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, 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 94 factories from AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate applied for the project in 2023. They showed more interest in participating compared to the 81 factories in the 2022 project. This year, the assessment criteria were revised to align with sustainable development principles, focusing on the economic, social, and environmental dimensions. The assessment was conducted through both online and onsite evaluations. Onsite evaluations were mandatory criteria for factories that had upgraded from the previous year, as well as for factories participating in the Gold and Platinum levels for the first time.

Public relations efforts were undertaken to clarify project details through various electronic media channels, including the Company website, Line officials, Line groups, as well as online meetings. All application forms and attached documents were electronically dispatched and submitted. Assessments and consultations were available both online and onsite, depending on the factory's needs.

	2022 Total Award-winning factories	2023 Award-winning factories		
		Total factories	AMATA City Chonburi	AMATA City Rayong
Silver Prize	24	12	9	3
Gold Prize	25	23	19	4
Platinum Prize	32	59	49	10
Total	81	94	77	17



In 2023, the Company celebrated the 10th anniversary of the “AMATA Best Waste Management Award” project. As a result, the Company offered additional special awards to factories that participated in and met the assessment criteria, as follows:

The judging criteria include innovative 3R projects that can be clearly measured, such as the use of technology to improve production processes or reduce waste or resource usage. Additionally, the projects should feature environmentally friendly processes, reduce energy consumption, and decrease greenhouse gas emissions.

- **Best Waste Management of Innovation and Technology Awards** totaling 4 awards

- **Best Waste Management Presentation Awards** totaling 5 awards

The judging criteria include presentations that are complete with comprehensive information, demonstrate clear results of activities, are concise, easy to understand, to the point, and answer questions clearly and directly.



Creating Value for Society

- 136 Sustainable Products and Services
- 154 Building Better Customer Experience
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- 172 Building a Safe Society
- 188 Community and Social Development

“Foster collaborative efforts to cultivate human potential, and enhance the quality of life and well-being for stakeholders and society at large.”





Social Responsibilities	SDG Targets	Management Approach	Long-term Targets	2023 Targets
Sustainable Product and Service Development	7.2, 7.b, 9.4, 13.1	Transforming the business model from an 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"> Becoming a carbon-neutral city by 2040 	<ul style="list-style-type: none"> Reduce the intensity of greenhouse gas emissions (scope 1 & 2) by 19.05% compared to the 2019 base year Propose and implement at least 20 innovation and technology projects by employees
Building Better Customer Experience	8.1, 8.2, 16.3	Develop new businesses related to Smart City with high quality to serve customer needs and expectations in time.	<ul style="list-style-type: none"> Raise AMATA's customer satisfaction score to exceed 90% 	<ul style="list-style-type: none"> Raise AMATA's customer satisfaction score to exceed 90%
Employee care, development, and retention	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"> Achieve a minimum annual average of 18 training hours per employee Raise employee engagement scores to exceed 74% Reduce employee turnover rate to below 10% 	<ul style="list-style-type: none"> Achieve a minimum annual average of 18 training hours per employee Raise employee engagement scores to exceed 74% Reduce employee turnover rate to below 10%
Building a Safe Society	3.4, 3.6, 8.5, 8.8, 11.2, 16.1	Create a quality society that is safe for people and property and is based on human rights principles.	<ul style="list-style-type: none"> Zero lost time injury frequency rate (Zero LTIFR) Zero fatalities due to road accidents within the industrial estate No significant human rights complaints regarding the Company's operations 	<ul style="list-style-type: none"> Zero work-related accidents resulting in work absences for employees and contractors Achieve a lost time injury frequency rate (LTIFR) of 0 case per million work hours for both employees and contractors Reduce number of road accidents in AMATA City Industrial Estates by 50% compared to 2022

Social Responsibilities	SDG Targets	Management Approach	Long-term Targets	2023 Targets
				<ul style="list-style-type: none"> ● Reduce number of road traffic fatalities in AMATA industrial estate by 50% compared to 2022 ● No significant human rights complaints regarding the Company's operations
Community and Social Development	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	<ul style="list-style-type: none"> ● 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 the "All Win" philosophy. 	<ul style="list-style-type: none"> ● 100% of complaints related to social issues are resolved ● All sub-districts within a 5-kilometer radius participate in the Company's community and social development activities ● Raise AMATA's Community satisfaction score to exceed 85% 	<ul style="list-style-type: none"> ● 100% of complaints are resolved by end of 2023 ● All sub-districts (100%) within a 5-kilometer radius participate in the Company's community and social development activities ● Raise AMATA's Community satisfaction score to exceed 85%

Sustainable Products and Services



Material topic:

Sustainable products and services

Level of Impact: **High**



Customer experience

Level of Impact: **Critical**

Risk

Domestic and international operators and investors are increasingly focusing on global trends that emphasize environmental, social, and governance (ESG) issues, as well as evolving regulations impacting business operations. This includes 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 has intensified competition in the market, which may significantly impact the Company's revenues from products and services.

Opportunity

The Company has a wide range of customers who are leading companies in various industries. Through close engagement with these customers, the Company can closely monitor and adapt to changes in customer needs, increasing the opportunities to develop its products and services to meet its customers' needs swiftly and comprehensively, along with leveraging technology and innovative products and services to effectively serve the new S-Curve industries and increase its long-term competitiveness. In addition, having products and services that incorporate 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.



2023 Target



2023 Performance

Revenue growth from products and services compared to the previous year

Increased by 25.52%

Increased by 20.49%
(9,698.81 million baht)

Number of innovation and technology projects employees participated in 2023

20 Projects

21 Projects

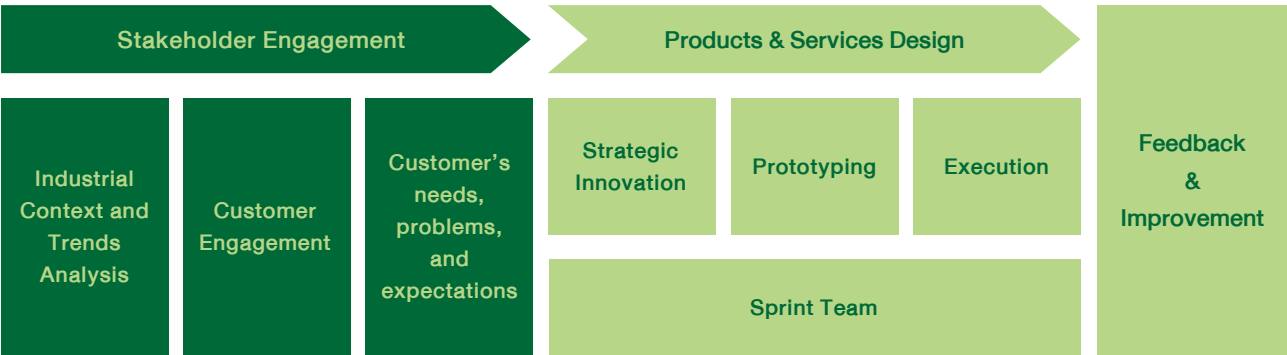
Management Approach

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 developing products and services to address the needs and challenges 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**’ aimed at maximizing the value of its products and services to customers and all stakeholders. This framework focuses on stakeholder engagement, using various methods to survey, assess, and analyze the needs of current and potential customers, both regionally and globally. It includes trend and megatrend analysis, which are crucial in the real estate development business. The framework then uses this information to evaluate the impact, urgency, and importance of different factors to define the main objectives for product and service development. Meanwhile, it prepares for market readiness, collaborates with strategic business partners, and manages strategic innovation to design products and services that create competitive advantages. This also involves being open to feedback for continuous development. To achieve these goals, the Company has formed a SPRINT team composed of talented and creative employees, tasked with accelerating the development of products and services to meet customer 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 2023 performance are as follows:

Customer Communities	Customer Needs and Expectations
1. AMATA Japanese Society	
<p>Objective: To serve as a business communication center for Japanese companies in AMATA City Chonburi and AMATA City Rayong Industrial Estate, where 63% and 30% of customers are Japanese, respectively.</p> <p>Members: The AMATA Japanese Society had a total of 236, consisting of 190 and 46 factory members in AMATA City Chonburi and Rayong, respectively.</p>	<p>Good quality after-sales service</p> <ul style="list-style-type: none"> Linking technological and innovative solutions to support customer manufacturing Develop facilities and residential areas to support the increasing number of foreign customers in the industrial estate <p>Products and services developed to meet demand</p> <p>Hotel Nikko Amata City Chonburi</p> <ul style="list-style-type: none"> AMATA together with Fujita Corporation Co., Ltd. and the Japanese Overseas Infrastructure Investment Corporation for Transport & 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 opened in 2022 and has served as accommodation for various international events in 2023. For example, it officially accommodated golf competitions, such as those held at the AMATA Spring Country Club as part of the DP World Tour Thailand. <p>Clean Energy Consultation Service</p> <ul style="list-style-type: none"> The Company provides consultation services on clean energy usage, including supporting information about clean energy service providers suitable for customers.
2. HR Association of AMATA City Chonburi (HRA)	
<p>Objective: To be a center for coordinating the activities in human resource management in order to promote study and research and share useful academic knowledge in human resource management among factory members in AMATA City Chonburi Industrial Estate and other organizations, including government entities.</p> <p>Members: There were 325 factory members. HRA organized 9 monthly meetings.</p>	<p>Good quality after-sales service</p> <ul style="list-style-type: none"> Providing information on additional or newly enacted safety laws and various related safety knowledge. <p>Waste Management</p> <ul style="list-style-type: none"> Supporting information on environmental laws and other related regulations.

Customer Communities	Customer Needs and Expectations
	<p data-bbox="837 275 1401 304">Products and services developed to meet demand</p> <p data-bbox="810 338 1342 367">Occupational Health and Safety training service</p> <ul data-bbox="810 387 1414 696" style="list-style-type: none"> ● The Company has expanded its coverage of training courses on occupational health and safety in compliance with regulations and to address potential risks according to various safety standards. It operates under legal registration requirements. Currently, a total of 21 courses are available, and a training center with practical training facilities has been developed with increased equipment readiness. <p data-bbox="810 730 1366 759">Environmental and Relevant Laws training service</p> <ul data-bbox="810 779 1398 931" style="list-style-type: none"> ● Training on “New Announcement on Industrial Waste Management and Material Disposal System”. ● Training on “Inspection and Assessment of Industrial Waste Disposal Contractors”.
3. AMATA City Chonburi Safety and Environment Group (ASEG)	
<p data-bbox="165 1037 778 1346">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 occupational safety, 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.</p> <p data-bbox="165 1379 711 1447">Members: There were 215 members in AMATA City Chonburi Industrial Estate</p>	<p data-bbox="810 1037 1315 1111">Risk Management and Emergency Response Preparedness for Industrial Estates</p> <ul data-bbox="810 1131 1278 1160" style="list-style-type: none"> ● Training courses that meet customer needs <p data-bbox="837 1193 1401 1223">Products and services developed to meet demand</p> <p data-bbox="810 1256 1283 1285">Environmental and Safety Training service</p> <ul data-bbox="810 1305 1342 1379" style="list-style-type: none"> ● Training on “Safety Officer Supervisory Level “ ● Training on “Safety Instructor, Train the Trainer”
4. AMATA City Rayong Management Group (ACMG)	
<p data-bbox="165 1552 778 1738">Objective: 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 data-bbox="165 1771 775 1883">Member: There were 98 factory members, which is 19.5% of all factories in AMATA City Rayong, and they organized 10 meetings in 2023.</p>	<p data-bbox="810 1552 1362 1626">Risk Management and Emergency Response Preparedness for Industrial Estates and Factories</p> <ul data-bbox="810 1646 1410 1713" style="list-style-type: none"> ● Comprehensive fire evacuation training and collaborative emergency prevention plan development. <p data-bbox="810 1747 1286 1821">Information Exchange of Human Resource Management</p> <ul data-bbox="810 1841 1390 1908" style="list-style-type: none"> ● Support for knowledge sharing on various aspects of human resource management.



Customer Communities	Customer Needs and Expectations
	<p data-bbox="837 275 1401 304">Products and services developed to meet demand</p> <p data-bbox="810 331 1102 360">Firefighting Training Service</p> <ul data-bbox="810 378 1414 555" style="list-style-type: none"> • The Company develops training programs for comprehensive factory fire evacuation and firefighting. This includes creating emergency management plans in collaboration with customers to prevent and mitigate potential future impacts. <p data-bbox="810 580 1147 609">Knowledge Exchange Platforms</p> <ul data-bbox="810 627 1425 848" style="list-style-type: none"> • Organizing meetings for exchanging information on emergency management measures and employee management strategies during emergencies. • Holding sessions to exchange information on human resource management, such as compensation and benefits policies, relevant laws, retirement planning, etc. <p data-bbox="810 873 1270 902">• Safety and Related Legal Training Service</p> <ul data-bbox="810 920 1401 985" style="list-style-type: none"> • Training course on “Professional Occupational Health and Safety Management”.
<p data-bbox="164 1008 584 1037">5. CSR Club, AMATA City Chonburi</p> <p data-bbox="164 1070 775 1460">Objective: To establish a CSR networking platform among factories, hospitals, educational institutions, and communities in the vicinity of the AMATA City Industrial Estate Chonburi, focusing on collaboration to care for and develop the surrounding communities sustainably. The aim is to promote awareness of social responsibility activities and community relations for sustainable development. This initiative aims to enable each participating organization to conduct activities more efficiently and systematically.</p> <p data-bbox="164 1494 748 1603">Members: There were 194 factory members, which is 27.7% of all factories in AMATA City Chonburi Industrial Estate, and they organized 3 meetings in 2023.</p>	<p data-bbox="810 1064 1145 1093">Good quality after-sales service</p> <ul data-bbox="810 1111 1434 1444" style="list-style-type: none"> • Supporting knowledge dissemination on activities related to understanding, conducting social responsibility initiatives, creating shared value, and fostering community relations for sustainable development and organizational sustainability. • Collaboratively creating social responsibility and community relations activities with businesses to care for and assist communities surrounding the AMATA City Industrial Estate Chonburi. <p data-bbox="810 1469 1374 1498">Products and services developed to meet demand</p> <p data-bbox="810 1525 1283 1554">Organizing knowledge exchange platforms</p> <ul data-bbox="810 1572 1347 1637" style="list-style-type: none"> • How to achieve successful and sustainable CSR initiatives. <p data-bbox="810 1662 1094 1691">Hosting academic forums</p> <ul data-bbox="810 1709 1366 1845" style="list-style-type: none"> • The Company, in collaboration with its corporate sustainability consultants who is a GRI Certified Sustainability Professionals, arranged a forum on “From CSR to ESG for Sustainable Development”. <p data-bbox="810 1870 1329 1899">Organizing Community initiatives and activities</p> <ul data-bbox="810 1917 1420 2054" style="list-style-type: none"> • Three events under the name ‘CSR Club’ were held in 2023 to jointly develop the community’s educational quality and enhance youth access to better educational opportunities in the local community

Customer Communities	Customer Needs and Expectations
6. CSR Club, AMATA City Rayong	
<p>Objective: To establish a CSR networking platform among factories, hospitals, educational institutions, and communities in the vicinity of the AMATA City Industrial Estate Chonburi, focusing on collaboration to care for and develop the surrounding communities sustainably. The aim is to promote awareness of social responsibility activities and community relations for sustainable development. This initiative aims to enable each participating organization to conduct activities more efficiently and systematically.</p> <p>Members: There were 108 factory members, which is 28% of all factories in AMATA City Rayong Industrial Estate, and they organized 3 meetings in 2023.</p>	<p>Good quality after-sales service</p> <ul style="list-style-type: none"> Supporting knowledge dissemination on activities related to understanding, conducting social responsibility initiatives, creating shared value, and community relations for sustainable development and organizational sustainability. Collaboratively creating social responsibility and community relations activities with businesses to care for and assist communities surrounding the AMATA City Industrial Estate Rayong. <p>Products and services developed to meet demand</p> <p>Organizing Community initiatives and activities</p> <ul style="list-style-type: none"> Three events under the name 'CSR Club' were held in 2023 to collaboratively develop educational facilities in the community, enhance youth access to better educational opportunities, improve community environment, and restore and maintain the quality of community water sources.

In 2023, the Company collected information by conducting in-depth interviews with customers who are representatives of various industries to use the insights for analyzing and improving the Company's strategies and efficiently developing products and services that meet customer needs. The Company found that the environmental crises have become more severe, especially with climate change, leading to a global awareness of addressing environmental management across all sectors to mitigate the probability and severity of negative impacts. This has become a driving force for government agencies in many countries worldwide to declare and enforce more significant policies, and regulations, including new laws, and an increased demand for sustainability disclosure to prevent and mitigate negative environmental impacts.

Factory operators in the AMATA Industrial Estate are crucial production hubs for major global investors who import and export to various countries. Therefore, it is essential for them to comply with the laws and regulations of important trading partners and their importing countries and strictly adhere to the environmental policies of their parent companies. Moreover, they must manufacture products and provide services that meet the growing environmental, social, and governance demands of their global customer base. Thus, factory operators seek products and services that prioritize social and environmental responsibility, adhere to the principles of circular economy principles, and provide transparent and verifiable data for sustainability disclosure.

AMATA Smart City Development

The Company is committed to becoming a Smart City developer to respond more efficiently to global emerging trends and risks. This includes business development that addresses economic, social, and environmental challenges, as well as adapting to 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 begun developing new investment zones that adhere to international standards with a focus on social and environmental development. Additionally, the Company aims to develop a quality workforce, positioning AMATA Smart City as an ideal investment area within the Eastern Economic Corridor (EEC)

and establishing it as a regional learning center. By doing so, the Company hopes to stimulate economic growth in the region and enhance Thailand's economic value. The concept of AMATA Smart City will start with the upgrade and development of the Company's existing industrial estates, namely AMATA City Chonburi Industrial Estate, and will eventually extend to other Company-owned industrial estates in the future.



On 9 February 2023

the signing ceremony of the Memorandum of Understanding between AMATA Corporation Public Company Limited and B.Grimm Power Public Company Limited marked the beginning of a feasibility study for the AMATA European Smart City project, which aims to support high-tech industry investors from Europe.

On 10 September 2023

the signing ceremony of the Memorandum of Understanding between AMATA Corporation Public Company Limited and Dajia International Investment Co., Ltd. took place to explore the feasibility of the AMATA Taipei Smart City project and its smart innovation development.



On 13 September 2023

the signing ceremony of the Memorandum of Understanding between AMATA Corporation Public Company Limited and the Federation of Hong Kong Industries took place to support industrial development in both Thailand and Hong Kong and to enhance understanding and cooperation between their business communities.



On 18 September 2023

The signing ceremony of the Memorandum of Understanding between AMATA Corporation Public Company Limited, Guangdong Mechanical and Electrical Polytechnic, and the Science-Based Technology Vocational College (Chonburi) aimed to enhance workforce capabilities to drive the digital economy.



Business Development in Foreign Countries

The Company has foreseen opportunities in CLMV countries where its strategic locations have high potential in connection to global supply chains and are now the focus of leading investors. Besides, the CLMV's policies promoting regional economic development have become increasingly interconnected, presenting a high potential to support sustained 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

Over the past few years, Vietnam has been distinguished by its foreign direct investment (FDI) in the manufacturing sector, which has increased consistently, especially by investors from China, Korea, and Japan. After the outbreak of COVID-19, Vietnam continued to expand its economic growth steadily. Especially in 2022, the gross domestic product (GDP) rose to more than 8% due to the expansion of the manufacturing base in high-tech industries such as the leading companies in the smartphone and semiconductor technology group from the United States and Korea, which showed considerable interest in investing in Vietnam. However, in 2023, the country's GDP decreased to 5%, primarily attributed to a reduction in export values, while foreign direct investment (FDI) had a growth rate of up to 30% from the year before. According to the World Bank's forecast, Vietnam's GDP is expected to expand significantly in the long term, with a projected growth of 5.5% in 2024. Consequently, Vietnam has become a key target in the Greater Mekong Subregion for project development and corporate investment.

The Company has been investing in Vietnam since 1994, giving them 29 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 2023, 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 the domestic market.

Investment trends in Vietnam, encompassing both domestic investments and foreign direct investment (FDI), have continued to grow steadily. This growth supports the demand for industrial park leasing, particularly in eco-friendly, high-tech industrial development areas such as AMATA City Halong Industrial Estate in Quang Ninh Province and AMATA City Long Thanh Industrial Estate in Dong Nai Province, located in the northern and southern regions of Vietnam, respectively. These areas consistently attract investors due to several advantages, including strategic locations, investment incentives, international-standard infrastructure, and related services. The influx of investment into these regions significantly contributes to the development of Vietnam's industrial sector and improves the capabilities and quality of life for local workers. It is anticipated that these developments will create more than 1,000 job opportunities.



In 2023, AMATA City Bien Hoa Industrial Estate was honored with the Top 10 Sustainable Businesses in the Trade-Services Sector Award. This award, organized by the Vietnam Chamber of Commerce and Industry (VCCI) and the Vietnam Business Council for Sustainable Development (VBCSD), received oversight from various government agencies, including the Ministry of Labor, the Office of the Social Welfare Council, and the Ministry of Natural Resources and Environment in Hanoi, Vietnam. This accolade reflects the Company's pride in its consistent and continuous sustainable business practices. It marks a significant milestone in advancing the Company's capabilities and competitiveness, ensuring its sustainable growth and resilience.

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 city, Vientiane. This Vientiane-Boten railway has been officially operated since December 2021.

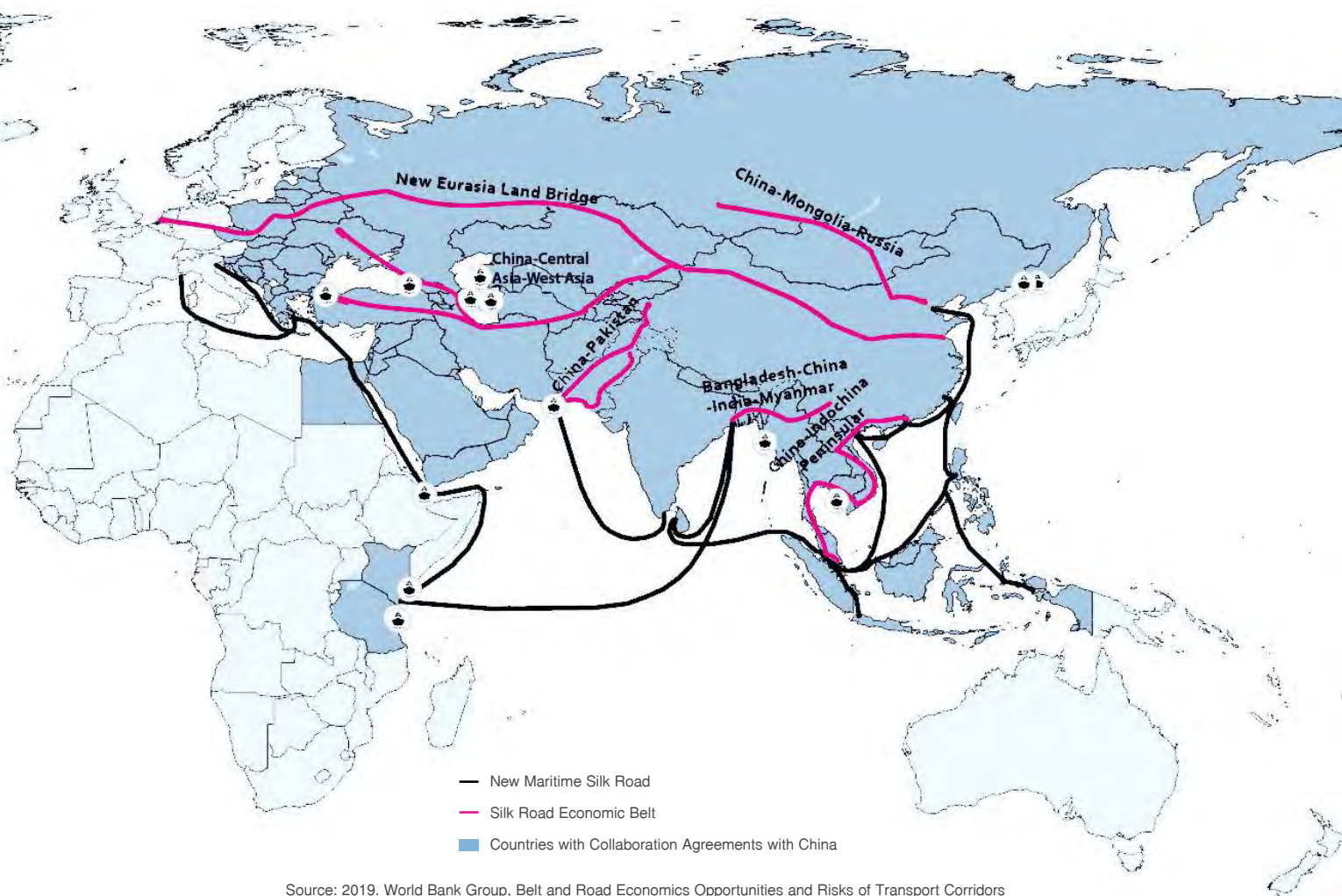
The emergence of the China-Laos railway presents a significant opportunity to connect the high potential economies of both China and Southeast Asia. This has inspired the Company's vision to develop a perfect city that creates opportunities for all stakeholders. As a result, AMATA City Lao Sole Co., 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.

On 14 March 2023, Mr. Malaithong Kammasit, Minister of Industry and Commerce of the Lao People's Democratic Republic (Lao PDR), Mr. Arsa Sarasin, Chairman of AMATA City Laos Company Limited, and Mr. Vikorn Kromadit, Chairman of AMATA Corporation Public Company Limited, together with senior executives of the Lao People's Democratic Republic and the AMATA Group, acted as witnesses in the signing ceremony of the Memorandum of Understanding (MOU) on the development of modern and environmentally friendly



industrial estate between the Ministry of Industry and Commerce of Lao PDR and AMATA City Laos Company Limited, with Mr. Buavanh Vilavong, Acting Permanent Secretary of the Ministry of Industry and Commerce of Lao PDR, and Mr. Varong Tangpraprutkul, Managing Director of AMATA City Laos Company Limited, are the signatories of the cooperation. This MOU signing aims to foster cooperation in promoting the development of the modern and environmentally friendly industrial estate “Smart & Eco City” initiatives in Lao PDR. This includes development related to AMATA projects in Luang Namtha and Oudomxay Provinces, ensuring successful outcomes in economic, social, and environmental aspects under sustainable development principles.

Belt & Road Initiative (BRI)



Business development in Lao PDR prioritizes environmental preservation and local economic development. The Company places importance on maintaining environmental quality and fostering local economies. Therefore, the Company has adopted the environmental care, conservation, and management practices from its projects in Thailand for application in Lao PDR projects. This includes policies on water and waste management, development and management of green areas within industrial estates, and stakeholder engagement, to achieve balanced growth. The Company has initiated a concept to encourage companies operating within the project to share profits from operations to contribute to environmental impact reduction, protection of nearby forest areas, and promote the participation of businesses within the project according to the Company's ALL WIN business philosophy.

Business development aimed at meeting the needs of stakeholders and society

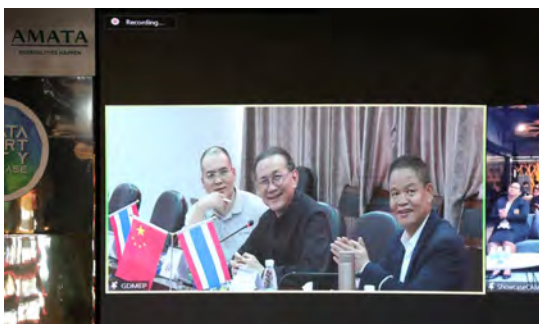
Human Capital Development

Based on customer feedback from the AMATA Industrial Estate, the Company has learned that factory operators within the estate place a strong emphasis on skilled labor issues. These operators are concerned with maintaining a sufficient, quality workforce for continuous business operations and with the ability to respond to future business technologies and innovations. Consequently, the Company has initiated human resource development in the Eastern region to enhance skills, knowledge, and abilities in alignment with customer demands. The following initiatives were implemented in 2023:

- On 25 January 2023, the Company collaborated with Ms. Trinuch Thienthong, Minister of Education, to drive cooperation in vocational education management between the public and private sectors through the Public-Private Joint Sub-Committee for Production and Development of Vocational Manpower. This collaboration positions us as model industrial estate groups and aims to produce a skilled workforce, elevate workforce education and development, and meet industrial demands. As emphasized by the government and the Ministry of Education, vocational education management is considered a vital mechanism in the country's manufacturing sector, strengthening and promoting the skills of vocational students for the professional world.



- On 18 September 2023, the Company and its partners jointly enhanced digital-era workforce capabilities by signing a memorandum of understanding on vocational education cooperation with Mr. Jiang Weigang, Director of Guangdong Mechanical and Electrical Polytechnic (GDMEP) in the People's Republic of China, and Mr. Peerapong Pansoda, Director of the Science-Based Technology Vocational College (Chonburi). The objective of this initiative is to upgrade workforce readiness for driving the digital economy. Initially, the project will utilize the training program of GDMEP, jointly developed with the industrial sector. GDMEP, ranked as the 2nd vocational college in Guangdong Province, China, focuses on developing the abilities and potential of students from the Science-Based Technology Vocational College (Chonburi) and extends to workforce development for future industries in both AMATA and the Eastern Economic Corridor (EEC) under Thailand 4.0 policy.



Development of clean energy

Clean energy is a high-impact topics for customers, who are increasingly setting targets to reduce greenhouse gas emissions and achieve carbon neutrality. This heightened demand for clean energy is significant. Therefore, the Company has taken proactive steps to meet customer needs, as follows:



- On 9 February 2023, Amata Water Co., Ltd. has signed an agreement with Amata B.Grimm Power Co., Ltd. (AMATA B.Grimm Power) to develop a large-scale floating solar farm project in the AMATA City Chonburi Industrial Estate. This project will generate and distribute electricity from solar panels installed on floating platforms. The first phase, sized at 19.5 megawatts, is designed to meet the electricity demands of the customer group within the estate. It will utilize efficient and innovative technologies to enhance business competitiveness for customers, mitigate environmental impacts, and contribute to the long-term goal of reducing greenhouse gas emissions. The commercial operation date (COD) for the first phase is anticipated in the third quarter of 2025.

Development for better customer quality of life

The Company prioritizes the quality of life for those working in industrial estates. To meet the needs of both Thai and foreign workers, as well as to accommodate the many domestic and international investors who come to the estate, the Company has developed the Nikko Amata City Chonburi Hotel. This joint venture involves Amata Corporation Public Company Limited, Fujita Corporation Co., Ltd. (part of the Daiwa House Group), and the Japan Overseas Infrastructure Investment Corporation for Transport & Urban Development (JOIN). Managed by Okura Nikko Hotel Management, a renowned international hotel chain from Japan, it is the first hotel in Thailand to be jointly invested by the Japanese government. Operating under the concept of 'Home for people away from home', it offers comprehensive services to support the activities of its guests.

Hotel Nikko Amata City Chonburi is the first and only hotel located within the industrial estate area in Chonburi province, serving as an internationally recognized center of Japanese-standard accommodation. It caters to the needs of over 450 Japanese factories operating within the AMATA City Industrial Estate Chonburi, as well as investors who are considering investment opportunities in the company's new phase and in the development area of the Eastern Economic Corridor (EEC).



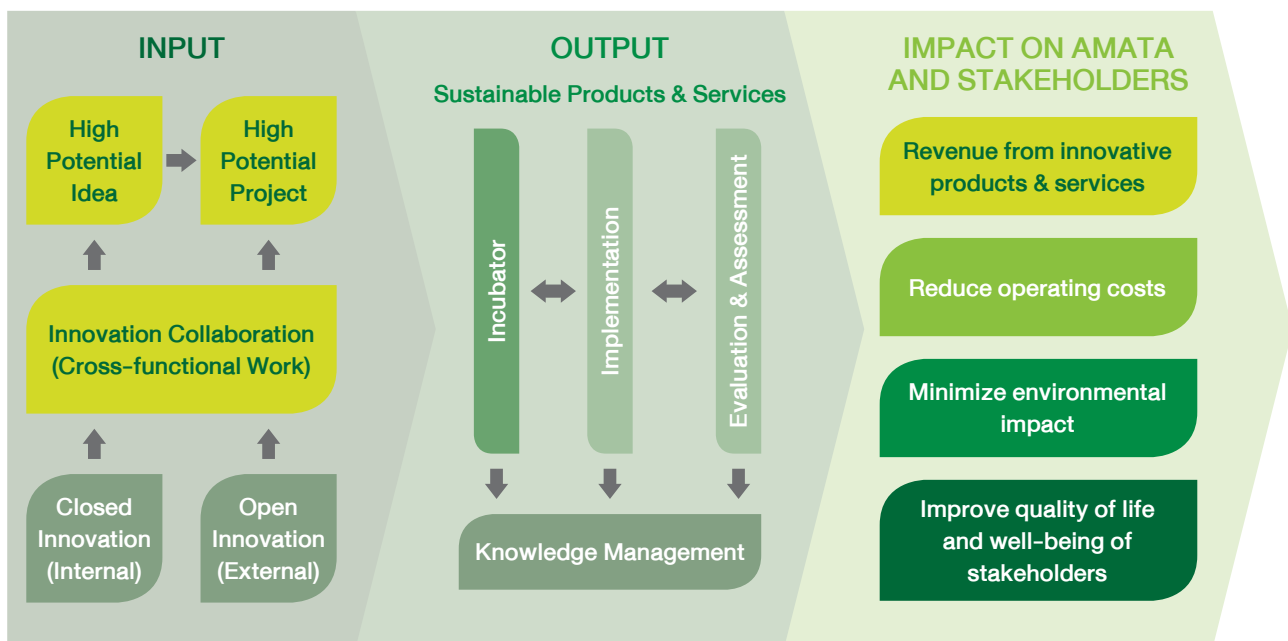
Strategic Innovation Management

The Company has emphasized the significance of the innovation management process to make a difference and increase the value-added to the its products and services. This includes a focus on refining and improving work processes for greater efficiency, thereby reducing operating costs and mitigating the negative impacts on society and the environment. Therefore, innovation is an important mechanism driving the Company to grow sustainably. Consequently, the Company has prioritized innovation development within the organization. This began with the development of innovative thinking skills, knowledge, and competency among the 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 2023, 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 established strategies for the development of smart cities and supports projects through its strategic business partners to achieve high-quality business development rapidly. Consequently, the Company has collaborated with leading companies and organizations, both domestically and internationally, that are renowned in various fields, to develop new business projects under the AMATA Smart City concept. The AMATA Smart City area covers approximately 10 square kilometers, divided into smart city zones based on business partnership cooperation from countries such as China, Taiwan, Japan, Europe, and others. The goal is to support economic growth by attracting investment in target industries and research and development, as well as enhancing the quality of life for workers, promoting business ecosystem innovation, and facilitating research and development activities.

The cooperation with these leading companies and organizations will not only concretely drive the development of a smart city through various projects but also benefit Thai entrepreneurs in related industries. They will learn new technology concepts from foreign experts via the technology transfer process and apply these insights to research and develop their own technology. This will become a crucial mechanism for driving sustainable development in Thailand.

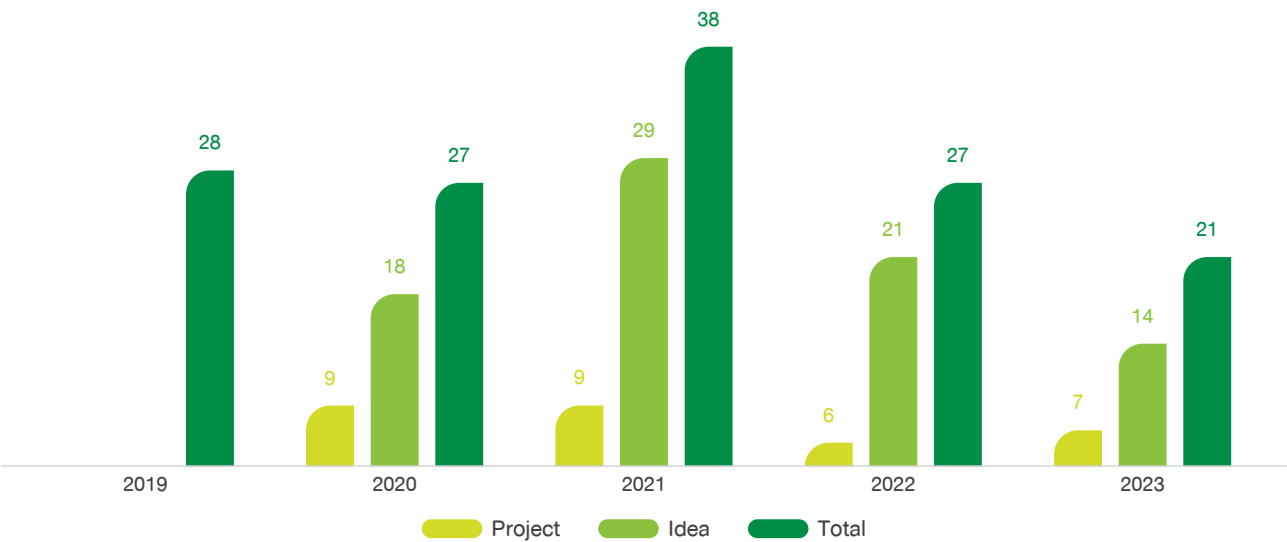


2. Promoting employees to be innovation creator

The Company has promoted and given opportunities to employees of all levels to demonstrate their potential and create innovations for business, society, and the environment, as well as to engage in the development and improvement of the 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 innovative products, services, and effective team collaboration in the workplace.

In 2023, the Company organized the “AMATA INNO Awards 2023” 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 17 teams and a total of 21 entries, including 7 innovation projects and 14 innovation ideas, that participated in the competition.

Number of employees’ innovation projects and ideas

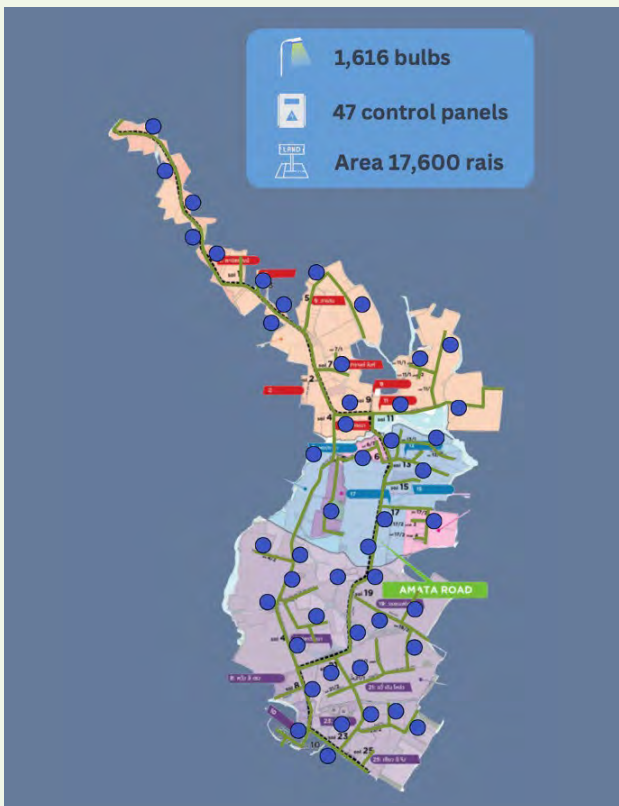


According to the innovation projects implemented between 2020 and 2022, the Company has saved a total of 19.33 million baht in operating expenses. This amount can be further categorized into 4 projects aimed at reducing environmental impacts and 3 social innovation projects.

AMATA City Rayong – Smart Streetlight System Project

AMATA Facility Services Co., Ltd. is responsible for maintaining the cleanliness, orderliness, and safety of the common areas within the AMATA City Industrial Estate in both Chonburi and Rayong, ensuring they are clean and safe. Additionally, they develop amenities for customers and businesses operating within the AMATA industrial estates, as well as provide reassurance to the surrounding communities of the industrial estate.

AMATA City Industrial Estate Rayong is a large industrial estate spanning over 15,390 rai, densely populated with both working and residential populations, and with a significant amount of vehicular traffic passing through. This presents risks of crime and accidents, particularly during the night if there is insufficient street lighting or damage. The Company, therefore, mandates daily inspections of street lighting in the central area of the industrial estate. This is conducted by a team of 12 patrol officers who spend two hours each night surveying the entire estate and then report their findings to the AMATA Command Center.

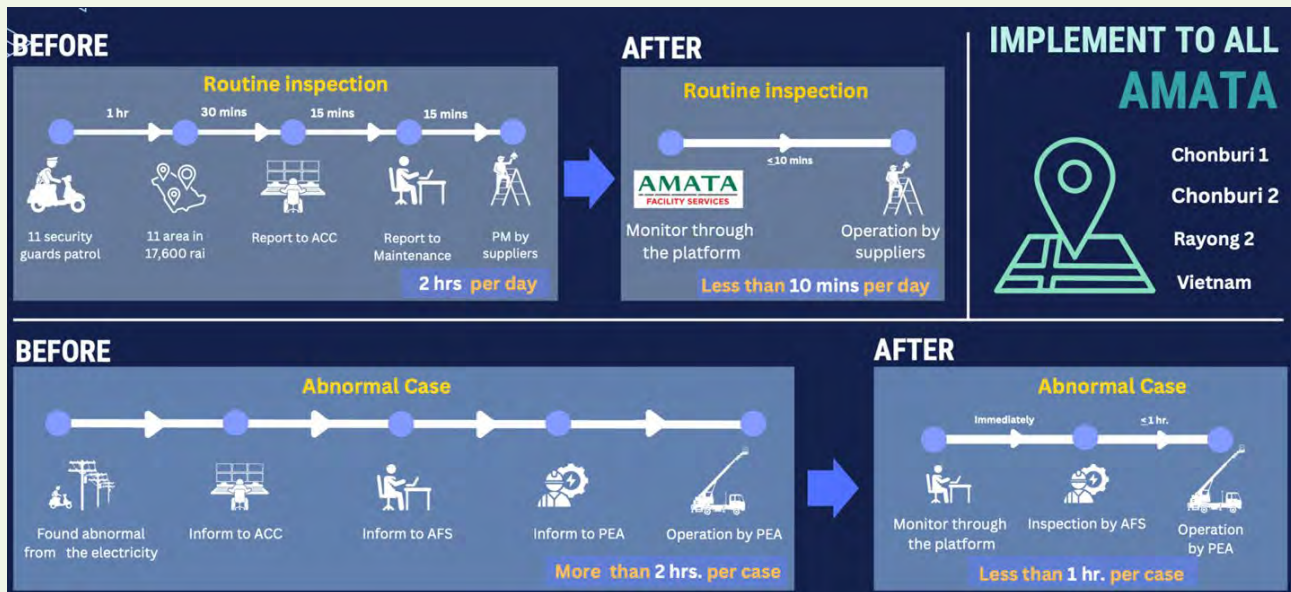


Furthermore, the conventional LED street lighting system, operating at 70 watts, functions based on sunlight intensity along with a timer. There is a possibility of system abnormalities in the main power supply causing the street lights to remain on during the day or malfunction at night. This leads to energy wastage and customer complaints, as well as increased safety risks due to aging equipment and street lights mounted on regional electricity poles, resulting in higher chances of power loss and leakage.

The maintenance department of AMATA Facility Service Limited has developed the “AMATA-Smart Streetlight System” project, utilizing technological innovation to enhance the efficiency of the Company’s existing street lighting system. This is achieved without the need to purchase expensive new lamps. The project aims to improve safety in the area, reduce the workload of patrol staff, and reduce maintenance costs.

In 2023, the Company installed 10 smart streetlight control boxes to manage 511 lamps out of a total of 1,616 lamps. CCTV systems were also installed on some lamp posts in high-risk areas to enhance security. Additionally, they developed a platform to record and view lamp operation data and electricity usage information. This platform enables real-time control of streetlight switching via mobile applications, computers, and tablets. Furthermore, it includes a notification system (LINE notification) to alert authorities in case of electrical malfunctions, allowing efficient monitoring of streetlight status by the AMATA Command Center (ACC) security personnel.

Project performance



Benefits to the Company

- Reduced the workload of central maintenance and patrol staff, from previously using 12 patrol officers to only 1 officer for inspection.
- Reduced the inspection time for streetlight operations from 2 hours per session to 10 minutes.
- Decreased labor costs for patrol officers from 518,400 baht per year to 3,600 baht per year.
- Decreased expenses for the maintenance of streetlight systems from 160,817 baht per year to 133,817 baht per year.
- Decreased fuel consumption for streetlight inspection vehicles from 932 liters per year to 0 liters per year, resulting in a savings of 33,888 baht per year.

Benefits to AMATA's Customers

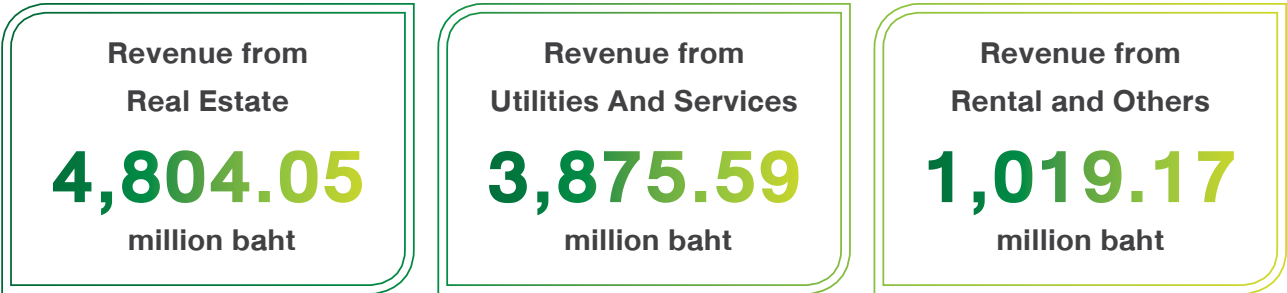
- Reduced customer complaints regarding street lights being out or not bright enough for normal operation by 100%.
- Decreased the number of road accidents caused by insufficient street lighting or street light outages by 100%.

Benefits to the Environment

- Reduced unnecessary electricity loss and leakage from the electrical system by 10% from the original consumption of 156 MWh (street lights, 511 lamps) to 140 MWh.
- Reduced greenhouse gas emissions from fuel energy use (scope 1) and electricity consumption (scope 2) by 9.5 tons of carbon dioxide equivalent.

Economic Performance

In 2023, the Company recorded total revenue of 9,698.81 million baht, marking a 20.49% increase from 2022. However, its net profit was 1,884.76 million baht, reflecting a 19.50% decrease compared to the previous year. The revenue structure is composed of three parts: property sales generated 4,804.05 million baht, utilities and services contributed 3,875.59 million baht, and leasing and other activities accounted for 1,019.17 million baht.



In 2023, various factors contributed to the increased real estate purchases. These included significant advancements in infrastructure and government policies aimed at reducing transfer and mortgage fees (effective from 1 January 2023). Moreover, there was a surge in demand from customers as the world recovered from the COVID-19 pandemic. Despite the pandemic not being fully resolved, the situation gradually improved as countries reopened and most social distancing measures were lifted, leading to a rise in international travel and a return to normalcy. Driven by the Company’s dedication to meeting customer and stakeholder needs, initiatives such as developing smart cities in the Eastern Economic Corridor to international standards, expanding environmentally-friendly industrial city projects to CLMV countries, and continuous innovation and improvement of products and services through innovative management processes. As a result, a 66.77% increase in the Company’s revenue from real estate sales compared to 2022 was primarily due to the increased transfer of land both domestically and internationally and the expansion of its projects. The growth in real estate development also led to a 38.37% rise in revenue from utilities and services compared to 2022. However, revenue from ready-built factories for rent and other sources declined by 56.96% compared to 2022. This decline was due to the sales of ready-built factories for rent in Vietnam, with 2 sold in 2023 and 24 sold in 2022.

Building Better Customer Experience



Material topic:



Customer experience

Level of Impact: **Critical**

Risk

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.

Opportunity

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.



2023 Target



2023 Performance

AMATA City
Chonburi

AMATA City
Rayong

Customer Satisfaction Scores
Results from the survey conducted by
the Industrial Estate Authority of Thailand

Exceed 90%

94%

92.6%

Proportion of Customer Complaints
resolved by 2023

100%

100%

Management Approach

Adhering to the “ALL-WIN” principle, the Company always prioritizes its customers, especially those operating factories in the AMATA industrial estates, as their success helps sustain the Company’s long-term economic growth. The Company is committed to fostering customer engagement and implementing effective customer relationship management practices to cultivate engagement and trust, viewing customers as partners in business success and growth.

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 growing and achieving business success together. In 2023, even though it was still under the COVID-19 pandemic situation, the Company kept implementing activities to build good relationships with its customers as follows:

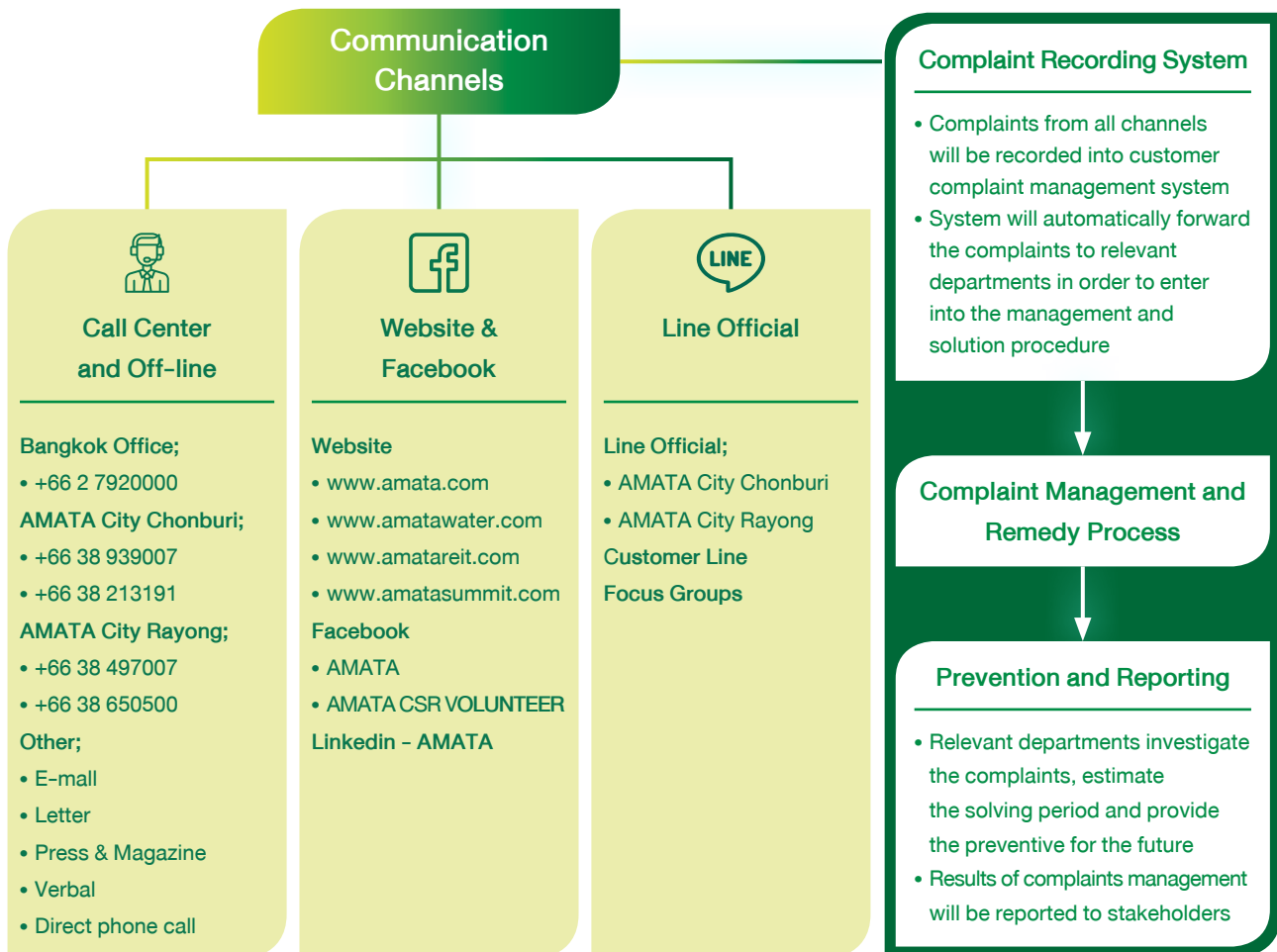
Activities	2023 Performance	
	No. of Activities	No. of Participants
1. Meeting between the Company and customers		
● AMATA Japanese Society	26 meetings	200 companies
● HR Association of AMATA City Chonburi: HRA	9 meetings	325 companies
● AMATA City Chonburi Safety and Environment Group (ASEG)	no meeting was held in 2023	-
● AMATA City Rayong Management Group (ACMG)	10 meetings	98 companies
● Waste management meeting	1 meeting	300 companies
● Water management meeting	2 meetings	350 companies

Activities	2023 Performance	
	No. of Activities	No. of Participants
2. Activities with customers to build community engagement		
• CSR AMATA City Chonburi	31 activities	262 companies
• CSR Volunteer AMATA City Rayong	23 activities	108 companies

Customer Complaint Management

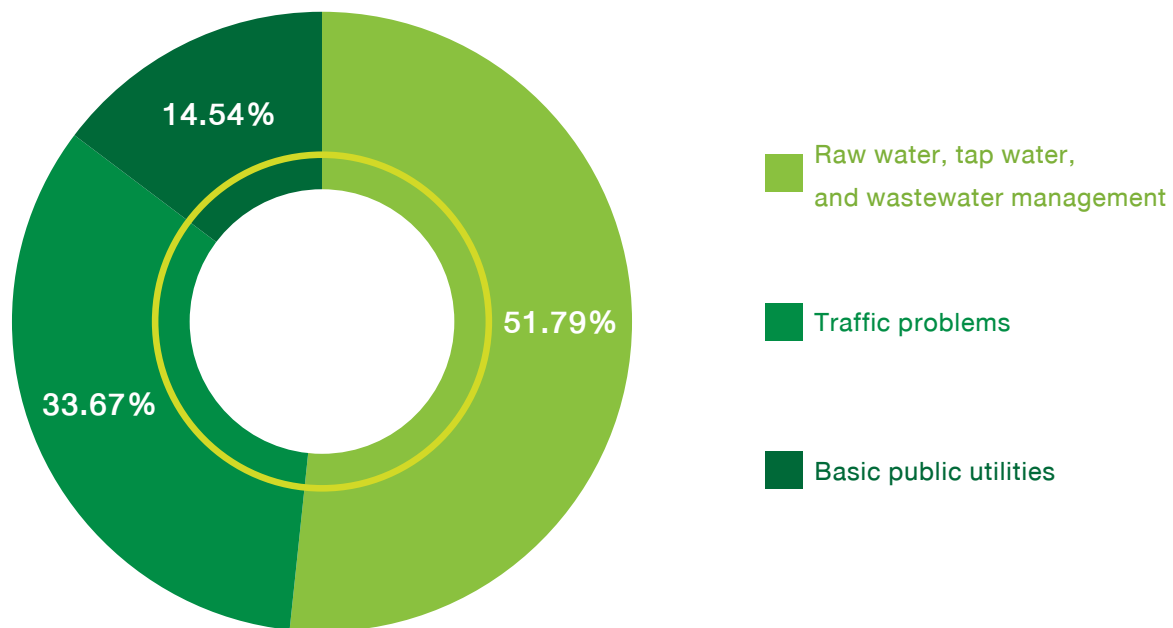
The Company has provided various easy-access channels for receiving customer complaints and developed a Customer Complaint Management System in accordance with the ISO 14001: 2015 standard for its customers to inform the Company directly and receive resolutions within the specified period.

Customer Complaint Management Process



In 2023, the Company received 392 complaints regarding public utilities and services. Among these, 203 complaints pertained to issues with the raw water, tap water, and wastewater management systems, accounting for 51.79% of the total complaints. Coming next were 132 complaints related to traffic problems and 57 complaints concerning basic public utilities, representing 33.67% and 14.54% of the total complaints, respectively. All complaints (100%) have been resolved, and customers have been notified accordingly.

2023 Customer Complaints



Customer satisfaction

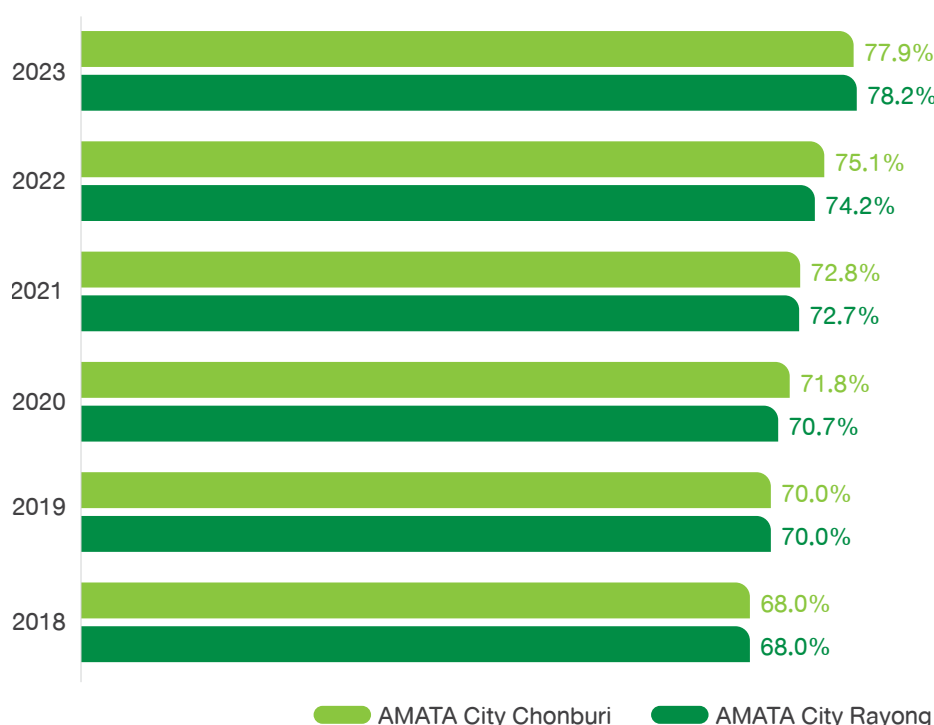
The Company conducts a customer satisfaction survey annually through questionnaires and direct interviews with the Company's staff. The Company also held a meeting with high-level executives of factories and entrepreneurs in each industry to learn about the changing trends in customer needs in the future 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 46 industrial estates across Thailand.

In 2023, the Company set a customer satisfaction target of at least 90% based on the results of the Industrial Estate Authority of Thailand's survey. The survey results, encompassing customer satisfaction scores, issues, and suggestions from both the Industrial Estate Authority of Thailand and the Company, were presented to the Company's management for further improvement of products, services, and operational procedures.

In 2023, the Company conducted a customer satisfaction survey in both AMATA Industrial Estates, covering 12 aspects related to products and services: 1. Water and wastewater management; 2. Roads, traffic signals, signs, and streetlights; 3. Safety and security; 4. Emergency preparedness and crisis management; 5. Public and green area management; 6. Waste management; 7. Telecommunication and internet services; 8. Industrial estate services to meet stakeholders' needs; 9. Land prices, rents, utility charges, and maintenance fees; 10. Company employee services;

11. Communication channels and activities; and 12. Environmental management systems within the industrial estates. The customer satisfaction scores for AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate were 77.9% and 78.2%, respectively, both representing an increase from 2022. Moving forward, the Company plans to enhance its customer relationship management processes by establishing more diverse and specific customer communities to closely monitor customer needs and expectations. Additionally, efforts are underway to improve the efficiency of complaint management processes to elevate product and service satisfaction levels. Issues and suggestions received from the 2023 customer satisfaction survey conducted by the Company are being addressed and developed to enhance future operations.

Customer Satisfaction Survey by AMATA (%)



Concerns or recommendations from 2023 customer satisfaction survey by AMATA

Company's Actions

1. Traffic management during rush hours, provision of assistance from security personnel, and maintenance of road conditions, including related equipment such as traffic signs and lights.

The Company has conducted regular road maintenance and related equipment repairs annually and upgraded road structures and traffic patterns to reduce congestion at problematic points. CCTV cameras and road safety equipment such as warning signs, traffic lights, barriers, and speed bumps have been installed. Additional measures have also been implemented in high-risk areas to prevent accidents. Furthermore, the Company provides monthly training sessions for security personnel and central monitoring staff, strictly enforcing traffic and parking regulations in industrial estate areas. The Company has also collaborated with local police officers to plan and adjust traffic management, aiming to alleviate rush-hour traffic problems.

Concerns or recommendations from 2023 customer satisfaction survey by AMATA

Company's Actions

2. Instability of internet network signals from the service provider.

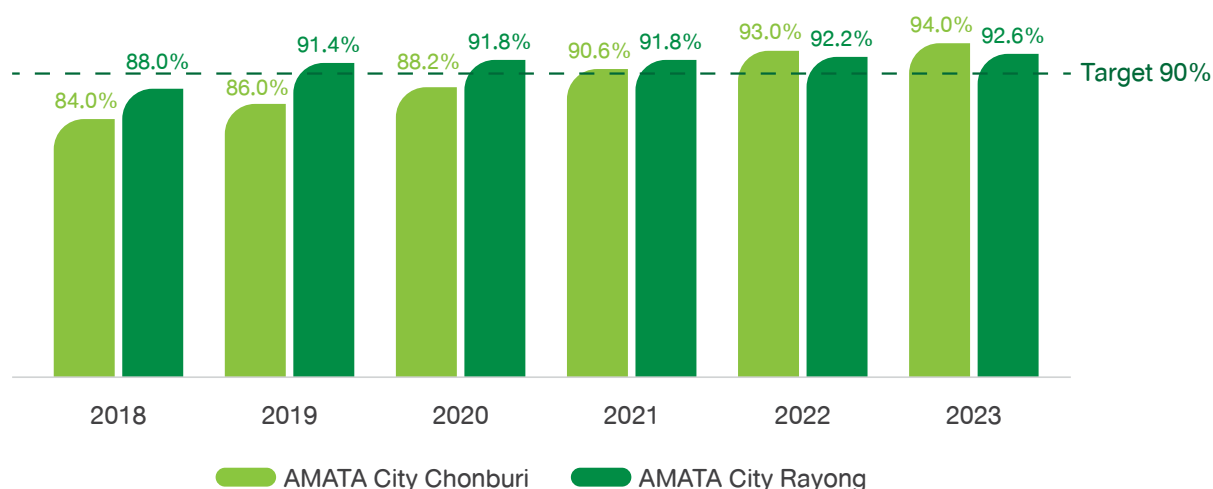
The Company has acted as a mediator and facilitated communication between customers and service providers to collaboratively resolve customer issues.

3. Relatively high maintenance fees and public utility charges, such as water supply and wastewater treatment fees. Additionally, services have not met customers' expectations, such as inadequate care for trees in the vicinity of customers' premises.

The Company has contacted customers to clarify the criteria and details regarding the maintenance fees and public utility charges to foster understanding of the Company's operations and improve service delivery to better meet customer needs. For example, increasing the frequency of tree maintenance and expediting the resolution of reported complaints.

The survey conducted by the Industrial Estate Authority of Thailand, which assessed customer satisfaction across 46 industrial estates nationwide in 2023, encompassed 7 aspects, including 1. Products and services; 2. Selling and rental prices, maintenance fees, water charges, and other charges; 3. Service points; 4. Communication channels; 5. Employee quality; 6. Service processes and procedures; and 7. Physical environmental conditions. It was found that the AMATA City Chonburi Industrial Estate received an average satisfaction score of 94%, and the AMATA City Rayong Industrial Estate received an average satisfaction score of 92.6%, both of which exceeded the Company's targets.

Customer Satisfaction Survey Result by the IEAT (%)



Employee Care, Development and Retention



Material topic:

Employee Development and Retention

Level of Impact: **Critical**

Risk

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.

Opportunity

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.

	2023 Target	2023 Performance
Employee Engagement Score	Exceed 74%	67%
Employee Turnover Rate	Below 10%	7.3%



Management Approach

The Company has established the **Human Resource Management Committee** as a strategic planning and monitoring mechanism, chaired by the Chief Executive Officer of AMATA Group and consisting of 13 members, including the Chief Marketing Officer, Chief Business Development Officer, Chief Finance Officer, Chief Technical Officer, Chief Administration Officer, Chief Executive Officer and Managing Directors of subsidiary companies. The Committee sets guidelines for employee care according to the rules, regulations, local laws, and international standards relevant to the Company's business operations, including the human rights principles. All employees are treated equally and fairly, with their rights 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.

The Company prioritizes effective human resource management, focusing on recruitment, support, retention, and development to meet employees' needs and expectations and foster strong engagement. The company has implemented a holistic approach to employee well-being, addressing both physical and mental health, leading to improved quality of life, enhanced work efficiency, and mutual growth with the company, resulting in sustainable business success.

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 2023, 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"> The Company has guidelines for recruiting staff that match the corporate culture, whereby every new staff member will have a chance to converse and interview with the Chief Executive Officer to evaluate the corporate culture fit.
2. Strengthen branding via online media to attract new generations	<ul style="list-style-type: none"> The Company has expanded communication channels through online social media, i.e. Facebook/AmataCorp and LinkedIn/AmataCorp to strengthen the corporate image and better access the new generations. The “Friends Get Friends” program has been implemented by the Company to incentivize employees within the AMATA group to recommend job candidates who align with the organizational culture to join the Company. The Company has organized an internship program that allows college students in Thailand to intern and learn work skills with the Company. In 2023, six students participated in this internship program.
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"> 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 2023, nine staff members have transferred to other functions within the Company.

In 2023, the Company had 59 job openings and was able to fill 46 of them, with a 78% success rate. As of 31 December 2023, the Company employed 301 people, with details as follows:

	2019	2020	2021	2022	2023
Total employees	268	269	265	277	301
New employees	44	35	27	41	46
Job Opening (Position)	57	55	36	57	59
Recruitment Rate (%)	77.2	63.63	75	72	78
(% Target)	(70%)	(70%)	(70%)	(70%)	(70%)

Employment of retired employees

The Company’s Retirement Policy permits retired employees to voluntarily recommence their employment. Given the Company’s cognizance that specific retired employees remain in good health, work efficiently, and can impart their professional expertise to younger cohorts, the Company proceeds to extend re-employment opportunities to retired employees, with annual consideration given to the suitability of the work demands and the retired employee. The re-employed personnel shall be duly compensated in accordance with the established policy and are entitled to benefits similar to those of other employees. In 2023, the Company had three retirees, and fourteen were rehired under the Retirement Policy.

Employee care

Employee Care Strategy (2023 – 2025):

Becoming Employer of Choice that offers a unique partnership for endless career growth opportunities.

Organizational Capability Building	Elevating Motivation	Employee Wellbeing
<ul style="list-style-type: none"> ● Future-proof Organization Design <ul style="list-style-type: none"> - Organizational Structure - Governance and Management Systems ● Skills-based Organization <ul style="list-style-type: none"> - Learning Journey - Boot Camp for Talents/Successors - Leadership Development ● Career Pathing 	<ul style="list-style-type: none"> ● Rewards & Recognition <ul style="list-style-type: none"> - Market Competitive Remuneration - Employee Recognition - Employee Referral ● Effective Communications <ul style="list-style-type: none"> - Townhall - CEO Day - Staff Meeting - Welfare Committee 	<ul style="list-style-type: none"> ● Education <ul style="list-style-type: none"> - Scholarship - Language training ● Health & Wellbeing <ul style="list-style-type: none"> - Healthcare (Vitamin, Sport club, Health insurance) - Mental health (Employee Counselling Program) ● Occupational safety ● Workplace Facilities <ul style="list-style-type: none"> - Recreation Room - Ergonomics (stand-up, sit-down, lie-down)

Welfare Provision and Employee Care

The Company provides additional welfare and benefits 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, annual influenza vaccination, loans, and various types of financial support, 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 2023, the Company revised its medical welfare (group insurance) for in-patient cases in hospitals by increasing medical benefits, effective from 1 January 2023, onwards. Additionally, the Company has also extended health insurance plans for family members of employees.

The Company has 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 intending to promote a 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 159 members, accounting for 52.8% of the total number of employees in 2023. 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 the COVID-19 pandemic

Employees are critical to the operation of any successful organization. Ensuring the safety of employees and mitigating the risk of infection amidst the COVID-19 pandemic are the primary objectives of the Company. As a result, the following measures have been implemented by the Company to ensure the health and safety of its personnel:

Promotion of technology utilization: In 2023, the Company continued to allow some employees to work from home to reduce the risk of spreading infections in the office by utilizing online systems for work, meetings, workshops, and customer meetings. It was found that working proceeded smoothly, reducing meeting times, decreasing office visits, and enhancing satisfaction among both employees and customers.

Employee Safety and Welfare: Since the outbreak of COVID-19 in the year 2020, the Company has consistently prioritized the well-being of its employees. In the event that an employee contracts an infection, it is mandatory to report it to the Company. Following this, face masks and fundamental medication will be delivered directly to the employee's residence by the Company. Furthermore, a dedicated team of nurses is accessible to offer preliminary health advice and guidance via the LINE application.

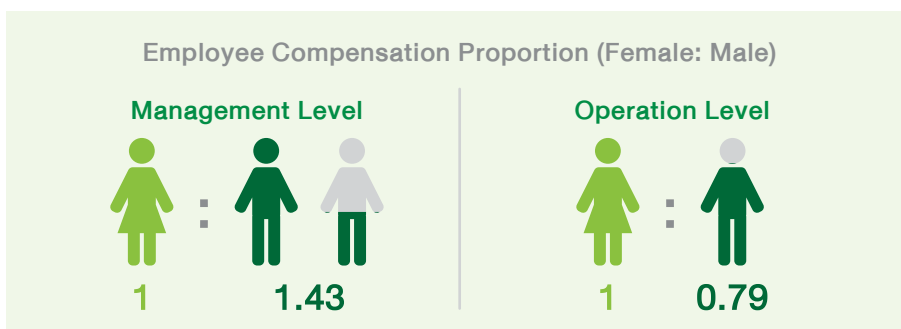
Communication: The Company has consistently facilitated online employee meetings to disseminate critical preventive measures, disease knowledge, and self-protection advice through a medical professional, as well as the quarterly meeting of top management with employees.

Employee Performance Evaluation and Remuneration

The Company allows employees to participate in developing their work plans and performance targets together with their supervisors to be consistent with the department and the corporate KPIs. Employee performance evaluations are conducted twice a year, at mid-year and year-end. This allows supervisors and employees to have two-way communication and discussion on how to improve work efficiency while enhancing a good working relationship. This is an important method for increasing employee commitment to the Company and a key tool for driving the Company toward its goal. In 2023, all employees and executives within the organization (100%) were evaluated based on three categories:

- 1) Performance evaluation using Key Performance Indicators (KPIs) is an effective tool for driving performance management processes. It allows employees and supervisors to collaboratively set goals and track progress.
- 2) Assessing work behavior based on the Company's shared characteristics (AMATA DNA), which represent the core competencies and expected behaviors of the Company. It is believed that by having employees who embody these shared characteristics, the Company can effectively pursue its vision, mission, and strategy.
- 3) Career development evaluation identifies both strengths and areas that need further development for the employees. A one to three-year employee development plan is also collaboratively 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

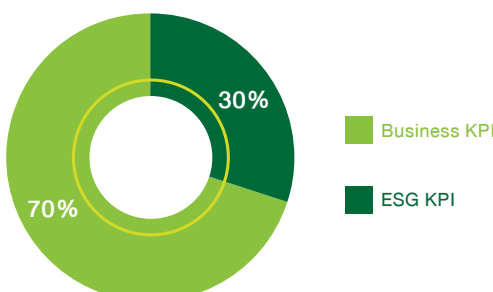
The Company sets the performance evaluation for senior executives twice a year, and the evaluation result for each individual senior executive will be considered to determine their annual remuneration. The senior executives will be assessed on their achievement of their KPIs that are consistent with 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 criteria for evaluating the performance of senior management to be more precise and aligned with the company's strategies and directions. This includes setting performance indicators for all senior managers in line with the goals of the long-term strategic plan for 2030 and aligning with Corporate KPIs, using a Balanced Scorecard approach that includes non-financial metrics such as contributions to talent acquisition and retention, talent development, essential skills enhancement, and striving for carbon neutrality goals, as well as leveraging technology and innovation to improve work processes and drive the Company's business growth.

Performance Evaluation and Remuneration of Chief Executive Officer

The Nomination and Remuneration Committee is responsible for evaluating the performance and compensation of the Chief Executive Officer as a guideline. Even if the current CEO declines to accept such compensation, performance indicators are determined through mutual agreement between the Board of Directors and the CEO. These indicators encompass operational activities to achieve business objectives, weighted at 70%, along with sustainability (ESG) goals, weighted at 30%. ESG indicators include various aspects such as reducing greenhouse gas emissions both directly and indirectly, the number of environmental law violations or significant fines, the number of fatalities from road accidents within industrial estates, customer and community satisfaction scores, incidents of corruption, and cybersecurity-related incidents such as data leaks or cyberattacks. In terms of compensation, a survey has been conducted to access salary adjustment rates and executives compensation benchmarks within the industry. The remuneration proposal is then reviewed by the Nomination and Remuneration Committee, which will be submitted to the Board of Directors for approval.

Example of Performance Indicators of the Chief Executive Officer

Business KPI		ESG KPI	
Performance	<ul style="list-style-type: none"> Revenue and Net Profit Earnings per share and dividends Debt to equity ratio (D/E ratio) Enhancing the proportion of recurring income and expanding it further through innovative products and services 	Environment	<ul style="list-style-type: none"> Greenhouse gas emissions (Scope 1 and Scope 2) reduction Proportion of renewable energy usage Landfill waste disposal proportion Resources utilization efficiency raw surface water consumption proportion Number of environmental law violations or significant fines
Strategic	<ul style="list-style-type: none"> Industrial Estate and Real Estate Development Smart City Development Climate Change Risk and Opportunity Management Long-term Competitiveness Enhancement and Revenue Generation 	Social	<ul style="list-style-type: none"> Employee engagement score Succession planning readiness for organizational growth alignment with the strategic plan Employee's Lost Time Injury Rate (LTIR) Road accident fatalities within the industrial estate Customer and community satisfaction scores
 <p>70% Business KPI</p> <p>30% ESG KPI</p>		Corporate Governance	<ul style="list-style-type: none"> Number of significant complaints regarding corporate governance Number of violations related to economic, social, and environmental laws Number of corruption cases Number of incidents related to the Company's data breaches or cyberattacks

Employee Development

The Company recognizes the importance of nurturing the potential, knowledge, and skills of its employees across diverse professions and roles. This preparation is essential for addressing future business opportunities and challenges and for steering toward a high-performance organization. To support this, the Company has introduced the “AMATA Learning Journey,” a development framework based on the Company’s core competencies. Additionally, “Learning Solutions” have been implemented to encourage self-development among employees at all levels, fostering behaviors that align with the Company’s expectations.

Strategic Aspirations 2023–2025: Human Resource



Learning and Development Strategic Roadmap 2023–2025



Learning and Development Strategic Goals

- Enable success of strategic priorities 2023 through competencies development of successors and talents
- Create long-term leadership pipeline to enhance competitiveness
- Leverage technological advancement for personalized learning

Success Indicators

- Continuous program to develop competencies required by successors and talents to implement Strategic Projects
- Structured execution of Leadership Development Plan
- Rotation according to Career Path
- Implementation of HR Information System interface with digital learning platforms

In 2023, the Company provided a training course on ‘How to Create Your Own Effective IDP (Individual Development Plan)’ to employees at all levels, based on the 70:20:10 Learning Model. This involved guiding supervisors and subordinates in discussing and planning their development and addressing any skill gaps. As a result of the training, 45% of employees completed their IDPs. Additionally, the Company analyzed the data on employees’ basic knowledge needs to determine the training requirements for the following year.



The Company has developed the “AMATA Leadership Development Program” for first-line, mid-level, and senior-level managers. The program aims to cultivate future leaders with essential leadership qualities, knowledge, and skills. This initiative aligns with the criteria for key positions’ successors, enabling the Company to maintain sustainable growth and a competitive edge. The Company expects the curriculum development to be completed in the first quarter of 2024 and to start development according to the goals. The main objectives of curriculum development are:

1. Foster understanding and awareness of business integration, the impact of each unit, and readiness for change.
2. Develop skills, concepts, utilization of management tools, technology, and efficient team management.
3. Cultivate attitudes to prepare for advancing to higher-level positions.

AMATA Leadership Development Program

- Transformational Leader Program for Senior Management/Executive
- The Great Leader Program for Middle Manager
- Ready Together Program for First-line Manager

Rising Star Program

The Company has initiated the 'Rising Star' program to pinpoint employees with outstanding abilities and high potential, intending to nurture them and cultivate new leaders for the Company's future expansion and sustainable growth. The Company has established selection criteria aligned with its business strategy, delineating five talent potential factors to serve as primary considerations in evaluating and screening future leadership prospects.



"AMATA Rising Stars" program was designed to identify and cultivate high-potential employees. This program aims to support employee development, mitigate the risk of talent shortage, and facilitate the Company's expansion plan. 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 priority to be considered for a succession plan. Since the inception of the Rising Star program in 2021, the Company has identified 3 additional employees as potential successors from the Rising Star employee group, bringing the total to 10 people.

Succession Plan

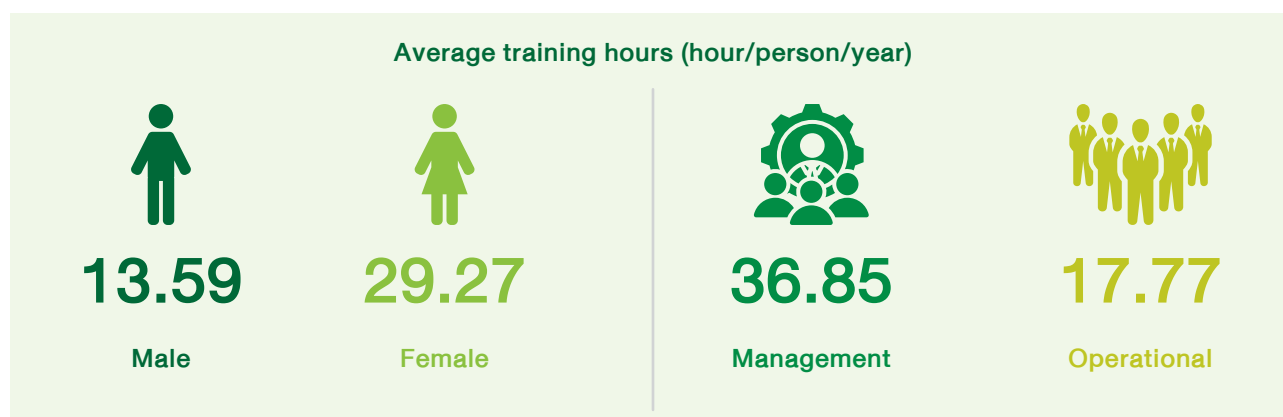
For business continuity and to be prepared for business expansion, the Company has recruited and developed successors to replace the high-level executive who is in a significant position and close to retirement or exposed to other risks that may cause the discontinuity of business. Priority is given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

In 2023, a succession plan was developed, covering 65% of senior management positions and focusing on internal high-potential candidates. This plan aims to prepare individuals to take on leadership roles within the organization or assume managerial positions, replacing those executives set to retire within the next 1-3 years.

In 2023, the Company assigned strategic projects to two groups of employees: successor candidates and Rising Star employees. This allowed them to learn new skills and tasks beyond their regular responsibilities, with a cross-functional work approach. They were also enrolled in the Business & Leadership Development Boot Camp, Batch 1. These assignments aimed to enhance their knowledge, concepts, and skills in project management and business management tools that are essential for navigating a rapidly changing world and advancing toward sustainability.

The program was designed to develop leadership and team management skills in middle management which act as the Company's strategic key drivers. The employees gained an understanding and utilization of data and digital tools in business operations, as well as practiced storytelling skills to build trust and confidence among stakeholders, which is crucial for achieving the Company's business objectives. A total of 37 employees were enrolled in the six-month program, which was scheduled to take place in early 2024. The Company aimed for at least 80% of employees to complete the training program, which included both digital learning and on-site workshops.

In 2023, 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 80.95% of all employees participated, for a total average of 20.56 training hours per person per year; the management level received an average of 36.85 training hours per person per year, and the operational staff received 17.77 training hours per person per year.



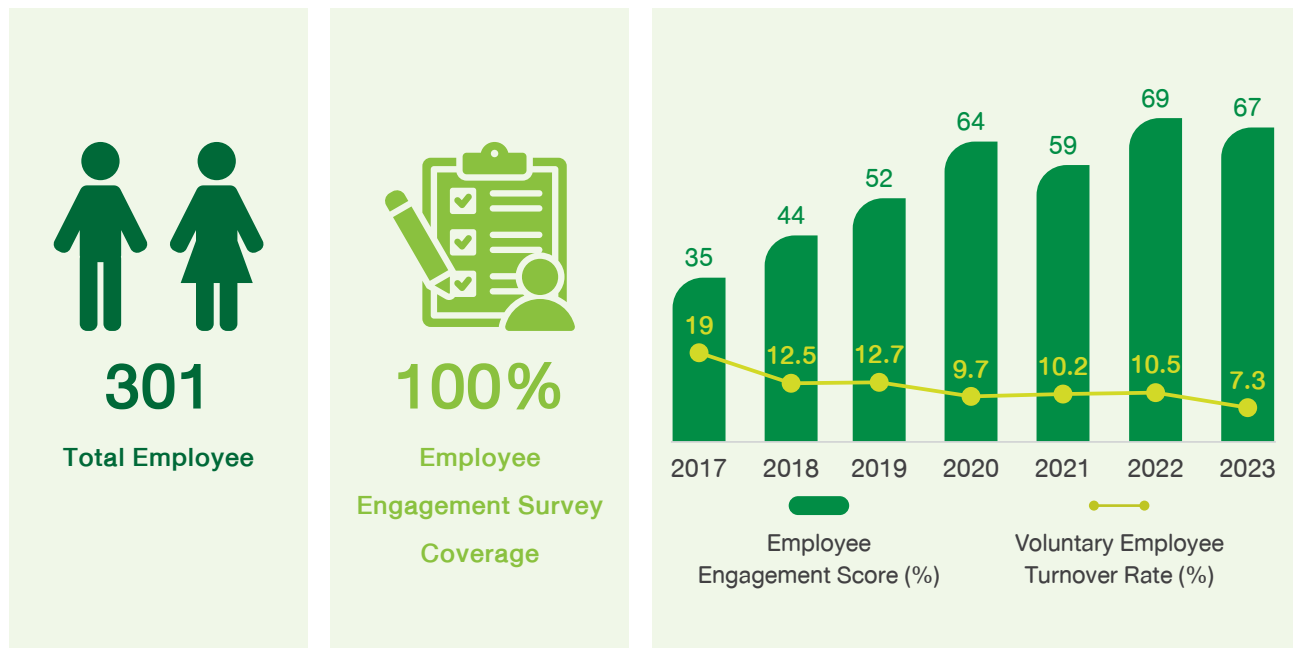
Employee Engagement

The Company conducts an annual employee engagement survey to measure the level of engagement among employees. This includes their interests, expectations, feedback, suggestions, and any complaints they may have. The Human Resources Management Committee is responsible for developing and enhancing employee care programs and initiatives. The results of these efforts are then reported to high-level management and company board meetings. The Company has informed the employees about the results of employee engagement survey 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 2023, the survey results showed that the average employee engagement score was 67%, which was a decrease from the previous year and below the target of 74%. Career development initiatives are suggested by the employees, such as creating career paths to retain talented individuals in the long term, adjusting job values and salary structures to align with the Company's changing structure and job characteristics, and developing various systems for digital transformation. Plans were also made to enhance the employee experience to foster long-term satisfaction and positive experiences with the organization. The Company adjusted its employee care strategy for the years 2023-2025 and developed plans to better address employee concerns and interests.

The Company has set a target for the employee turnover rate not to exceed the industry average surveyed by the Personnel Management Association of Thailand, which is less than 10%. In 2023, the voluntary employee turnover rate decreased to 7.3%, meeting the target set and showing an improvement from 2022. Nevertheless, the Company will continue to develop employee care in all aspects, fostering greater participation and engagement to retain quality personnel as a vital asset for the Company's future.

	2018	2019	2020	2021	2022	2023
Corporate target on employee turnover rate (%)	10	10	10	10	10	10
Voluntary employee turnover rate (%)	12.5	12.7	9.7	10.2	10.5	7.3
Average turnover rate of the real estate and construction industry (%)	21.6	22.6	22.6	20	16	25



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

AMATA industrial estates connect to public areas of local communities, leading to a significant volume of people traveling within these areas. Additionally, numerous large industrial factories pose risks of accidents and emergencies such as traffic accidents, fires, and chemical spills. These incidents can have a significant impact on stakeholders such as employees, contractors, customers, and nearby communities. Besides the potential loss of life and property from accidents or emergencies, it could also affect stakeholders' trust in the Company.

Opportunity

Management with a commitment to becoming a 'Safety City, Smart City' helps 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, aiming to reduce the social impact caused by industrial estate operations.



2023 Target



2023 Performance

Number of lost time accidents of employees and contractors

0

1

Lost Time Injury Frequency Rate (LTIFR) case per million work hours

0

1.53

Number of road accidents in AMATA City Industrial Estates compared to 2022

Reduced by 50%

Increased by 7.33%

Number of road traffic fatalities in AMATA City Industrial Estates compared to 2022

Reduced by 50%

Reduced by 50%

Management Approach

The Company is committed to creating a safe environment in and around the industrial estate. It emphasizes compliance with relevant laws, preparedness in equipment and manpower for various emergencies, and safety promotion activities for employees, customers, contractors, and surrounding communities. The goal is to foster safety awareness, provide knowledge and understanding, and collaboratively build a safe society and confidence in the communities neighboring 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 incorporated modern technology into its safety management planning to further enhance the benefits to the Company across its operational areas.

Occupational Health and Safety of Employees

The Company places significant emphasis on ensuring compliance with relevant laws among its employees and instilling a culture of occupational health and safety practices throughout all levels of its executives and employees with the goal of reducing the lost time injury frequency rate (LITFR) to zero.

To achieve this goal, the Company has organized 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. Supervisors and employees collaborate to identify and assess these risks, including establishing 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 an 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 their supervisor and the safety officer immediately. The Company has established an investigation process to collaboratively identify the root causes and determine additional preventive measures to reduce the risk of recurrence.

3. Employee Health Promotion

- The Company has provided all employees with 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 requirements of each job.
- The Company has assessed 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 fire extinguishers, backup torches installed at emergency exits, and safety signs, etc.
- The Company has provided health check-ups for new employees since joining, the annual health check-up, support for medical expenses, and health consultations by the company's nurse for all employees (100%).
- 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 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.
- The Company collaborated with Siriraj Piyamaharajkarun Hospital (SiPH) to organize the "AMATA Health Day" activity, aiming to raise awareness among employees about the importance of maintaining good health to prevent diseases. The activity included a lecture on "Taking Care of Yourself Easily, Keeping Away from Fat and Diabetes" by a gastroenterologist, as well as Bioelectrical Impedance Analysis (BIA) body composition measurements to receive health care recommendations from nutritionists.

4. Employee Occupational Health and Safety Training

- The Company has organized the annual basic firefighting training and fire evacuation drill to ensure that all employees are well-prepared to handle emergencies and learn the skills required for basic fire suppression, proper safety practice during a fire, data recording procedures, assessment of the time spent for evacuation, and communication efficiency during the incidents, as well as informing the summary of training results to the participated employees.



In 2023, an employee of the Company experienced a work-related injury that led to their absence from work. As a result, the Lost Time Injury Frequency Rate (LTIFR) for employees was 1.53 cases per million working 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 2023, 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, safe forklift car driving for the contractor's workers working in the Company's area, basic firefighting and fire evacuation training, and drills.

In 2023, none of the contractors' employees were found to have had 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 cases per million work hours.

Emergency Management in AMATA Industrial Estates

The Company has emphasized the importance of the safety of customers operating in AMATA Industrial Estates, either in common areas or in the effective management of emergencies. 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 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 training services in both theory and practice on safety, occupational health, and a 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 safe areas with occupational health and working environment required by the law so that the employees working in the establishments can perform properly in case of having fire in their workplaces.

In 2023, the Company suppressed 20 fire incidents for its customers in both industrial estates. Furthermore, the Company has 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 737 classes and a total of 110,764 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 2023 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.



- The Company, in collaboration with the AMATA City Management Group (ACMG) in Rayong, organized a training session on “Professional Management of Occupational Health and Safety” for association members. The training was provided to factories located within the AMATA City Rayong Industrial Estate to enhance skills, and knowledge, and promote effective workplace safety management within the factories.
- The Company, in collaboration with the Occupational Safety and Health Division of the Department of Labor Protection and Welfare, organized a seminar on “The Safety of Portable Fire Extinguishers” for customers in both AMATA Industrial Estates. This seminar aimed to promote knowledge and understanding of the correct and appropriate use of portable fire extinguishers, as well as reduce the risk of accidents from their use.

Road Safety in AMATA Industrial Estates and Public Roads in the Surrounding Areas

Both AMATA Industrial Estates have more than 1,321 factories and tenants, with approximately 295,000 people working in these areas and over 955,857 residents in the surrounding communities. According to a survey on the negative impacts resulting from business operations, road safety, and traffic congestion emerge as major concerns for all key stakeholder groups. This is due to the layout of the AMATA Industrial Estates, where multiple public roads intersect with the estate roads, directly affecting factory owners, employees, and community members commuting through the area, resulting in traffic congestion and road accidents.

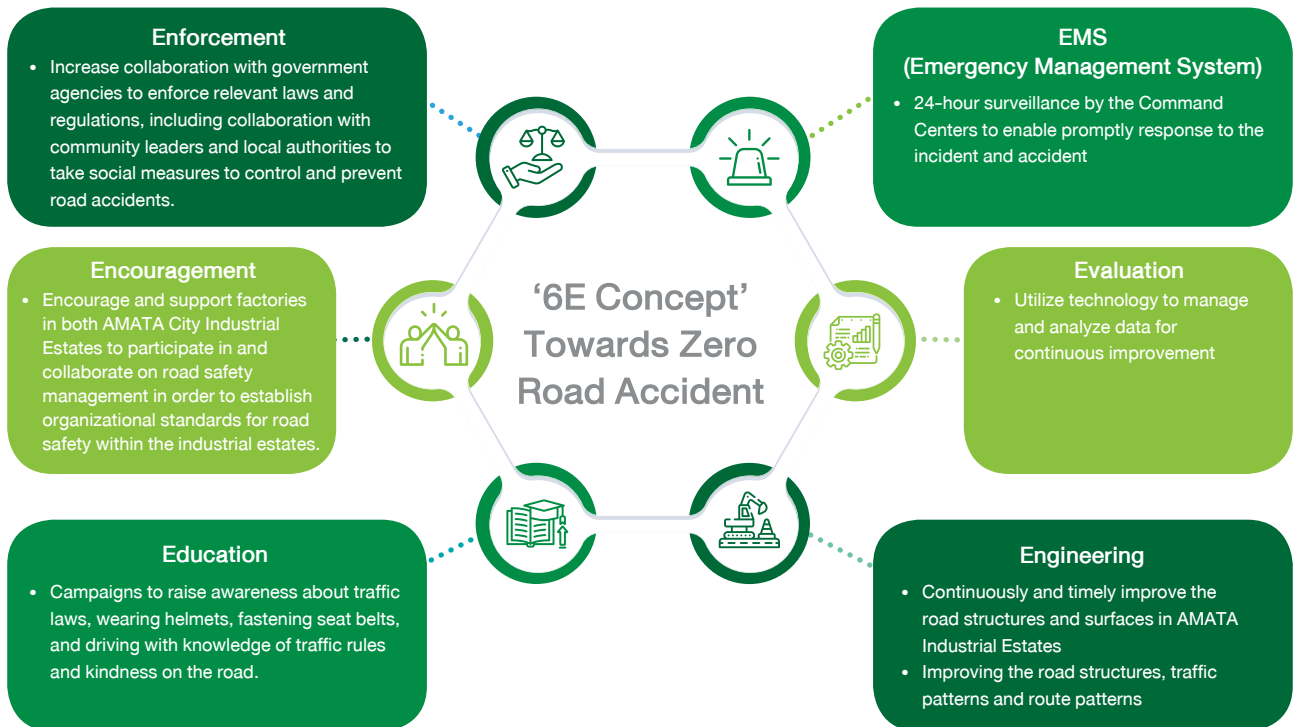


The results of the road usage survey within the AMATA Industrial Estate in 2023 revealed that more than 119,400 vehicles were using the roads per day, consisting of 1,900 employee shuttle buses, 49,000 personal passenger cars, and 68,500 motorcycles. This resulted in traffic congestion during rush hours within the industrial estate and on public roads in the surrounding communities. Additionally, there were statistics on fatal road accidents, with the number increasing steadily from 2015 to 2017, reaching a peak of 15 fatalities in 2017.

The Company has therefore set a target to implement road safety measures to reduce all types of accidents that occur within the AMATA Industrial Estate and reduce fatalities by 50% compared to 2022. The aim is to create a safe society to support the United Nations' Sustainable Development Goals (SDGs), specifically Goal 3, Target 3.6, which aims to reduce the number of deaths and injuries from road traffic accidents by half. In 2023, the Company continued its activities to create a "Safety City, Smart City" and the "100% Helmeted Safety Organization" project, initiated in 2022, to address traffic and safety issues for commuters within the AMATA Industrial Estate and public roads in the surrounding areas.

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 the Decade of Action for Road Safety, which focuses on strict traffic control measures. 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.



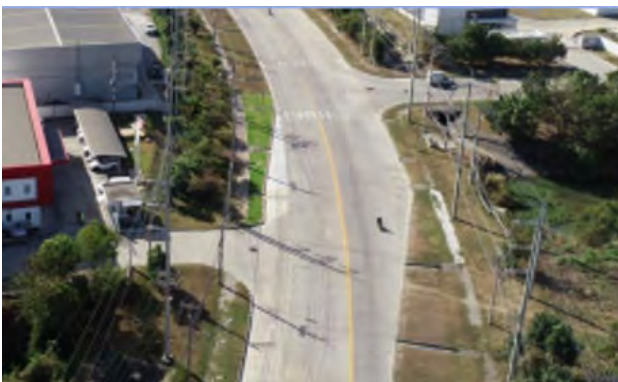
Engineering : The Company has continuously and timely improved the road structures and surfaces in AMATA Industrial Estates, including by providing Line Official channels: @AmataCityChonburi and @AmataCityRayong for check-in and giving information about the location where the traffic surface condition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

Besides, the Company also collected the statistics of accidents in the past five 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 2023, the Company utilized analyzed data to develop corrective measures, modifying traffic patterns in specific high-risk areas within the AMATA City Chonburi Industrial Estate during peak rush hours from 06:30 to 08:00 in order to help alleviate traffic volume and reduce congestion. For example, at the Kubota Roundabout, the Company adjusted the mandatory left-turn lane pattern throughout, prohibiting right turns into the roundabout, to prevent obstruction of through traffic. Additionally, vehicles intending to turn into side streets were directed to use the parallel canal road instead of entering the main road, and so forth.



The AMATA City Rayong Industrial Estate conducted activities to reduce the risk of accidents and enhance safety within the industrial estate. This was achieved through road structure improvements, traffic pattern adjustments, and the additional installation of safety signs.

- Improved dangerous roads at four locations by widening traffic lanes at the sharp bends.



- Trial installation of roundabouts at the intersections of roads G1-M1 and H1-H2-H3.



- Installed barriers in high-risk areas, at the three-way junction in front of Yokohama Tire Manufacturing (Thailand) Co., Ltd., and at the U-turn point in front of Cardinal Health 222 (Thailand) Co., Ltd.

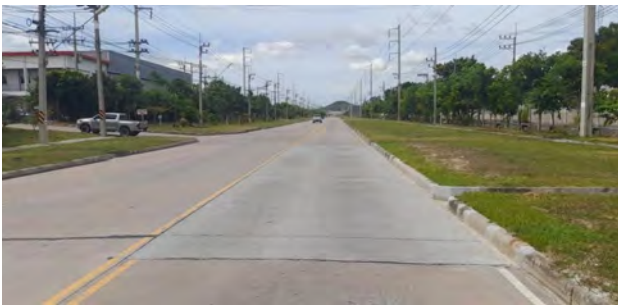


- Improved road markings for better clarity at high-risk junctions.



- Installed 5 additional speed bumps.

Furthermore, enhancements have been made to the road surfaces, including painting speed bumps and traffic lane dividers and installing more visible warning signs and safety symbols. These efforts promote safety for road users and aid in reducing 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.



1. Campaign signs for helmet safety



2. Online promotion for helmet safety



3. In-house helmet use training

The Company created 25 promotional signs encouraging the use of safety helmets by employees and external individuals commuting within the industrial estate. Moreover, promotional activities have been conducted through the company's website, display screens, Line, and Facebook more than three times per week.





The Company's security and traffic control officers warn commuters without safety helmets and provide knowledge on road safety to the people who commute on the industrial estate's roads, including employees and contractors of the company who use motorcycles for work or patrol duties.

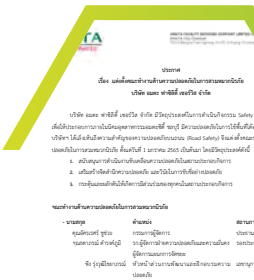
Encouragement : The Company has promoted and supported factories in both AMATA City Industrial Estates and related parties, including local government offices, hospitals, rescue teams, and clubs surrounding the industrial estates, to cooperate and work together in road safety management. In 2023, the Company organized a network meeting for emergency response, road safety, and the surrounding areas of the industrial estates to express opinions on collaborative development.



The Safety Promotion Project collaborated with 15 factories within the AMATA City Rayong Industrial Estate to spearhead various activities. It commenced with a slogan contest for prize incentives, and the chosen slogans will be utilized to produce road safety signs. These signs will be installed within the AMATA City Rayong Industrial Estate, along with other planned activities.



Furthermore, the Company has appointed a Safety Helmets Promotion Committee and announced this to relevant personnel and all related departments.



**Appointed
safety officers**



**Raised employee
awareness**



**Raised public
awareness**



**Commuting employees
wear safety helmets**

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 established a Traffic Solving Committee (TSC) consisting of representatives from government agencies, police traffic officers, local leaders, and factory representatives. The committee collaborates to determine measures for safe driving and road use within the AMATA City Industrial Estates. They create an implementation plan and seek input from relevant stakeholders. In 2023, the Traffic Solving Committee (TSC) did not hold meetings for both industrial estates but had an activity plan, conducted the activities, and regularly followed up. This included authorizing police officers to establish checkpoints within the industrial estate for traffic discipline and law enforcement. Additionally, the committee issued letters requesting cooperation on traffic discipline and conducted promotions for business operators within the AMATA City Chonburi Industrial Estate. They also announced the traffic discipline control zone, which includes enforcement measures such as fines, seizure, and removal.



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เลขที่ AFS.23/039 วันที่ 8 มีนาคม 2565

เรื่อง ขอความร่วมมือในการปฏิบัติตามวินัยจราจร
เรียน กรรมการผู้จัดการ
โรงงานนิคมอุตสาหกรรมอมตะนคร
สิ่งที่ส่งมาด้วย แผนที่แสดงเขตควบคุมวินัยจราจร

เนื่องจากขณะนี้การจราจรภายในนิคมอุตสาหกรรมอมตะนครมีปัญหาดังกล่าว และมีความเสี่ยงต่อการเกิดอุบัติเหตุทางถนน บริษัท อมตะ ฟาซิลิตี้ เซอร์วิส จำกัด จึงได้ร่วมกับคณะกรรมการจัดการจราจรอมตะนคร จัดทำโครงการ "ปฏิบัติตามวินัยจราจร" เพื่อลดปัญหาการจราจรติดขัด ในพื้นที่นิคมอุตสาหกรรมอมตะนคร เนื่องจากจำนวนรถที่ประกอบและการจอดรถส่วนบุคคลมีปริมาณเพิ่มมากขึ้น เพื่อเป็นการลดความเสี่ยงในการเกิดอุบัติเหตุทางถนน จึงขอความร่วมมือผู้ขับขี่รถทุกประเภทในพื้นที่ของนิคมอุตสาหกรรมอมตะนคร

ในการดำเนินการตามโครงการดังกล่าว บริษัท อมตะ ฟาซิลิตี้ เซอร์วิส จำกัด จึงได้ขอความร่วมมือจากท่านช่วยแจ้งให้พนักงานและผู้เกี่ยวข้อง อาทิ พนักงานขับรถรับ-ส่งพนักงาน, พนักงานขับรถส่งของ, พนักงานขับรถตั้งแต่ 10 ล้อขึ้นไป, ลูกค้าของท่าน และผู้มาติดต่อกับบริษัทของท่านให้ปฏิบัติตามวินัยจราจรอย่างเคร่งครัด

ดังต่อไปนี้

1. ห้ามจอดรถในพื้นที่ห้ามจอด
2. ห้ามรถบรรทุกตั้งแต่ 10 ล้อขึ้นไปเข้านิคมฯ ในช่วงเวลาช่วงวัน ตั้งแต่เวลา 06.30 - 08.00น. และเวลา 17.00 - 20.30 น.
3. ห้ามจอดในที่คับขัน
4. ปฏิบัติตามวินัยจราจรอย่างเคร่งครัด กรณีมีการฝ่าฝืนวินัยจราจร จะเรียกเก็บค่าดำเนินการ เป็นจำนวนเงินขั้นต่ำ 1,000 บาท (หนึ่งพันบาทถ้วน) และ เมื่อพร้อมข้อมูลผู้กระทำผิดกฎจราจร ให้บริษัทอื่นๆ ในนิคมอุตสาหกรรมอมตะนคร ได้ทราบโดยทั่วกัน บริษัทฯ มีความมั่นใจว่าถ้าทุกภาคส่วนให้ความร่วมมือตามมาตรการดังกล่าวข้างต้นจะทำให้การจราจรภายในนิคมฯ มีความคล่องตัวขึ้น
5. ผู้ขับขี่รถจักรยานยนต์และผู้ขับขี่รถสองล้อสามล้อ (กันมอเตอร์) ทุกครั้งที่ใช้รถจักรยานยนต์
6. ผู้ขับขี่รถจักรยานยนต์ห้ามขับย้อนศร

จึงเรียนมาเพื่อโปรดพิจารณาและขอขอบคุณเป็นอย่างสูงมา ณ โอกาสนี้

ขอแสดงความนับถือ

นายอัครินทร์ ชูช่วย
กรรมการผู้จัดการ
บริษัท อมตะ ฟาซิลิตี้ เซอร์วิส จำกัด

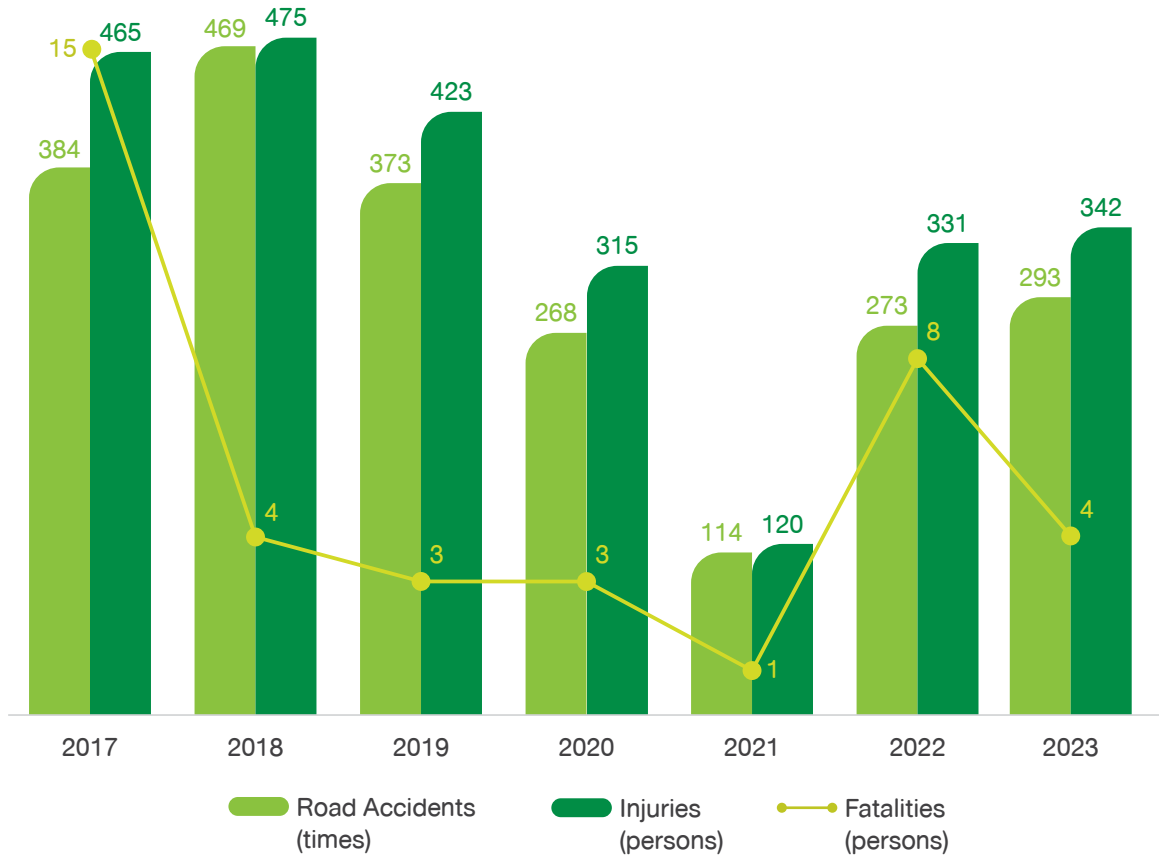
Emergency Management System (EMS) : Since incident suppression and response to accidents are considered important factors that help contain and reduce the risks if a road accident occurs, the Company established the Command Centers and installed 132 CCTV cameras at 81 locations in AMATA City Chonburi 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, enabling the Company to efficiently provide information management training to its security staff to record the data of accidents throughout the year and use the data to analyze the causes of accidents in order to design the systematic improvement method. In addition, the Company had planned to use Geographic Information System: GIS 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.

The performance result according to the 6E Concept in the “Safety City, Smart City” project revealed that in 2023, there were 293 accidents, resulting in 342 injuries and 4 fatalities. Although the number of accidents and injuries increased from the previous year, the fatality rate decreased by 50%, which is a significant reduction. The majority of the increased accidents were caused by speeding and driving under the influence. The Company advocates for discipline in driving and promotes safe driving behavior among commuters on both the estate’s roads and the adjacent public roads.

Road Accident Statistic at AMATA City Industrial Estates



As a result of its dedicated and continuous road safety efforts, in 2023, the Company won first prize for the “100% Helmeted Safety Organization” award from the Chonburi Provincial Road Safety Center.



Furthermore, the Company has also been awarded the Model Organization in Road Safety of the year 2023 from Road Safety Work Group in Provincial Level of Thailand (RSWGS) This program is financially supported by the Thai Health Promotion Foundation (ThaiHealth).



Safety around AMATA Industrial Estates

The rapid expansion of the surrounding communities due to the growth of the AMATA Industrial Estate has increased the fire risk due to the dense population. To address this, the Company has ensured readiness by consistently preparing both staff and equipment to assist the communities. Additionally, they have provided basic firefighting knowledge to schools and communities. In 2023, the Company's Emergency Response Center, staffed with legally trained firefighting and disaster relief specialists, responded to and extinguished fires in communities surrounding the industrial estate six times, with one incident occurring in the communities surrounding AMATA City Chonburi Industrial Estate and five incidents around AMATA City Rayong Industrial Estate. The Company covered all firefighting expenses, totaling 31,000 baht.

2023 Fire Extinguishing in surrounding communities	Community surrounding industrial estates (Chonburi/ Rayong)	Community	Distance from the industrial estate
Fire at an electric pole near Sawasdee Market	AMATA City Chonburi Industrial Estates	Market in Don Hua Lo Subdistrict, Mueang Chonburi District, Chonburi Province	800 meters (3 minutes)
Fire at the building of Wat Nong Yai Bu	AMATA City Rayong Industrial Estates	Surasak Subdistrict, Si Racha District, Chonburi Province	26 Km. (30 minutes)
Fire at Senior Aerospace (Thailand) Co., Ltd. building	AMATA City Rayong Industrial Estates	Nong Kham Subdistrict, Si Racha District, Chonburi Province	23 Km. (26 minutes)
Fire at Payont Marine Services Co., Ltd. building	AMATA City Rayong Industrial Estates	Bueng Subdistrict, Si Racha District, Chonburi Province	24 Km. (27 minutes)
Fire at the electrical pole and wires on Hang Kaew Road Soi 2	AMATA City Rayong Industrial Estates	Map Yang Phon Subdistrict, Pluak Daeng District, Rayong Province	7 Km. (16 minutes)
Fire at the workers' camp on Soi Fai Ta Jui	AMATA City Rayong Industrial Estates	Map Yang Phon Subdistrict, Pluak Daeng District, Rayong Province	5 Km. (10 minutes)

Community and Social Development



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 high-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. Additionally, it continuously supports the growth of the Company's customers in the long run.</p>

	2023 Target	2023 Performance
Community satisfaction scores surveyed by the Industrial Estate Authority of Thailand	Exceed 85%	<p>AMATA City Chonburi 94%</p> <p>AMATA City Rayong 87.4%</p>

Management Approach

Guided by the 'ALL WIN' philosophy, which has long been a cornerstone of its business operations, the Company aims to strengthen business growth alongside sustainable community and social development. To achieve this, it has established a key sustainability strategy that emphasizes cooperation between the Company, communities, industrial estate customers, and government agencies. Additionally, the Company has adopted the UN Sustainable Development Goals (SDGs) as guidelines for community development.

The Company has developed an operational framework for community development centered on forging strong relationships with the local community, one of its primary stakeholders. This strategy not only aims to foster understanding and confidence in the Company's operations but also to offer local citizens and other stakeholders greater access to its services. Additionally, the Company is committed to building a collaborative network with customers, suppliers, and various other entities to further enhance community and societal development.

The Company has established the Community Relations and Corporate Social Responsibility (CSR) Division, dedicated to advancing projects that fulfill its sustainable development objectives. This division oversees and monitors the progress of these community initiatives. Through a robust stakeholder engagement process, the Company has gathered insights of the local community's challenges, concerns, and expectations, integrating these vital perspectives into its strategic sustainability endeavors and targeted activities. The Company has crafted a management approach for social impact and community development, aimed at enhancing the quality of life, detailed as follows:

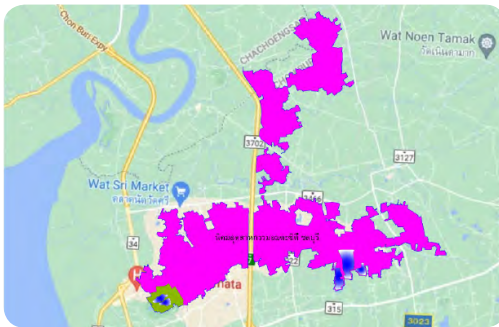






1. Identify Target Groups and Community Survey

Currently, the development of three 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 1.25 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 AND AMATA SMART CITY CHONBURI

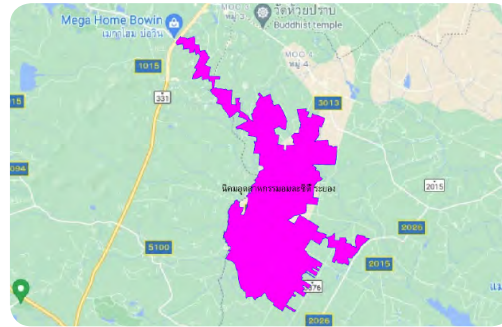
2 provinces	5 districts
31 subdistricts	236 villages







 27,828 Rais (44.52 sq.km.)	 210,000 Factory employees
 819 Factories and tenants	 734,957* People living within 5 km. radius

AMATA CITY RAYONG

2 provinces	4 districts
6 subdistricts	20 villages



 17,898 Rais (28.64 sq.km.)	 85,000 Factory employees
 502 Factories and tenants	 220,900* People living within 5 km. radius

*Information as of 31 December 2023

AMATA City Chonburi Industrial Estate and AMATA Smart City Chonburi Industrial Estate currently operate in the areas of over 44.5 square kilometers, covering the areas of 31 subdistricts in 5 districts in Chonburi and Chachoengsao Province. There are communities in 236 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 227,826 people (Source: Basic Information for Planning and Development of Chonburi Provincial Administration and Website of Municipality and Subdistrict Administration in Chonburi Province); however, the total population including the non-registered population relocated to work in these areas is approximately 734,957 people. The number of employees working in industrial factories in AMATA City Chonburi Industrial Estate as of 31 December 2023 was more than 210,000.

AMATA City Rayong Industrial Estate currently operates in the area 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 the project area, and approximately 100,805 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 220,990 people (Source: Official Statistics Registration Systems for the year 2023). As of 31 December 2023, the number of employees working in industrial factories within AMATA City Rayong Industrial Estate was more than 85,000.

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	2023 Performance
<p>The Committee for Surrounding Community Development – AMATA City Chonburi Industrial Estate</p> <p>comprising 97 representatives from public, government agencies and business sector.</p>	<ul style="list-style-type: none"> Building confidence of stakeholders in the Company's environmental management by disclosing the results of environmental supervision. 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. 	<ul style="list-style-type: none"> The Committees of both industrial estates had two meetings in 2023. The Committees of both industrial estates expressed satisfaction and confidence in the Company's environmental management in accordance with set standards. The Committee of AMATA City Rayong Industrial Estate expressed an interest in the traffic, wastewater management, and income distribution to the community.
<p>The Committee for Surrounding Community Development – AMATA City Rayong Industrial Estate</p> <p>comprising 29 representatives from public, government agencies and business sector.</p>		
<p>Eco-Green Network</p> <p>A working group formed to develop and link the operational network called "CSR+ECO+Environment & Safety+CG or Eco-Green Network" in AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate.</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"> Elevating and developing Eco-Industrial City for both industrial estates by creating five dimensional harmonies in physical, economic, environmental, social and management attributes. 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. 	<ul style="list-style-type: none"> 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 2023. A 2023 action plan and projects to develop an Eco-Industrial City concept for the industrial estates were discussed.

Committees	Objectives	2023 Performance
	<ul style="list-style-type: none"> Publicizing achievements of the Eco-Industrial City at AMATA industrial estates. 	<ul style="list-style-type: none"> The Eco-Green Network's working group of AMATA City Chonburi Industrial Estate expressed an interest, in particular, in community wastewater and waste management, traffic problems solving, and the use of alternative energy such as solar cell. The Eco-Green Network's working group of AMATA City Rayong Industrial Estate expressed particular interest in community income-generation occupation, health promotion, and educational support.

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.

In 2023, AMATA City Rayong Company Limited, in cooperation with SS Consultant Corporation Company Limited and local government agencies, held three public hearings in March and June 2023. The meetings took place at Chalerm Phrakiat Hall at Dok Krai Reservoir, Pluak Daeng District, Rayong Province; Sala Sang Suk (Ban Nong Rakam), Phananiikom Subdistrict, Nikhom Phatthana District, Rayong Province; and the meeting hall of Bo Win Subdistrict's Administrative Organization, Bowin Subdistrict, Si Racha District, Chonburi Province. The meetings invited people from relevant communities and local government agencies to join and listen to information about AMATA City Rayong Industrial Estate Extension Project Phase 6's environmental impact assessment guidelines and the preventive measures to address environmental impacts. This involved implementing measures to monitor environmental impacts and allowing the community comprehensive opportunities to provide their opinions. These efforts will benefit the project's progress. More than 1,000 representatives from local government agencies, the public, and the media expressed interest in attending these meetings.



According to the results of the 2023 survey on community attitudes and expectations conducted among various community committees, social impacts were divided into two significant issues that communities emphasized greatly: 1) traffic problems, and 2) community economic problems. Additionally, communities articulated their expectations for environmental stewardship, with a specific emphasis on wastewater management, waste management, and educational support.

4. Design Project/Activity to Respond to the Community

The Company has developed community development strategies and activities that align with the specific needs and expectations of each stakeholder group. These efforts are conducted in collaboration with the Company's customers operating in industrial estates, government entities, local authorities, and communities. This approach is structured around a five-dimensional community development framework that also supports the UN Sustainable Development Goals (UN SDGs). For 2023, the Company has set a community development goal to achieve a community satisfaction score of no less than 85% towards AMATA.



In 2023, the Company had implemented a total of 21 projects and activities with a social investment budget of 5.66 million baht (excluding donations). There were 42,624 participants in the activities, and more than 188,460 people directly and indirectly benefited from 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	819	6	502
Number of participated communities/factories	31	262	6	108
Percentage of participated communities/factories	100%	31.99%	100%	21.51%
Number of participants (persons)	34,179		8,445	
Social investment (million Baht) in 2023	3.785		1.875	

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

1st Dimension: Community Economic Development

The growth of industrial estates has both positive and negative impacts on the local community's economic system, such as income distribution, increasing demand for labor, or creating demand for goods or services, while urbanization raises the cost of living. Therefore, community economic issues are matters that communities expect the Company to manage, aligning with the Company's "ALL WIN" philosophy, which emphasizes community development alongside the growth of industrial estates. The Company employs strategies 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 that respond to the needs of the community, promoting sustainable job creation and income generation for stakeholder independence.

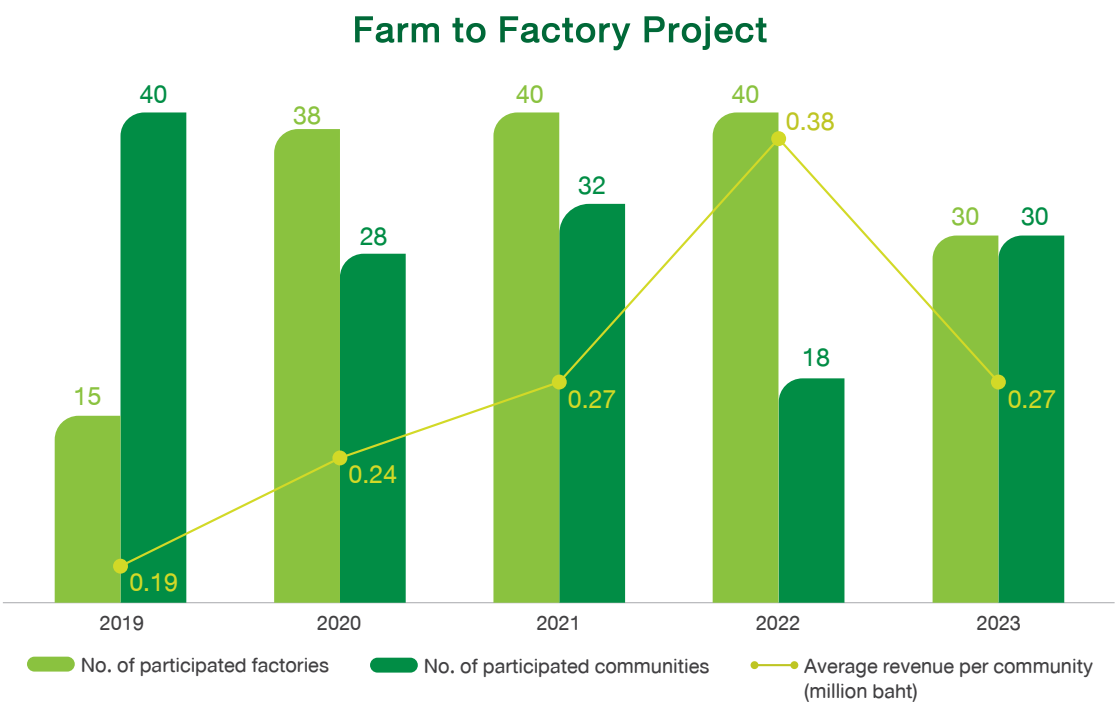
Farm to Factory Project



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.

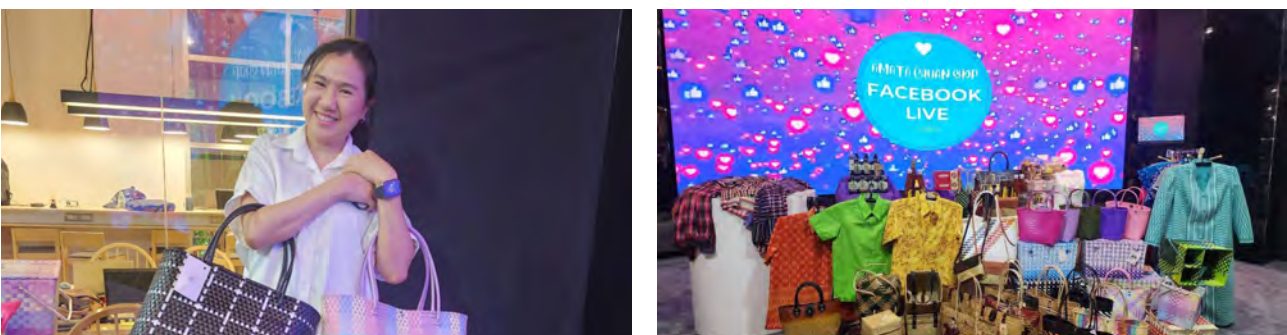
The Company initiated the "Farm to Factory" project in 2018 together with the Industrial Estate Authority of Thailand by using the AMATA City Chonburi Industrial Estate as a pilot area. By acting as an intermediary between local communities and factories in industrial estates, the Company aimed to provide 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 requirements of buyers.

In 2023, 30 factories in AMATA City Chonburi and AMATA City Rayong Industrial Estate participated in the “Farm to Factory” project (as of 31 December 2023), as well as 30 local communities from Chachoengsao, Chonburi, and Rayong provinces that sold their products to the factories, averaging 30 times per month. The total revenue from product sales in 2023 was 8.21 million baht, with an average income of 274,000 baht per community per year.



“AMATA Chuan Shop” Event

The Company organized the ‘AMATA Chuan Shop: Good products from your community neighbors’ event through Facebook Live to increase public awareness of community products. The event was held in August 2023 at the Showcase Area, AMATA Service Center, AMATA City Chonburi. Products from 13 surrounding communities were featured in the event, generating a total revenue of 21,050 baht.



Online marketplace platform for community products

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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 16 products from local communities at AMATA City Chonburi and AMATA City Rayong.

กระทง

กระเป๋ากะจูด

วิสาหกิจชุมชนคลองบางกุ้ง
ต.คลองน้อย อ.เมือง จ.ระยอง

สนใจสั่งซื้อติดต่อที่โทร.
☎ 061-798-2639

150-250 บาท



***หมายเหตุ :** กระเป๋ากะจูดทำขึ้นจากกระดาษรีไซเคิลและวัสดุธรรมชาติ ไม่เป็นอันตรายต่อสิ่งแวดล้อม ผู้บริโภคสามารถนำกลับมาใช้ใหม่ได้



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ตะกร้าพลาสติก

กลุ่มตะกร้าสวนไอทีที บ้านสวน
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กรม
พาณิชย์



กุนเชียง

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หมู่บ้านเนินกระบก ต.บ่อน้ำ อ.ศรีราชา จ.ชลบุรี

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ขนมไทย

กลุ่มขนมไทยบ้านคุณชาย
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สนใจผลิตกับเราโทร.
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ข้าวสาร

โรงสีชุมชนบ้านเนินตมมาก
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ไข่เค็ม

กลุ่มไข่เค็ม ขุขันธ์บ้านเขื่อนแก้ว
จ.มหาสารคาม อ.เขาชะเมา จ.สงขลา

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ถ.คลองท่าเรือ อ.เมือง จ.สมุทร
สบ.โพธิ์เสด็จท้ายเกาะ

☎ 082-440-4488

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บาท



"ฮิลตัน" ขอเชิญร่วมฉลองวันคล้ายวันสถาปนา 30 ปี

"Amata Hotel & Resorts" ขอเชิญร่วมฉลองวันคล้ายวันสถาปนา 30 ปี



รวมใจไทย

ขอสหพริก

กลุ่มแม่บ้านเกษตรกรหมอกธงชัยชุมพล
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Training in supplementary occupations to enhance community income

The supplementary occupation development project to boost community income is a project that the Company initiated since 2022 and has been continuously implementing for the communities surrounding the AMATA Industrial Estates, both in AMATA City Chonburi and AMATA City Rayong. The Company acknowledges the significance of enhancing the local economy and generating income opportunities for community members. As a result, it has been offering training courses to equip them with skills for various supplementary occupations such as cooking, household item production, and handicrafts. Over the years, the Company has conducted training for over 10 occupations, including weaving, coconut broom making, salad roll making, pork floss making, fresh tofu making, angel mushroom cultivation, cloth doll making, etc. These programs have seen participation from more than 300 people.

In 2023, the Company organized training courses to enhance knowledge and skills in an additional five supplementary occupations. These were divided into two areas, namely:

- The communities surrounding AMATA City Chonburi organized training activities to enhance supplementary occupations for increased income, held two times as follows:

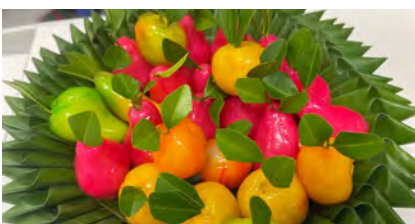
First Training Session in 2023: Conducted training on 'Making Luk Chub (Thai Desserts)' for the Ban Kao community, Chonburi province, with 30 participants.

Second Training Session in 2023: Conducted training on 'Making Dim Sum and Tako (Thai Dessert)' for the Phan Thong community, Chonburi province, with 35 participants.

- The communities surrounding AMATA City Rayong organized training activities to enhance supplementary occupations for increased income, held two times as follows:

First Training Session in 2023: Conducted training on 'Making Fresh Tofu and Salad Rolls' for the Bo Win community, Chonburi province, with 30 participants.

Second Training Session in 2023: Conducted training on 'Making Salad Rolls' for the Pluak Daeng community, Rayong province, with 60 participants.



Supporting the development of community products for Dok Krai Reservoir Housewife Group

The Dok Krai Reservoir Housewife Group, a community located near the AMATA City Rayong Industrial Estate in Nihkom Phatthana District, Rayong Province, has formed a community group to produce products such as chili paste with fermented fish, fried fish cakes, and their latest product, Dok Krai Pickled Fish, which the group started working on at the end of 2022. Due to the absence of an appropriate packaging label for Dok Krai Pickled Fish, the Company initiated a project in 2023 to develop a label that would support and enhance the product's image. To further elevate the product's value, the Company assisted in designing a product logo specifically for Dok Krai Pickled Fish and produced label stickers for the group.



AMATA Caravan: Creating Smiles Project

The AMATA Caravan: Creating Smiles Project is the Company's initiative to help reduce household expenses for the communities surrounding the AMATA Industrial Estate. The AMATA Caravan travels through various areas to provide comprehensive assistance. The Company collaborates with partners from factories within the AMATA Industrial Estates, as well as external organizations such as E. Tech College in Chonburi, Chonburi Non-formal Education Center, Bankai Technical College in Rayong, Honda Asia Bo Win Branch in Chonburi, Village Health Volunteer (VHV), and Subdistrict Health Promoting Hospitals to provide services to the communities free of charge. These services include motorcycle lube oil changes, haircuts, basic health check-ups, electrical appliance repairs, setting up fun game booths, and providing lunch for participants. The AMATA Caravan: Creating Smiles Project has garnered significant interest and participation from the community.

The mentioned activity has been regularly held from 2019 until 31 December 2023, benefiting a total of 47 communities. It has contributed to saving community members' expenses by over 2,080,000 baht, benefiting more than 5,000 people.



In 2023, the AMATA City Chonburi Industrial Estate organized the AMATA Caravan: Creating Smiles Project, providing services to 11 communities in two provinces, namely Chonburi and Chachoengsao. The Company collaborated with local organizations as follows: Nong Tamleung Subdistrict Municipality, Don Hua Lo Subdistrict Municipality, Khlong Tamru Subdistrict Municipality, Ko Loi Bang Hak Subdistrict Administrative Organization, Ban Kao Subdistrict Administrative Organization, Khlong Tamru Subdistrict Administrative Organization, Na Pa Subdistrict Administrative Organization, Kamnan (Subdistrict Chief) of Bang Nang Subdistrict in Chonburi province, and Ban Pho Subdistrict Municipality, Saen Phu Dat Subdistrict Municipality, and Nong Teen Nok Subdistrict Administrative Organization in

Chachoengsao province.

The AMATA City Rayong Industrial Estate organized the AMATA Caravan: Creating Smiles Project to provide services to two communities, collaborating with local organizations as follows: Kaomai Kaew Subdistrict Administrative Organization in Chonburi province and Map Yang Phon Subdistrict Administrative Organization in Rayong province.



2nd Dimension: Environmental Stewardship

Sustainable Water and Waste Management Community Role Model 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 initiated 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.

On 26 October 2023, AMATA Corporation Public Company Limited conducted a Memorandum of Understanding (MoU) Signing Ceremony for Phase 3 of the "Community Development in Sustainable Water and Waste Management" project. The nine collaborating partners include Don Hua Lo Subdistrict Municipality, Nong Mai Daeng Subdistrict Municipality, Na Pa Subdistrict Municipality, the Industrial Estate Authority of Thailand (IEAT), AMATA U Company Limited, AMATA Facility Service Company Limited, AMATA B. Grimm Power 1 Company Limited, Aqua Nishihara Corporation Co., Ltd., and United Analyst and Engineering Consultant Co., Ltd. The project collaboration focused on the restoration and preservation of environmental quality related to water and waste in the community areas surrounding the AMATA City Chonburi Industrial Estate, with execution planned in the Don Hua Lo Subdistrict Municipality.

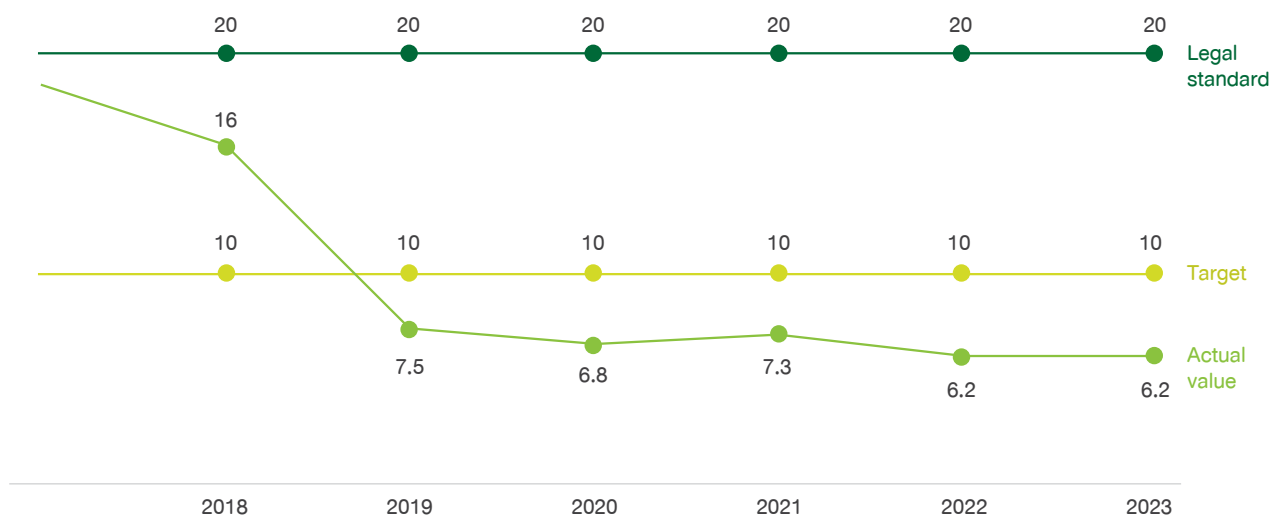
The aforementioned project, currently in Phase 3, has been ongoing and is scheduled to continue from 2023 to 2025. Its goal is to manage and enhance the environmental quality of the communities surrounding AMATA City Chonburi Industrial Estate. The project selected the "Santaprai Canal", a downstream waterway flowing through Don Hua Lo Subdistrict Municipality, Nong Mai Daeng Subdistrict Municipality, and receiving some of its watersheds

from upstream Na Pa Subdistrict Municipality. The collaboration for this project involves all relevant government agencies, subdistrict administrations, industrial estate developers, private companies, and surrounding communities. Phase 1 of this project was implemented from 2018 to 2020 in the “Tum Ru Canal” area, in the Nong Mai Daeng Subdistrict Municipality, which is a midstream area connected to the industrial estates. Phase 2 was implemented from 2022 to 2023 in the “Hua Thong Lang Canal” area in Khlong Tamru Subdistrict Municipality, which is the area connected to Phase 1, downstream before it flows into the sea.



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 floodgate in 2023 had an average BOD value of 6.2 mg/L, which has 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 Pollution Control Department, which is not to exceed 20 mg/L.

Average Biochemical Oxygen Demand (BOD) at Klong Tumru Floodgate



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 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 five main 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 a critical matter.

In 2023, the AMATA Foundation and AMATA U Co., Ltd. (formerly 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. Install five water meters to collect consumption statistics at essential points (water meters are sponsored by AMATA U Co., Ltd.)
2. Collect annual water consumption and tourist statistics at Lamtakong Campground and the tourist service center to design an optimal system for maximum cost-effectiveness and efficiency.
3. Survey soil conditions and slope levels to identify the most suitable locations for the wastewater treatment system layout.
4. Propose and present a project along with a draft design of a wastewater treatment system at the tent area in Lamtakong. This proposal was submitted to the advisory committee of Khao Yai National Park to foster participation and comply with the regulations of the Department of National Park.



Big Cleaning Day Activity

In 2023, the Company organized the Big Cleaning Day activity twice with the communities surrounding the AMATA Industrial Estate.

The first event took place in June 2023, with the Big Cleaning “Na Ban Na Mong” activity at the AMATA City Chonburi Industrial Estate. The community relations team, employees from companies within the AMATA group, and operators in the industrial estate joined forces with the Khlong Tamru Municipality, Chonburi Province, to collect the garbage and enhance the landscape along Sukhumvit Road in front of the AMATA City Chonburi Industrial Estate. With over 60 participants, the team successfully cleaned a road distance of more than two kilometers.



The second event took place in December 2023, the Company collaborated with the AMATA City Chonburi Industrial Estate Office, operators within the AMATA City Chonburi Industrial Estate, and local authorities, including Phan Thong Nong Ka Kha Subdistrict Municipality, local leaders of Nong Ka Kha Subdistrict, Chonburi Province, students from Ban Ngiu School, and volunteers. In total over 200 people joined forces to organize the “Big Cleaning Day” activity as a charitable gesture dedicated to His Majesty King Bhumibol Adulyadej the Great on his birthday, National Day, and National Father’s Day on 5 December 2023. The activity aimed to demonstrate love and loyalty and pay homage to His Majesty’s grace.

The event included two main activities:

1. Roadside garbage collection and cleaning along a 500-meter stretch from Ban Ngiu Temple to the Nong Ka Kha Subdistrict Municipality office.
2. Cleaning Ban Ngiu Temple, a community center, involved sweeping the courtyard, tidying around the chapel, and cleaning 20 restrooms to ensure they were clean, orderly, and welcoming for the public coming to make merit during the New Year festival.





This activity not only fosters participation from all sectors in caring for the community environment but also heightens awareness among youth and the general public about the importance of cleanliness, beginning at home and extending into the community. It also promotes proper waste disposal habits and helps build confidence and positive relationships between the Company and stakeholders regarding environmental issues. The Company plans to sustain this activity and expand the project to other areas around the AMATA industrial estate.

3rd Dimension: Community Safety and Well-being

Road Safety Promotion Project

More than 295,000 employees are 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 119,400 vehicles were found using the routes in the areas per day, categorized into 1,900 employee shuttle buses, 49,000 private passenger cars, and 68,500 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 172.

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 2023, the Company provided training on traffic discipline, handling situations if a child is trapped in a vehicle, and basic fire extinguishing and fire evacuation drills, for Baan Nong Pradu Child Development Center, Hang Sung Subdistrict, Nong Yai District, Chonburi Province and Sirasart Suksa School located in AMATA City Chonburi Industrial Estate.

Khru Arsa AMATA (Volunteer Teachers) Project: Provide basic fire extinguishing training

The Company conducted basic fire extinguishing training, which is one of the subjects of the Khru Arsa AMATA Project organized by the Company, for Baan Yansue School in Ban Kao, Phanthong District, Chonburi Province, located approximately 3 kilometers from the industrial estate, and Wat Phanthong School in Phanthong District, Chonburi Province, located approximately 10 kilometers from the industrial estate. This training aimed to educate students and teachers on self-care and fire response, providing them with the skills to use various fire extinguishers correctly and effectively. This knowledge can significantly reduce the loss of life and property.



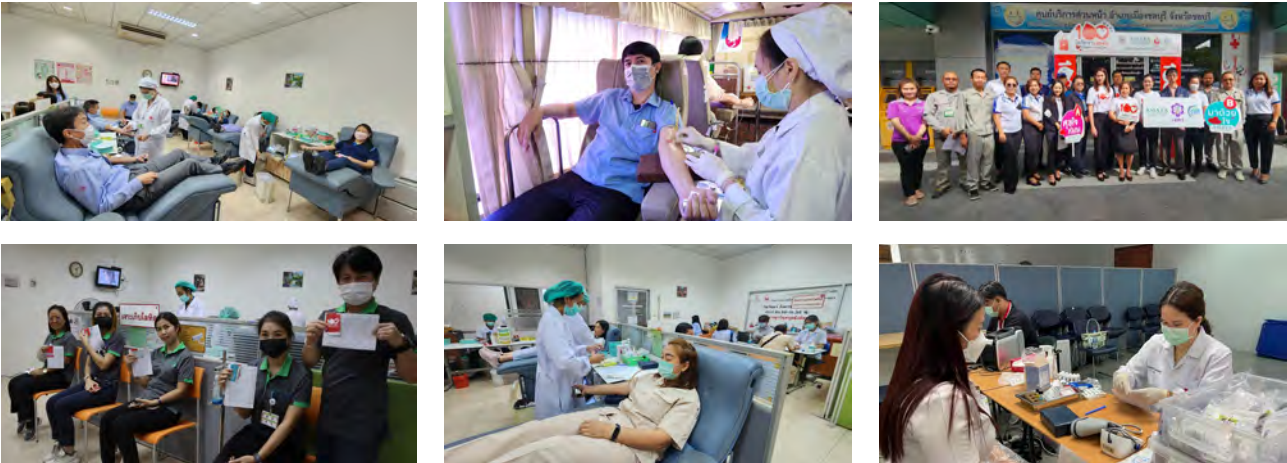
Blood Donation Project: “100 Million CC of Blood from AMATA Residents for the Thai Red Cross Society”

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.

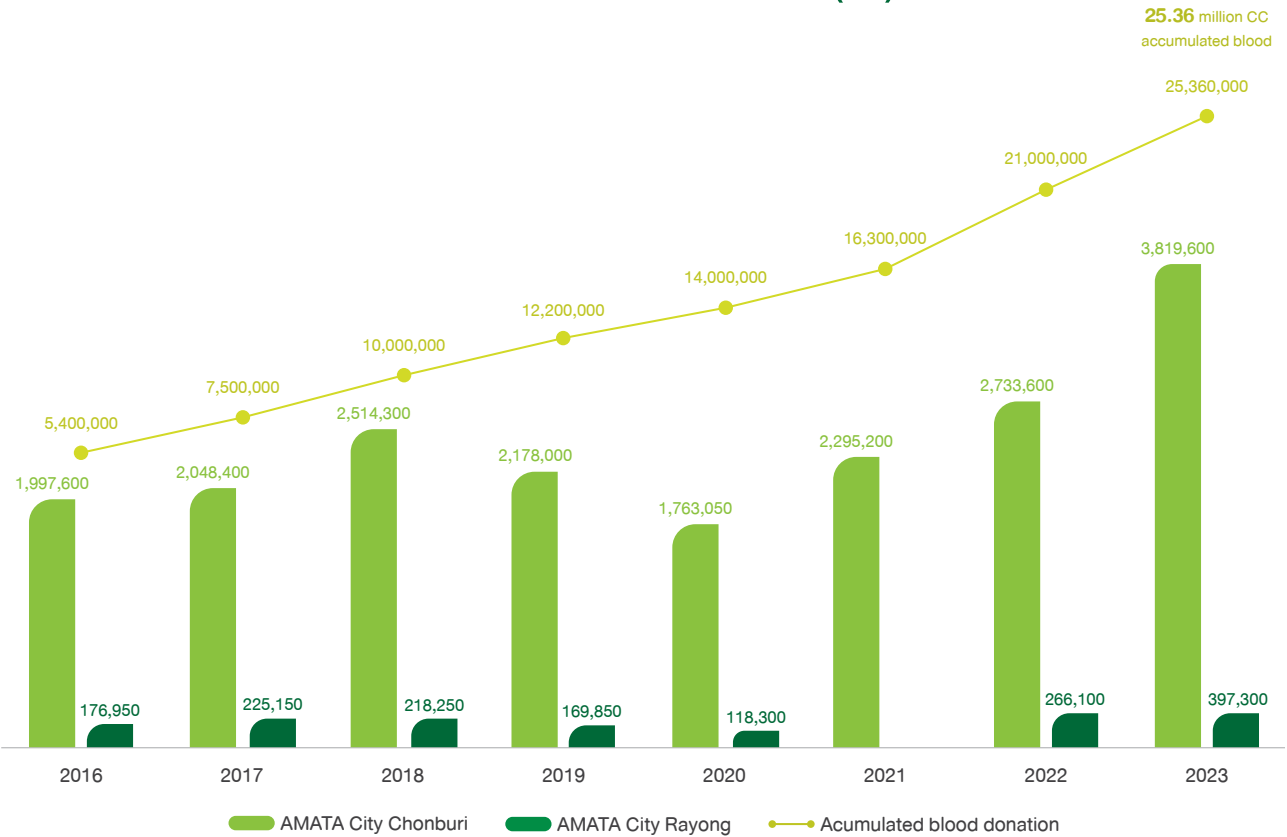
The Company has been organizing blood donation activities for employees within the factories and the general public in the surrounding industrial estates continuously for over 12 years. Starting in 2022, the Company aimed to increase stakeholder participation in blood donation to boost the blood supply. This effort was carried out under the project “100 Million CC of Blood from AMATA Residents for the Thai Red Cross Society”, receiving excellent cooperation from the Industrial Estate Authority of Thailand, the Blood Service Division 3, Chonburi Province, Rayong Province Red Cross Society, and the operators within both AMATA industrial estates. The common goal was to bolster the blood reserve for the Thai Red Cross Society, guaranteeing a sufficient and prompt supply for emergency patient care.



In 2023, this project was able to provide a total of 4.22 million cc of blood reserves to the Thai Red Cross Society, with 3,819,600 cc from AMATA City Chonburi Industrial Estate and 397,300 cc from AMATA City Rayong Industrial Estate. During the 12-year project duration, a total of 25.36 million cc of blood was donated, including 23.09 million cc from AMATA City Chonburi Industrial Estate and 2.27 million cc from AMATA City Rayong Industrial Estate (as of 31 December 2023). More than 169,000 patients have benefited from these blood donations (Source: The Thai Society of Hematology, one blood donation of 450 cc, can help 3 patients).



Blood Donation Statistic (cc)



Prevention and Reduction of Dengue Fever in Communities

On 9 June 2023, the Company was aware of the danger posed by the spread of dengue fever in the community. Consequently, it supported Kao Industrial (Thailand) Co., Ltd. in raising awareness of the public health threat posed by dengue fever and disseminating innovative disease prevention technologies through the “Roo Thun” application. This app serves as a communication channel for disseminating information about health-related issues in the area, such as dengue fever outbreaks and PM 2.5 pollution levels. Through collaboration between Kao Industrial (Thailand) Co., Ltd. and Government agencies, activities were conducted in the nearby communities of AMATA City Chonburi Industrial Estate, to help residents prepare for health risks for more than 2 years. The successful results of the project were presented at the ASEAN Dengue Day event, under the theme “Moving Forward to Zero Dengue Death Society”, organized by Kao Industrial (Thailand) Co., Ltd., Bureau of Vector Borne Diseases, Department of Disease Control, Bangkok Metropolitan Administration, and partners. This initiative also symbolized the shared commitment between the Government and private sectors to prevent and reduce the incidence of dengue fever.



AMATA Friendship Sport

The Company regularly organizes health promotion activities for the community and society every year. These activities aim to foster unity, compassion, and good health among community members within and outside the industrial estate. Employees working in factories within AMATA City Industrial Estate are encouraged to use their leisure time productively. This includes participating in sports activities as a means to showcase their abilities and build relationships with colleagues from various factories.

The Company has therefore organized the “AMATA Friendship Sports” competition within both AMATA Industrial Estates continuously for over 20 years. Each year’s competition includes teams of athletes from the factories within the industrial estates, with over 400 teams participating. This competition is considered the largest sports event, with the highest number of participants among industrial estate operators.

In 2023, AMATA City Chonburi Industrial Estate organized a competition from 23 April to 27 August 2023. There were nine sports categories, including men's 11-a-side football, senior men's football, women's football, men's and women's volleyball, men's basketball, men's sepak takraw, men's and women's badminton doubles, men's and women's singles table tennis, and men's petanque doubles. A total of 287 teams from 77 businesses participated, with over 5,000 athletes joining the competition.

AMATA City Rayong Industrial Estate organized a competition from 1 October to 19 November 2023. There were seven sports categories, including men's and women's 7-a-side football, men's and women's volleyball, men's and women's petanque doubles, and men's sepak takraw. A total of 124 teams from 54 businesses participated, with over 1,500 athletes joining the competition.



“AMATA Junior League”: Youth Friendship Sports

The “AMATA Junior League” sports competition is an ongoing project the Company has organized for over a decade, catering to youth in the communities surrounding both AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate. The primary goals include supporting and enhancing sports skills among young individuals, promoting physical activity for health, utilizing leisure time productively, nurturing sportsmanship, teaching graceful winning and losing, discouraging drug abuse, and fostering robust physical health. This event is recognized as the largest youth sports development initiative in the industrial estate sector.

In 2023, the 11th “AMATA Junior League” sports competition was organized by AMATA City Chonburi Industrial Estate. The competition comprised 4 sports categories: men's 7-a-side football, women's volleyball, men's sepak takraw, and men's and women's petanque. These competitions were further divided into two levels: upper primary school level, Grade 4 to Grade 6, and lower secondary school level, Grade 7 to Grade 9 (M1-3). Teams of athletes and schools around AMATA City Chonburi Industrial Estate showed interest in participating, totaling 149 teams from 41 schools. The event had over 1,000 participants.

AMATA City Rayong Industrial Estate organized the 12th “AMATA Junior League” sports competition. The competition comprised four sports categories, similar to AMATA City Chonburi Industrial Estate, and was divided into two levels: upper primary school level, Grade 4 to Grade 6, and lower secondary school level, Grade 7 to Grade 9 (M1-3). Teams of athletes and schools around AMATA City Rayong Industrial Estate showed interest in participating, totaling 147 teams from 31 schools. There were over 1,100 participants in the event.

The Company supported schools and participating youth by easing the financial burden on schools and parents. This support included providing sports uniforms, lunch, transportation costs, and other necessary expenses. Winning teams in various sports categories received scholarships, trophies, and medals as tokens of appreciation and encouragement.



4th Dimension: Learning and Education

The Company and its stakeholders have placed significant emphasis on human resource development, particularly as the industrial sector now demands more competent and skilled personnel due to advancements in technology in the production process. This is also in response to the future needs of the industrial sector to invest in EEC projects. The Company has developed and implemented various educational projects aimed at upgrading the capabilities of factory personnel and local workers. This is achieved by providing access to quality education for all and promoting continuous learning.

Following Father's Footsteps for Sufficiency Schools Project

The Company implements the “Following Father's Footsteps for Sufficiency Schools Project” with the objectives of supporting the provision of ingredients for school lunches and reducing school expenses. Additionally, it provides an opportunity for schools to earn extra income. Furthermore, this project serves as an opportunity to learn about the Sufficiency Economy Philosophy of King Rama IX. The Company organized activities for learning oyster mushroom cultivation at Ban Phu Sai School, Khao Mai Kao Subdistrict, Bang Lamung District, Chonburi Province. This aims to promote students' learning of various mushroom cultivation skills through practical training, including the bale packing process, mushroom inoculation, and greenhouse care. Moreover, the Company conducted activities on vegetable gardening for school kitchens at Huay Khai Nao School, Khao Mai Kao Subdistrict, Bang Lamung District, Chonburi Province. This included vegetable cultivation, oyster mushroom cultivation, and experimenting with growing bean sprouts in plastic boxes. These activities aim to promote students' learning and practical experience in vegetable cultivation, such as Chinese cabbage, eggplant, chili, and more.

The Company received cooperation from factories within the AMATA City Rayong Industrial Estate, namely Cardinal Health 222 (Thailand) Co., Ltd. and BST Specialty Co., Ltd., to participate in this activity.



School Development Project Around the Industrial Estate

The Company and the AMATA Volunteer Club, Rayong, collaborated on the “Ban Phu Sai School Development Project” in Khao Mai Kaeo Subdistrict, Bang Lamung District, Chonburi Province. The objectives were to help develop the school and promote learning outside the classroom for students at Ban Phu Sai School, with over 170 students. The project included activities to provide knowledge on safety and health to students, creating outdoor learning spaces, and implementing Brain-based Learning (BBL) activities through drawing pictures. Additionally, it involved upgrading the school infirmary by providing new beds and first aid kits. The project also aimed to enhance the school library by donating five second-hand computers and providing teaching equipment, sports equipment, and more. This project fostered stronger relationships and collaboration between the Company and the factories within the AMATA City Rayong Industrial Estate in community development activities for the benefit of society as a whole. In 2023, over 80 employees from businesses within the estate participated, representing 10 companies.



School and E-Library Development Project

The Company, in collaboration with the Industrial Estate Authority of Thailand and CSR Club of AMATA City Chonburi, organized the “School and E-Library Development Project” three times at the following schools:

1. Nong Tamleung Temple Community School, Nong Tamleung Subdistrict, Phan Thong District, Chonburi Province
2. Bang Nang Temple School, Bang Nang Subdistrict, Phan Thong District, Chonburi Province
3. Bang Phueng Temple School, Bang Phueng Subdistrict, Bang Pakong District, Chachoengsao Province

The goals of these projects were to enhance school development and facilitate access to quality education for young students, supporting learning through online systems. Initiatives included the provision of new and used computers, desks, chairs, scholarships, various learning materials, restroom renovations, improvements to the school infirmary, and playground improvements, totaling over 550,000 baht in contributions to the schools in 2023. Additionally, recreational games and prize giveaways were organized for the students.



AMATA Volunteer Teacher Project

The Company, together with stakeholders within AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate, organized the “AMATA Volunteer Teacher” project to build relationships with the community and schools around the industrial estates. The project supports the enhancement of knowledge and skills for young students with the “Reduce Study Time, Increase Learning Time” curriculum. In 2023, the project was organized in four schools: Ban Yan Suea School in Chonburi Province, Wat Phanthong School in Chonburi Province, Ban Mab Yang Phon School in Rayong Province, and Nikhom Sang Ton Eng 9 School in Rayong Province.

The project’s target group consists of primary school students in Grade 5. The project took place between June and December 2023, with 8 hours of school teaching (1 hour per week) per school. A total of 220 students participated in the project.



AMATA Young Inventor Project Competition for Scholarship

In 2023, the Company organized the “AMATA Young Inventor” project, a competition for inventions made from recycled materials, competing for scholarships totaling over 100,000 baht. This project aims to enhance creative thinking and self-expression among young students residing near the AMATA Industrial Estate. They are seen as valuable human resources crucial for societal progress and the country’s future development. The project educates students on efficient resource use, environmental waste reduction, and the process of generating ideas, conducting experiments, and creating inventions from recycled materials for effective reuse. The competition was divided into two levels: Lower Secondary School and Upper Secondary School, with more than 60 entries from students participating in the competition.



AMATA City Children's Day Activities

The Company holds the “AMATA City Children's Day” event continuously every year to provide happiness and fun for children in the surrounding areas of AMATA City Chonburi and AMATA City Rayong Industrial Estates. Children come to enjoy various activities, intertwined with educational elements. These activities include stage performances, drawing competitions, scholarship awards, on-stage prize draws, and informational booths. There are also game booths with prizes, as well as free food and drinks. Each year, more than 2,500 children participate in the event, with gifts and scholarship funds totaling over 700,000 - 800,000 baht being distributed to the children.



In 2023, the Company organized a Children's Day event at AMATA City Chonburi Industrial Estate on 13 January 2023. The event received cooperation from the AMATA City Industrial Estate Office in Chonburi and 55 companies within the industrial estate. They provided scholarship funds, on-stage prize draws, game booths, and food booths to bring joy to the more than 1,200 children who participated in the event.

The Company organized a Children's Day event at AMATA City Rayong Industrial Estate on 11 January 2023. The event received cooperation from the AMATA City Industrial Estate Office in Rayong and 36 companies within the industrial estate. They provided scholarship funds, on-stage prize draws, game booths, and food booths to bring joy to the more than 800 children who participated in the event.

Furthermore, a children's drawing exhibition was held, and prizes were given to the winners of the “AMATA Drawing Contest for Scholarships,” themed “Good Things at AMATA.” This contest took place in November 2022, with over 100 entries submitted. The results were announced on 15 December 2022.



5th Dimension: Local Tradition and Cultures

The Company places great importance on supporting and engaging in the local traditional and cultural activities of the communities in order to preserve these good traditions, build strong relationships, and foster positive attitudes within these communities. The Company has collaborated with the Industrial Estate Authority of Thailand, entrepreneurs in both AMATA Industrial Estates, and the surrounding communities of both AMATA Industrial Estates in continuously participating in and supporting the local traditional and cultural activities of the communities.

In 2023, the Company's executives and employees participated in activities with the local communities surrounding AMATA City Chonburi Industrial Estate. These activities covered 31 subdistricts, five districts, and two provinces, namely Chonburi and Chachoengsao provinces. Some of the activities included participating in the Tod Pha-Pa Mahakusol Ceremonies, Kathin Samakkhi ceremonies, Songkran festivities, Elderly Day events, Loy Krathong celebrations, Annual merit-making ceremonies, and Merit-making to pay homage to local sacred sites activities.

**Annual merit-making ceremony
at the Mae Ngob Shrine in Na Kluea,
Khlung Tamru Subdistrict, Chonburi Province**



**2023 Traditional Event at Mae Nang Dong,
Na Phra That Subdistrict, Chonburi Province**

**Annual merit-making at Wat Phan Thong,
Chonburi Province**



Songkran Festival and Elderly Day





Tod Pha-Pa Mahakusol Ceremony and Kathin Samakkhi Ceremony

In the area surrounding AMATA City Rayong Industrial Estate, the Company participated in traditional Songkran Festivals and Elderly Day activities organized by the Subdistrict Administration. During these events, souvenirs and consumer products were given to the elderly in Khao Mai Kaeo Subdistrict, Bang Lamung District, Chonburi Province, Bo Win Subdistrict, Si Racha District, Chonburi Province, Pluak Daeng and Map Yang Phon Subdistrict in Pluak Daeng District, and Phana Nikhom Subdistrict, Nikhom Phatthana District, Rayong Province.

Tradition of Candle Procession for Buddhist Lent



Merit-making Ceremony and Kathin Robe Offering Ceremony at Wat Mab Bon, Bo Win Subdistrict, Si Racha District, Chonburi Province, and Wat Khao Mapood, Phana Nikhom Subdistrict, Nikhom Phatthana District, Rayong Province



To promote the Loy Krathong tradition festival, the Company supported the budget and organized activity booths for the communities so that people could enjoy the Loy Krathong festival at two locations: Wat Rat Asdaram (Saphan Si) and Ban Wang Tan Maon, Mab Yang Phon Subdistrict, Pluak Daeng District, Rayong Province.





5. Regularly monitor project/activity performance

The Community Relations and Corporate Social Responsibility (CSR) Division at AMATA has been conducting annual satisfaction surveys in the communities surrounding AMATA City Chonburi and AMATA City Rayong Industrial Estates. In collaboration with the Faculty of Communication Arts at Sripatum University's Chonburi Campus, the CSR division undertook an in-depth study to assess community needs and expectations, as well as satisfaction with the Company's community development projects. The 2023 survey results indicated that AMATA City Chonburi Industrial Estate achieved an average satisfaction score of 91.5%, while AMATA City Rayong Industrial Estate scored 91.3%.

Additionally, the Industrial Estate Authority of Thailand conducted an annual community satisfaction survey across 46 industrial estates nationwide. AMATA collaborated in these surveys for both of its industrial estates. In 2023, AMATA City Chonburi Industrial Estate achieved an average satisfaction score of 94%, while AMATA City Rayong Industrial Estate received a score of 87.4%.

The Company collected feedback from the community satisfaction survey and used it to analyze and plan activities aimed at supporting and developing the communities for the upcoming year. Additionally, the Community Relations and Corporate Social Responsibility (CSR) Division conducted in-depth interviews to identify the underlying causes of issues and the community's expectations of the Company. This information will serve as a foundation for planning future activities.

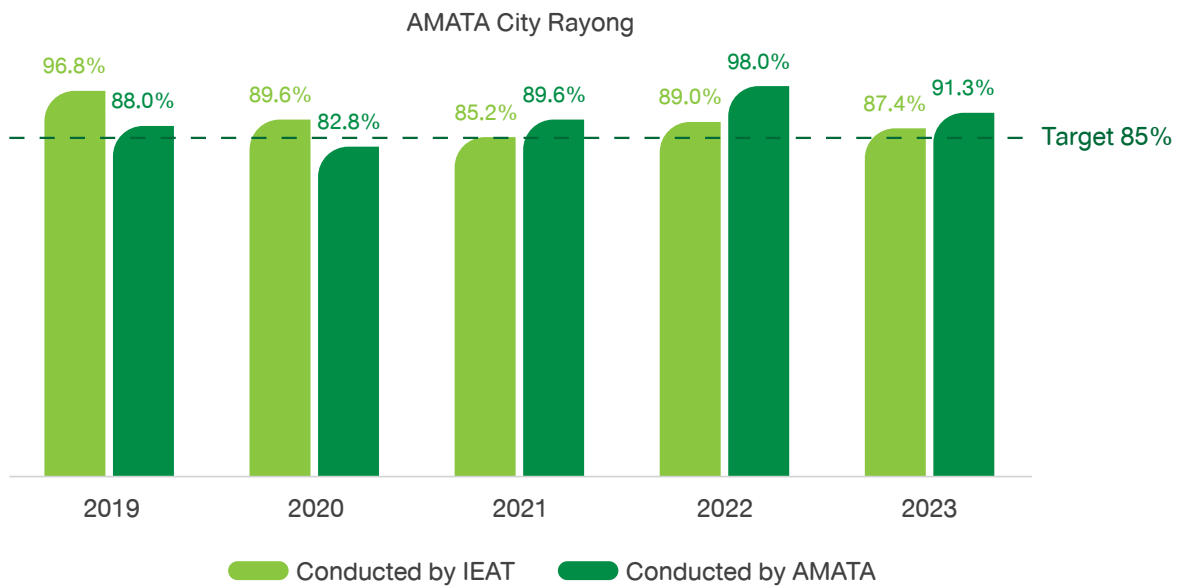
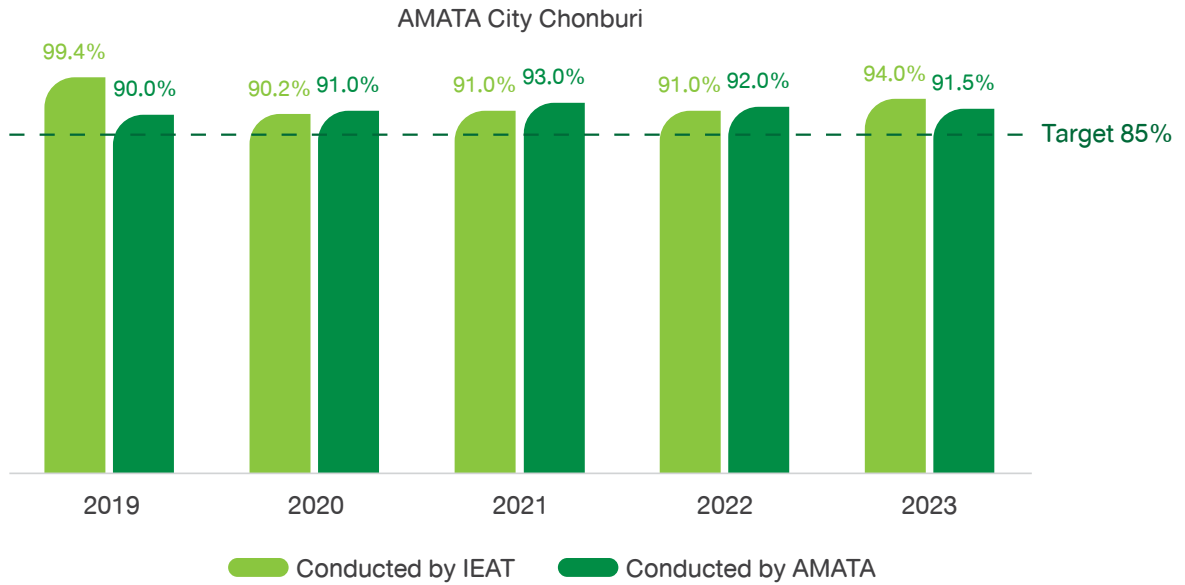
The 2023 community satisfaction survey from areas around AMATA City Chonburi Industrial Estate highlighted a significant demand for education-focused initiatives within the industrial estate, especially in providing opportunities for quality education. The community also expressed a desire for initiatives that promote professions and local products to sustainably boost the grassroots economy. In the communities surrounding AMATA City Rayong Industrial Estate, there was a clear need for economic enhancement initiatives, such as increasing local employment, promoting professions and local products, enhancing income generation, and distributing income more effectively to the surrounding areas. Furthermore, there is a strong desire for greater community involvement in the development of the industrial estate communities.

The Company has leveraged the suggestions from the survey to develop initiatives that are in line with the findings. This includes planning various projects such as the 'Farm to Factory' initiative, which integrates community products into factory kitchens and coordinates with factories to provide spaces for community members to sell their products. This project aims to stimulate the economy and facilitate income distribution within the communities of AMATA City Chonburi and AMATA City Rayong. Additionally, the Company plans to expand online marketing channels for community products through the 'AMATA Chuan Shop' website and organize Facebook live broadcasts to promote the sale of these products.

The Company has launched educational initiatives that include the establishment of E-Libraries in local schools and the 'Khru Arsa AMATA (Volunteer Teacher)' project. These efforts involve partnerships with businesses located within both AMATA Industrial Estates and participation from AMATA group employees in activities with nearby schools. Additionally, the Company offers a scholarship program for students from underprivileged families, aimed at improving their educational opportunities.

In terms of health promotion, the Company has actively supported a variety of activities. These include organizing knowledge-sharing sessions for the community, facilitating participation in public service events like the 'AMATA Caravan: Creating Smiles Project,' and distributing face masks to community members.

Community Satisfaction Survey Results



Performance Summary

Economic Performance

Consolidated Financial Performance for the Year ended 31 December	2020	2021	2022	2023
Common Share Information (THB)				
Par value	1	1	1	1
Book value per share	13.61	15.41	16.92	17.75
Earnings per share	1.02	1.22	2.04	1.64
Dividend per share	0.35	0.30	0.50	0.65
Economic Performance (THB, million)				
Revenue from sales and services	4,202.28	5,096.81	6,501.74	9,516.83
Total revenue	4,347.44	5,841.76	8,049.25	9,698.81
Net profit	1,103.44	1,402.29	2,341.35	1,884.76
Financial Position (THB, million)				
Current assets	10,314.91	12,420.30	11,308.51	20,304.22
Total assets	40,221.65	45,470.85	47,658.85	57,588.09
Current liabilities	3,909.84	8,095.44	8,694.57	15,346.80
Total liabilities	21,469.12	23,462.42	23,244.12	31,860.99
Registered and paid-up capital	1,150.00	1,150.00	1,150.00	1,150.00
Total shareholders' equity attributable to owners of the Company	18,752.53	22,008.43	24,414.73	25,727.10
Financial Ratios				
Return of equity (%)	8.57	8.40	12.59	9.45
Return on assets (%)	6.57	6.55	8.81	6.89
Gross margin (%)	50.84	45.67	47.91	39.02
Current ratio (times)	2.64	1.53	1.30	1.32
Debt to equity ratio (times)	1.37	1.32	1.19	1.56
Value Distribution to Stakeholders (THB, million)				
Domestic procurement ⁽¹⁾	1,546.00	2,401.60	3,226.81	2,284.00
Tax paid to the state and local authorities ⁽¹⁾	163.88	351.59	465.88	477.10
Effective Tax Rate (%) ⁽²⁾	10	15	13	16
Financial cost ⁽¹⁾	435.92	493.53	472.10	687.48
Dividend to shareholders	373.44	344.99	575.00	747.49
Employee compensation ⁽³⁾	302.40	333.61	398.38	431.57
Directors' remuneration	37.15	37.14	40.92	51.61
Social activities	9.53	6.91	3.33	6.37
Social investment exclude donation	6.55	9.48	1.21	0.70
Donation	4.02	15.77	5.78	5.10

Business Ethics	2020	2021	2022	2023
Number of complaints regarding violations of business ethics reported through the whistleblowing system (case)	0	0	0	5
• Corruption	0	0	0	4
• Insider Trading	0	0	0	0
• Bribery	0	0	0	0
• Human Rights	0	0	0	1
• Taxation	0	0	0	0
• Other cases violating company ethics	0	0	0	0
Number of verified cases involving business ethics violations (case)	0	0	0	1

Supply Chain Management	2020	2021	2022	2023
Percentage of Local purchases of goods and services ⁽⁴⁾	100%	100%	100%	100%
Total Number of Tier-1 Suppliers	536	932	527	654
Critical Tier-1 Suppliers	81	71	85	63
Critical non-tier 1 Suppliers	NA	NA	NA	24
Total Number of New Suppliers	10	8	11	52
Percentage of suppliers who have been assessed for Environmental, Social, and Governance (ESG) risks through Self-Assessment Questionnaire (SAQ)				
• Critical Tier-1 Suppliers	100%	100%	100%	100%
• New Suppliers	100%	100%	100%	100%
Number of suppliers with high Environmental, Social, and Governance (ESG) risks				
• Critical Tier-1 Suppliers	1	0	1	0
• New Suppliers	0	0	0	0
Total number of suppliers that need On-site Audit				
• Critical Tier-1 Suppliers	0	0	11	22
Completion Rate of Critical Tier-1 Suppliers on-site audit	-	-	100%	100%
• New Suppliers	0	0	0	0

NA = Not Available

⁽¹⁾ The information from the 2023 consolidated financial statements of AMATA Corporation Public Company Limited and its subsidiaries

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

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

⁽⁴⁾ Local purchasing in Thailand

Environmental Performance

Developed Areas	Unit	2020	2021	2022	2023
Total Developed Areas	rai	31,650.75	32,042.93	32,254.71	38,635.80
	hectare	5,064.12	5,126.87	5,160.75	6,181.73
AMATA City Chonburi	rai	17,317.49	17,496.90	17,588.82	17,891.20
	hectare	2,770.80	2,799.50	2,814.21	2,862.59
AMATA City Rayong	rai	14,333.26	14,546.03	14,665.89	15,390.10
	hectare	2,293.32	2,327.36	2,346.54	2,462.42
AMATA Smart City Chonburi ⁽⁵⁾	rai	-	-	-	5,354.50
	hectare	-	-	-	856.72

⁽⁵⁾ AMATA Smart City Chonburi Industrial Estate obtained its operating license on 4 January 2022 and is set to commence activities in 2023

Energy	Unit	2020	2021	2022	2023
Total energy consumption within the organization	GJ	193,048.13	205,509.66	194,107.11	212,315.13
Non-renewable energy consumed	GJ	191,302.71	199,169.40	182,127.84	197,899.58
• Fossil fuel	GJ	6,235.62	5,075.65	5,835.01	6,939.60
• Electricity purchased	GJ	185,067.08	194,093.76	176,292.83	190,959.99
• Steam, heating, and cooling	GJ	-	-	-	-
Renewable energy consumed	GJ	1,745.42	6,340.26	11,979.27	14,415.54
• Renewable fuel	GJ	-	-	-	-
• Electricity purchased	GJ	-	-	-	-
• Electricity self-generated	GJ	1,745.42	6,340.26	11,979.27	14,415.54
Non-renewable energy sold	GJ	-	-	-	-
Renewable energy sold	GJ	-	-	-	-
Energy intensity per unit of developed area	GJ/hectare	38.12	40.08	37.61	39.88
Energy intensity per unit of developed area	GJ/rai	6.10	6.41	6.02	6.38

Water and Effluents	Unit	2020	2021	2022	2023
Water withdrawal from all areas	m³	30,420,578	31,036,511	30,928,500	36,490,075
Water withdrawal separated by water source					
1) Surface water ⁽⁶⁾	m ³	30,420,578	31,036,511	30,928,500	36,490,075
• Freshwater with Total Dissolved Solids ≤1,000 mg/L	m ³	30,420,578	31,036,511	30,928,500	36,490,075
• Other water with Total Dissolved Solids > 1,000 mg/L	m ³	0	0	0	0
2) Groundwater	m ³	0	0	0	0
3) Produced water ⁽⁷⁾	m ³	0	0	0	0
4) Third-party water ⁽⁸⁾	m ³	0	0	0	0
Water withdrawal from water-stress areas	m³	30,420,578	31,036,511	30,928,500	36,490,075
• Freshwater with Total Dissolved Solids ≤1,000 mg/L	m ³	30,420,578	31,036,511	30,928,500	36,490,075
• Other water with Total Dissolved Solids > 1,000 mg/L	m ³	0	0	0	0
Water Discharge					
Water Discharge to all areas separated by types of destination	m ³	0	0	0	0
1) Surface water	m ³	0	0	0	0
2) Ground water	m ³	0	0	0	0
3) Seawater	m ³	0	0	0	0
Water Discharge to all areas separated by water quality					
• Freshwater with Total Dissolved Solids ≤1,000 mg/L	m ³	0	0	0	0
• Other water with Total Dissolved Solids > 1,000 mg/L	m ³	0	0	0	0
Total water consumption	m³	30,420,578	31,036,511	30,928,500	36,490,075
Water intensity per unit of developed area (Hectare)	m ³ /Hectare	6,007.08	6,053.70	5,993.02	6,852.65
Water intensity per unit of developed area (Rai)	m ³ /Rai	961.13	968.59	958.88	1,096.42

⁽⁶⁾ Surface Water is the natural source from lake, stream, or river

⁽⁷⁾ Produced water is the water from extraction, distillation or use of raw materials that requires further management by the company

⁽⁸⁾ Third-party water is tap water supplied by Provincial Waterworks Authority of Thailand

Quality of effluent discharged from central treatment plant ^{(9) (10) (11)}		Unit	Standards	2020	2021	2022	2023
AMATA City Chonburi Industrial Estate							
pH			5.5-9.0	6.8-7.9	6.9-7.9	6.5-8.3	6.4-8.0
Temperature	°C		≤ 40	29-35	29-35	28-34	27-36
Biochemical Oxygen Demand (BOD ₅)	mg/L		≤ 20	ND, < 2.0-16.2	< 2.0-17.7	< 2.0-17.6	< 2.0-13.6
Chemical Oxygen Demand (COD)	mg/L		≤ 120	< 40-95	< 40-92	< 40-80	< 40-95
Grease and Oil	mg/L		≤ 5	ND, < 3.0	< 3.0	< 3.0	< 3.0
Suspended Solid (SS)	mg/L		≤ 50	5-43	< 5-41	< 5-39	< 5-30
Total Dissolved Solid (TDS)	mg/L		≤ 3000	768-1,548	524-1,416	612-2,025	792-2,636
Total Kjeldahl Nitrogen (TKN)	mg/L		≤ 100	< 5-55	< 5-42	< 5-34	< 5-62
Mercury (Hg)	mg/L		≤ 0.005	ND	< 0.0010	< 0.0010	< 0.0010
Selenium (Se)	mg/L		≤ 0.02	ND, < 0.0020	ND	< 0.0020, < 0.0050	< 0.0020
Cadmium (Cd)	mg/L		≤ 0.03	ND	<0.03	< 0.03	<0.03
Lead (Pb)	mg/L		≤ 0.2	ND, < 0.10	ND, < 0.10	< 0.03, < 0.10-0.14	<0.03
Arsenic (As)	mg/L		≤ 0.25	< 0.0020- 0.0071	< 0.0020- 0.0056	< 0.0020- 0.0141, <0.10	< 0.0020- 0.0665
Chromium (Cr ³⁺)	mg/L		≤ 0.75	ND, < 0.10	< 0.10-0.24	< 0.10-0.20	< 0.03-0.04
Chromium (Cr ⁶⁺)	mg/L		≤ 0.25	ND, < 0.10	< 0.050-0.12	< 0.050	< 0.050
Barium (Ba)	mg/L		≤ 1.0	ND, < 0.02-0.07	< 0.03-0.11	< 0.03-0.13	< 0.03-0.06
Nickel (Ni)	mg/L		≤ 1.0	ND, < 0.10-0.54	< 0.10-0.89	< 0.10-0.90	0.05-0.74
Copper (Cu)	mg/L		≤ 2.0	ND, < 0.10	< 0.10-0.30	< 0.03-0.13, < 0.10	< 0.03-0.15
Zinc (Zn)	mg/L		≤ 5.0	0.16-0.64	0.05-1.60	0.06-0.89	0.09-1.01
Sulfide as H ₂ S	mg/L		≤ 1.0	ND, < 0.53-0.80	< 0.53-0.80	< 0.50-0.67	< 0.50-0.97
Cyanide as HCN	mg/L		≤ 0.2	ND	<0.020-0.033	<0.020	<0.020
Chloride as Cl ₂	mg/L		≤ 1.0	<0.1-0.4	<0.1-0.4	<0.1-0.4	<0.1-0.4

Quality of effluent discharged from central treatment plant ⁽⁹⁾ ⁽¹⁰⁾ ⁽¹¹⁾		Unit	Standards	2020	2021	2022	2023
AMATA City Rayong Industrial Estate							
pH			5.5-9.0	6.3-7.6	6.7-7.6	6.6-8.1	6.2-7.7
Temperature	°C		≤ 40	27-34	27-35	28-33	26-33
Biochemical Oxygen Demand (BOD ₅)	mg/L		≤ 20	4.4-8.6	< 2.0-11.4	< 2.0-9.1	< 2.0-12.3
Chemical Oxygen Demand (COD)	mg/L		≤ 120	< 40-61	< 40-57	< 40-68	< 40-79
Grease and Oil	mg/L		≤ 5	ND	< 3.0	< 3.0	< 3.0-3.4
Suspended Solid (SS)	mg/L		≤ 50	5-24	< 5-20	< 5-42	< 5-43
Total Dissolve Solid (TDS)	mg/L		≤ 3000	1,268-2,148	896-1,913	844-2,200	1,008-2,674
Total Kjeldahl Nitrogen (TKN)	mg/L		≤ 100	5-18	< 5-18	< 5-17	< 5-26
Mercury (Hg)	mg/L		≤ 0.005	ND	< 0.0010	< 0.0010	< 0.0010
Selenium (Se)	mg/L		≤ 0.02	< 0.0020	ND	< 0.0050	< 0.0020
Cadmium (Cd)	mg/L		≤ 0.03	ND	< 0.03	< 0.03	< 0.03
Lead (Pb)	mg/L		≤ 0.2	ND, < 0.10	< 0.03, < 0.10	< 0.03, < 0.10	< 0.03
Arsenic (As)	mg/L		≤ 0.25	0.0033-0.0110	< 0.0020- 0.0132	< 0.0020- 0.0056, < 0.10	< 0.0020- 0.0090
Chromium (Cr ³⁺)	mg/L		≤ 0.75	ND	< 0.10	< 0.10	< 0.03-0.05
Chromium (Cr ⁶⁺)	mg/L		≤ 0.25	ND	< 0.050	< 0.050	< 0.050
Barium (Ba)	mg/L		≤ 1.0	0.07-0.12	0.04-0.09	0.04-0.08	0.08-0.11
Nickel (Ni)	mg/L		≤ 1.0	ND, < 0.10	< 0.10-0.18	< 0.10-0.32	0.03-0.42
Copper (Cu)	mg/L		≤ 2.0	ND, < 0.10	< 0.03, < 0.10	< 0.03, < 0.10	< 0.03-0.03
Zinc (Zn)	mg/L		≤ 5.0	0.09-0.47	0.14-1.68	0.13-0.86	0.06-0.56
Sulfide as H ₂ S	mg/L		≤ 1.0	ND, < 0.53	< 0.53-0.63	< 0.50, < 0.53	< 0.50-0.65
Cyanide as HCN	mg/L		≤ 0.2	ND	< 0.020	< 0.020	< 0.020
Chloride as Cl ₂	mg/L		≤ 1.0	0.1-0.3	< 0.1-0.4	< 0.1-0.2	< 0.1-0.2

ND = Not Detected

⁽⁹⁾ The quality of treated water monitored by laboratories registered with the Department of Industrial Works

⁽¹⁰⁾ 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

⁽¹¹⁾ 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	2020	2021	2022 ⁽¹⁴⁾	2023 ⁽¹⁵⁾
Total Greenhouse Gas Emissions⁽¹²⁾	tons CO₂e	50,443	60,207	58,077	63,220
Direct GHG emissions (Scope 1)	tons CO ₂ e	494	408	454	526
Indirect GHG emissions (Scope 2)	tons CO ₂ e	15,734	16,774	15,393	16,224
Total direct and indirect GHG emissions (Scope 1&2)	tons CO ₂ e	16,228	17,182	15,847	16,750
Other indirect GHG emissions (Scope 3)	tons CO ₂ e	34,215 ⁽¹³⁾	43,025	42,230	46,470
Greenhouse gas emission intensity (Scope 1&2) per unit of developed area	tons CO ₂ e/ Hectare	3.20	3.35	3.07	3.15
Greenhouse gas emission intensity (Scope 1&2) per unit of developed area	tons CO ₂ e/ rai	0.51	0.54	0.49	0.50

⁽¹²⁾ The calculation methodology of GHG emissions and emission factor (EF) based on Thailand Greenhouse Gas Management Organization (TGO)

⁽¹³⁾ 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)

⁽¹⁴⁾ GHG emission data for 2022 has been revised to be in accordance with information certified by Thailand Greenhouse Gas Management Organization (TGO) on 12 July 2023

⁽¹⁵⁾ 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 ⁽¹⁶⁾	Unit	Standards	2020	2021	2022	2023
AMATA City Chonburi Industrial Estate						
Location 1: Boonyarasri Temple (A1)						
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	< 0.001-0.005	0.008-0.045	< 0.001-0.028	< 0.001-0.026
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	0.005-0.011	0.029-0.040	0.003-0.012	< 0.001-0.074
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.037-0.090	0.065-0.125	0.039-0.143	0.027-0.111
PM 10	mg/m ³	≤ 0.12	0.016-0.032	0.038-0.067	0.031-0.071	0.008-0.057

Other Air Emissions ⁽¹⁶⁾	Unit	Standards	2020	2021	2022	2023
Location 2: Ban Yan Sue School (A2)						
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	0.001-0.031	< 0.001-0.025	0.001-0.045	0.002-0.033
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	0.010-0.015	0.002-0.018	0.002-0.059	0.001-0.087
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.032-0.062	0.026-0.113	0.058-0.140	0.025-0.091
PM 10	mg/m ³	≤ 0.12	0.018-0.033	0.016-0.070	0.025-0.058	0.016-0.052
Location 3: Map Sam Kliaw Temple (A3)						
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	0.003-0.034	0.003-0.086	0.001-0.056	0.001-0.059
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	< 0.001-0.004	0.001-0.011	< 0.001-0.018	0.001-0.017
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.017-0.034	0.031-0.134	0.018-0.095	0.019-0.092
PM 10	mg/m ³	≤ 0.12	0.010-0.024	0.021-0.104	0.013-0.063	0.010-0.094
PM 2.5	mg/m ³	≤ 0.05	0.004-0.039	0.003-0.038	0.004-0.046	0.004-0.033
Location 4: Pan Thong Sapachanupathum School (A4)						
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	0.003-0.046	< 0.001-0.065	0.003-0.067	0.003-0.065
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	0.002-0.005	< 0.001-0.015	< 0.001-0.009	0.001-0.010
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.044-0.180	0.044-0.170	0.046-0.157	0.042-0.153
PM 10	mg/m ³	≤ 0.12	0.025-0.081	0.026-0.111	0.034-0.090	0.030-0.104
PM 2.5	mg/m ³	≤ 0.05	0.005-0.048	0.008-0.040	0.008-0.050	0.014-0.037
Location 5: Don Damrongtham Temple (A5)						
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	0.007-0.024	0.003-0.048	0.001-0.041	0.002-0.057
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	0.009-0.011	0.002-0.014	< 0.001-0.004	0.001-0.005
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.043-0.081	0.090-0.182	0.070-0.120	0.059-0.180
PM 10	mg/m ³	≤ 0.12	0.030-0.045	0.057-0.098	0.021-0.072	0.028-0.067
Location 6: Science-Based Technology Vocational College (A6)						
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	0.001-0.002	< 0.001-0.025	0.002-0.027	0.002-0.060
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	0.001-0.010	0.003-0.014	0.009-0.036	0.001-0.052
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.032-0.044	0.086-0.122	0.047-0.138	0.020-0.052
PM 10	mg/m ³	≤ 0.12	0.013-0.026	0.049-0.075	0.025-0.073	0.009-0.044

Other Air Emissions ⁽¹⁶⁾	Unit	Standards	2020	2021	2022	2023
Location 7: U Ta Pao Temple (A7)						
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	0.002-0.026	0.003-0.064	0.002-0.046	0.001-0.048
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	0.002-0.006	< 0.001-0.013	< 0.001-0.011	0.001-0.022
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.021-0.038	< 0.033-0.123	0.021-0.097	0.021-0.082
PM 10	mg/m ³	≤ 0.12	0.012-0.024	0.026-0.102	0.014-0.071	0.011-0.065
PM 2.5	mg/m ³	≤ 0.05	0.005-0.047	0.004-0.048	0.005-0.043	0.005-0.037
Location 8: Ban Map Sam Kliaw (A8)						
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	< 0.001-0.031	0.010-0.040	0.004-0.027	0.002-0.027
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	0.006-0.010	0.009-0.023	0.007-0.016	< 0.001-0.004
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.025-0.061	0.068-0.110	0.023-0.079	0.017-0.062
PM 10	mg/m ³	≤ 0.12	0.017-0.022	0.025-0.078	0.015-0.054	0.006-0.043
Location 9: Charoenwat Village (A9)						
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	0.002-0.015	< 0.001-0.091	< 0.001-0.043	0.002-0.036
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	< 0.001-0.002	0.001-0.014	0.039-0.055	0.001-0.019
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.026-0.045	0.033-0.088	0.043-0.079	0.027-0.052
PM 10	mg/m ³	≤ 0.12	0.021-0.030	0.018-0.069	0.026-0.052	0.013-0.023
Location 10: Ban Ngio Temple (A10)						
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	0.002-0.038	0.002-0.040	0.003-0.024	< 0.001-0.037
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	0.009-0.011	0.001-0.017	0.001-0.012	< 0.001-0.005
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.031-0.051	0.098-0.141	0.053-0.147	0.039-0.113
PM 10	mg/m ³	≤ 0.12	0.026-0.045	0.053-0.085	0.039-0.074	0.018-0.059
Location 11: Orm Kaew Temple (A11)						
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	0.004-0.021	0.002-0.051	0.001-0.033	< 0.001-0.027
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	0.002-0.008	< 0.001-0.017	< 0.001-0.012	< 0.001-0.014
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.015-0.029	0.025-0.102	0.017-0.075	0.019-0.085
PM10	mg/m ³	≤ 0.12	0.008-0.021	0.015-0.068	0.011-0.050	0.012-0.054
PM 2.5	mg/m ³	≤ 0.05	0.003-0.047	0.002-0.049	0.003-0.034	0.005-0.038

Other Air Emissions ⁽¹⁶⁾	Unit	Standards	2020	2021	2022	2023
AMATA City Rayong Industrial Estate						
Location 1: Ban Wang Tanmon (A1)						
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	0.001-0.035	< 0.001-0.016	0.002-0.040	0.001-0.046
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	0.013-0.031	0.001-0.031	0.001-0.016	0.001-0.007
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.035-0.065	0.027-0.309	0.042-0.074	0.043-0.112
PM 10	mg/m ³	≤ 0.12	0.031-0.041	0.012-0.114	0.019-0.056	0.024-0.087
Location 2: Rat Atsadaram Temple (A2)						
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	0.002-0.008	< 0.001-0.009	< 0.001-0.009	< 0.001-0.019
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	0.002-0.018	< 0.001-0.030	0.001-0.044	< 0.001-0.002
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.082-0.125	0.049-0.206	0.036-0.209	0.062-0.181
PM 10	mg/m ³	≤ 0.12	0.038-0.080	0.035-0.108	0.022-0.068	0.039-0.083
Location 3: Ban Phusai School (A3)						
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	< 0.001-0.009	< 0.001-0.040	0.002-0.026	< 0.001-0.013
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	< 0.001-0.011	< 0.001-0.014	0.002-0.009	0.002-0.011
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.033-0.061	0.051-0.176	0.049-0.054	0.125-0.890
PM 10	mg/m ³	≤ 0.12	0.023-0.110	0.034-0.114	0.038-0.102	0.077-0.504
Location 4: Phananihkom Temple (A4)						
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	0.001-0.030	< 0.001-0.027	0.001-0.050	< 0.001-0.046
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	0.001-0.005	< 0.001-0.020	< 0.001-0.024	< 0.001-0.027
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.020-0.056	0.013-0.057	0.014-0.101	0.017-0.076
PM 10	mg/m ³	≤ 0.12	0.012-0.035	0.008-0.044	0.011-0.069	0.009-0.060
PM 2.5	mg/m ³	≤ 0.05	0.005-0.048	0.004-0.045	0.005-0.039	0.004-0.038
Location 5: Ban Mapyangphon Health Center (A5)						
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	0.001-0.031	< 0.001-0.043	0.002-0.065	< 0.001-0.068
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	0.001-0.006	< 0.001-0.015	< 0.001-0.011	< 0.001-0.012
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.021-0.068	0.023-0.182	0.024-0.068	< 0.017-0.172
PM 10	mg/m ³	≤ 0.12	0.013-0.047	0.015-0.093	0.013-0.093	0.009-0.100
PM 2.5	mg/m ³	≤ 0.05	0.004-0.046	0.005-0.042	0.005-0.008	0.005-0.039

⁽¹⁶⁾ 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	2020	2021	2022	2023
Waste Generated					
Amount of waste generated	ton	24,500.61	26,806.29	27,974.92	26,698.97
• Hazardous waste	ton	-	-	-	-
• Non-hazardous waste	ton				
• AMATA City Chonburi	ton	18,990.51	20,648.76	21,195.28	19,381.27
• AMATA City Rayong	ton	5,510.10	6,157.53	6,779.64	7,317.70
Waste diverted from disposal					
Amount of waste diverted from disposal	ton	2,215.10	2,124.57	2,267.71	2,125.92
• Hazardous waste	ton				
• Reuse	ton	-	-	-	-
- onsite	ton	-	-	-	-
- offsite	ton	-	-	-	-
• Recycle	ton	-	-	-	-
- onsite	ton	-	-	-	-
- offsite	ton	-	-	-	-
• Non-hazardous waste	ton				
• Reuse	ton	-	-	-	-
- onsite	ton	-	-	-	-
- offsite	ton	-	-	-	-
• Recycle	ton	2,215.10	2,124.57	2,267.71	2,125.92
- onsite	ton	-	-	-	-
- offsite	ton	2,215.10	2,124.57	2,267.71	2,125.92
Waste directed to disposal					
Amount of waste directed to disposal	ton	22,285.51	24,681.71	25,707.21	23,176.68
• Non-hazardous waste	ton	22,285.51	24,681.71	25,707.21	23,176.68
• Incineration without energy recovery	ton	-	-	-	-
- onsite	ton	-	-	-	-
- offsite	ton	-	-	-	-
• Incineration with energy recovery	ton	16,708.46	18,512.00	18,927.57	15,858.98
- onsite	ton	-	-	-	-
- offsite	ton	16,708.46	18,512.00	18,927.57	15,858.98
• Landfilling	ton	5,577.05	6,169.71	6,779.64	7,317.70
- onsite	ton	-	-	-	-
- offsite	ton				
Chonburi Province	ton	66.95	12.18	0	0
Rayong Province	ton	5,510.10	6,157.53	6,779.64	7,317.70

Environmental Compliance	2020	2021	2022	2023
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	2020		2021		2022		2023	
	Person	%	Person	%	Person	%	Person	%
Total number of employees on 31 December	269	100.0%	265	100.0%	277	100.0%	301	100.0%
Number of employees by gender								
- Male	152	56.5%	148	55.8%	155	56.0%	169	56.1%
- Female	117	43.5%	117	44.2%	122	44.0%	132	43.9%
Number of employees by level								
Top Management (level 9 - 12)	16	5.9%	14	5.3%	15	5.4%	15	5.0%
- Male	9	56.3%	8	57.1%	9	60.0%	9	60.0%
- Female	7	43.8%	6	42.9%	6	40.0%	6	40.0%
Middle Management (level 6 - 8)	40	14.9%	45	17.0%	51	18.4%	55	18.3%
- Male	23	57.5%	25	55.6%	27	52.9%	27	49.1%
- Female	17	42.5%	20	44.4%	24	47.1%	28	50.9%
First-line Management (level 4 - 5)	75	27.9%	76	28.7%	77	27.8%	85	28.2%
- Male	32	42.7%	32	42.1%	33	42.9%	35	41.2%
- Female	43	57.3%	44	57.9%	44	57.1%	50	58.8%
Operational level (level 1 - 3)	138	51.3%	130	49.1%	134	48.4%	146	48.5%
- Male	88	63.8%	83	63.8%	86	64.2%	98	67.1%
- Female	50	36.2%	47	36.2%	48	35.8%	48	32.9%
Number of employees by age								
Less than 30 years old	55	20.45%	43	16.2%	43	15.5%	47	15.6%
- Male	24	43.6%	18	41.9%	18	41.9%	24	51.1%
- Female	31	56.4%	25	58.1%	25	58.1%	23	48.9%
30-50 years old	171	63.57%	174	65.7%	182	65.7%	198	65.8%
- Male	101	59.1%	97	55.7%	102	56.0%	106	53.5%
- Female	70	40.9%	77	44.3%	80	44.0%	92	46.5%
Over 50 years old	43	15.99%	48	18.1%	52	18.8%	56	18.6%
- Male	27	62.8%	33	68.8%	35	67.3%	39	69.6%
- Female	16	37.2%	15	31.3%	17	32.7%	17	30.4%

Employment	2020		2021		2022		2023	
	Person	%	Person	%	Person	%	Person	%
Number of employees by employment contract								
Permanent employees	160	59.5%	158	59.6%	165	59.6%	179	59.5%
- Male	73	45.6%	73	46.2%	77	46.7%	80	44.7%
- Female	87	54.4%	85	53.8%	88	53.3%	99	55.3%
Yearly contract employees	41	15.2%	42	15.8%	45	16.2%	43	14.3%
- Male	25	61.0%	23	54.8%	23	51.1%	23	53.5%
- Female	16	39.0%	19	45.2%	22	48.9%	20	46.5%
Temporary employees (outsource)	68	25.3%	65	24.5%	67	24.2%	79	26.2%
- Male	54	79.4%	52	80.0%	55	82.1%	66	83.5%
- Female	14	20.6%	13	20.0%	12	17.9%	13	16.5%
Number of employees by employment type								
Full-time employee	269	100.0%	265	100.0%	277	100.0%	301	100.0%
- Male	152	56.5%	148	55.8%	155	56.0%	169	56.1%
- Female	117	43.5%	117	44.2%	122	44.0%	132	43.9%
Part-time employee	0	0.0%	0	0.0%	0	0.0%	0	0.0%
- Male	0	0.0%	0	0.0%	0	0.0%	0	0.0%
- Female	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Number of employees by location								
Bangkok office	88	32.71%	87	32.8%	91	32.9%	96	31.9%
- Permanent employee	51	58.0%	48	55.2%	55	60.4%	64	66.7%
- Yearly Contract Employees	18	20.5%	19	21.8%	19	20.9%	14	14.6%
- Temporary employees (outsource)	19	21.6%	20	23.0%	17	18.7%	18	18.8%
AMATA City Chonburi Office	138	51.30%	138	52.1%	145	52.3%	155	51.5%
- Permanent employee	87	63.0%	90	65.2%	92	63.4%	96	61.9%
- Yearly Contract Employees	20	14.5%	21	15.2%	23	15.9%	25	16.1%
- Temporary employees (outsource)	31	22.5%	27	19.6%	30	20.7%	34	21.9%
AMATA City Rayong Office	43	15.99%	40	15.1%	41	14.8%	50	16.6%
- Permanent employee	22	51.2%	20	50.0%	18	43.9%	19	38.0%
- Yearly Contract Employees	3	7.0%	2	5.0%	3	7.3%	4	8.0%
- Temporary employees (outsource)	18	41.9%	18	45.0%	20	48.8%	27	54.0%
Number of employees by hometown								
- Bangkok Metropolitan Region	70	26.0%	71	26.8%	70	25.3%	68	22.6%
- Central region	28	10.4%	27	10.2%	24	8.7%	41	13.6%
- Eastern region	92	34.2%	90	34.0%	98	35.4%	96	31.9%
- Western region	10	3.7%	8	3.0%	9	3.2%	7	2.3%

Employment	2020		2021		2022		2023	
	Person	%	Person	%	Person	%	Person	%
- Southern region	6	2.2%	5	1.9%	9	3.2%	13	4.3%
- Northern region	20	7.4%	19	7.2%	21	7.6%	26	8.6%
- North-Eastern region	43	16.0%	45	17.0%	46	16.6%	50	16.6%
Number of employees by nationality								
- Thai	245	91.1%	240	90.6%	251	90.6%	272	90.4%
- European	1	0.4%	2	0.8%	2	0.7%	2	0.7%
- Chinese	3	1.1%	3	1.1%	4	1.4%	5	1.7%
- Singaporean	1	0.4%	1	0.4%	1	0.4%	1	0.3%
- Japanese	4	1.5%	3	1.1%	3	1.1%	3	1.0%
- Vietnamese	1	0.4%	1	0.4%	0	0.0%	0	0.0%
- Burmese	9	3.3%	9	3.4%	9	3.2%	9	3.0%
- Laos	5	1.9%	6	2.3%	7	2.5%	9	3.0%
Number of employees with disabilities	1	0.4%	1	0.4%	1	0.4%	1	0.3%
- 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	2020		2021		2022		2023	
	Person	%	Person	%	Person	%	Person	%
New employees	35	13.0%	27	10.2%	41	14.8%	46	15.3%
New employees by Gender								
- Male	18	51.4%	9	33.3%	17	41.5%	26	56.5%
- Female	17	48.6%	18	66.7%	24	58.5%	20	43.5%
New employees by age								
- Less than 30 years old	19	54.3%	13	48.1%	22	53.7%	16	34.8%
- 30-50 years old	15	42.9%	12	44.4%	18	43.9%	27	58.7%
- Over 50 years old	1	2.9%	2	7.4%	1	2.4%	3	6.5%
New employees by level								
- Top Management	0	0.0%	1	3.7%	1	2.5%	1	2.2%
- Middle Management	1	2.8%	1	3.7%	1	2.5%	5	10.9%
- First-line Management	6	17.2%	7	25.9%	6	14.6%	16	34.8%
- Operational level	28	80.0%	18	66.7%	33	80.4%	24	52.1%

Employee Turnover	2020		2021		2022		2023	
	Person	%	Person	%	Person	%	Person	%
Employee Turnover Rate ⁽¹⁷⁾	30	11.2%	30	11.3%	34	12.3%	28	9.3%
By Gender								
- Male	16	53.3%	10	33.3%	13	38.2%	17	60.7%
- Female	14	46.7%	20	66.7%	21	61.8%	11	39.3%
By Age								
- Less than 30 years old	6	20.0%	12	40.0%	12	35.3%	9	32.1%
- 30-50 years old	22	73.3%	17	56.7%	17	50.0%	11	39.3%
- Over 50 years old	2	6.7%	1	3.3%	5	14.7%	8	28.6%
Voluntary employee turnover rate	26	9.7%	27	10.2%	29	10.5%	22	7.3%
By Gender								
- Male	15	57.7%	8	29.7%	11	38.0%	13	59.1%
- Female	11	42.3%	19	70.3%	18	62.0%	9	40.9%
By Age								
- Less than 30 years old	5	19.2%	12	44.4%	11	37.9%	9	40.9%
- 30-50 years old	19	73.0%	15	55.6%	17	58.6%	9	40.9%
- Over 50 years old	2	7.8%	0	0.0%	1	3.5%	4	18.2%
By Level								
- Top Management	1	3.8%	2	7.5%	0	0.0%	2	9.1%
- Middle Management	4	15.4%	0	0.0%	0	0.0%	3	13.6%
- First-line Management	2	7.7%	5	18.5%	4	13.8%	7	31.8%
- Operational level	19	73.1%	20	74.0%	25	86.2%	10	45.5%

⁽¹⁷⁾ Employee turnover includes voluntary resignation, dismissal, retirement and death

Parental Leave	2020		2021		2022		2023	
	Person	%	Person	%	Person	%	Person	%
Employee that took parental leave	3	1.12%	1	0.38%	3	1.08%	5	1.66%
Employee returned to work after parental leave	3	100%	1	100%	2	66.67%	5	100.0%

Employee Development	2020	2021	2022	2023
	hour/person	hour/person	hour/person	hour/person
Total average training hours per person per year	8.18	25.72	20.38	20.56
By Gender				
- Male	7.74	21.47	16.95	13.59
- Female	8.74	30.70	24.43	29.27
By Level				
- Management level	16.47	20.43	30.91	36.85
- Operational level	6.85	26.81	18.79	17.77

Compensation	2020	2021	2022	2023
Employee compensation by gender (THB)				
- Total compensation	215,536,512.22	188,733,322.57	244,647,581.76	271,237,348.92
- Compensation for male employee	109,083,621.60	99,870,900.46	124,236,987.29	139,348,886.44
- Compensation for female employee	106,452,890.62	88,862,422.11	120,410,594.47	131,888,462.48
Employee compensation proportion (female: male)	1:1.02	1:1.12	1:1.03	1:1.06
Employees' provident fund				
- Number of employees in provident fund (person)	153	155	157	159
- Company contributions to provident fund (THB)	13,978,661.24	14,210,411.65	13,968,853.15	14,132,310.76

Employee Engagement and Participation	2020	2021	2022	2023
Complaints on labor practices and human rights (case)	0	0	0	0
Major labor disputes (case)	1	0	0	0
Employee engagement score (%)	64	59	69	67

Occupational Health & Safety	2020		2021		2022		2023	
	Male	Female	Male	Female	Male	Female	Male	Female
Total working hours (hour)	607,926.98		606,768.10		602,121.94		654,329.59	
- Employee	364,533.95	241,041.03	359,112.45	243,431.65	335,116.77	251,693.17	400,666.68	253,145.91
- Contractor	2352	0	4,224	0	15,296	16	416	101
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)	0	0	0	0	0	0	1	0
No lost time injuries	0	0	0	0	0	0	0	1
- Employee	0	0	0	0	0	0	0	1
- Contractor	0	0	0	0	0	0	0	0
Lost time injuries	0	0	0	0	0	0	1	0
- Employee	0	0	0	0	0	0	1	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

Occupational Health & Safety	2020	2021	2022	2023
Lost Time Injury Frequency Rate (LTIFR) (case/million man-hour)				
- Employee	0	0	0	1.53
- Contractor	0	0	0	0
Sick leave				
Average sick leave days per employee (days)	2.53	1.16	1.6	1.43
Total Absentee Rate (%)	0	0	0	0

Socioeconomic Compliance	2022	2021	2022	2023
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	Thailand
2. Thai-Vietnam Friendship Association	Member	Thailand
3. Thai Chamber of Commerce	Member	Thailand
4. Thai Listed Companies Association	Member	Thailand
5. Thai Chamber of Commerce and Industry in Vietnam	Member	Vietnam
6. Vietnam Chamber of Commerce and Industry	Member	Vietnam
7. Korea Chamber of Commerce and Industry	Member	Vietnam
8. Hong Kong Business Association	Member	Vietnam
9. Singapore Chamber of Commerce and Industry	Member	Vietnam
10. Vietnam National Real Estate Association - Industrial Real Estate	Member	Vietnam
11. Regional Security Committee	Member	Vietnam

GRI Content Index

Statement of use	AMATA Corporation Public Company Limited has reported in accordance with the GRI Standards for the period January 1, 2023 to December 31, 2023.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not applicable

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION
General disclosures			
GRI 2: General Disclosures 2021	2-1 Organizational details	10-12	
	2-2 Entities included in the organization's sustainability reporting	3	
	2-3 Reporting period, frequency and contact point	3	
	2-4 Restatements of information	222	
	2-5 External assurance	4	
	2-6 Activities, value chain and other business relationships	13	
	2-7 Employees	227-231	
	2-8 Workers who are not employees		Information unavailable/incomplete. AMATA uses subcontractors, but does not have systems to track the total number. We track subcontractor injury and illness data (page 232).
	2-9 Governance structure and composition	One Report 2023 (182-192)	
	2-10 Nomination and selection of the highest governance body	One Report 2023 (188-189, 198-200, 206)	
	2-11 Chair of the highest governance body	One Report 2023 (18, 184-185)	
	2-12 Role of the highest governance body in overseeing the management of impacts	16-17, One Report 2023 (182-192)	
	2-13 Delegation of responsibility for managing impacts	16-17, 54	
	2-14 Role of the highest governance body in sustainability reporting	3-4, 35	
	2-15 Conflicts of interest	One Report 2023 (69, 203-204, 207-208, 210)	
	2-16 Communication of critical concerns	45-47, 50	
	2-17 Collective knowledge of the highest governance body	45, 59	
	2-18 Evaluation of the performance of the highest governance body	44-45, One Report 2023 (181)	



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION
	2-19 Remuneration policies	One Report 2023 (178, 192-193), Website: CG Handbook, Page 179-181 https://investor.amata.com/storage/content/corporate-governance/corporate-governance-and-download/20240402-amata-good-corporate-governance-handbook-2023-th.pdf	
	2-20 Process to determine remuneration	165-166, One Report 2023 (192-193, 189), Website: CG Handbook, Page 179-181 https://investor.amata.com/storage/content/corporate-governance/corporate-governance-and-download/20240402-amata-good-corporate-governance-handbook-2023-th.pdf	
	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	6-7	
	2-23 Policy commitments	20, 62-65, 67, 74, 97, 112, 119, 126, 173, Website: CG Handbook, Page 179-181 https://investor.amata.com/storage/content/corporate-governance/corporate-governance-and-download/20240402-amata-good-corporate-governance-handbook-2023-th.pdf	
	2-24 Embedding policy commitments	16-17, 54-60, 62-65, 74-75, 97-99, 105, 112-117, 119-124, 126-127, 173-175	
	2-25 Processes to remediate negative impacts	52, 49-50, 63-67, 86-89, 156, 94-95, 191-192	
	2-26 Mechanisms for seeking advice and raising concerns	24-29, 50, 94-95, 88-89, 191-192	
	2-27 Compliance with laws and regulations	51-52, 227, 233	
	2-28 Membership associations	234	
	2-29 Approach to stakeholder engagement	25-31	
	2-30 Collective bargaining agreements		Not applicable. None of AMATA employees are covered by collective bargaining agreements.

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION
Material topics			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	32-34	
	3-2 List of material topics	34-40	
Environmental Quality Control			
GRI 3: Material Topics 2021	3-3 Management of material topics	85-95	
GRI 305: Emissions 2016	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	222-225	
Climate and GHG Emission			
GRI 3: Material Topics 2021	3-3 Management of material topics	96-101	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	99-100, 222	
	305-2 Energy indirect (Scope 2) GHG emissions	99-100, 222	
	305-3 Other indirect (Scope 3) GHG emissions	101, 222	
	305-4 GHG emissions intensity	100, 222	
Energy efficiency and renewables			
GRI 3: Material Topics 2021	3-3 Management of material topics	103-109	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	110, 218	
	302-3 Energy intensity	110, 218	
	302-4 Reduction of energy consumption	109-110	
Catchment Protection and Rehabilitation			
GRI 3: Material Topics 2021	3-3 Management of material topics	112, 118-124	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	112-117	
	303-3 Water withdrawal	116, 219	
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	119-121	
	304-2 Significant impacts of activities, products and services on biodiversity	118-119	
	304-3 Habitats protected or restored	119-124	
Industrial Water and Effluent			
GRI 3: Material Topics 2021	3-3 Management of material topics	111-117	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	112-117	
	303-2 Management of water discharge-related impacts	114	
	303-3 Water withdrawal	116, 219	
	303-4 Water discharge	114-115, 219	
	303-5 Water consumption	114-116, 219	

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION
Waste			
GRI 3: Material Topics 2021	3-3 Management of material topics	125-131	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	126-127	
	306-2 Management of significant waste-related impacts	126-131, 80	
	306-3 Waste generated	126-127, 226	
	306-4 Waste diverted from disposal	126-127, 226	
	306-5 Waste directed to disposal	126-128, 226	
Sustainable Products and Services			
GRI 3: Material Topics 2021	3-3 Management of material topics	136-149	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	153, 216	
	201-2 Financial implications and other risks and opportunities due to climate change	95, 101, One Report 2023 (80-83)	
Circular Economy			
GRI 3: Material Topics 2021	3-3 Management of material topics	125-131	
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	126-131, 80	
	306-4 Waste diverted from disposal	126-128, 226	
Customer Experience			
GRI 3: Material Topics 2021	3-3 Management of material topics	154-159	
Occupational health and safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	172-187	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	173-175	
	403-2 Hazard identification, risk assessment, and incident investigation	173	
	403-5 Worker training on occupational health and safety	174-176, 79-81	
	403-6 Promotion of worker health	174-175	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	175-177	
	403-9 Work-related injuries	174-175, 232-233	

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION
Employee Development and Retention			
GRI 3: Material Topics 2021	3-3 Management of material topics	160-171	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	229	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	164-165	
	401-3 Parental leave	230	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	170, 231	
Community Health and Well-being			
GRI 3: Material Topics 2021	3-3 Management of material topics	186-214	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	28, 65-67, 189-214	
	413-2 Operations with significant actual and potential negative impacts on local communities	69, 177-187, 199-200, 203	
Social Contributions			
GRI 3: Material Topics 2021	3-3 Management of material topics	189-214	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	28, 65-67, 189-214	
	413-2 Operations with significant actual and potential negative impacts on local communities	69, 177-187, 199-200, 203	
Traffic Management and Road Safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	177-187	
GRI 413: Local Communities 2016	413-2 Operations with significant actual and potential negative impacts on local communities	177-187, 203	
Business Ethics and Integrity			
GRI 3: Material Topics 2021	3-3 Management of material topics	48-50	
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	49	
	205-3 Confirmed incidents of corruption and actions taken	50, 217	

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION
Law and regulatory compliance			
GRI 3: Material Topics 2021	3-3 Management of material topics	51-52	
Risk and Crisis Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	53-60	
Responsible Supply Chain			
GRI 3: Material Topics 2021	3-3 Management of material topics	73-82	
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	217	
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	76-78, 217	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	76-78, 217	
Information Security			
GRI 3: Material Topics 2021	3-3 Management of material topics	61-62	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	62	

Feedback Form for Sustainability Report 2023

1. Your basic information

Gender ☐ Female ☐ Male ☐ LGBTQ+ ☐ Prefer not to say
Age ☐ Below 30 ☐ 30-50 ☐ Over 50 ☐ Prefer not to say

2. Which stakeholder group do you belong to?

☐ Employees ☐ Customers ☐ Communities ☐ Medias
☐ Suppliers ☐ Shareholders ☐ Business Partner ☐ Government Agencies
☐ Creditors ☐ 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 2023 sustainability report?

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

5. How satisfied are you with the Company's 2023 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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You can simply scan the QR Code to get this feedback form and send it to the address specified at the back cover or email to E-mail: sustainability@amata.com

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





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