



AMATA CORPORATION
PUBLIC COMPANY LIMITED

*“Turning Eternal Dreams into
Reality for the Prosperity of All”*



Sustainability Report 2024

“ALL WIN”

Everyone **SUCCEEDS**
Friendly to **ENVIRONMENT**
Responsible to **SOCIETY**
Walking **TOGETHER**

“ALL WIN is a philosophy of shared prosperity, envisioned by Mr. Vikrom Kromadit, the founder and Chairman of AMATA Corporation Public Company Limited. As a pioneering entrepreneur, he has played a transformative role in advancing Thailand’s industrial sector. For over five decades, AMATA has upheld the principles of ALL WIN as the foundation of its business approach—building an industrial ecosystem that is efficient, sustainable, and harmonized with the environment, ensuring that all stakeholders thrive together. ALL WIN is more than just minimizing negative impacts; it is about renewal, creating an economic system that regenerates value for society and the environment. True success is not merely measured in profit, but in the ability to foster collaboration, mutual understanding, and collective progress—a journey where all stakeholders move forward, growing stronger and more sustainable, together.”



Vision

Creating Perfect Cities where possibilities happen



Mission

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

Corporate Culture

AMATA DNA

D

R

I

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E

Dependable for Success

- Being professional
- Adhering to code of ethics
- Credible
- Reliable

Responsive

- Fast and accurate response
- Being responsible to stakeholders & environment

Innovative

- Promoting innovation in products and services including working process improvement

Visionary

- Having long term projection
- Creating opportunities for everyone

Efficient

- Working with high standards
- Excellent team

About this report

AMATA Corporation Public Company Limited (the Company) publishes the annual Sustainability Report to disclose its commitment to sustainable business operations, including its strategies, management approaches, and performance that address material issues across the economic, social, environmental, and governance (ESG) dimensions, respond to stakeholder expectations and interests, and contribute to the achievement of the United Nations Sustainable Development Goals (SDGs). This 11th edition of the Sustainability Report covers the performance period from 1 January 2024 to 31 December 2024. The report has been prepared in accordance with the Global Reporting Initiative (GRI) Universal Standards 2021, and follows the relevant GRI Topic Standards to report its performance in managing material topics. The Company ensures transparency and accountability in its sustainability disclosures by adhering to the following reporting principles:

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

In 2024, the Company conducted a third-party verification and assurance of its 2023 performance data in greenhouse gas emissions, water, and waste. As a result, data collection and calculation methods were refined to enhance accuracy and reliability, along with revisions to the scope of energy-related activities. Consequently, these refinements led to necessary adjustments to the figures previously disclosed in the 2023 Sustainability Report.

Reporting Boundaries

This Sustainability Report presents the Company's performance for the year 2024 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 2024, there was a change in the reporting boundaries as the Company initiated new project, notably AMATA City Chonburi 2 Industrial Estate in Chonburi Province. The reporting boundary now includes six entities, collectively accounting for 64% of AMATA Group's total revenue, based on data from the 2024 Annual Report (56-1 One Report), page 217-304. Companies included in this report are as follows:

- AMATA Corporation Public 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 2024, the Company did not undergo any significant changes in its supply chain; however, it conducted a comprehensive assessment of material topics in full alignment with the GRI Universal Standards 2021, GRI 3: Material Topics 2021 and the Double Materiality approach outlined in the European Sustainability Reporting Standards (ESRS) by the European Financial Reporting Advisory Group (EFRAG). Additionally, the assessment adheres to the OECD Due Diligence Guidance for Responsible Business Conduct, applying a risk-based due diligence approach and engaging a multi-stakeholder approach to ensure a holistic evaluation of business impacts. This process provides a comprehensive view of the Company's impact, both externally-on stakeholders, society, and the environment (outward impact)-and internally, assessing its financial implications and long-term value creation (inward impact).

The Company has conducted a comprehensive assessment 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 assessment was conducted by the Company's executives and subject matter experts from relevant internal departments, 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.

In 2024, the Company identified a total of 16 material topics, consisting of 9 high-impact material topics and 7 medium-impact topics. The total number of material topics decreased from 19 topics in 2023, resulting from impact reclassification and the consolidation of existing topics. Specifically, Circular Economy, Social Support and Assistance, and Risk and Crisis Management were integrated as subtopics under broader material topics in 2024, with their names refined for greater clarity. All material topics underwent review, validation, and approval by high-level executives and the Board of Directors, respectively. This report presents comprehensive information on the management of all 16 material sustainability topics.

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. In 2024, the Company has arranged for data review and assurance (Limited Assurance) by third-party expert, SGS (Thailand) Limited, 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, covering water withdrawal, water consumption, wastewater discharge, waste generation, waste diverted from disposal, and waste directed to disposal, as well as the number of employees or contractors covered by an occupational health and safety management systems, work-related injuries and work-related ill health, following the GRI Topic Disclosure indicators GRI 303-3, GRI 303-4, GRI 303-5, GRI 306-3, GRI 306-4, GRI 306-5, GRI 403-8, GRI 403-9, and GRI 403-10. Details on data validation and assurance can be found on page 271-272.

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

The year 2024 marks a significant milestone for AMATA, celebrating the 50th anniversary of founding and operating to support Thailand's industrial sector. From the early days of developing industrial estates with a focus on quality and operational efficiency, AMATA has evolved into a Smart Industrial City that promotes sustainable development. Over the past five decades, we have remained committed to the 'ALL WIN' business principle, ensuring that all sectors-businesses, communities, and the environment-grow together in balance. With a continuous drive for innovation and adaptation, we embrace a future filled with challenges and change. This 50-year journey not only showcases business success but also reflects the vision of creating an industrial ecosystem that is responsible and beneficial to society and the environment. True success, as we believe, is not solely measured by profits, but by collaboration and unity, enabling all parties to achieve their goals and grow together in a stable and sustainable manner.

At the same time, 2024 marks a year of significant global transformation across the economy, technology, environment, and society. The world faces economic challenges from inflation, market volatility, and geopolitical uncertainties. Climate change has intensified clearly, driving the need for stronger environmental and energy laws and policies. The growing awareness of sustainability and social equity has become central to business strategies and government policies. Thus, 2024 is a critical time for us to accelerate adaptation efforts to build a more stable and resilient future.

Under the vision of a 'Perfect City,' a city that promotes sustainable economic, social, and environmental growth, we incorporate sustainability into AMATA business strategy through four key strategic pillars:

(A) Responsible and Sustainable Consumption Strategy: We are committed to the responsible use of natural resources through sustainable resource management in line with circular economy principles, aimed at reducing environmental risks and impacts, while strengthening business stability and instilling confidence in all stakeholders. This includes the full utilization (100%) of treated water in accordance with the zero discharge principle, ensuring water security and reducing dependence on natural raw water sources by producing high-quality water from treated water through the water reclamation system. As a result, we have saved up to 73.29 million Baht annually and increased raw water reserve by an additional five months. Furthermore, AMATA has initiated water conservation projects and encouraged stakeholders to collaboratively

preserve the watershed ecosystem and use water resources responsibly. Additionally, we have successfully managed solid waste within the AMATA City Chonburi Industrial Estate, achieving zero waste sent to landfills this year (0%). This has allowed us to reduce waste management costs by 2.4 million Baht in 2024.

(B) Climate Change Strategy: We are committed to achieving carbon neutrality by 2040, focusing on enhancing energy efficiency and expanding the use of renewable energy. In 2024, we increased solar power generation capacity to 4.47 million kilowatt-hours per year. This brings the proportion of renewable energy use in our business operations to 8.61% of total energy consumption. Furthermore, we are developing a 19.5 MWp and 42.5 MWp floating solar photovoltaic projects at AMATA City Chonburi Industrial Estate, in collaboration with business partners, to meet the growing renewable energy demands of clients with carbon reduction goals. Additionally, we have established the AMATA Carbon Neutral Network (ACNN) as a platform to promote awareness, foster collaboration, and drive concrete actions among factory operators to reduce greenhouse gas emissions. We have also introduced new products and services related to greenhouse gas and energy management, including carbon footprint reporting, consulting and planning services, and the organization of carbon-neutral events, to support our clients' sustainability efforts.

(C) Innovation Strategy to Uplift Product & Service Quality: We are dedicated to continuous development and the creation of new products and services that not only minimize the impact on stakeholders and the environment but also reduce costs and generate additional revenue. In line with this commitment, we foster an environment that empowers employees at all levels within the AMATA Group to demonstrate their potential and drive innovation that benefits business, society, and the environment. Employees are also encouraged to actively contribute to the ongoing improvement of operational processes, elevating industrial services and meeting the dynamic needs of customers in a rapidly changing landscape. For instance, the development of the 'Solution of Intelligent Carbon and Energy' platform addresses customers' needs in managing greenhouse gas emissions and energy consumption across various operations, and the installation of online meteorological stations enables real-time weather monitoring, ensuring the preparedness to swiftly respond to unpredictable weather patterns. In 2024, innovations from employees resulted in over 23 projects, leading to operational cost savings of more than 12 million Baht and generating over 5 million Baht in revenue.

(D) Strategy for Enhancing Shared Value Creation and Collective Impact: We place great emphasis on improving the quality of life for members of society, particularly those in communities within a 5-kilometer radius of the AMATA Industrial Estates. In collaboration with factory operators, government agencies, and local authorities, AMATA has initiated various projects aimed at reducing negative impacts and creating benefits for surrounding communities. These include addressing traffic issues and promoting road safety campaigns, sharing knowledge on water and waste management to help foster model communities with excellent environmental standards, and the 'Farm to Factory' project to promote community economic development. Through this initiative, AMATA serves as a conduit for promoting the sale of agricultural products and processed goods from local communities to factories within both AMATA industrial estates. In 2024, this project generated a total of 9.07 million Baht in revenue for the communities through product sales.

Through the unwavering dedication and commitment of the management team and employees at all levels, as well as the support and collaboration from all stakeholders, we have experienced continuous development and have successfully driven our sustainable progress, resulting in notable achievements. In 2024, AMATA received numerous prestigious awards and recognitions from leading organizations, including the Sustainability Awards of Honor for the second consecutive year, the highest rating of 'AAA' in the SET ESG Ratings from the Stock Exchange of Thailand, and a place on the Thailand Sustainability Investment List for the seventh consecutive year. AMATA was also recognized for the excellence in corporate governance with a rating of 'Excellence' from the Thai Institute of Directors (IOD) for seven consecutive years, and both of AMATA industrial estates in Thailand were certified as Eco-Excellence: E2 level by the Industrial Estate Authority of Thailand.

On behalf of the Board of Directors, the management team, and all employees, I would like to express my sincere gratitude to all stakeholders for their continuous trust and support. We remain committed to growing our business steadily and responsibly, adhering to the ALL WIN philosophy, which aims to benefit all parties involved, continually enhancing societal and environmental quality for a sustainable future.



Vikrom Kromadit
Chairman and Acting Chief Executive Officer



Sustainability Recognitions in 2024



1

2024 Sustainability Awards of Honor

Awarded by the Stock Exchange of Thailand for the second consecutive year.

This honor is presented to listed companies that have received the Best Sustainability Awards for three or more consecutive years.



2

“AAA” in SET ESG Rating 2024

Achieved the highest AAA rating in the SET ESG Ratings and was listed in the Thailand Sustainability Investment (THSI) List by the Stock Exchange of Thailand for the seventh consecutive year.



3

Sustainability Disclosure Award

Received the 2024 Sustainability Disclosure Award from Thaipat Institute for the fifth consecutive year.



4

Excellence CG Scoring

Received the CG scores of “Excellent” level from the Thai Institute of Directors for the seventh consecutive year.



5

CAC Member

Recertified a membership of the Thai Private Sector Collective Action Against Corruption (CAC).



6

AGM Checklist

Received 100 full score or excellent rating from the 2024 Annual General Meeting of Shareholders Checklist assessment conducted by the Thai Investors Association.



7

AMCHAM Impact Recognition

Received the Corporate Social Impact Awards from the American Chamber of Commerce in Thailand (AMCHAM) for the third consecutive year.



8

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

AMATA City Chonburi Industrial Estate has been certified as Eco Excellence: E2 (Re-Certification) by the Industrial Estate Authority of Thailand.



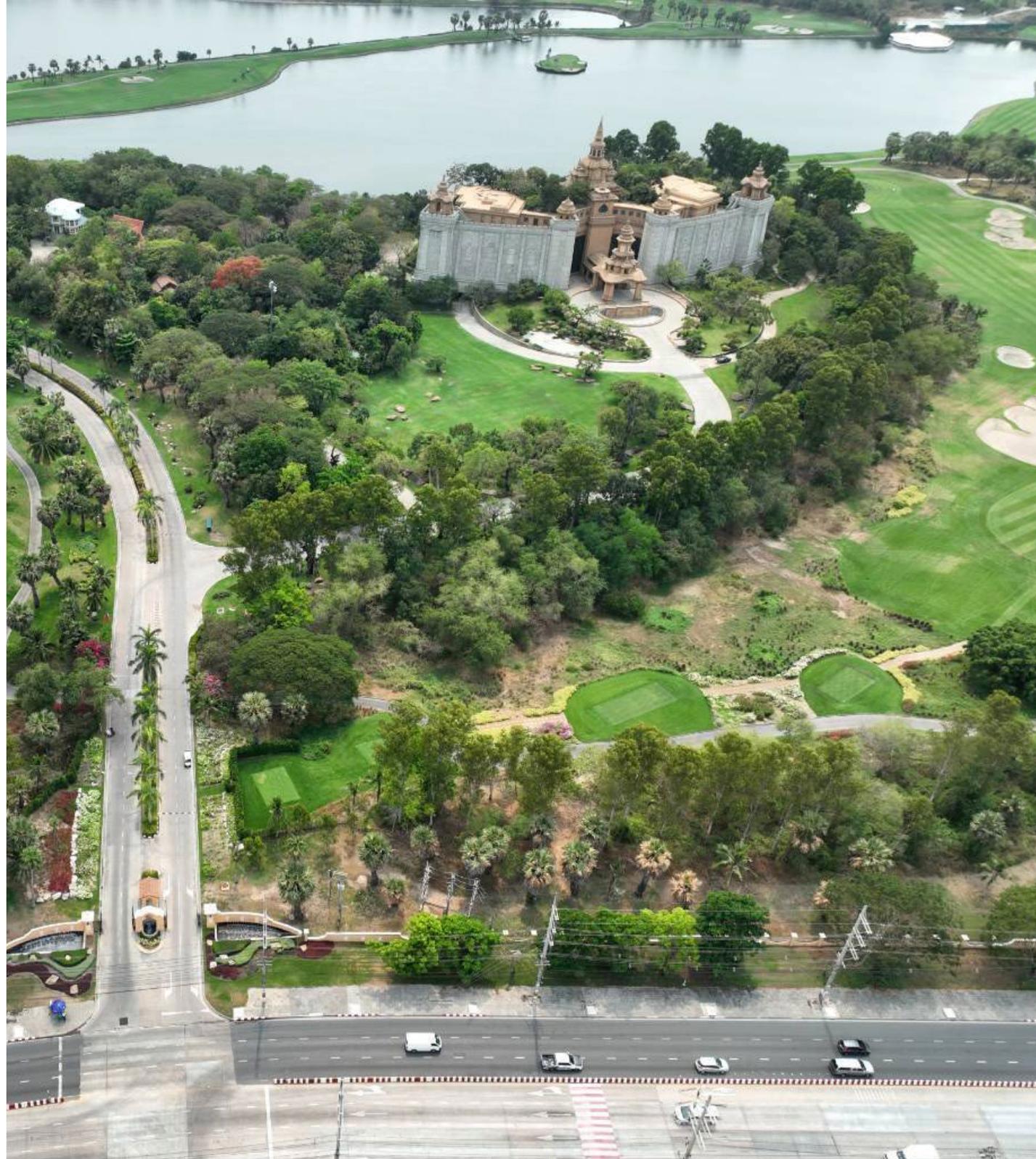
9

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

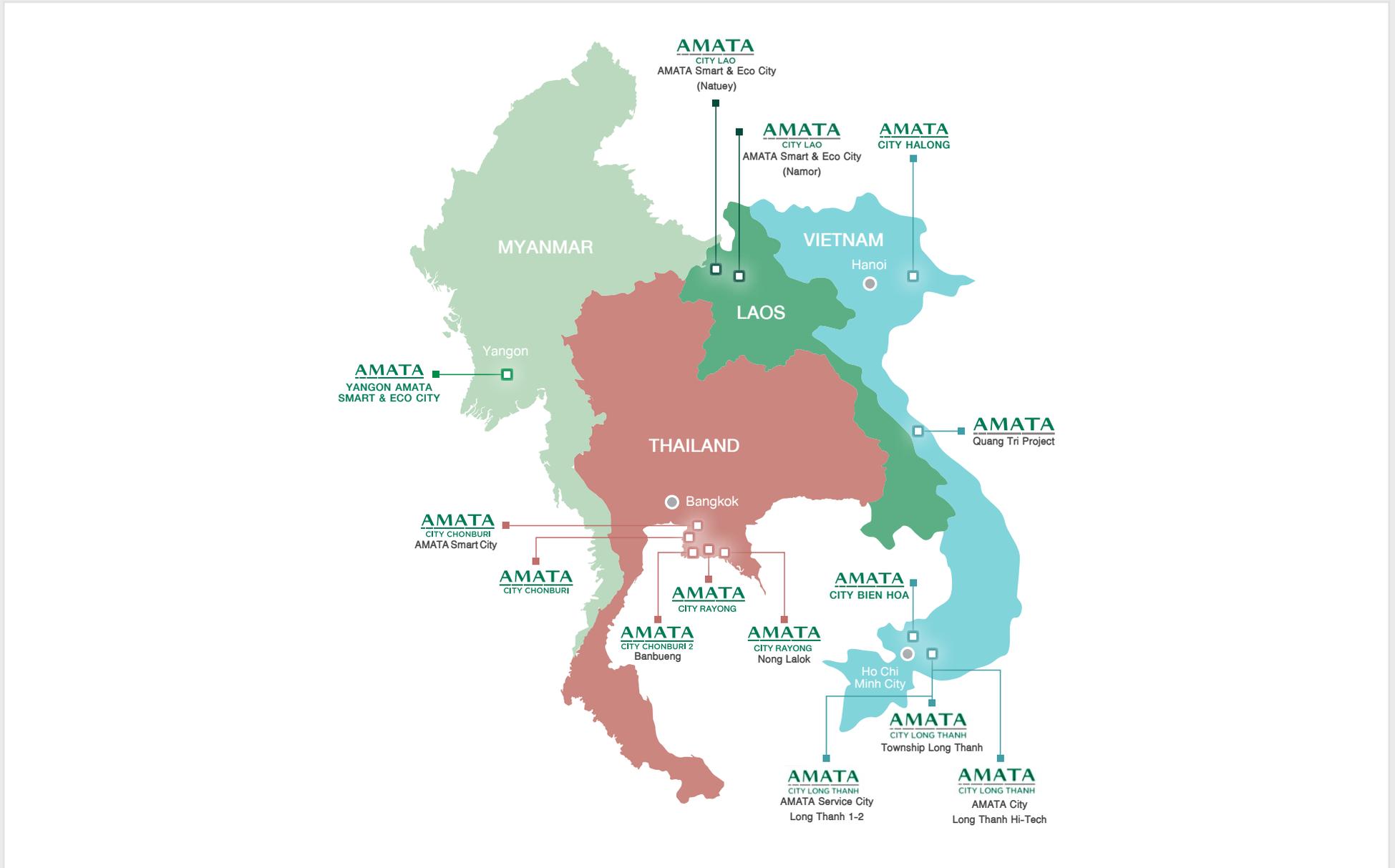
AMATA City Rayong Industrial Estate has been certified as Eco Excellence: E2 (Surveillance) by the Industrial Estate Authority of Thailand.

About AMATA

AMATA Corporation Public Company Limited, one of Thailand's foremost industrial estate developers, was founded on 6 March 1989, and has been listed on the Stock Exchange of Thailand since 1997. AMATA specializes in the comprehensive development of industrial estates and related businesses. Beyond creating industrial estates that meet international standards and uphold stringent environmental safeguards, AMATA is deeply committed to realizing its vision of "A Perfect City" – a holistic urban ecosystem designed to enhance the quality of life for those who work within its estates and for communities in the surrounding areas, enabling people to thrive, work, and live with lasting happiness.



Location of our projects



AMATA City Chonburi

Area : **32.31** sq km (20,195 Rai)

No. of factories and tenants : **847** No. of factories' employees : **200,000**

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 : **509** No. of factories' employees : **100,000**

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 : **3.11** sq km (1,941 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 : **54,400**

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-Dau Giay 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)

No. of factories and tenants : **6**

Strategically located adjacent to the Ho Chi Minh City - Long Thanh - Dau Giay Expressway and only 10 kilometers from Long Thanh International Airport, offering easy access to various infrastructures in both Ho Chi Minh City and Dong Nai Province.

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 Ha long

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

No. of factories and tenants : **20** No. of factories' employees : **3,100**

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

1,577 Factories and tenants

from **31** nationalities



153.17* square kilometer in total area

* Remark: 1 sq km = 625 Rai



357,500 People

working in the factories

- AMATA Corporation Public Company Limited

has its headquarter at 2126 Kromadit Building, New Petchburi Road, Bangkapi, Huay Kwang, Bangkok 10310, Thailand

- The Chonburi office branch is at 700 Bangna-Trad Highway Km. 57, A. Muang, Chonburi 20000, Thailand

- The Rayong office branch is at 7 Highway 331, Km. 39 A. Sriracha, Chonburi 20230, Thailand

As of 31 December 2024, the total number of employees in all categories was **309**

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 and Urban Development	 Utilities	 Services in industrial estates	 Investment
<p>Industrial Estate Development</p> <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 Ha Long • Quang Tri Project • Yangon AMATA Smart & Eco City • AMATA Smart & Eco City Namor • AMATA Smart & Eco City Natuey <p>Urban Development</p> <ul style="list-style-type: none"> • AMATA Township Long Thanh • AMATA Service City Long Thanh 1 • AMATA Service City Long Thanh 2 	<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 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)

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: 330,000 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



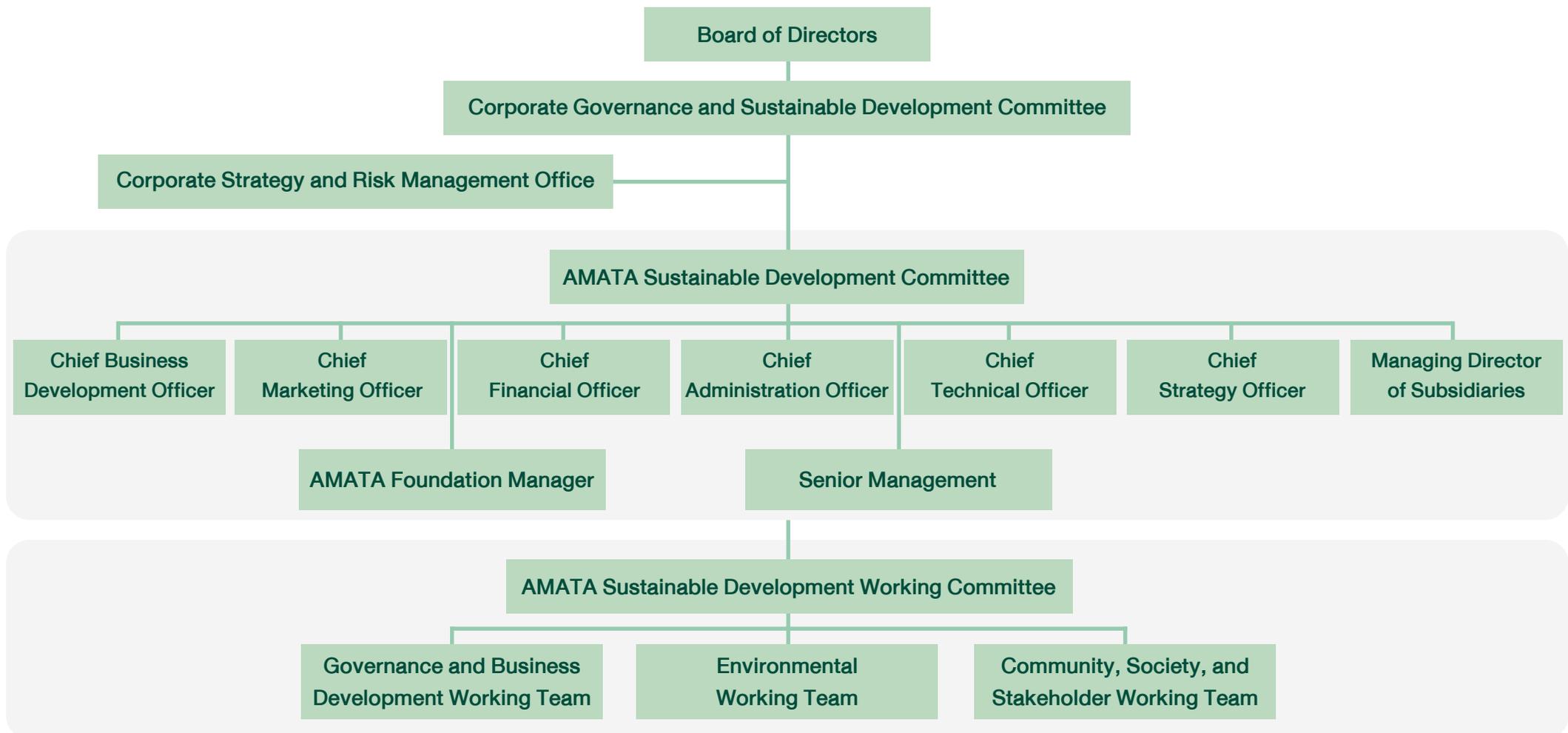
AMATA Sustainability



AMATA Sustainable Development Structure

The Company places the highest priority on the active participation of the entire organization in corporate sustainability development and has designated the Board of Directors, top management, and all employees to actively engage in driving the Company's development in economic, social, environmental, and human rights aspects. These collective efforts aim to foster awareness and embed a strong sustainability culture within the Company, ensuring a holistic and integrated approach to corporate sustainability. The Company believes that its visionary and accountable Board of Directors and top management, who uphold good governance and demonstrate efficient, transparent leadership, along with executives and employees who integrate sustainability considerations and stakeholder impacts into decision-making, will drive continuous and meaningful progress and create sustainable value for all stakeholders.

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**, which comprises 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. These committees work collectively to implement sustainability initiatives. Additionally, the Corporate Strategy and Risk Management Office, which reports directly to the Chief Executive Officer, is responsible for monitoring all sustainability-related activities. This integrated approach ensures sustainability considerations are embedded in risk management and strategic planning for maximum effectiveness. Progress and performance are then reported in sequence to senior management and to the Board of Directors, fostering a coordinated effort toward the Company's sustainability goals.

Sustainability efforts within the Company are carried out at three levels, covering economic, social, environmental, and corporate governance dimensions. The Company actively monitors and evaluates both internal and external risks, as well as shifting global trends and sustainability factors that may impact the Company and its stakeholders. The needs and expectations of all stakeholder groups are integrated into target-setting, strategy formulation, and action plans, enabling effective preparation and response to material sustainability issues.



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

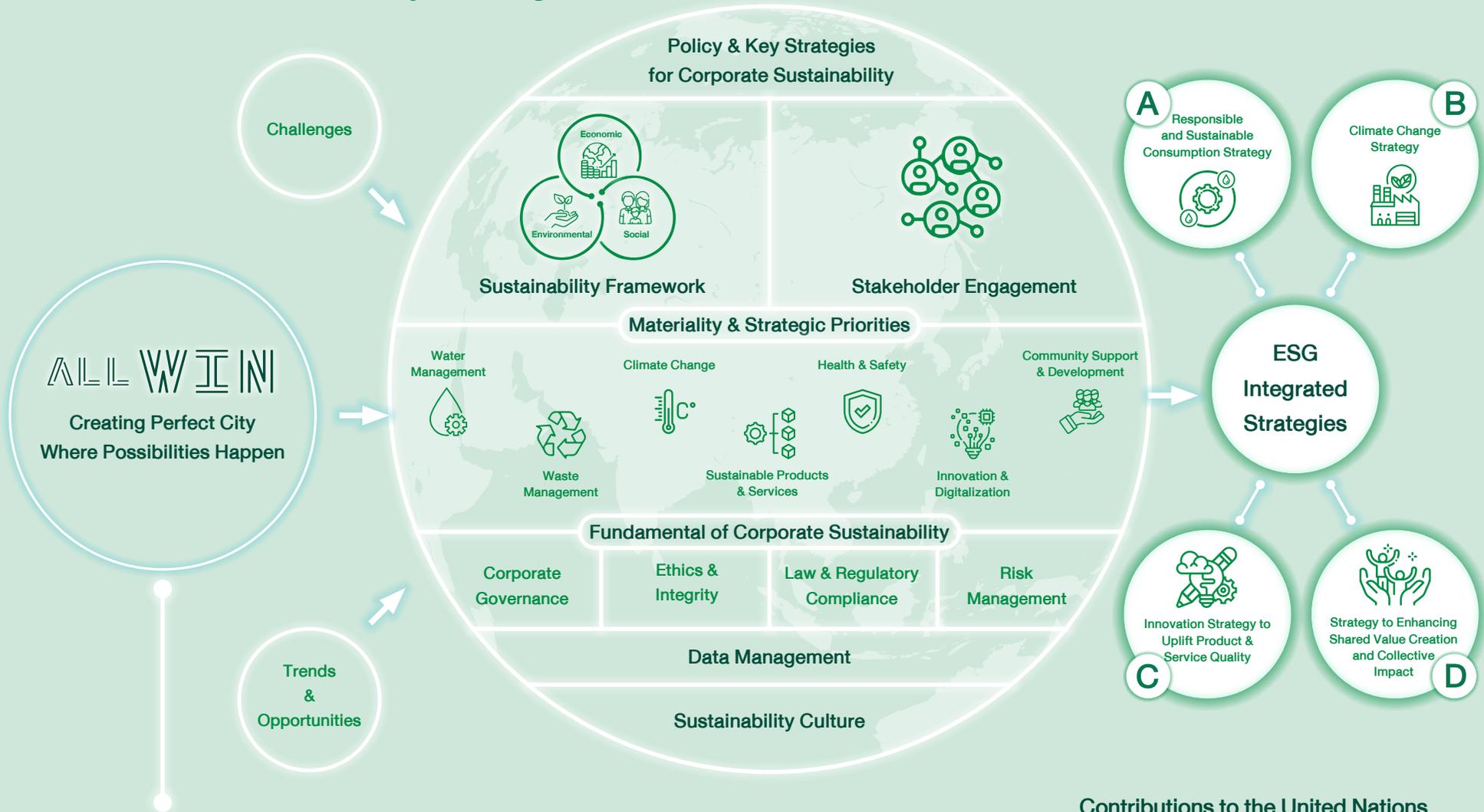
- Implement the policies and strategies to achieve the set goals and targets.
- Monitor the progress of ESG implementation and its performance.
- The Chairman of the Sustainable Development Committee reports the Company's ESG performance to the Chief Executive Officer, and Board of Directors on a regular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

Due to the nature of its business as a large-scale industrial city, the Company's operations may generate both positive and negative impacts directly and indirectly on the economy, society, environment, and human rights, whether currently or in the future. Consequently, the Company has established a **"Sustainable Development Policy"** to demonstrate its firm commitment to operating ethically and responsibly toward society and the environment. This policy also serves as a strategic guideline for business development that supports Thailand's economic growth while maintaining a harmonious balance between industrial zones and local communities, ensuring sustainable coexistence with a high quality of life. Through this approach, the Company aims to create long-term value for all stakeholders, aligning with its **"ALL WIN"** philosophy, as follows:



Demonstrating Organizational Leadership Commitment

The Company defines its sustainability strategy, Sustainability Management Framework, and short-, medium-, and long-term objectives in alignment with globally recognized sustainability principles and sustainable development goals. This framework provides a structured roadmap for implementation, driving progress across the organization, reinforcing accountability in sustainable development, and fostering transparent accountability in sustainable development.



Conducting Business with Integrity in Accordance with Corporate Governance Principles

The Company conducts its business with honesty, fairness, and integrity, adhering to legal and ethical standards while upholding its commitment to anti-corruption, human rights, and regulatory compliance. To ensure transparency and accountability, the Company has implemented robust governance frameworks, including risk management, audits, and internal controls, to drive long-term, sustainable value for all stakeholders.



Enhancing Business Value Through Innovation and Quality

The Company continuously improves operations and enhances product and service quality across the entire lifecycle by leveraging technology and innovation. At the same time, it fosters new business growth and innovation, creating added value for the organization and its stakeholders.



Upholding Human Rights in Employment

The Company is committed to upholding human rights standards in its employment practices, ensuring that all employees and workers are treated fairly and with respect. It embraces diversity, equity, and inclusion (DEI) by fostering equal opportunities and preventing any form of discrimination. Furthermore, the Company is dedicated to maintaining a safe and high-quality work environment in compliance with established labor and safety standards, while strengthening its corporate culture and investing in the continuous development of employees' skills and potential.



Promoting Stakeholder Engagement and Inclusivity

The Company is committed to minimizing or eliminating negative impacts on stakeholders, both directly and indirectly. It conducts comprehensive risk assessments and manages risks across the supply chain responsibly, ensuring compliance with international standards. Additionally, the Company supports the capacity building of employees, suppliers, business partners, and key stakeholders, equipping them with the knowledge and skills necessary for sustainable business practices. This approach fosters opportunities and long-term benefits for all stakeholders.



Elevating Environmental Stewardship and Resource Management

The Company is dedicated to maximizing resource efficiency and enhancing its ability to manage natural resources sustainably. It promotes the use of renewable and clean energy, develops environmentally friendly innovations and businesses, and manages environmental risks and impacts related to water, air, natural ecosystems, biodiversity, and climate change.



Respecting Community Rights and Improving Quality of Life

The Company is committed to respecting community rights and enhancing the well-being of workers and local communities in its operational areas. It promotes fair access to resources and encourages responsible resource use, while actively managing risks and minimizing negative impacts across the supply chain. Through ongoing programs and initiatives, the Company fosters community development, open dialogue, and stakeholder engagement, ensuring that business and local communities grow together in a way that creates lasting value for all.

Scan the QR code for more details on our



sustainable
development policy.

Besides the Sustainable Development Policy, the Company conducts an annual review and revision of other policies, management standards, and governance practices covering corporate governance, social responsibility, and environmental management. This process ensures that the Company's business operations remain aligned with internationally recognized sustainability frameworks and best practices. These include the Ten Principles of the UN Global Compact, which address human rights, labor, the environment, and anti-corruption; the United Nations Sustainable Development Goals (UN SDGs); the OECD Due Diligence Guidance for Responsible Business Conduct, which outlines corporate responsibility expectations in business operations; and the United Nations Guiding Principles on Business and Human Rights (UNGPs), which provide a framework for businesses to integrate human rights considerations into their operations and responsibilities.

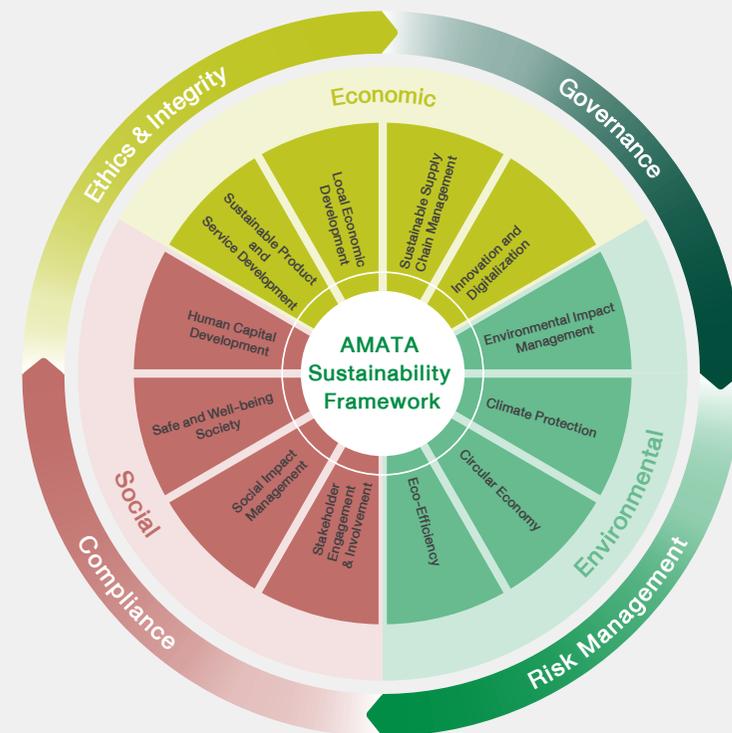
The Company recognizes that a strong corporate culture is key to driving long-term sustainability. "AMATA DNA" serves as the foundation of this culture, embodying five core principles: **Dependable** - building trust through integrity and reliability; **Responsive** - acting with agility and adaptability; **Innovative** - fostering creativity and continuous improvement; **Visionary** - embracing a forward-thinking mindset; and **Efficient** - optimizing resources for maximum impact. These principles form the cornerstone of the Company's long-term stability and sustainable growth.

Furthermore, the Company integrates sustainability into its business model by maintaining a balanced approach to stakeholder interests. By applying the Creating Shared Value (CSV) framework, the Company ensures that economic growth is achieved alongside positive social and environmental impact. This approach enhances corporate projects and business initiatives, delivering meaningful benefits for stakeholders while simultaneously creating long-term value for the Company.

AMATA Sustainability Framework

The Company has established the "AMATA Sustainability Framework", a guiding framework driving corporate sustainability across economic, social, and environmental dimensions. This framework focuses on business growth based on social and environmental responsibility, good governance, ethics and integrity, regulatory compliance, and efficient risk management. These efforts are designed to foster a balanced and high-quality coexistence between industry and society, supporting the achievement of the United Nations' Sustainable Development Goals (SDGs) and creating sustainably long-term value for all stakeholders.

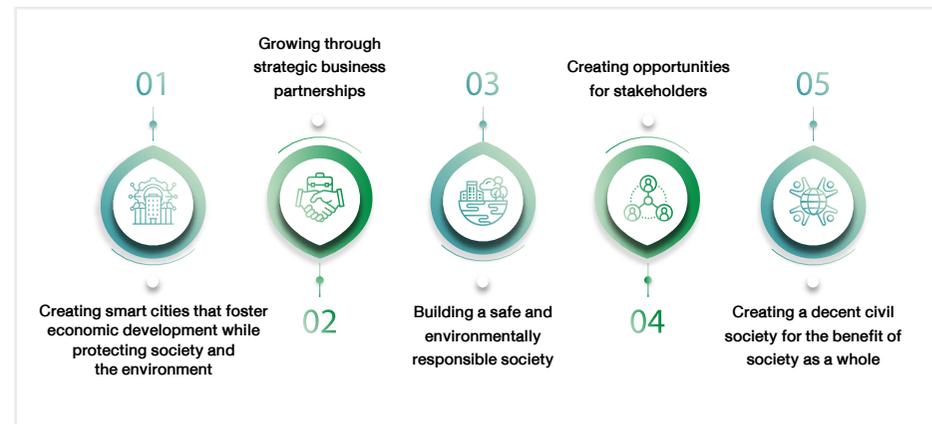
Apart from its sustainability policies and framework, the Company has adopted circular economy principles emphasizing resource efficiency, alongside various sustainability standards. These include the sustainability assessment criteria of the Stock Exchange of Thailand, ISO standards, Global Reporting Initiative (GRI) standards, and the Eco-Industrial Estate assessment criteria at the Eco-Excellence level as defined by the Industrial Estate Authority of Thailand. Through these measures, the Company continues to enhance its sustainability practices across all aspects of its operations.



Key Strategies for AMATA Sustainability

By integrating sustainable development principles into its business strategy, the Company has restructured its business plans and is advancing towards becoming a leading smart city developer in the Eastern Economic Corridor. This approach ensures responsiveness to stakeholder needs and enhances adaptability to global shifts and emerging risks. The Company aims to create a well-balanced city that fosters opportunities and shared benefits for all stakeholders. It is committed to harmonizing business growth with socio-economic progress, ensuring coexistence between industries and surrounding communities while prioritizing natural resource conservation and environmental sustainability.

To achieve these objectives, the Company has established the following core sustainability strategies:



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

Transitioning from its traditional role as an industrial estate developer, which served as a manufacturing base for global industries, to a leading smart city developer in Thailand’s Eastern Region. This transformation aims to better meet the needs of 12 targeted industries in the Eastern Economic Corridor (EEC) and preparing for the new industry. Through this shift, the Company seeks to create value for stakeholders, society, and the environment while strengthening its unique positioning and competitive advantage.

Corporate Goals	Strategic Directions
<ul style="list-style-type: none"> • Become a Carbon-neutral city by 2040 • Reduce the intensity of greenhouse gas emissions by 30% compared to the 2019 base year by 2030 	<ul style="list-style-type: none"> • Develop a leading smart city in the Eastern Region that caters to the needs of the 12 targeted industries supported by the Eastern Economic Corridor (EEC) • Enhance climate resilience and strengthen the capability to cope with climate change by reducing greenhouse gas emissions and increasing carbon capture across 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 to rapidly address customer needs and expectations while ensuring sustainable and high-quality growth. This will be achieved through strategic investments with leading and reputable business partners who bring expertise across various industries. These collaborations will drive innovation, delivering high-value products and services that effectively meet customer demands, generate additional revenue streams, and mitigate risks associated with the core business.

Corporate Goals	Strategic Directions
<ul style="list-style-type: none"> • Offer products and services that contribute to the Company’s long-term economic growth while generating positive social and environmental impact • Drive innovations that minimize environmental and social footprints. • Maintain a customer satisfaction score of over 90% 	<ul style="list-style-type: none"> • 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: Building a safe and environmentally responsible 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	Strategic Directions
<ul style="list-style-type: none"> • 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 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 	<ul style="list-style-type: none"> • 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"> • Zero significant human rights violations in any activities across the value chain • More than 18 average annual training hours per employee • Achieve AMATA's employee engagement score exceeding 74% • Voluntary employee turnover rate below 10% 	<ul style="list-style-type: none"> • Conduct comprehensive Human Rights Due Diligence throughout the supply chain • Develop employees' technical and soft skills, as well as promote career advancement, to support future business growth • Foster a positive workplace culture that enhances employee well-being and job satisfaction • Facilitate broader access to quality essential services, such as healthcare and education, for both residents within and outside the industrial estate • 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

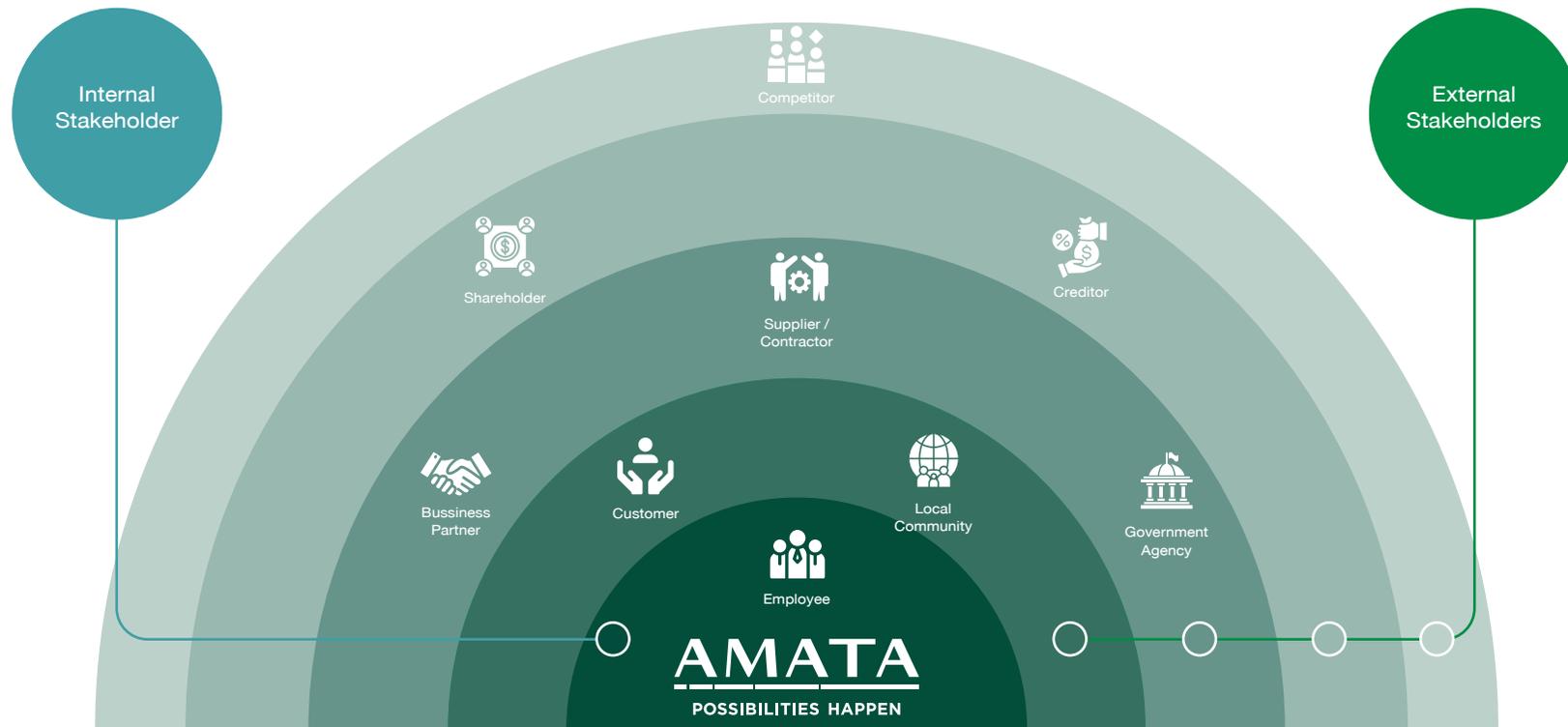
Fostering a supportive and harmonious society is an essential part of driving sustainable business for the Company. This involves creating a positive community within the Company, including employees who are the main resource for leading organizational success, as well as building external communities 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 resolved within the specified timeframe • Enhance community engagement in all sub-districts within a 5-kilometer radius through the Company’s community and social development initiatives • Strengthen collaboration with local communities and government agencies to effectively manage social impacts and implement systemic solutions • 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 • Achieve community satisfaction scores exceeding 85% 	<ul style="list-style-type: none"> • Uphold effective corporate governance with integrity, ethics, and fairness • Establish and maintain accessible, transparent, and effective grievance mechanisms, including robust whistleblowing channels to uphold accountability and ethical business practices • Promote equal and fair participation of all major stakeholders in managing issues for mutual benefit • Facilitate stakeholder collaboration through various initiatives and joint development projects, fostering positive social impact and improving the quality of life in local communities

<p>Contribution to the United Nations Sustainable Development Goals (UN SDGs)</p>	<p>Integration into core business strategies</p>																				
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Stakeholder Engagement

The Company categorizes stakeholders within its value chain into nine groups based on the revised stakeholder definition under the GRI Universal Standards 2021. Stakeholders are defined as individuals or groups who are affected or may be affected by the Company's operations. These groups include employees, shareholders, customers, communities, suppliers and contractors, business partners, creditors, government agencies, and competitors. For further classification, the Company divides stakeholders into internal stakeholders, consisting of employees, and external stakeholders, which include shareholders, customers, communities, suppliers and contractors, business partners, creditors, government agencies, and competitors.



The Company identifies and categorizes stakeholders based on the impact of its operations across economic, social, environmental, and human rights dimensions, as well as the level of stakeholder interest and influence on the Company. This process informs the development of stakeholder engagement strategies, ensuring effective communication and tailored action plans for each stakeholder group, as outlined below.

Keep Informed:

Communicate accurate and essential information to stakeholders regularly to foster understanding and promote transparency in business operations.

Monitor:

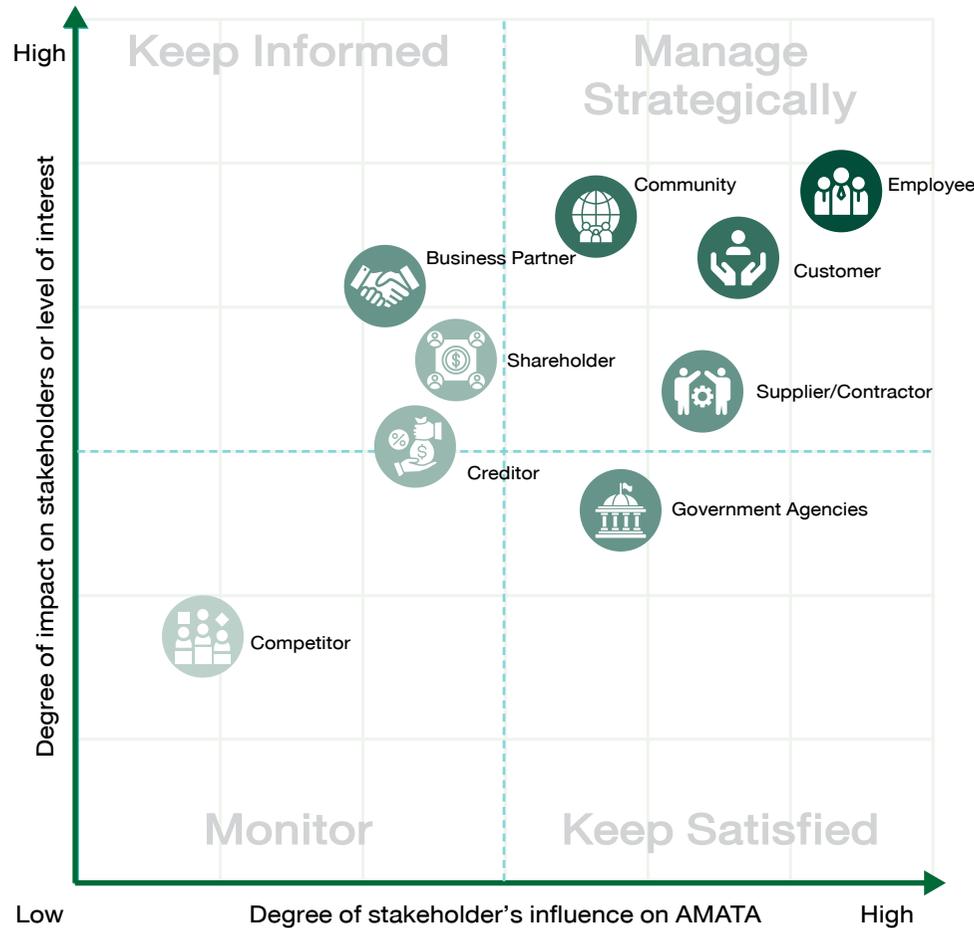
Observe and assess stakeholders' interests and activities that may impact the company.

Manage Strategically:

Manage stakeholders systematically and strategically to build strong relationships, foster collaboration and support, and minimize potential conflicts for long-term mutual benefit.

Keep Satisfied:

Respond to the significant needs and concerns of stakeholders and build positive relationships to maintain long-term support from this stakeholder group.



The Company has established a policy and systematic approach to ensure the inclusive participation of all stakeholder groups. This structured process aims to assess both positive and negative - actual and potential - impacts arising from the Company's business operations across economic, social, and environmental dimensions. It also covers human rights-related impacts and seeks to understand stakeholder concerns and expectations through multiple channels at least once a year to gather insights from all relevant groups. The Company has designated responsible units for each stakeholder group and has implemented a structured mechanism for assessing stakeholder needs and expectations via diverse communication channels. These engagement efforts are overseen by AMATA Sustainable Development Committee to ensure comprehensive coverage of all stakeholders. Insights gathered - including key expectations, concerns, and feedback - are systematically analyzed under the Materiality Assessment Process to identify material sustainability topics. The Company then takes appropriate actions to manage these issues effectively and create balanced value for all stakeholders.

For the year 2024, details of the Company's stakeholder engagement, relationship-building efforts, and ongoing initiatives are outlined as follows:

Stakeholder Engagement Performance and Results

Employee

Engagement Method	Concerns and Expectations	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	<ul style="list-style-type: none"> • Job security and career advancement 	<ul style="list-style-type: none"> • Promoted employee's advancement in various positions and fields within the AMATA Group
4. Online communication, intranet, and email	<ul style="list-style-type: none"> • Good working environment and atmosphere 	<ul style="list-style-type: none"> • Provided adequate working equipment and promoted a safe and happy working environment
5. Direct grievance and whistleblowing channels to CEO for employee's complaint and suggestions	<ul style="list-style-type: none"> • Development of an employee's capability, knowledge, and ability 	<ul style="list-style-type: none"> • Organized training courses to meet business needs and adapt to a changing world
6. Annual employee engagement survey	<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
7. Monthly CEO Day Meeting		<ul style="list-style-type: none"> • Provided professional medical consultants to give health advice to employees



Customer

Engagement Method	Concerns and Expectations	Our Response
1. Annual Customer Satisfaction Survey 2. Marketing and customer relations activities 3. Meeting with AMATA's employees and meeting with customers directly 4. Online or email communications 5. Complaints and whistleblowing channels 6. Line Official : @Amatacity and @AmataCityRayong	<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 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
	<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
	<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 Expectations	Our Response
<ul style="list-style-type: none"> 1. Organizing public hearings and various committee meetings with the Company 2. Organizing community relations activities 3. Annual and activity-based satisfaction survey of communities surrounding the industrial estates 4. Site visit 5. Meeting in person with AMATA employee 6. Online or email communication 7. Complaints and whistleblowing channels 	<ul style="list-style-type: none"> • 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
	<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 • Collaborated with communities on water conservation and upstream ecosystem restoration projects • Arranged an on-site visit to the AMATA industrial water management learning center to gain the trust of the local communities • Promoted water conservation and its value among youth through community engagement activities like 'Khru Arsa' (volunteer teacher), to raise awareness and understanding
	<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 Expectations	Our Response
1. Meetings with suppliers and contractors 2. Supplier and contractor's assessment 3. Online or email communication 4. Complaints and whistleblowing channels	<ul style="list-style-type: none"> Long-term business partnership 	<ul style="list-style-type: none"> Communicated with strategic suppliers and contractors regarding the Company's performance and future business direction, and developed mutually beneficial business objectives
	<ul style="list-style-type: none"> Fair business practices A fair and transparent procurement process 	<ul style="list-style-type: none"> Complied with all applicable laws and regulations, including the procurement and anti-corruption policies Conducted a transparent, equitable, and fair procurement process
	<ul style="list-style-type: none"> Supplier and contractor development 	<ul style="list-style-type: none"> 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 Expectations	Our Response
1. Meetings of the Boards of Directors of Subsidiaries and Affiliated Companies 2. Meetings with business partners and investors 3. Online or email communication 4. Complaints and whistleblowing channels	<ul style="list-style-type: none"> Integrity, fairness, and transparency in business 	<ul style="list-style-type: none"> Adhered to the code of business ethics Developed a fair joint venture agreement in a transparent manner
	<ul style="list-style-type: none"> Business confidentiality 	<ul style="list-style-type: none"> Securing and maintaining the confidentiality of business partner information



Government Agency

Engagement Method	Concerns and Expectations	Our Response
1. Meeting with government agencies on various agendas 2. Participating in various projects organized by the government sectors 3. Participating in various working committees of government agencies 4. Site visits 5. Online or email communication 6. Disclosure or reporting as required	<ul style="list-style-type: none"> Compliance with laws and regulations 	<ul style="list-style-type: none"> Strictly complied with relevant laws and regulations
	<ul style="list-style-type: none"> Management of social and environmental impacts of the Company's operations 	<ul style="list-style-type: none"> Regularly monitored social and environmental impacts and timely submitted reports to 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
	<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 Expectations	Our Response
1. Annual Shareholders' General Meeting and Extraordinary General Meeting 2. Subsidiaries' and associated companies' shareholders' meetings 3. Investor Roadshow 4. SET Opportunity Day 5. Quarterly Investor Meetings 6. Online or email communication 7. Complaints and whistleblowing channels	<ul style="list-style-type: none"> Profitable and good performance Business growth 	<ul style="list-style-type: none"> Developed new businesses to generate long-term revenue 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
	<ul style="list-style-type: none"> Good Corporate Governance 	<ul style="list-style-type: none"> Strictly complied with laws and regulations Conducted business transparently while adhering to good governance and anti-corruption Improved the system of governance, risk management, and compliance (Governance-Risk Management- Compliance System) to connect and work together efficiently and effectively
	<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 Expectations	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



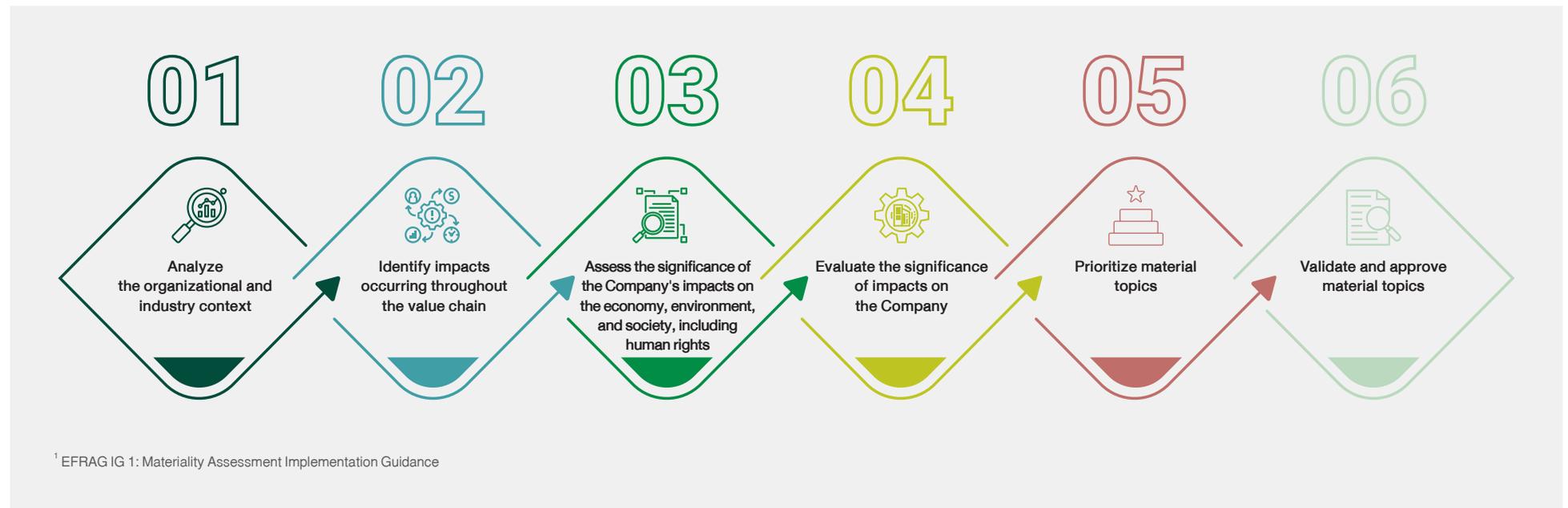
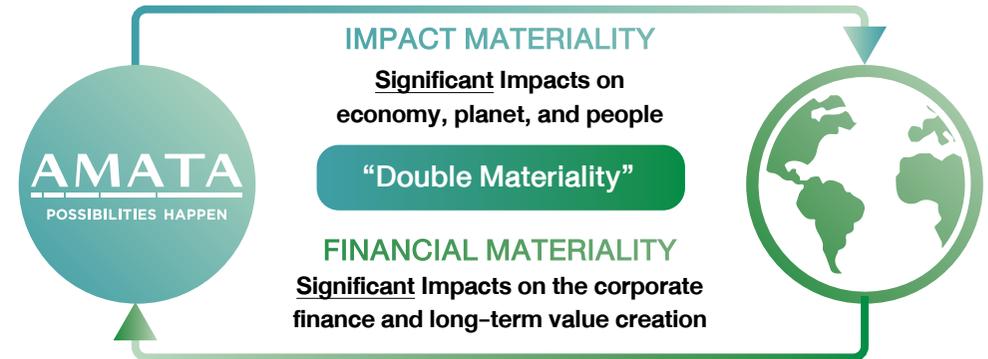
Competitor

Engagement Method	Concerns and Expectations	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 2024, the Company conducted a comprehensive assessment of material topics in full alignment with the GRI Universal Standards 2021, GRI 3: Material Topics 2021 and the Double Materiality approach outlined in the European Sustainability Reporting Standards (ESRS) by the European Financial Reporting Advisory Group (EFRAG)¹. Additionally, the assessment adheres to the OECD Due Diligence Guidance for Responsible Business Conduct, applying a risk-based due diligence approach and engaging a multi-stakeholder approach to ensure a holistic evaluation of business impacts. This process provides a comprehensive view of the Company’s impact, both externally – on stakeholders, society, and the environment (outward impact) – and internally, assessing its financial implications and long-term value creation (inward impact).

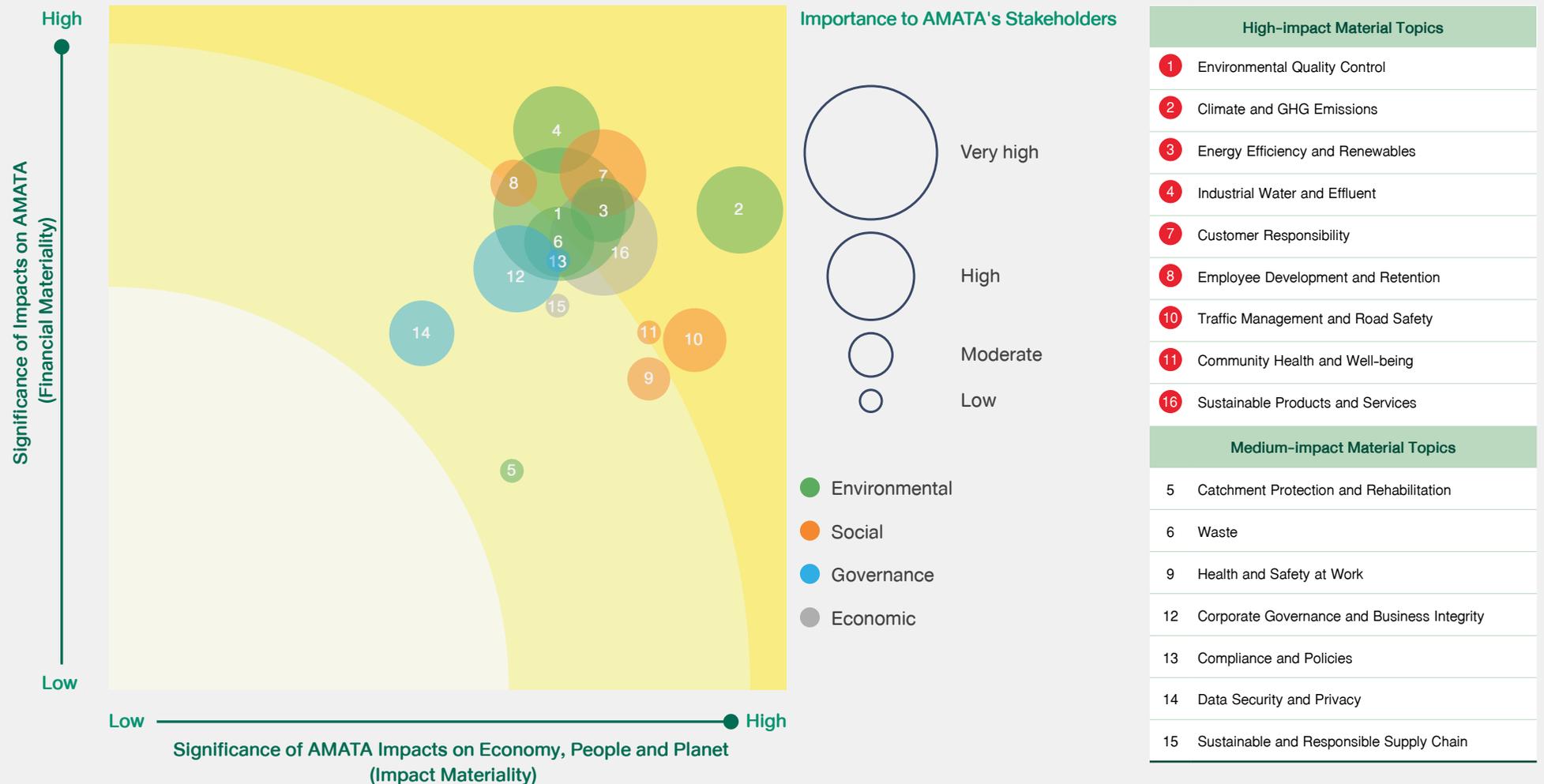
The identification of material sustainability topics was conducted by the Company’s executives and subject matter experts from relevant internal departments, in collaboration with external sustainability consultants. The process for identifying material sustainability topics is as follows:



Process	AMATA's Implementation in 2024
1. Analyze the organizational and industry context	<ul style="list-style-type: none"> Studied and analyzed the Company's business goals, operational direction, and supply chain activities, including business relationships. Examined external factors, global trends, and economic, environmental, human rights, and social challenges at local, regional, and global levels that might impact the Company both in the short and long term.
2. Identify impacts occurring throughout the value chain	<ul style="list-style-type: none"> Identified both actual impacts and potential impacts on the economy, environment, and society, including human rights, arising from the Company's operations and those of its business relationship, such as customers, suppliers, and contractors. This assessment encompasses positive and negative impacts, short- and long-term effects, intended and unintended consequences, as well as reversible and irreversible impacts. The identification process was conducted through brainstorming sessions, in-depth interviews, stakeholder satisfaction surveys, complaints, and operational performance data analysis, including the opinion of experts in each area.
3. Assess the significance of the Company's impacts on the economy, environment, and society, including human rights	<ul style="list-style-type: none"> Evaluated the significance of its impacts on the economy, environment, people, and society, including human rights, covering both negative and positive aspects. This impact materiality assessment was carried out by executives and subject matter experts from relevant departments within the Company, incorporating perspectives from both internal and external stakeholders through various engagement channels. The significance of these impacts was determined based on their severity, using the criteria of scale, scope, and irremediable character. For potential impacts, the assessment also considered the likelihood of occurrence and the Company's ability to mitigate or manage it.
4. Evaluate the significance of impacts on the Company	<ul style="list-style-type: none"> Grouped impacts on the economy, environment, society, and human rights into sustainability topics and identify additional likely material topics from benchmarking against industry peers, leading sustainability indices, and global sustainability assessment frameworks to ensure a comprehensive and holistic perspective across all dimensions. Assessed the level of impact these issues had on financial performance and long-term value creation, considering both business risks and opportunities. This financial-related materiality assessment was conducted by senior executives, evaluating the likelihood of occurrence and the severity of the impact on both financial and non-financial aspects of the business.
5. Prioritize material topics	<ul style="list-style-type: none"> Prioritized material topics by identifying the thresholds to categorize them as high, medium, or low in importance. These priorities were then visualized in a materiality matrix. The Y-axis represents the significance level of environmental, social, and governance impacts on the Company. The X-axis reflects the significance level of impact on people, society and the environment from the Company's business operations. The bubble size represents the importance of each topic to AMATA's stakeholders
6. Validate and approve material topics	<ul style="list-style-type: none"> Validated the prioritization and accuracy of the materiality assessment process by the AMATA Sustainability Development Committee and external sustainability experts. The finalized material topics are then approved sequentially by the Corporate Governance and Sustainability Development Committee and the Board of Directors.

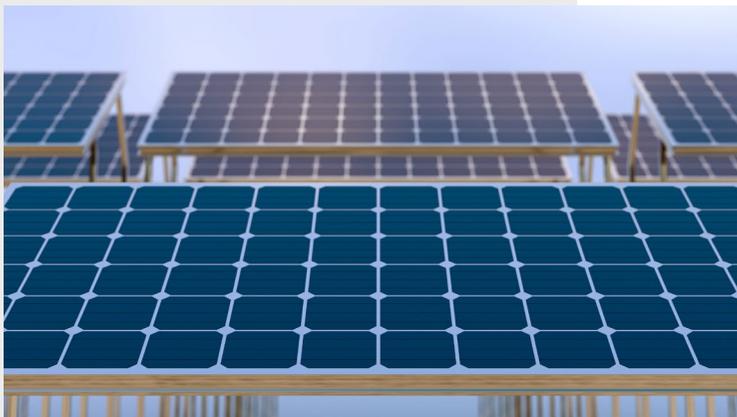
Material Topics

In 2024, the Company identified 16 material topics, comprising 9 high-impact and 7 medium-impact topics. This reduction from 19 topics in 2023 resulted from impact reclassification and the consolidation of existing topics, such as Circular Economy, Social Support and Assistance, and Risk and Crisis Management into subtopics under the 2024 material topics. The topic names have been changed for greater clarity. Furthermore, all material topics were found to have direct or indirect implications for stakeholders' human rights. Consequently, human rights were not designated as a standalone material topic but were embedded across relevant sustainability topics. The outcomes of this materiality assessment were also incorporated into the Company's Human Rights Due Diligence process, ensuring a comprehensive approach to assessing and mitigating human rights risks.



Findings from the assessment indicate that the material topics for 2024 have undergone notable changes in terms of impact severity and significance to stakeholders compared to 2023. Key areas where shifts were observed include Sustainable Products and Services, Climate Change and Greenhouse Gas Emissions, and Industrial Water Use and Effluent. Both internal and external stakeholders have placed increasing emphasis on climate-related issues, recognizing the associated physical and transition risks that may directly and indirectly impact the organization. Additionally, the heightened national and sectoral commitments to reducing greenhouse gas emissions not only pose operational challenges and risks but also present new business opportunities.

	Material Topics	Impact Materiality (Outward impact)	Financial Materiality (Inward Impact)	Importance to stakeholders	Significance of Material Topic
01	Environmental Quality Control	=	=	↑	High
02	Climate and GHG Emissions	=	↑	↑	High
03	Energy Efficiency and Renewables	↓	=	=	High
04	Industrial Water and Effluent	=	↑	↑	High
05	Catchment Protection and Rehabilitation	=	↓	↓	Moderate
06	Waste	↓	=	=	Moderate
07	Customer Responsibility	=	↑	=	High
08	Employee Development and Retention	=	↑	=	High
09	Health and Safety at Work	=	=	↓	Moderate
10	Traffic Management and Road Safety	=	=	↓	High
11	Community Health and Well-being	↑	=	↓	High
12	Corporate Governance and Business Integrity	=	↓	=	Moderate
13	Compliance and Policies	=	↑	↓	Moderate
14	Data Security and Privacy	=	=	↑	Moderate
15	Sustainable and Responsible Supply Chain	=	=	=	Moderate
16	Sustainable Products and Services	↑	↑	↑	High



Upon approval by the Board of Directors, the material topics for 2024, particularly those classified as strategic priorities, were embedded into the corporate goals, strategies, and management approaches. These material topics have been incorporated as key inputs in the annual Enterprise Risk Management review, to define risk control measures for managing these impacts.

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** strives towards carbon neutrality by 2040 through enhanced energy efficiency and expanded use of 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 minimize impacts on stakeholders and the environment while also reducing costs and generating additional revenue by fostering innovation both internally and through external collaborations, to enhance industrial services and meet the evolving needs of customers in a rapidly changing landscape.
- (D) **Strategy to Enhancing Shared Value Creation and Collective Impact** focuses on improving the quality of life within society, particularly for communities located within a 5-kilometer radius of AMATA industrial estates. In collaboration with factory operators, government agencies, and local authorities, this joint effort aims to support community development and create positive impact on society at large.

The strategic priorities and other material sustainability topics have been established as ESG-related Key Performance Indicators (KPIs) to measure performance at organizational, departmental, and project levels. These KPIs are also linked to the performance evaluation of the Chief Executive Officer, senior executives, managers, and relevant employees to drive tangible progress and foster a corporate culture committed to sustainable development.

Material Topic Management

Material Topics (● High-impact material topics)	Impacted Stakeholders	GRI Topic Standards	GRI Topic Disclosures	Report Chapter	Contributions to SDGs	Page
● Environmental Quality Control	<ul style="list-style-type: none"> Employee Community Customer Supplier/ Contractor Government agencies 	<p>GRI 2 General Disclosures 2021</p> <p>GRI 305 Emission 2016</p>	<p>2-27 Compliance with laws and regulations</p> <p>305-7 Nitrogen oxides (NO_x), Sulfur oxides (SO_x), and Other significant air emissions</p>	Environmental Quality Control	 <p>3.9, 6.3, 11.6, 12.4, 15.1, 16.3</p>	91
● Climate and GHG Emission	<ul style="list-style-type: none"> Employee Community Customer Business Partner Shareholder Supplier/ Contractor Government agencies 	<p>GRI 201 Economic Performance 2016</p> <p>GRI 305 Emission 2016</p>	<p>201-2 Financial implications and other risks and opportunities due to climate change</p> <p>305-1 Direct (Scope 1) GHG emissions</p> <p>305-2 Energy indirect (Scope 2) GHG emissions</p> <p>305-3 Other indirect (Scope 3) GHG emissions</p> <p>305-4 GHG emissions intensity</p>	Climate Resilience	 <p>3.9, 7.2, 7.b, 13.1</p>	102
● Energy efficiency and renewables	<ul style="list-style-type: none"> Customer Business Partner Supplier/ Contractor Government agencies 	GRI 302 Energy 2016	<p>302-1 Energy consumption within the organization</p> <p>302-3 Energy intensity</p> <p>302-4 Reduction of energy consumption</p>	Energy Management	 <p>7.2, 7.3, 8.4, 12.2, 13.1</p>	114

Material Topics (● High-impact material topics)	Impacted Stakeholders	GRI Topic Standards	GRI Topic Disclosures	Report Chapter	Contributions to SDGs	Page
● Industrial Water and Effluent	<ul style="list-style-type: none"> Community Customer Supplier/ Contractor Government agencies 	GRI 303 Water and Effluents 2018	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	Sustainable Water Management	  6.3, 6.4, 12.2, 12.4, 12.5	122
Catchment Protection and Rehabilitation	<ul style="list-style-type: none"> Community Customer Government agencies 	GRI 303 Water and Effluents 2018	303-1 Interactions with water as a shared resource 303-3 Water withdrawal	Sustainable Water Management	  6.3, 6.4, 6.6, 15.1	122
		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 304-2 Significant impacts of activities, products and services on biodiversity 304-3 Habitats protected or restored	Natural Resources Protection and Restoration		130
Waste	<ul style="list-style-type: none"> Community Customer Business Partner Supplier/ Contractor Government agencies 	GRI 306 Waste 2020	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	Waste Management in Industrial Estates	   3.9, 11.6, 12.2, 12.4, 12.5	138

Material Topics (● High-impact material topics)	Impacted Stakeholders	GRI Topic Standards	GRI Topic Disclosures	Report Chapter	Contributions to SDGs	Page
● Customer Experience	<ul style="list-style-type: none"> Employee Shareholder Customer Business Partner 	GRI 418 Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Information Security and Data Privacy	    	66
		AMATA: Customer Engagement	Indicator: Customer Satisfaction Score	Building Better Customer Experience	3.6, 8.1, 8.2, 9.4, 12.2, 16.3, 16.7	164
● Employee Development and Retention	<ul style="list-style-type: none"> Employee Customer Shareholder 	GRI 401 Employment 2016	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	Employee Care, Development and Retention	  	176
		GRI 404 Training and Education 2016	404-1 Average hours of training per year per employee		4.4, 4.5, 8.5, 8.8, 10.2, 10.3	
Occupational Health and Safety	<ul style="list-style-type: none"> Employee Customer Supplier/ Contractor Government agencies 	GRI 403 Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Employee Care, Development and Retention	  	176
			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			
			403-8 Workers covered by an occupational health and safety management system			
			403-9 Work-related injuries			
			403-10 Work-related ill health			

Material Topics (● High-impact material topics)	Impacted Stakeholders	GRI Topic Standards	GRI Topic Disclosures	Report Chapter	Contributions to SDGs	Page
● Traffic Management and Road Safety	<ul style="list-style-type: none"> Employee Community Customer Supplier/ Contractor Government agencies 	GRI 413 Local Communities 2016	413-2 Operations with significant actual and potential negative impacts on local communities	Building A Safe Society	  3.6, 11.2	191
● Community Health and Well-being	<ul style="list-style-type: none"> Employee Community Customer Business Partner Government agencies 	GRI 413 Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Community and Social Development	        	204
			413-2 Operations with significant actual and potential negative impacts on local communities	Building A Safe Society	1.4, 3.6, 3.9, 6.6, 6.b, 8.5, 9.2, 10.2, 10.3, 11.2, 11.6, 12.5, 17.17	191
Business Ethics & Integrity	<ul style="list-style-type: none"> Employee Community Customer Shareholder Business Partner Supplier/ Contractor Government agencies Competitor 	GRI 205 Anti-Corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Good Corporate Governance	 16.3, 16.5	45
			205-3 Confirmed incidents of corruption and actions taken	Business Ethic and Anti-corruption	50	

Material Topics (● High-impact material topics)	Impacted Stakeholders	GRI Topic Standards	GRI Topic Disclosures	Report Chapter	Contributions to SDGs	Page
Law and Regulatory Compliance	<ul style="list-style-type: none"> Employee Community Customer Shareholder Business Partner Supplier/ Contractor Government agencies 	GRI 2 General Disclosures 2021	2-27 Compliance with laws and regulations	Law and Regulatory Compliance	 16.3, 16.5	54
Information Security	<ul style="list-style-type: none"> Employee Shareholder Customer Business Partner Supplier/ Contractor Government agencies 	GRI 2 General Disclosures 2021	2-27 Compliance with laws and regulations	Information Security and Data Privacy	 16.3, 16.10	66
GRI 418 Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data					
Responsible Supply Chain	<ul style="list-style-type: none"> Community Customer Business Partner Supplier/ Contractor 	GRI 204 Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Sustainable Supply Chain	 3.9, 8.3, 8.4, 8.8, 10.3, 11.6, 12.4, 16.5, 16.6	81
GRI 308 Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria					
GRI 414 Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria					
● Sustainable Products and Services	<ul style="list-style-type: none"> Shareholder Community Customer Business Partner Supplier/Contractor Government agencies Creditor 	GRI 201 Economic Performance 2016	201-1 Direct economic value generated and distributed 201-2 Financial implications and other risks and opportunities due to climate change	Sustainable Products and Services	 7.2, 7.b, 9.4, 13.1	149

Fundamental of Sustainable Development



- 45 Good Corporate Governance
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- 54 Law and Regulatory Compliance
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- 66 Information Security and Data Privacy
- 69 Human Rights in Business Operation
- 81 Sustainable Supply Chain

*“Embrace Integrity,
Uphold Accountability”*



Fundamental of Sustainable Development	SDG Targets	Management Approach	Long-term Targets	2024 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	11.5, 13.1, 16.5, 16.6	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 fully cover all strategic priorities. 	<ul style="list-style-type: none"> The Enterprise Risk Management plans fully cover all strategic priorities.
Information Security and Data Privacy	16.3, 16.10	Reduce risks by minimizing both the likelihood and impact of potential incidents arising from human negligence, security system vulnerabilities, and cyberattacks targeting the company's information technology systems.	<ul style="list-style-type: none"> No complaints regarding breaches of personal or confidential business information. 	<ul style="list-style-type: none"> No complaints regarding breaches of personal or confidential business information.
Human Rights in Business Operation	3.9, 6.3, 6.4, 8.4, 8.5, 11.6, 12.2, 12.4, 12.5, 13.2, 16.2	Prioritize and respect all aspects of human rights for every individual, in accordance with the laws of each country where the Company operates. Striving to avoid actions or involvement in any human rights violations or activities that may result in adverse human rights impacts.	<ul style="list-style-type: none"> No significant human rights complaints related to the Company's operations. 	<ul style="list-style-type: none"> No significant human rights complaints related to the Company's operations.
Sustainable Supply Chain	3.9, 8.3, 8.4, 8.8, 10.3, 11.6, 12.4, 16.5, 16.6	Manage the supply chain responsibly and sustainably to mitigate operational risks posed by contractors and suppliers that may impact the business, the environment, and people including impact on their human rights.	<ul style="list-style-type: none"> 100% of new suppliers are assessed for ESG risks 100% of critical suppliers are assessed for ESG risks 	<ul style="list-style-type: none"> 100% of new suppliers are assessed for ESG risks 100% of critical suppliers are assessed for ESG risks

Good Corporate Governance



Medium-impact Material Topic

12. Corporate Governance and Business Integrity

- Corporate governance

Risk

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.



Contribution to SDGs



16.3, 16.5

Opportunity

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.

Long-term Target

2024 Target

2024 Performance

Significant complaints regarding corporate governance (cases)

0

0

0

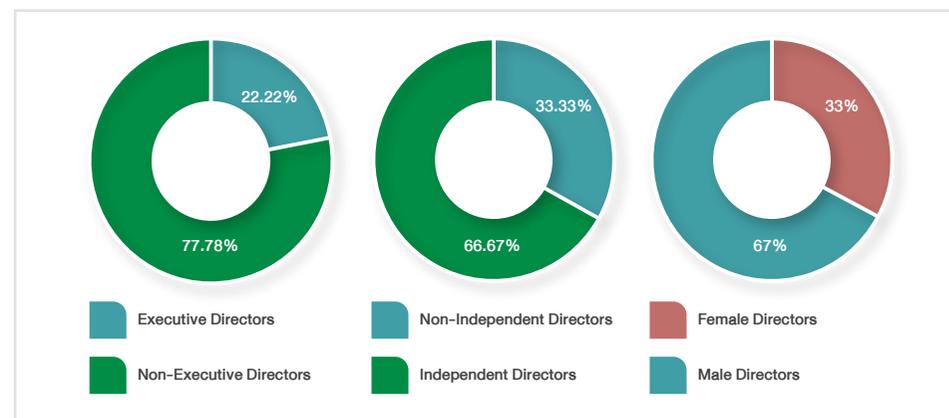
Board of Directors

The Board of Directors plays a critical role in corporate governance by setting the Company's strategic direction, overseeing accountability, and protecting the interests of shareholders and stakeholders. The Board is responsible for setting the long-term vision, overseeing financial performance and enterprise risk management, while upholding business ethics and ensuring regulatory compliance. It also drives the Company's sustainability efforts by promoting a balance between business growth and social and environmental responsibility. An effective Board strengthens the Company's resilience and builds trust among all stakeholder groups, contributing to long-term value creation.

All directors are appointed through a nomination process that considers legal qualifications and criteria set forth by the Securities and Exchange Commission (SEC). The Nomination and Remuneration Committee has established clear guidelines and procedures to ensure an effective board selection process. This aims to secure a board comprising individuals with the qualifications, knowledge, competencies, and diverse experiences aligned with the Board Skill Matrix, without discrimination or restriction based on gender, age, race, or religion. Directors must also possess integrity, honesty, and strong ethical values to effectively carry out their governance duties, thereby fostering balanced and sustainable value creation for the Company and all stakeholders.

As of 31 December 2024, the Company's Board of Directors comprised a total of nine members, consisting of two executive directors, and seven non-executive directors, which accounted for 77.78% of the total number of board members. Six independent directors accounted for 66.67% of the total number of board members. The Board was composed of six male directors and three female directors, with women representing 33.33% of the total Board composition.

As the Chair of the Board is not an independent director and concurrently serves as the Acting Chief Executive Officer, the Company has implemented a system of checks and balances between the Board and Management. This includes increasing the proportion of independent directors to ensure that they constitute more than half of the Board, thereby enhancing independent perspectives. In addition, an independent director has been assigned to co-determine the Board meeting agendas.



Board Skills Matrix

Name of the Directors	Board Diversity		Executive Director	Non-Executive Director	Independent Director	Number of Directorships in Other Listed Companies (entity)	The Board's professional knowledge and experiences								Sub-committees				
	Gender	Age					Industrial estate business	Technological	Corporate governance	Marketing / business development	Risk management	Strategy	Legal	Financial / accounting	Audit Committee	Risk Management Committee	Nomination and Remuneration Committee	Corporate Governance and Sustainable Development Committee	
1. Mr. Vikrom Kromadit	M	72	✓			0	✓				✓		✓						
2. Dr. Atchaka Sibunruang	F	70		✓	✓	1	✓			✓		✓	✓				✓		✓ C
3. Mr. Anucha Sihanatkathakul	M	65		✓		1				✓	✓			✓			✓		✓
4. Mr. Noppun Muangkote	M	77		✓	✓	1				✓				✓			✓		✓
5. Assoc. Prof. Dr. Somchet Thinaphong	M	76		✓	✓	1	✓	✓							✓		✓		✓
6. Mr. Tevin Vongvanich	M	66		✓	✓	2		✓			✓	✓				✓	C		✓
7. Mr. Nithi Patarachoke	M	62		✓	✓	4		✓	✓		✓	✓			✓		✓	C	
8. Mrs. Kittiya Todhanakasem	F	67		✓	✓	2				✓		✓		✓	✓	C			✓
9. Ms. Dendao Komolmas	F	63	✓			0	✓	✓		✓	✓			✓			✓		
Total			2	7	6	-	4	4	5	3	6	5	1	3	3	4	3	6	

Remarks: 1. M denotes a male director, F denotes a female director, and C indicates the Chairperson of the sub-committee.

2. Detailed information on the directors is disclosed in the Annual Report (56-1 One Report) under the section "Corporate Governance Structure".

Performance of the Board of Directors

Development of Corporate Governance Mechanisms

The Board of Directors held meetings to monitor performance and improve the efficiency of corporate governance mechanisms. In 2024, 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 2024 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	10	4	4	3	3
Meeting Attendance	98.79%	93.34%	100%	100%	100%
Performance Assessment Score	Group 95.42% Individual 94.95%	The average scores of sub-committee was 93.61%			

Details of the Board's performance are disclosed in the 2024 Annual Report (56-1 One Report) under the section "Corporate Governance Policy."



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 2024:

- 1) Ms. Dendao Komolmas attended the Director Certification Program (DCP) Class 370/2024 organized by the Thai Institute of Directors Association (IOD).

Board of Directors' meeting to follow up on the sustainable development performance in 2024

The Board of Directors convened three meetings to monitor the Company's sustainable development efforts. During these sessions, the Chairperson of the AMATA Sustainable Development Committee reported on the progress of various initiatives, enabling the Board to provide guidance on addressing sustainability issues. The Board also reviewed and endorsed the Company's Sustainability Corporate Goals and Key Performance Indicators (KPIs), which are used to assess the performance of corporate leaders and senior executives, in addition to financial metrics.

Furthermore, the sub-committees convened a total of six meetings to evaluate sustainability performance: two meetings of the Corporate Governance and Sustainable Development Committee and four meetings of the Risk Management Committee. The Chairman of AMATA Sustainable Development Committee reported the results of the materiality determination to the Corporate Governance and Sustainable Development 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 21 June 2024</p> <ul style="list-style-type: none"> Acknowledged updates on sustainability performance. Acknowledged strategic sustainability priorities and the corresponding management strategies. <p>3rd Meeting, dated 13 November 2024</p> <ul style="list-style-type: none"> Acknowledged complaints, violations of the Code of Conduct and internal regulations, as well as corrective and preventive actions. Acknowledged the sustainability implementation plan. Acknowledged strategic sustainability priorities and the corresponding management strategies. Acknowledged stakeholder engagement and performance outcomes. Approved the 2024 Material Topics. Reviewed the Charter of the Corporate Governance and Sustainable Development Committee for submission to the Board of Directors for approval. Reviewed the Corporate Governance Policy for submission to the Board of Directors for approval. Approved the revised Business Code of Conduct for submission to the Board of Directors for approval. Approved the Oversight Policy on Operations and Investments in Subsidiaries and Joint Ventures for submission to the Board of Directors for approval. 	<p>1st Meeting, dated 20 February 2024</p> <ul style="list-style-type: none"> Acknowledged the 2023 risk management performance. Approved the risk assessment criteria for 2024. Discussed key internal and external risk factors that may impact the Company's performance in 2024. <p>2nd Meeting, dated 16 May 2024</p> <ul style="list-style-type: none"> Introduced a new Risk Management Committee member. Monitored key risk management reported by risk owners. Approved the 2024 risk identification and Q1/2024 enterprise risk assessment. <p>3rd Meeting, dated 7 August 2024</p> <ul style="list-style-type: none"> Monitored key risk management reported by risk owners Acknowledged the action plans for risk mitigation and the Q2/2024 risk assessment results. <p>4th Meeting, dated 7 November 2024</p> <ul style="list-style-type: none"> Monitored key risk management reported by risk owners. Acknowledged progress on risk mitigation initiatives and the Q3/2024 risk assessment results. Reviewed budget preparations for the 2025 risk mitigation plan 	<p>2nd Meeting, dated 28 February 2024</p> <ul style="list-style-type: none"> Acknowledged the Key Risk Indicator (KRI) monitoring report and approved the risk appetite levels. Acknowledged progress on the implementation of risk mitigation plans. Approved the revised Corporate Governance Policy to align with the Corporate Governance Code issued by the Securities and Exchange Commission (SEC). <p>5th Meeting, dated 21 June 2024 (Non-Executive Director Meeting)</p> <ul style="list-style-type: none"> Acknowledged the 2024 key enterprise risks summary. Acknowledged the strategic management process, strategic projects, and Key Performance Indicators (KPIs). Acknowledged the succession plan and the organization readiness. <p>9th Meeting, dated 14 November 2024</p> <ul style="list-style-type: none"> Acknowledged reports on employee disciplinary actions and complaints related to fraud and corruption. Acknowledged 2024 Material Topics determination process and results. Acknowledged enterprise risk reports and emerging risk alerts. Approved the revised Charters of the Board of Directors, the Nomination and Remuneration Committee, the Audit Committee, the Corporate Governance and Sustainable Development Committee, and the Risk Management Committee. Approved the updated Corporate Governance Policy. Approved the revised Business Code of Conduct. Approved the Policy on Governance of Operations and Investments in Subsidiaries and Affiliates.
Approval	<ul style="list-style-type: none"> 2024 Material topics Revised Business Code of Conduct Policy on the Oversight of Operations and Investments in Subsidiaries and Joint Ventures 	<ul style="list-style-type: none"> Risk Assessment Criteria for 2024 2024 Annual Risk Identification and Assessment Report 	<ul style="list-style-type: none"> Charter of the Board of Directors, Charter of the Nomination and Remuneration Committee, Charter of the Audit Committee, Charter of the Corporate Governance and Sustainable Development Committee, and Charter of the Risk Management Committee Revised Corporate Governance Policy Revised and updated Social and Environmental Policy Updated Business Code of Conduct Policy on the Governance of Operations and Investments in Subsidiaries and Affiliates

Business Ethics and Anti-corruption



Medium-impact Material Topic

12. Corporate Governance and Business Integrity

- Business ethics
- Fair business practices
- Anti-corruption
- Complaint and whistleblowing

Risk

Any actions undertaken by the Company or parties within its business relationships - such as suppliers and contractors - that violate ethical principles, the business code of conduct, or fail to comply with applicable laws and regulations, including involvement in corrupt practices, not only erode stakeholder trust but also directly impact the Company's operations, reputation, and public image. Such actions represent a significant obstacle to the Company's sustainable growth and to the economic and social development of the country.



Contributions to SDGs



16.3, 16.5

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.

	Long-Term Targets	2024 Targets	2024 Performances
Number of corruption or fraud cases	0	0	0
Cases of business ethics violations	0	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 Conduct 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. Further to this, the Company has established AMATA's Supplier Code of Conduct to ensure that its suppliers operate in accordance with the Company's practices and standards. The Code encompasses key areas such as ethical conduct, legal compliance, anti-corruption, human rights, safety, and social and environmental responsibility. The Company publicly discloses the Supplier Code of Conduct on its website and requires suppliers to acknowledge and sign their commitment to adhering to these practices.

Scan this QR code for more details about our



Business
Code of Conduct



Supplier
Code of Conduct

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 2024 is as follows:

1. The Company conducted training on good corporate governance and anti-corruption to reinforce knowledge and understanding among current employees of the AMATA Group. A total of 164 employees participated, accounting for 53.07% of the total employees. In addition, 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 2024, 100% of employees completed an online test, and all of them scored above 80%.
2. The Company organized a training course on good corporate governance and anti-corruption for 20 new employees, accounting for 51.3% of all new employees to ensure that they have a correct understanding of business ethics, policies, measures, and procedures. For those who have not yet received training will participate in the next session scheduled for 2025.
3. 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.
4. 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. In 2024, The Supplier Code of Conduct was sent to 51 critical tier-1 suppliers and 89 new suppliers via email, totaling 140 suppliers, representing 19.13% of the total number of suppliers. The Company received acknowledgment receipt from all 140 suppliers (100%).

5. The Company has renewed its membership certification with the Collective Action Coalition against Corruption in the Private Sector (CAC Certification) since 30 September 2023 (valid until 30 September 2026). Additionally, the Company encourages its suppliers to participate in or obtain certification under the Thai Private Sector Collective Action Coalition Against Corruption (CAC) initiative. In 2024, the Company extended invitations to 51 critical suppliers, of which 33 suppliers (64.71%) acknowledged receipt of the invitation.

Monitoring of compliance with the Business Code of Ethics and anti-corruption practices

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.

Complaints and Whistleblowing Reporting Channels

The Company has established channels for receiving complaints and whistleblowing, as specified in its anti-corruption and whistleblowing policies. These channels provide opportunities for the board of directors, executives, employees, and stakeholders to report or provide information regarding any operational practices that do not comply with legal requirements, regulations, corporate governance principles, business ethics, or cases of corruption. Various complaint channels are provided as follows.

 <p>Mr. Anucha Sihanatkathakul Chairman of the Executive Committee</p> <p>anucha.s@amata.com whistleblowing@amata.com</p>	 <p>AMATA Corporation Public Company Limited 2126 Kromadit Building, New Petchburi Road, Huaykwang, Bangkok 10310 Thailand</p>
<p>Mr. Vikrom Kromadit Chairman of the Board of Directors & Acting CEO</p> <p>vikrom.k@amata.com whistleblowing@amata.com</p>	 <p>P.O. Box no.7 Monterey Tower Bangkokpi, Huaykwang, Bangkok 10323 Thailand</p>
<p>Mr. Manachai Kaoprapan Company Secretary</p> <p>cs@amata.com</p>	 <p>+66 (02) 792 0004 +66 (087) 131 0007</p>

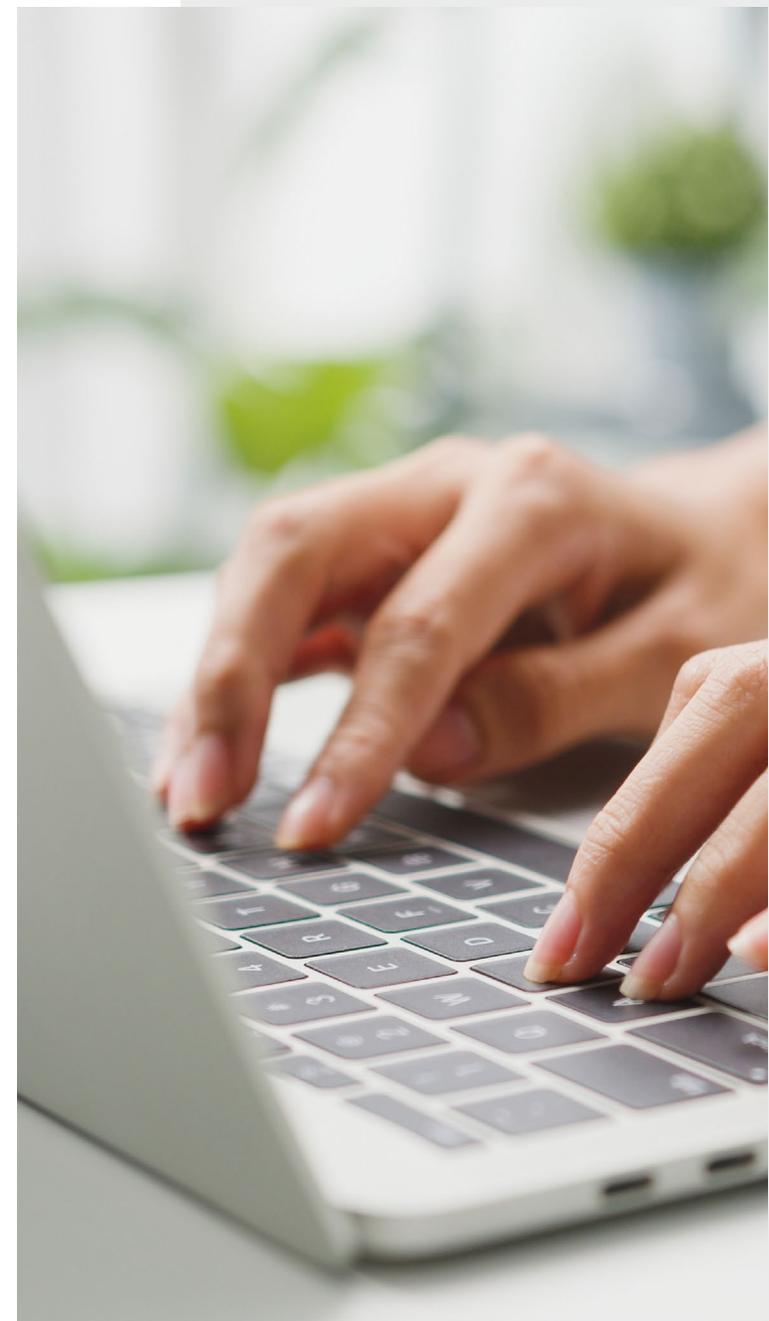
Complaints and Whistleblowing Management Process

1. Screen facts and investigate according to Whistleblowing Policy by authorized person. The Company ensures that the identity of whistleblowers and all related case details remain strictly confidential, with access to information being restricted. Additionally, the Company has established protective measures to safeguard whistleblowers, informants, and any individuals who provide cooperation or assistance to the Company from any form of unfair treatment or actions that may compromise their safety.
2. Proceed further, on a case-by-case basis, by the executives authorized as investigation committee should any wrongdoing be found. The committee will determine appropriate disciplinary measures for employees who violate the Company's policies and regulations. Additionally, legal action will be taken if the misconduct involves a breach of law that results in damage to the Company.
3. Provide remedies to the affected parties ensuring the appropriate and fair remedies in a manner that aligns with the nature and extent of the damage incurred.

4. Establish preventive measures and corrective actions to mitigate the recurrence of incidents. Additionally, it reinforces internal communication to ensure that employees fully understand and strictly adhere to the Company's policies and the Code of Conduct.
5. Report the summary of whistleblowing reports 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 2024, the Company did not receive any significant whistleblowing reports or complaints related to corporate governance, violations of the Code of Conduct, or incidents of fraud and corruption. However, four significant complaints related to corporate governance, originally reported in 2023, were carried over into 2024. These concerned potential fraud risks stemming from gaps in the internal control system and employee behavior that could facilitate misconduct. The Company conducted thorough investigations into all four cases, which were completed in 2024. The results were reviewed and approved by the Corporate Governance and Sustainable Development Committee. The findings concluded that no actual fraudulent acts had occurred; rather, the issues were related to internal control weaknesses. Accordingly, the Company has taken corrective actions to enhance internal processes and strengthen control mechanisms. Additionally, employee training has been conducted to reinforce strict compliance with the Company's Code of Conduct.

Violations of Corporate Governance and Business Ethics	2024	
	Reports/Whistleblower Complaints	Confirmed Violations
Fraud	0	0
Financial Misappropriation	0	0
Bribery and Corruption	0	0
Harassment and Sexual Harassment	0	0
Workplace Bullying	0	0
Insider Trading	0	0
Unauthorized Disclosure of Confidential Information or Personal Data	0	0



Law and Regulatory Compliance

 **Medium**-Impact Material Topic

13. Compliance and Policies

- Compliance to Law and regulatory
- Public policy compliance and advocacy
- Tenant and factory compliance

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.

 Contribution to SDGs



16.3, 16.5

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.

	Long-term Target	2024 Target	2024 Performance
Number of significant incidents violated economic, social, and environmental laws	0	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. The Company defines significant non-compliance as any violation resulting in a financial penalty exceeding 1 million baht, the suspension or revocation of business operating licenses, or involvement in fraudulent or corrupt practices.

In 2024, the Risk Management Committee identified risks arising related to changes in environmental laws and regulations as a corporate-level 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 significant incidents of non-compliance with economic, social, and environmental laws by employees, suppliers, or contractors in 2024. 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. This includes regular reviews and updates to policies and operational guidelines to ensure alignment with applicable legal and regulatory frameworks in Thailand and in the countries where the Company operates.

Besides, the Company proactively monitors and ensures that tenants and factory operators within both AMATA industrial estates comply with the Industrial Estate Authority of Thailand (IEAT) regulations and industrial estate-specific regulations. These measures help mitigate risks of adverse impacts on local communities and stakeholders. In addition, the Company provides products and services that support tenants and factory operators compliance with national policies and international multilateralism regulations, ensuring seamless adaptation to evolving regulatory requirements.

Risk and Crisis Management



Medium-impact Material Topic

12. Corporate Governance and Business Integrity

- Risk management and internal control

Risk

Ineffective risk management can significantly undermine the Company’s financial position, reputation, and stakeholder trust, as well as its long-term business viability. In addition, it may result in environmental damage and affect the health and safety of stakeholders, ultimately eroding confidence in the Company and creating resistance or barriers to future business expansion.



Contributions to SDGs



11.5



13.1



16.5, 16.6

Opportunity

Effective risk management is a critical enabler for the Company’s stable and sustainable growth. It strengthens the Company’s ability to sense and respond promptly to risks and opportunities amidst the uncertainties and rapid changes in today’s business, social, and environmental landscape. Moreover, effective risk management enhances the Company’s capability to identify and leverage emerging business opportunities that may arise from risk management processes.

Long-Term Target

2024 Target

2024 Performance

Coverage of strategic priorities in enterprise risk management

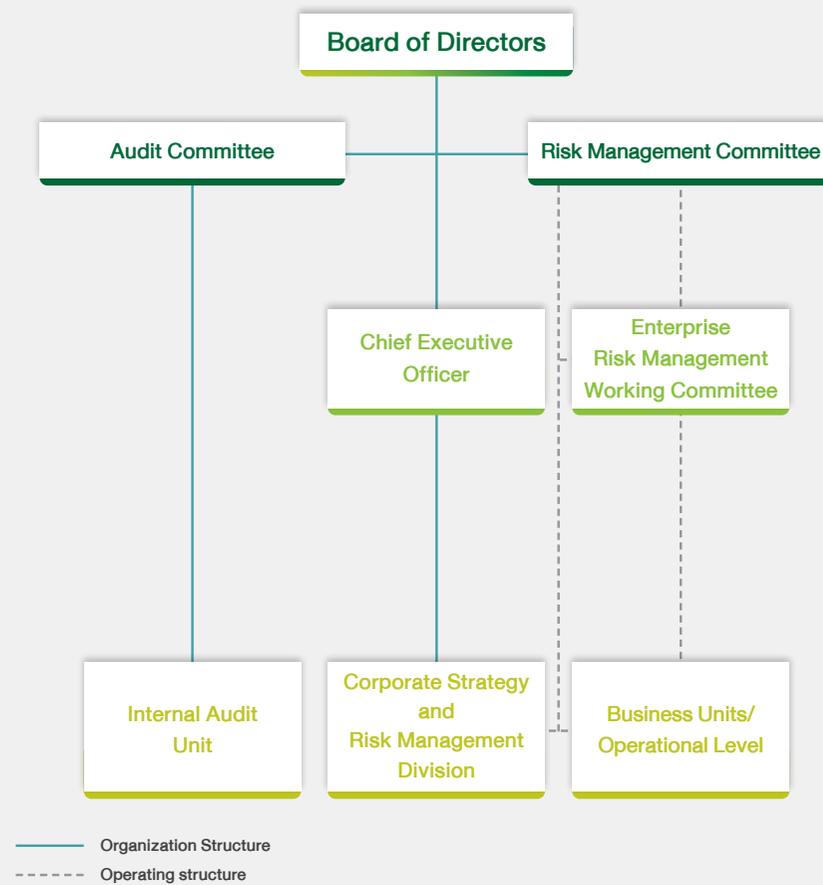
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Risk Management Structure

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 committee consists of 2 Independent Directors, 2 Executive Directors and 4 Senior Executives, totaling 8 members, with an Independent Director serving as Chairman and the Vice Chairman of the Risk Management Committee. (For more details about the Risk Management Committee please see 56-1 One Report, "Corporate Governance Structure" and "Risk Management" Section.)



- Set effective risk management policies and guidelines.
- Oversee the work of the Enterprise Risk Management Working Committee to ensure consistency with business goals.
- Assess key enterprise risks in business directions, strategies, and supply chain.
- Manage enterprise risks and set appropriate risk prevention and mitigation measures in place to keep risks within the risk appetite.
- Continuously monitor, evaluate, and improve risk management measures to ensure their effectiveness.
- Promote learning, training, and education about risks and risk management among employees at all levels.
- Build a risk management culture, which is incorporated into employee performance and employee performance appraisal.

Business Unit/Operational Level

- Manage relevant risks to keep them within the risk appetite.

Corporate Strategy and Risk Management Division

- Set risk management strategies, frameworks, and guidelines.
- Support and facilitate risk owners to achieve their risk management targets and follow up on the progress of risk controls and mitigations.

Internal Audit Unit

- Audit and assess the effectiveness of risk management, internal control, and corporate governance processes.

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 and representatives from various departments, as well as managing directors of subsidiary companies, totaling 24 members. The Chief Financial 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. The risk assessment and risk management performance are reported quarterly to the Risk Management Committee. In addition, risk-related updates and the status of control measures are reviewed monthly at the Management Meeting.
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 collaboratively with the Enterprise Risk Management Working Committee in identifying risks, developing risk mitigation plans, and monitoring outcomes, with support from the Corporate Strategy and Risk Management Division. These coordinators are also responsible for promoting risk awareness and encouraging employee participation within their respective departments.

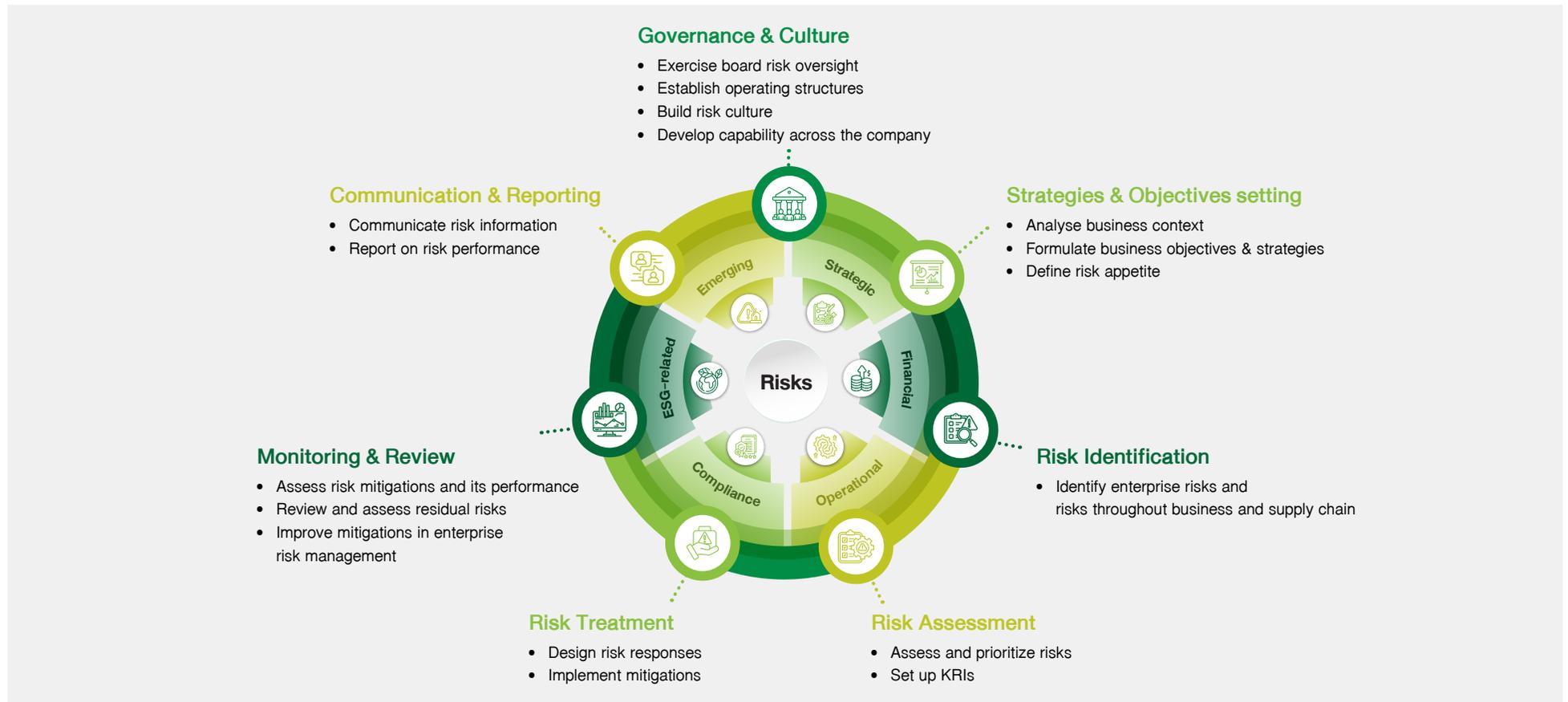
Management Approach

The Company has established an 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 has established a “**Risk Management Policy**” by adopting the Committee of Sponsoring Organizations of the Treadway Commission (COSO) frameworks, both COSO ERM 2017 (Enterprise Risk Management - Integrating with Strategy and Performance) and COSO ESG 2018 (Enterprise Risk Management - Applying Enterprise Risk Management to Environmental, Social, and Governance-related Risks). These frameworks serve as the foundation for enterprise risk management, tailored to fit the Company's operations to facilitate risk management at all levels and ensure alignment throughout the organization. In addition to risks directly related to business operations, the Company also places significant emphasis on environmental, social, and governance risks which may pose challenges to the Company's ability to achieve its long-term objectives and goals. Mr. Satha Vanalabhpattana, Acting Chief Strategy Officer; and Assistant to Chief Executive Officer, is assigned overall responsibility for enterprise-wide risk management.

The Company conducts an annual review and assessment of enterprise risks, taking into account existing risk issues and their continued relevance. This assessment considered current and emerging risks, economic conditions, business competition, innovation and 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 cooperative and proactive management of each enterprise risk. This approach aims to develop multidimensional mitigation plans that consider the impacts on all stakeholders. In addition, the Company engages an outsourced internal auditor to independently review its risk management processes. This ensures the effectiveness, appropriateness, and adequacy of the Company's risk management practices. The auditor also provides recommendations and independent opinions to the management and the Audit Committee on a regular basis. Ms. Dendao Komolmas, Chief Financial Officer and member of the Risk Management Committee, is responsible for overseeing the operations of the Internal Audit Office engaged by the Company.



The Enterprise Risk Management Working Committee monitors the results of risk responses and the situations causing the risks. It reports the findings at the Management Meeting, which is attended by 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 2024, the Company expanded its investment in industrial estates both domestically and internationally. Nonetheless, 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 resulting from energy prices driven by the effects of war. 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 evolving dynamics of future economic, social, and environmental changes influenced by global climate change, along with 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 comprehensive review of its enterprise risks, placing greater emphasis on sustainability-related risks that are strategically significant to the Company-encompassing environmental, social, economic, and corporate governance (ESG) dimensions, as well as emerging risks. The Enterprise Risk Management Working Team categorized these risks into five categories: strategic, operational, compliance, financial, and emerging risks. The Company has developed the enterprise risk management plans that cover 100% of risks from strategic priorities and regularly reviews and updates the enterprise risk management plans and monitors key risk indicators (KRIs) on a quarterly basis to ensure effective monitoring and early detection of potential risks.

2024 AMATA Enterprise Risks

Risk Category	Strategic Risk	Operational Risk	Compliance Risk	Financial Risk
Economic Risk	<ul style="list-style-type: none"> New Frontier Investment Risk Risk from Industry Shift and Technology Disruption (Emerging Risk) 			<ul style="list-style-type: none"> Global Crisis Risk
Governance Risk		<ul style="list-style-type: none"> Cyber Security Risk 		
Environmental Risk	<ul style="list-style-type: none"> Risk of Availability and Alignment of Sustainable Products and Services with Customer's Requirement 	<ul style="list-style-type: none"> Business Continuity Risk from Water Management 	<ul style="list-style-type: none"> Risk from Changes in Environmental-related Laws 	
Social Risk	<ul style="list-style-type: none"> Risk of Losing Communities Trust 			

Further details regarding the Company's risk management practices are disclosed in the Annual Report (56-1 One Report), under the section "Current and Emerging Business Risks."

Emerging Risk

From the Company's risk assessment, it was found that one newly emerging significant risk may impact business operations in the next 3–5 years, namely the risk from industry shift and technology disruption. Although this risk has not yet materialized or had a significant impact at present, if it does occur, it could substantially affect the Company's operations. Therefore, this risk has been elevated to an enterprise-level risk, requiring close monitoring and regular risk assessment.

Risk from Industry Shift and Technology Disruption

The Company conducts in-depth data collection through annual interviews with customers from various industries operating in Amata industrial estates. This data is used for analyzing and refining corporate strategy and business plans. The Company has identified that industry transition and disruptive technology are key factors that significantly impact manufacturing operators. The shift toward new industries and technologies replacing traditional industries, such as the transition from internal combustion engine (ICE) vehicles, forces businesses in existing supply chains to adapt quickly by integrating technological innovations. Those unable to adapt in time may face reduced production capacity or even business closure, which could impact the Company's revenue from utilities and industrial services.

Additionally, emerging high-tech industries, such as data centers and semiconductors, require infrastructure and utilities that are vastly different from traditional industries in terms of quality and volume. These changing demands will play a crucial role in shaping the future of industrial estate development. If the Company fails to adapt to accommodating these industries or lacks adequate energy and utility infrastructure, it may lose opportunities to attract new investors and face challenges to maintain competitiveness in the future.

Risk Management Measures

- Collect and analyze customer data across 1,400 manufacturing operators in Amata industrial estates in Thailand using digital systems to monitor changing customer demands for utilities, industrial services, and sustainability support and integrate multidimensional customer data to systematically understand trends and industry insights with annual data analysis and reporting.
- Implement a proactive strategy to act as a liaison between manufacturing operators, government agencies, and company executives, serving as a communication hub to identify challenges and coordinate solutions. This facilitates a smooth transition from traditional manufacturing to new industries, minimizing disruptions for industrial estate tenants. The Company also promotes public-private collaboration to establish joint working frameworks and drive sustainable strategies beneficial to all stakeholders.
- Monitor and analyze global supply chain dynamics to effectively adapt business strategies, through the study of macroeconomic data at both global and regional levels. This approach helps the Company understand market trends and factors that may impact business operations. It also considers other influences that could reshape the global supply chain structure and investment directions, such as geopolitical tensions, international trade developments, political conflicts, and national economic measures.
- Track international trade agreements and regional collaborations that create business expansion opportunities for some industries while posing challenges to others.
- Analyze industry-specific trends, including technological advancements and consumer behavior shifts, that may impact market supply and demand structures.
- Evaluate Foreign Direct Investment (FDI) trends, which are critical for the growth of emerging industries reliant on foreign capital. Assess financial factors such as interest rates, exchange rates, and inflation.
- Analyze domestic factors, including economic policies, trade regulations, and infrastructure development, that support the future growth of new industries. Assess government policy changes and investment incentives that may influence business operations.
- Conduct quarterly strategic meetings between the strategy and management teams to assess market conditions and adjust business strategies accordingly. This proactive approach helps to mitigate risks, control costs, and maintain long-term 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 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 2024, 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
- 4) ENCOURAGE: Integration of risk management into daily work





1) EDUCATE:
Promotion of knowledge and understanding of 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 annually. The 2024 performance is as follows:

- On 16 January 2024, the Company organized a knowledge-sharing session on “**ESG Sustainability Reporting**”, delivered by Mr. Metha Buaraksakul, Product Manager - Sustainability Services, SGS (Thailand) Co., Ltd. The session was initiated in response to emerging risks from evolving environmental regulations, which increasingly require more comprehensive ESG disclosures. These changes may pose potential risks for incomplete or non-aligned disclosures with international standards. The objective of the session was to equip the Board of Directors and senior executives with knowledge necessary to define strategic direction and reporting goals, enabling the Company to align its ESG disclosures with global sustainability frameworks and standards. Participants included Board of Directors - Mr. Vikrom Kromadit, Mr. Chackchai Panichapat, and Ms. Dendao Komolmas-alongside other senior executives totaling 40 participants.
- A training session titled “**Climate Change and Business Sustainability**” was conducted on 17 July 2024 by Mr. Boonrod Yaowapruet, Climate Change Consultant from The Creagy Co., Ltd. The session aimed to enhance executives’ understanding of climate-related risks that may affect the Company’s operations, including regulatory changes and evolving customer demands. It also provided insights into developing sustainable products and services to advance business opportunities while addressing customer expectations. A total of 44 senior and mid-level executives participated in this training session.
- To mitigate cybersecurity risks, the Company organized an online training session on the topic “**Cybersecurity in Daily Life**” for executives and employees at all levels. The session, conducted by external experts on 4 October 2024, aimed to enhance participants’ awareness and understanding of cybersecurity threats in daily life and how to use information technology securely. Topics included AI-powered cyberattacks, phishing, social engineering, strong password creation, and organizational data protection. This initiative was part of the Company’s efforts to build internal capacity and reduce the risk of data breaches and loss of confidential information.





2) PARTICIPATE: Promotion of participation

The Company organized four virtual workshops throughout the year for the Enterprise Risk Management Working Committee, which comprises senior executives, departmental and divisional managers, and operational-level staff. The purpose of the workshops was to monitor enterprise risk management efforts, establish key risk indicators (KRIs) and acceptable risk levels, assess residual risk following the implementation of risk control measures, and develop additional risk mitigation plans. The sessions also focused on setting targets, refining risk indicators, and ensuring continuous monitoring and follow-up of implementation progress. In addition, the Company organized an employee-level Risk Workshop on 24 January 2024 to foster employee engagement and enhance risk awareness across the organization. The workshop brought together representatives from various departments to promote a shared understanding of risk and to equip participants with practical knowledge for effective risk management within their respective units.



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. Under this concept, the first line of defense comprises risk owners who are responsible for identifying and managing risks within their respective functions; the second line of defense is the Corporate Strategy and Risk Management Division, which sets risk management guidelines and standards, and provides oversight and support; and the third line of defense is the Internal Audit Office, which independently assesses the adequacy and effectiveness of the enterprise risk management system. The performance of risk management activities is reported at least twice per quarter to senior management and the Risk Management Committee respectively.

In 2024, the Company reported on the performance and outcomes of its enterprise risk management efforts to senior executives in four meetings, to the Risk Management Committee in four meetings, and to the Board of Directors in four 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 raw water supply at the AMATA City Chonburi Industrial Estate should be available for use at least 14 months and six months at the AMATA City Rayong Industrial Estate. In response to these indicators, AMATA U Company Limited, responsible for water management, has established its 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.

In addition, the Company places strong emphasis on delivering services that meet the needs of customers within the industrial estates. The Company has elevated the risk related to the readiness of sustainable products and services-aligned with evolving customer expectations-as an enterprise-level risk. Accordingly, customer satisfaction, including satisfaction with sustainable products and services, has been established as a Corporate Key Performance Indicator (Corporate KPI). It also serves as a departmental KPI for all product group sales teams. The Company has set a target customer satisfaction score of over 90%.



Information Security and Data Privacy



Medium-Impact Material Topic

14. Data Security and Privacy

- Data and Information security
- Data privacy
- Cybersecurity and IT systems
- Data governance

Risk

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.



Contributions to SDGs



16.3, 16.10

Opportunity

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.

Long-term Target

2024 Target

2024 Performance

Complaints related to personal data breaches or business confidentiality leaks (cases)

0

0

0

Management Approach

The Company has established a **Confidentiality Policy** to ensure that directors, executives, and employees adhere to appropriate practices for safeguarding and using confidential information, particularly information that is sensitive to the Company or its stakeholders. In addition, the Company has implemented a **Cybersecurity and Information Technology Policy** and the Instructions on the Use of Computer and Network Systems to manage and ensure the secure use of computers, information, and network systems. The Company has also adopted a **Personal Data Protection Policy** aligned with international standards and legal requirements, such as the Cybersecurity Act and the Personal Data Protection Act (PDPA).

Scan the QR code for more details about our Information Security and Data Privacy Policy.



Confidentiality
Policy



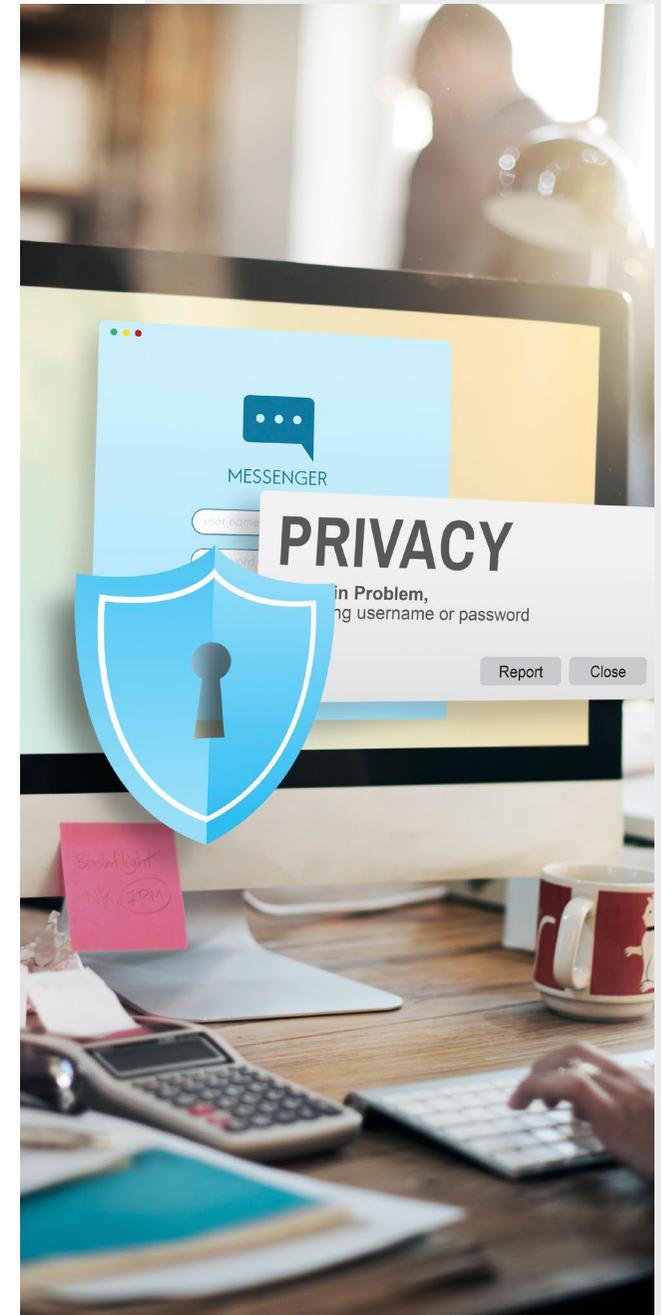
Cybersecurity
and Information
Technology Policy



Personal Data
Protection Policy

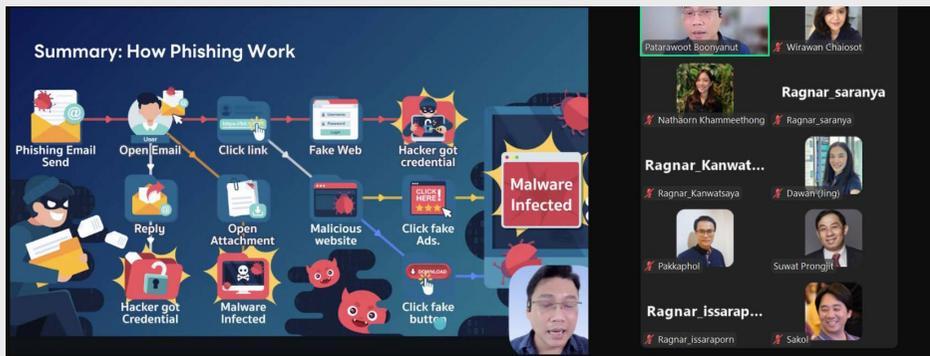
The Company prioritizes the development of cybersecurity measures to protect the information of the Company and its key stakeholders, including employees, customers, business partners, suppliers, and contractors. Accordingly, the Company has established goals for cybersecurity operations and data security. 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.

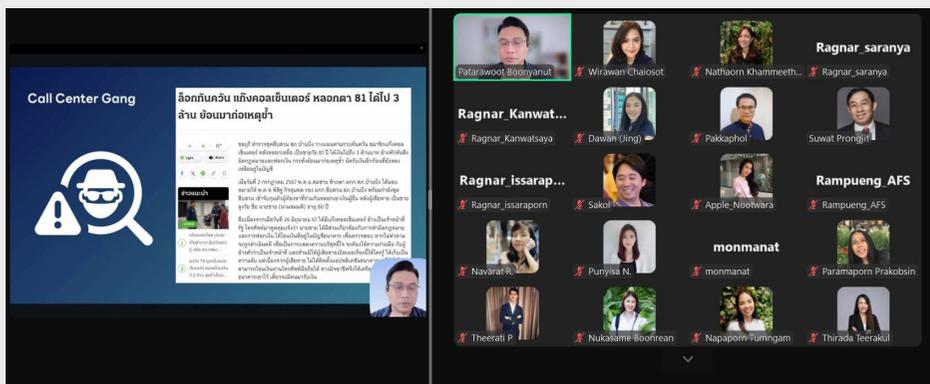




The Company mandates that data users strictly adhere to the policy and terms of use. To support compliance, it provides training on measures to manage and maintain the security of personal information. Additionally, the Company has raised awareness and fostered a fundamental understanding of information security and cyber threat trends 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. On October 4, 2024, the Company conducted a Cyber Security Awareness training for employees on the topic “Cybersecurity in Daily Life.” The training covered Cybersecurity AI trends, cyber threats, phishing attacks, and social engineering tactics. A total of 100 employees participated in the session, accounting for 32% of the total workforce.



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 2024, 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	2024
Number of incidents related to personal data breaches or leakage of stakeholders' information.	0	0	0	0
- Customers	0	0	0	0
- Employees	0	0	0	0
- Suppliers	0	0	0	0
- Other stakeholders	0	0	0	0
Number of incidents related to a cyber-attack or the Company's data leakage.	0	0	0	0

Human Rights in Business Operation



Medium-impact Material Topic

15. Sustainable and Responsible Supply Chain

- Human rights in supply chain



Contributions to SDGs



Risk

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.

Opportunity

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.

Long-term Target

2024 Target

2024 Performance

Significant human rights complaints due to the Company's operations (case)

0

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 human rights management procedures to demonstrate its commitment and accountability in monitoring and conducting comprehensive Human Rights Due Diligence (HRDD) as outlined below:

“AMATA upholds the **'ALL WIN'** principle as a core approach to business operations, focusing on the development of an efficient, sustainable, and environmentally responsible industrial ecosystem. The company is committed to **creating shared value for all stakeholders and promoting balanced and inclusive growth in the long term.**”



Human Rights Policy and Practices

The Company has established the “**Human Rights and Fair Treatment of Labour Policy**” to ensure fair and appropriate treatment of all stakeholder groups across every activity throughout the value chain. The policy reflects the Company’s commitment and accountability in complying with applicable laws in Thailand and in all countries where it operates, and in aligning business practices with both national and international standards on human rights and labour rights. These include the humanitarian and labour rights principles of the International Labour Organization (ILO), the Universal Declaration of Human Rights (UDHR), the United Nations Global Compact (UNGC), the UN Guiding Principles on Business and Human Rights (UNGPs), and the Declaration on Fundamental Principles and Rights at Work of the ILO. The Company also adheres to its ALL WIN philosophy, corporate governance principles, and code of conduct, while emphasizing the importance of human rights issues relevant to employees and all stakeholders within the value chain. To this end, the Company performs Human Rights Due Diligence to assess and monitor risks and impacts in a comprehensive manner.

This policy covers operational guidelines for engaging all stakeholders, both internal and external, with respect for human dignity, diversity, equity, and inclusion. It ensures the protection of labour rights, including the prohibition of child labour and all forms of forced or compulsory labour, and the promotion of freedom of peaceful assembly, association, and participation in collective bargaining. Furthermore, the Company has introduced other relevant environmental and social policies to cover its business operations and supply chain activities, aiming to mitigate potential risks and impacts on stakeholder health, safety, and well-being - both physical and mental. All policies are reviewed annually and communicated regularly to employees, business partners, and all relevant stakeholders to ensure shared understanding and implementation.

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Human Rights and Fair Treatment of Labour Policy

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.

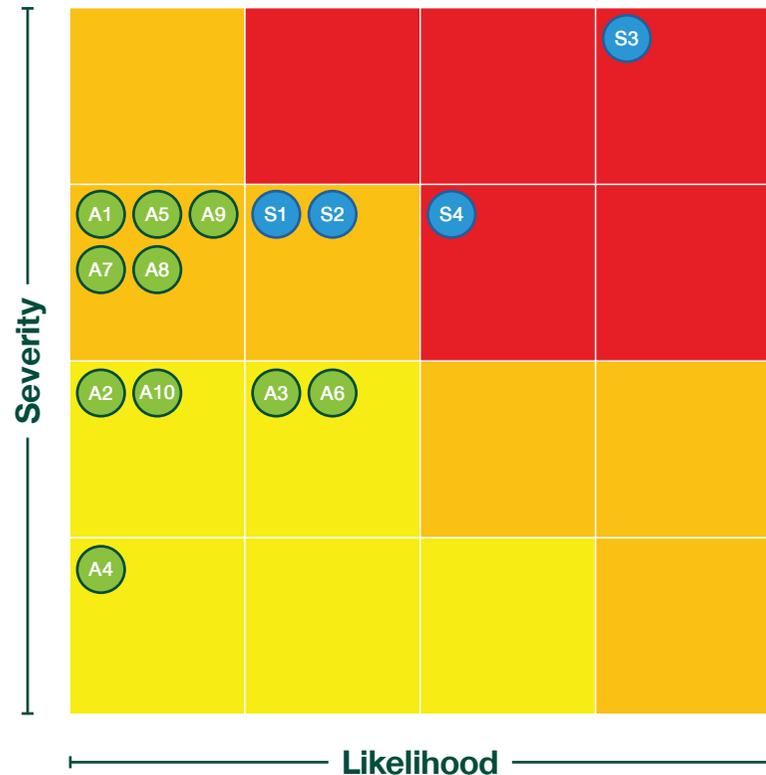
Human Rights Risks and Impact Assessment

The Company conducts a human rights risk assessment every two years and reviews potential risk issues annually. The identification and assessment of risks related to human rights violations are integrated into various risk assessment processes that each department is responsible for, covering both current operations and newly developed projects. These include, for example, Environmental Impact Assessments (EIA) for project development, environmental issue assessments, and hazard and occupational health and safety risk assessments in accordance with ISO standards. In 2024, the Company also carried out a comprehensive materiality assessment. As part of this process, human rights risk issues were identified across the entire value chain, covering 100% of the Company’s operational areas and business activities - both those directly managed by the Company and those occurring through participation or business relationships within the supply chain. These findings will serve as the basis for risk assessment in alignment with the United Nations Guiding Principles on Business and Human Rights (UNGPs) and the OECD Due Diligence Guidance for Responsible Business Conduct.

	Areas assessed for human rights risk	Proportion of areas identified as having human rights risks	Proportion of risk-identified areas with human rights mitigation and prevention measures in place
All activities within the Company’s operational areas	100%	100%	100%
Activities carried out by tier-1 suppliers	100%	100%	100%

Salient Human Rights Issues

The Company has identified 14 human rights risks associated with its operations across the entire supply chain. These risks were evaluated based on two key dimensions: the severity of impact, measured by scale, scope, and irremediability, and the likelihood of occurrence. The prioritization of these risks is presented in a 4x4 Human Rights Risk Matrix, categorizing them into three levels: high risk, moderate risk, and low risk.



High-risk : Human rights risks that are critical and require immediate resolution with additional preventive or mitigating measures.



Moderate-risk : Human rights risks that currently have management measures in place, which partially mitigate impacts but still require more effective interventions.



Low-risk : Human rights risks that are sufficiently controlled or mitigated by existing preventive measures but require continuous monitoring for potential changes.



Risks from AMATA's operations



Risks from AMATA's value chain



A1 Employee Health and Safety



A2 Workforce Employment Conditions



A3 Workplace Discrimination and Inequality



A4 Freedom of Association and Collective Bargaining



A5 Community Health and Safety



A6 Environmental Impacts on Communities



A7 Quality of Products and Services



A8 Customer Health and Safety



A9 Data Privacy and Security



A10 Occupational Health and Safety of Suppliers and Contractors



S1 Health and Safety of Workers in the Supply Chain



S2 Employment Conditions of Workers in the Supply Chain



S3 Community Health and Safety



S4 Environmental Impacts on Communities

Human Rights Risk Management

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"> Employee Health and Safety (A1) 	Employees	<ul style="list-style-type: none"> Providing occupational health and safety supervision in accordance with the safety, occupational health, and work environment policy.
	<ul style="list-style-type: none"> Workforce Employment Condition (A2) 		<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.
	<ul style="list-style-type: none"> Workplace Discrimination and Inequality (A3) 		<ul style="list-style-type: none"> Establishing a welfare committee with employees as members Providing effective complaint channels and grievance handling processes, as well as appropriate remedies
	<ul style="list-style-type: none"> Freedom of Association and Collective Bargaining (A4) 		
	Community Rights <ul style="list-style-type: none"> Community Health and Safety (A5) Environmental Impacts on Communities (A6) 	Local communities	<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. Strictly complying with environmental and safety laws and regulations and preparing an effective emergency and crisis management plan Establishing appropriate remediation measures in cases where the Company is responsible for human rights violations in communities
Customer/Consumer Rights <ul style="list-style-type: none"> Quality of Products and Services (A7) 	Customers	<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 	
<ul style="list-style-type: none"> Customer Health and Safety (A8) 		<ul style="list-style-type: none"> Strictly complying with the laws and safety regulations Establishing an effective emergency plan and crisis management plan Design buildings and facilities in accordance with Universal Design principles, to ensure accessibility and usability for all individuals, including the elderly and persons with disabilities, within the AMATA City Chonburi office buildings, common areas, and newly constructed factories. 	

Boundary	Significant Human Rights Issues	Impacted Stakeholders	Company's actions for correction, prevention, and remedy
	Data Privacy and Security <ul style="list-style-type: none"> Data Privacy and Security (A9) 	Employees, 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"> Occupational Health and Safety of Suppliers and Contractors (A10) 	Suppliers and Contractors	<ul style="list-style-type: none"> Treating suppliers and contractors with equity, fairness, transparency, and non-discrimination Maintaining the workplace's safety and security Ensuring strict compliance with safety regulations among suppliers and contractors. Providing effective complaint channels and grievance handling processes, as well as appropriate remedies
Activities in supply chain done by AMATA's suppliers, contractors, and customers	Labor rights <ul style="list-style-type: none"> Health and Safety of Workers in the Supply Chain (S1) Employment Conditions of Workers in the Supply Chain (S2) 	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. Require suppliers to have prevention and remediation measures for human rights risks.
	Community rights <ul style="list-style-type: none"> Community Health and Safety (S3) Environmental Impacts on Communities (S4) 	Local communities	<ul style="list-style-type: none"> Monitoring and welcoming communities' opinions on any operational impacts caused by the Company's suppliers and contractors. 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. Monitoring suppliers' and contractors' operations on labor practices and environmental management in order to prevent human rights violations against various stakeholder groups. Conducting regular audits of supplier social and environmental practices. Ensuring that suppliers and contractors have appropriate remedial measures in place in the event that their actions lead to human rights violations affecting the communities.

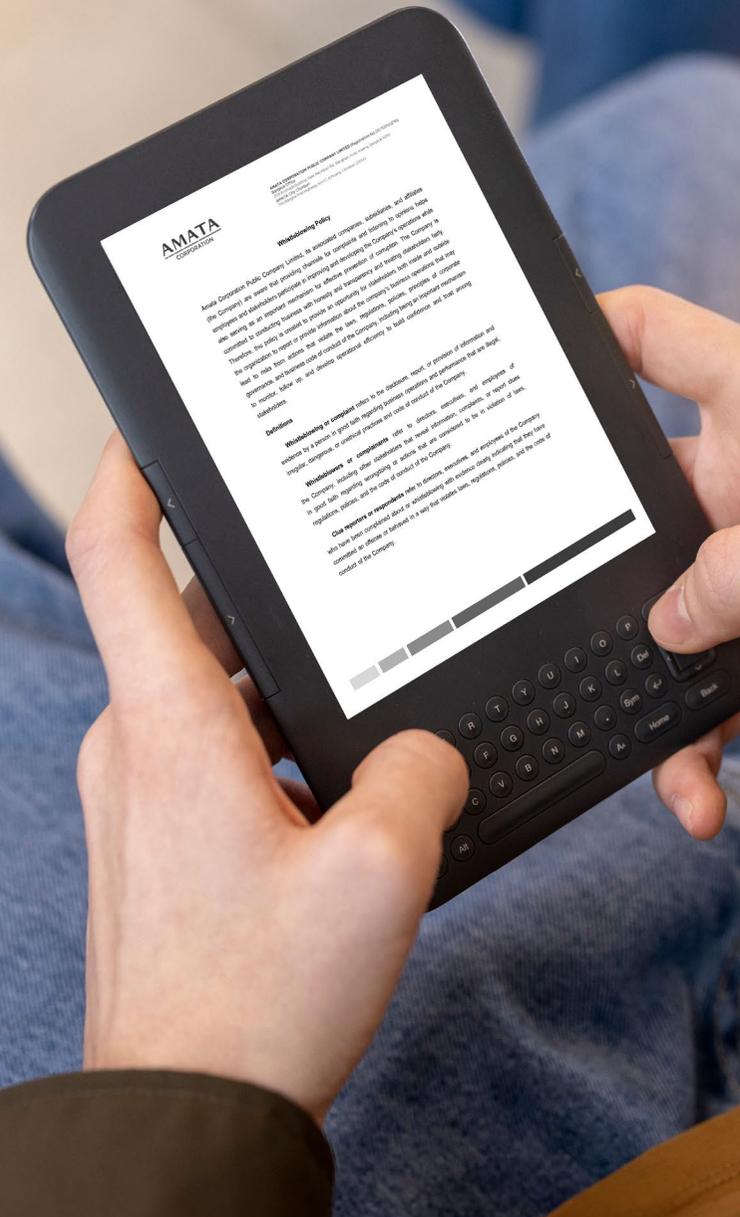
Monitoring and Evaluationa

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.

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Whistleblowing Policy



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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 Perfect City for Children



In addition to the children's rights provisions outlined in the Company's Human Rights and Fair Labor Practices Policy, 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

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

Human Rights Training Program

On November 22, 2024, the Company organized a human rights training program for executives and employees under the topic **“Building a Culture of Respect: Upholding Human Rights at the Workplace.”** The session was led by expert speakers from UN Global Compact and covered key topics, including the definition, principles, and significance of human rights, different types of human rights, as well as the risks and impacts on stakeholders across the supply chain. The training also emphasized the importance of raising awareness of corporate responsibility and respect for human rights in all business operations, particularly in the workplace. A total of 82 employees participated in the training, accounting for 27% of the total employees.



Monitoring Human Rights Violations and Labor Practices in the Supply Chain

In 2024, the Company received no complaints related to non-compliance with labor standards, including child labor and forced labor, either within the Company or across its supply chain. However, the Company did receive one complaint from a local community concerning soil spills on public roads and dust-related air pollution, which posed risks to the health and safety of road users and nearby residents. The issue was linked to the activities of a contractor involved in the development of a new industrial estate in Chonburi province.

To address these concerns, the Company strictly enforced contractor compliance with the Environmental Impact Assessment (EIA) measures, including speed limits for soil transportation trucks, requiring proper tarpaulin covers, setting up designated wheel-wash stations, and deploying cleaning personnel to maintain affected roads. Additionally, water spraying was conducted in the morning and evening to suppress dust, and truck operations were restricted during peak traffic hours to reduce congestion. To ensure compliance, the Company assigned the Engineering Department to monitor the implementation of these measures closely, with a policy to terminate contracts for contractors failing to adhere to EIA requirements.

Furthermore, the Company has coordinated with contractors responsible for adverse impacts to ensure that appropriate remedies are provided to affected individuals, including both financial compensation and the installation of additional protective equipment. The Company has also implemented preventive, corrective, and mitigating measures to address potential future impacts on local communities. These include ongoing multi-stakeholder engagement meetings, the establishment of a dedicated communication channel (such as a group chat line) for coordination, and the formulation of clear remediation measures for those affected by the Company’s operations. These efforts aim to ensure that the development of the industrial estate proceeds in a manner that is responsible and respectful of both community well-being and environmental sustainability.

Human rights risks arising from the operations of suppliers and contractors are classified as salient human rights issues. To mitigate these risks, the Company has established a Supplier Code of Conduct, ensuring that all suppliers and contractors within its value chain operate in alignment with the Company's ethical principles and respect the rights of all stakeholders. The Company conducts regular reviews of suppliers and contractors who fail to comply with the Supplier Code of Conduct and implements on-site audits for those identified as high-risk for human rights violations. Based on audit findings, corrective action plans are developed to

address non-compliance issues. In 2024, the Company conducted supplier risk assessment of 51 critical tier-1 suppliers, representing 100% of critical suppliers. The assessment identified one supplier with high social and environmental risks. As a result, the Company performed additional on-site audit at the supplier's facility and provided guidance for risk mitigation and operational improvements to ensure compliance with ethical and sustainability standards. Further details on the supplier assessment process can be found on page 85.

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 Goals	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 	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 	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 	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 	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 	UDHR art. 25 ICESCR art. 11 UDHR art. 27 ICESCR art. 15(1)(b)

SDG Goals	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 	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 	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 • Design buildings and facilities in accordance with Universal Design principles to ensure accessibility and usability for all individuals. 	<ul style="list-style-type: none"> • Right to equality and non-discrimination • Right to an adequate standard of living 	UDHR art. 2 ICESCR art. 2(2) UDHR art. 25 ICESCR art. 11
	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 	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 	UDHR art. 25(1) ICESCR art. 12 ICESCR art. 11
	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 	UDHR art. 25(1) ICESCR art. 12 ICESCR art. 11

SDG Goals	SDG Targets	AMATA Approaches	Thailand's Compliance with the Universal Declaration of Human Rights and International Human Rights Instruments	
	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 	UDHR art. 25(1) ICESCR art. 12 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 	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 	UDHR art. 28 ICESCR art. 2(1) UDHR art. 27(1) ICESCR art. 15(1) UDHR art. 12 ICCPR art. 17

The design of the new ready-built factory and rental warehouse facilities at AMATA City Rayong Industrial Estate has been developed in alignment with the principles of Universal Design, ensuring accessibility and usability for all individuals, including the elderly and persons with disabilities. The project is scheduled for completion in 2025.



Sustainable Supply Chain

 **Medium-impact Material Topic**

15. Sustainable and Responsible Supply chain

- Labor practices
- Material sourcing
- Supplier development
- Supplier quality and responsibility
- Human rights in supply chain
- Business relations and partnerships

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.

 **Contributions to SDGs**



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.

	Long-Term Targets	2024 Targets	2024 Performances
Proportion of new suppliers assessed for sustainability risks	100%	100%	100%
Proportion of critical suppliers assessed for sustainability risks	100%	100%	100%

Management Approach

The Company has established a “Sustainable Procurement Policy” to enhance supply chain management towards greater responsibility, transparency, and alignment with sustainable development principles. The policy emphasizes sourcing and procurement of raw materials, equipment, and services with consideration for environmental, social, and governance (ESG) impacts alongside economic efficiency. The Company places importance on the selection and development of suppliers and contractors to ensure fair labor practices aligned with relevant standards, efficient resource use, and the reduction of environmental impact. Additionally, the Company promotes collaboration with business partners across the supply chain to increase resilience, reduce risks, and generate shared value that benefits society, the economy, and the environment in the long term.

The Company has appointed the **AMATA Procurement Working Committee**, which is chaired by the Chief Financial Officer. 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, prepares, and disseminates the “Supplier Code of Conduct” on the Company’s website as well as directly notified each supplier. This is to communicate the Company’s commitment to ethical and responsible business practices that take economic, social, and environmental impacts into consideration. The contents of the Supplier Code of Conduct are as follows:

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.

Scan the QR codes for more details on our policies



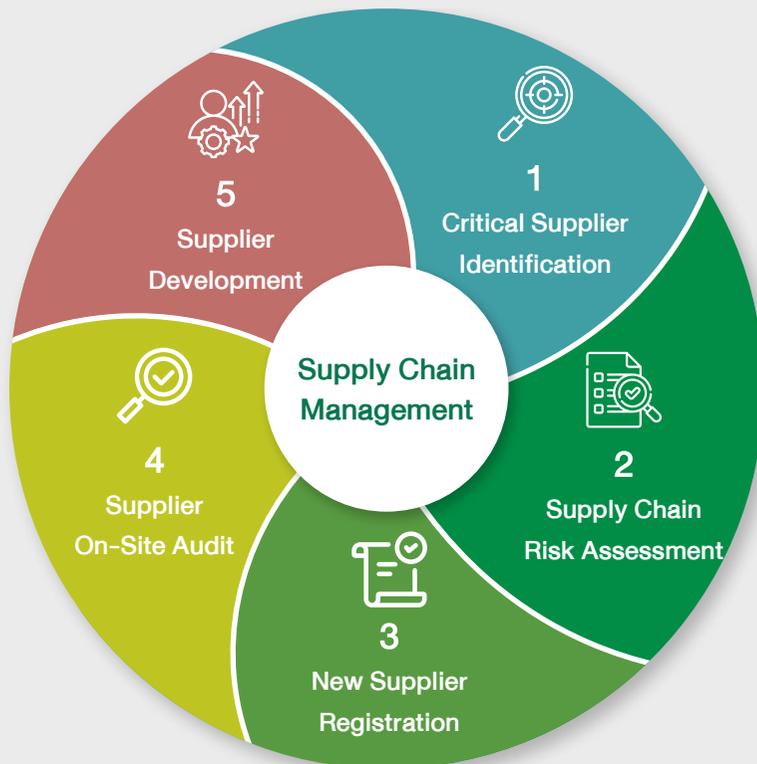
Sustainable Procurement Policy



Supplier Code of Conduct

The Company requires all suppliers and contractors identified as critical tier-1 suppliers, as well as all new suppliers and contractors, to acknowledge and comply with the AMATA's Supplier Code of Conduct and Procurement Manual. These requirements are in line with the Company's sustainable supply chain management approach, aiming to promote awareness and responsible business practices among suppliers. The guidelines emphasize the importance of operating socially and environmentally responsibly, with integrity, fairness, and transparency. In 2024, the Company communicated these documents to all 140 critical and new suppliers. All recipients (100%) acknowledged and submitted the signed acknowledgement form in full compliance.

The Company has established the following guidelines for implementing sustainable supply chain management:



The Company has implemented its established guidelines through defined criteria and processes, including the identification of critical suppliers, sustainability risk assessment of suppliers and contractors, and the formulation of appropriate supplier management strategies. Efforts also include capability-building initiatives for suppliers and contractors to mitigate sustainability risks and reduce the negative impacts of business operations in both the short and long term. Key performance outcomes in 2024 are as follows:



1. Critical Supplier Classification

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

- 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 2024, the Company engaged with a total of 732 tier-1 suppliers and contractors who maintained ongoing business relationships within its supply chain. An analysis identified 51 of these as critical tier-1 suppliers, accounting for 82% of the Company’s total procurement value. These critical suppliers were categorized into three key business segments: 18 in the real estate and leasing business, 11 in the utilities and services sector, and 22 in the goods and services sector-representing 40%, 40%, and 20% of procurement value by business segment, respectively. In addition, there were 18 critical non-tier 1 suppliers who are essential to the supply chain, but not directly conducting business with the Company.



2. Supply Chain Risk Assessment

The Company has established a sustainability risk assessment process for its suppliers, with priority given to critical tier-1 suppliers. This process utilizes an ESG Risk Evaluation Form covering environmental, social, and economic dimensions. All new suppliers are required to complete a comprehensive Self-Assessment Questionnaire (SAQ), which encompasses key issues related to the economy, environment, society, and corporate governance. Suppliers are then categorized into four risk levels, with corresponding assessment details and monitoring frequencies tailored to each risk level. In addition, the Company conducts annual supplier performance evaluations, jointly undertaken by the Procurement Department and the relevant end-user units, with varying frequencies depending on the supplier’s risk level. For suppliers identified as high or very high risk, a corrective and preventive action plan is required. The Company supports its suppliers by providing guidance, as needed, in developing improvement plans to foster and maintain good relationships.

The Company set targets for all critical tier-1 suppliers and new suppliers to undergo risk assessments covering both economic and sustainability aspects, including environmental, social, and governance (ESG) risks. In 2024, the Company successfully assessed all 51 critical tier-1 suppliers (100%) and 89 new suppliers (100%), achieving the established target.

	2021	2022	2023	2024
Proportion of products and services purchased in Thailand	100	100	100	100
Total number of tier-1 suppliers	932	527	654	732
Total number of critical tier-1 suppliers	71	85	63	51
Total number of critical non-tier-1 suppliers	NA	NA	24	18
Total number of new suppliers	8	11	52	89

	2021	2022	2023	2024
Proportion of suppliers and contractors assessed for ESG risks				
• Critical tier-1 suppliers	100%	100%	100%	100%
• New suppliers	100%	100%	100%	100%
Number of suppliers and contractors with high and very high ESG-risks				
• Critical tier-1 suppliers	0	1	0	1
• New suppliers	0	0	0	0

The supplier risk assessment revealed that one of the Company's critical tier-1 suppliers—representing 1.96% of all critical tier-1 suppliers—was identified as having a high level of social and environmental risk. This was due to the absence of formalized policies and procedures for managing environmental impacts, as well as the lack of documented safety policies concerning working conditions and the provision of protective equipment for workers. In response, the Company conducted an immediate on-site audit and required the supplier to develop written policies and best practices which were formally adopted within the supplier's organization and communicated to employees for strict compliance. The procurement team and the relevant business unit conducted a follow-up site visit and confirmed that the necessary improvements had been made in accordance with the Company's requirements. A subsequent audit is scheduled to take place in 2025. No suppliers were found to have high or very high risks in the areas of economic or governance practices.

3. Supplier Audit

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 very high and 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.

Risk Level	Control and Risk Monitoring Measures
Low	<ul style="list-style-type: none"> On-site audit every 2 years
Medium	<ul style="list-style-type: none"> On-site audit once per year
High	<ul style="list-style-type: none"> Immediate on-site audit Required to develop an action plan for improvements within a specified timeframe
Very High	<ul style="list-style-type: none"> Immediate on-site audit An immediate corrective action plan must be implemented, followed by a post-implementation review. Ongoing monitoring every six months is required until the risk level is reduced to an acceptable level. If the supplier fails to comply with the requirements or does not take corrective actions, their operations will be suspended until the risk level is mitigated to an acceptable level. If it is necessary to continue using a non-compliant supplier, a formal approval request must be submitted to an authorized decision-maker, along with continuous monitoring and corrective actions. Enforcement measures will be introduced, requiring the supplier to acknowledge and accept penalty terms if severe risks remain unresolved, leading to business or operational damages.

In 2024, the Company had 21 critical suppliers required to undergo on-site ESG audit according to the established criteria. The Company successfully completed the audits for all 21 suppliers (100%).

	2021	2022	2023	2024
The total number of suppliers required to undergo on-site ESG Audit				
• Critical tier-1 suppliers	0	11	22	21
The audit completion ratio for critical tier-1 suppliers during the year	-	100%	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 implemented 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 2024, there were 89 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 30-60 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.

	2021	2022	2023	2024
Average Account Payables Days	45 Days	48 Days	48 Days	57 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 on Compliance with Regulatory and Relevant Standards

- On 27 March 2024, AMATA Facility Services Co., Ltd. organized its 2024 Annual Stakeholder Meeting at the Ratchaphruek Meeting Room, with simultaneous online participation. The meeting primarily focused on the Company's suppliers and contractors, aiming to communicate key operational policies, adherence to standardized management systems, relevant regulatory requirements, procurement procedures, and to encourage shared dialogue on enhancing operational efficiency and aligning with international sustainability principles. In addition, the Company announced its commitment to conducting annual supplier assessments and performance evaluation to measure progress and ensure continued improvement in collaborative operations.



Supplier Development on Workplace Safety Practices

- On March 14, 2024, Amata Facility Services Co., Ltd. organized a training course on "Safe Waste Segregation Practices" for employees of the Company's waste management contractors. The training aimed to enhance their skills and elevate safety standards in daily operations, thereby promoting a safer and more efficient working environment for contractor personnel.
- On May 25, 2024, the Company organized a spill containment and recovery drill for waste collection and sorting personnel at the contractor's waste sorting facility. This initiative was designed to strengthen knowledge and skills in waste and environmental management, while also enhancing safety and operational efficiency for contractor employees.
- On June 21 and 28, 2024, AMATA Facility Services Co., Ltd. conducted training on accident and occupational disease prevention, as well as workplace regulations and compliance, for employees of the Company's waste management contractors. The training aimed to equip waste sorting facility workers with the necessary knowledge to ensure safe and compliant operations, promoting workplace safety and overall well-being.



- On November 2, 2024, the Company organized a basic fire suppression and evacuation training for contractor employees working within the Company's premises. This training aimed to enhance their fire prevention and emergency response skills, ensuring preparedness for fire-related incidents and mitigating risks that could lead to loss of life or property damage.

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 2024. 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.

Supplier Development on Enhancing Knowledge, Skills, and Work Efficiency

- On August 29, 2024, AMATA Summit Ready Built Co., Ltd. conducted a practical training workshop in collaboration with Tokura Thailand Co., Ltd. The training focused on studying and enhancing the adoption of Building Information Modeling (BIM) technology. This system enables the creation of precise virtual building models, facilitating design, analysis, and construction management at each project stage to improve efficiency and control.
- On December 11, 2024, AMATA U Co., Ltd. invited its suppliers to attend a training session on water and waste management under the project “Community Development in Sustainable Water and Waste Management.” The training was held at the AMATA Service Center.
- In 2024, AMATA U Co., Ltd. continuously monitored and encouraged its suppliers to improve efficiency by introducing an annual policy through supplier meetings on energy conservation and resource optimization. Contractors were required to submit an “Energy and Resource Efficiency Plan” annually to AMATA U. These plans were analyzed, audited, and used to set future energy-saving measures for further development.

“In 2024, there were **no serious accidents involving contractor employees resulting in work stoppages or fatalities.**

Furthermore, the industrial estate environment remained clean, orderly, and well-maintained.”



Environmental Stewardship



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*“Use wisely,
Minimize harm,
Restore nature”*



Environmental Management	SDG Targets	Management Approach	Long-term Targets	2024 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 greenhouse gas emissions intensity (scope 1&2) by 30% compared to the 2019 base year Become a carbon-neutral city by 2040 	<ul style="list-style-type: none"> Reduce greenhouse gas emissions intensity (scope 1&2) by 23.81% 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's businesses.	<ul style="list-style-type: none"> Increase the proportion of renewable energy used in business operations to exceed 50% of total energy consumption by 2030. Reduce energy intensity by 15% compared to the 2019 base year 	<ul style="list-style-type: none"> Increase the proportion of renewable energy used in business operations to 8% of total energy consumption. Reduce energy 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"> 100% of the treated wastewater is utilized within the industrial estate without being discharged outside Reduce the proportion of raw surface water consumption to total water demand compared to the previous year 	<ul style="list-style-type: none"> 100% of the treated wastewater is utilized within the industrial estate without being discharged outside The proportion of raw surface water consumption to total water demand is below 60%
Natural Resources Protection and Restoration	6.3, 6.4, 6.6, 15.1	Mitigating, reducing, and preventing negative impacts, along with restoring and compensating for any that occur from the Company's operations.	<ul style="list-style-type: none"> The proportion of green area to operational area must be more than 10% 	<ul style="list-style-type: none"> The proportion of green area to operational area must be more than 10%
Waste Management in Industrial Estates	3.9, 11.6, 12.2, 12.4, 12.5	Promoting the sorting of solid 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 solid waste sent to landfill The proportion of recyclable waste sorted shall reach at least 15% of total solid waste by 2027. 	<ul style="list-style-type: none"> Zero solid waste is sent to landfill The proportion of recyclable waste sorted is not less than 12% of total solid waste

Environmental Quality Control

 High-impact Material Topic

1. Environmental Quality Control

- Air quality
- Non-GHG emission
- Noise & odor exposure
- Environmental governance

Risk

The development of industrial estates can give rise to environmental pollution, which may directly affect the quality of the surrounding environment and, in turn, impact the health and well-being of stakeholders working within the estate as well as nearby residential communities. Without proper oversight and effective management, such development can lead to a loss of trust among all stakeholder groups, opposition from local communities toward future business expansion, and, in severe cases, the revocation of business operating licenses.

 Contributions to SDGs



3.9



6.3



11.6



12.4



15.1



16.3

Opportunity

A strong emphasis on developing robust environmental management and control systems within large-scale industrial estates presents the Company with valuable opportunities to create new products and services. By leveraging cutting-edge, high-efficiency innovations and technologies, the Company ensures that environmental conditions are closely monitored and responsibly managed. This proactive approach enhances stakeholder confidence in the Company's operations and enables the Company to better meet the expectations of clients who prioritize environmental responsibility. Furthermore, it allows the Company to contribute meaningfully to society and the nation by sharing its environmental management expertise in the regions where its projects are based.

	Long-term Targets	2024 Targets	2024 Performances
Being certified as Eco-Excellence industrial estates by the Industrial Estate Authority of Thailand	—	Attain Eco-Excellence certification for both industrial estates	Both AMATA industrial estates received Eco-Excellence Level E2 certification (highest level)
Number of significant violations of laws and regulations*	0	0	0
Number of environmental quality indicators that fail to meet legal standards	0	0	0

*Significant violations of laws and regulations refer to non-compliance that results in a fine exceeding 1 million THB, the suspension of the company's operating license, or involvement in fraud or corruption.

Management Approach

The Company acknowledges its responsibility for the social and environmental impacts resulting from activities within its supply chain, whether carried out by the Company itself or by its business relationships, such as suppliers, contractors, tenants, and factory operators. Therefore, the Company has outlined its commitment in the “**Environmental Management Policy**,” “**Waste Management Policy**,” and “**Sustainable Water Management Policy**,” emphasizing the control of environmental quality to meet or exceed the legal standards. This commitment extends to the operations of suppliers, contractors, tenants, and factory operators, whom the Company oversees and encourages to comply with relevant laws, regulations, and policies and align with the Company's environmental policies and standards. The aim is to prevent and mitigate any potential environmental impacts and human rights violations that may arise throughout the supply chain, ensuring the well-being of all stakeholders involved.

The Company has conducted a comprehensive assessment of risks and impacts arising from its operations across the entire supply chain. It has overseen and monitored the operations of suppliers, contractors, tenants and factory operators in both AMATA industrial estates that may cause negative environmental impacts. According to the assessment, key environmental pollution that had a significant impact on stakeholders includes air pollution, industrial and solid waste, water pollution, noise and odor disturbances originating from factories. In response, the Company is committed to managing and mitigating these environmental impacts to meet or exceed legal requirements. This is achieved through the adoption of appropriate, high-efficiency technologies and strict compliance with applicable laws governing industrial estate operations, the environmental impact assessment (EIA) measures, and both national and international environmental standards—such as ISO 14001, for which the Company has been certified, covering 100% of its operational area as defined in the scope of this sustainability report. Furthermore, the Company actively promotes awareness among suppliers, contractors, tenants, and factory operators regarding the importance of managing environmental impacts from their business activities, as well as encourages their cooperation in minimizing pollution across all aspects. A key target set for 2024 is to have zero incidents of legal or regulatory violations related to environmental matters, with no significant fines incurred, and to ensure that all environmental quality indicators remained within the legal 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:

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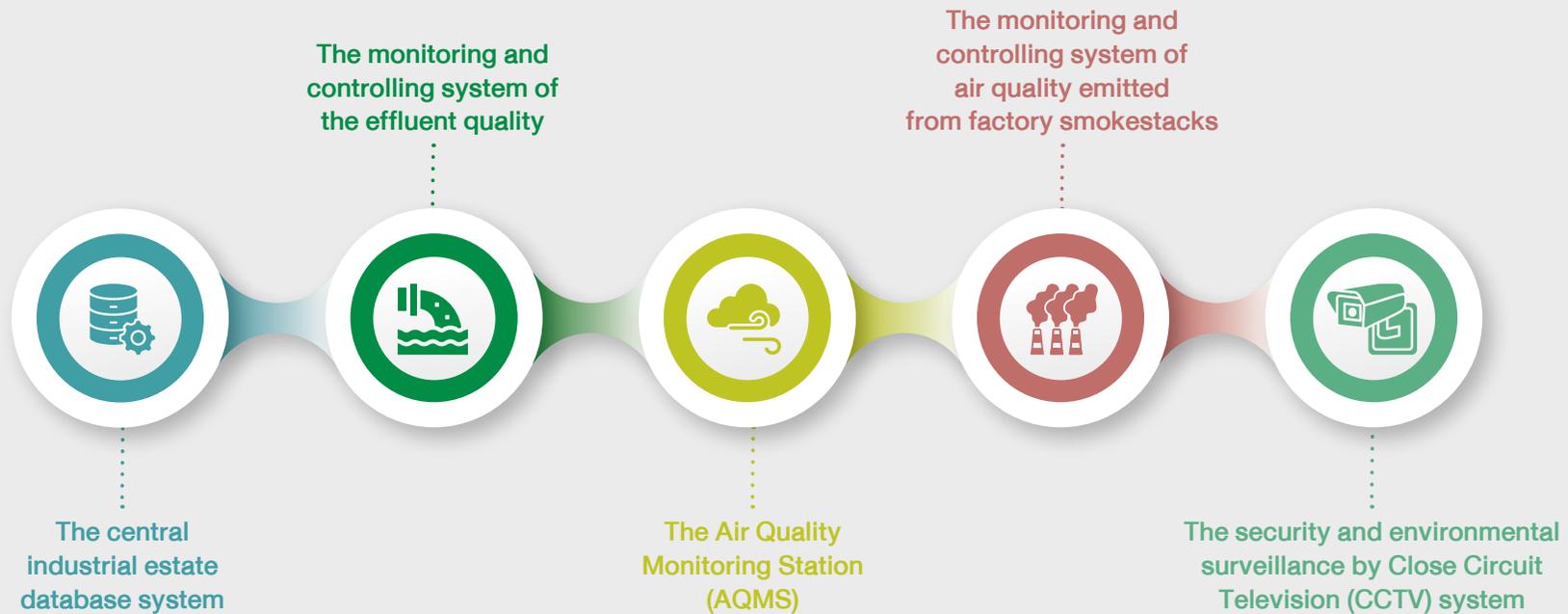


Environmental
Management
Policy

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 for collecting environmental data at both the industrial estate and factory levels. This includes information such as water consumption, wastewater volume, wastewater quality, waste generation, and air quality.



2 The effluent quality monitoring and controlling system for effluent discharged from the central wastewater treatment facility

is designed to transmit real-time data from BOD and COD online analyzers directly to the Environmental Monitoring and Control Center (EMCC). If the effluent quality is found to exceed the standards prescribed by the Ministry of Natural Resources and Environment’s Notification on Effluent Quality Standards for Industrial Factories, Industrial Estates, and Industrial Zones dated 29 March 2016, or the Ministry of Industry’s Notification on Effluent Discharge Control Standards for Factories B.E. 2560 (2017) dated 30 May 2017, the EMCC will immediately issue an alert to the Central Wastewater Control Center. The Center will then proceed to analyze the root cause of the issue and take prompt corrective action.



3 Air Quality Monitoring Station (AQMS)

is a surveillance system that monitors air quality in the surrounding communities of the AMATA City Chonburi Industrial Estate through continuous Air Quality Monitoring Stations (AQMS). 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 Sapachanupatham 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 designed to track and manage environmental quality, even though the Company itself does not engage in activities that directly release air pollutants and does not have authority over emissions from individual factories. Nevertheless, the Company remains committed to environmental oversight by linking air quality measurement data from industrial stack emissions 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

is a system utilized for processing and planning safety and traffic management, as well as for monitoring the environmental conditions of industrial factories 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 2024, 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 2024, 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 impacts caused by the activities of tenant factories and the Company's contractors, for which the committees requested the Company's support in addressing. Additionally, there were some suggestions for the Company to increase the efficiency of the operations management of both industrial estates in the coming year, as follows:

Suggestions from the Environmental Quality Audit Committees	
AMATA City Chonburi	AMATA City Rayong
<ul style="list-style-type: none"> 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 caused from factories. 	<ul style="list-style-type: none"> Promote awareness and knowledge of safety regulations and traffic discipline within the industrial estate, particularly among foreign operators, in order to reduce the likelihood of accidents that may affect surrounding communities.
<ul style="list-style-type: none"> Request stricter oversight of contractors' operations, with particular attention to traffic conditions, air quality, and dust pollution resulting from land development activities under the AMATA Smart City Chonburi Industrial Estate project. 	<ul style="list-style-type: none"> Request enhanced traffic management and congestion solutions to address traffic issues during peak hours by efficiently managing traffic flow and facilitating better traffic control. This includes regulating vehicle speeds and coordinating with the police to establish a collaborative network for stricter traffic discipline.

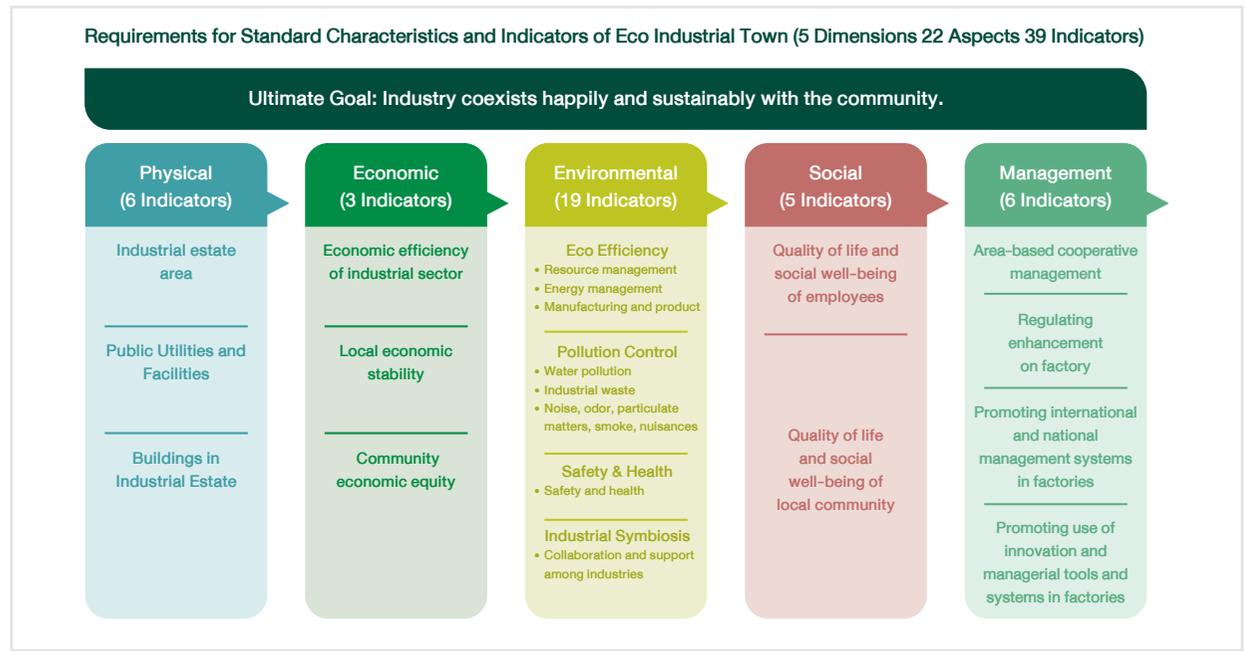
Suggestions from the Environmental Quality Audit Committees	
AMATA City Chonburi	AMATA City Rayong
<ul style="list-style-type: none"> Request the promotion of knowledge and understanding of wastewater and waste management within the communities to collectively address issues related to wastewater and 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 increased support for bedridden patients, including the donation of essential items to help reduce their expenses, particularly in the surrounding communities of the industrial estate.
<ul style="list-style-type: none"> Request assistance in solving traffic problems, especially at the connecting areas between the industrial estate and the surrounding communities and improving traffic flow efficiency. This includes increasing the number of security personnel 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. 	<ul style="list-style-type: none"> Request greater support for local products by expanding distribution channels, enabling factory-based consumers to better recognize and access community-made goods-ultimately helping to generate income for local communities.
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Request the inclusion of additional provisions for the employment of foreign workers within the industrial estate, such as enhanced disease control measures, to prevent the spread of diseases to the surrounding communities.
<ul style="list-style-type: none"> 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. 	
<ul style="list-style-type: none"> Request AMATA City Chonburi Industrial Estate to continuously organize regular meetings of the Traffic Management Committee, recognizing the importance of the committee in effectively driving solutions to address overall traffic issues. 	

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. In the near future, the Industrial Estate Authority of Thailand (IEAT) plans to develop a draft framework for indicators transitioning from Eco-Industrial Estate (Eco I.E.) towards Sustainable Development Goals-oriented Industrial Estates (SDGs I.E.).

To develop Eco-industrial Town at AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate, the Company has implemented numerous initiatives and projects such as setting up traffic management and industrial waste management committees, creating jobs for local communities, conducting comprehensive environmental management systems, environmental quality monitoring, managing water pollution, waste, noise pollution, dust, smoke, pollution measurement, and publicly disclosing its performance. Further efforts include improving the well-being of people in communities and factories, as well as developing an advanced data management system for internal operations.



In 2024, AMATA Corporation Public Company Limited received the Eco-Excellence: E2 certification for the seventh consecutive year for AMATA City Chonburi Industrial Estate and the sixth consecutive year for AMATA City Rayong Industrial Estate. On 23 September 2024, Mr. Numchai Niithong, Environmental Engineering Department Manager of AMATA Corporation Public Company Limited, received the Eco-Excellence Industrial Estate award at the Eco Innovation Forum 2024. The event was organized by the Industrial Estate Authority of Thailand (IEAT) in collaboration with the Water and Environment Institute for Sustainability (WEIS) and the Federation of Thai Industries (FTI). 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.



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:



In 2024, 13 factories from AMATA City Chonburi Industrial Estate, and 9 factories from 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.

5 Dimensions	13 assessment criteria
 1. Physical	1. Green area management 2. Drainage system
 2. Economic	3. Promotion of local community economy
 3. Environmental	4. Water management, energy consumption, and alternative energy utilization 5. Management of industrial waste, sewage and solid waste 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

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
<p>Online channel:</p> <ul style="list-style-type: none"> Line@: @Amatacity, @AmataCityRayong Facebook Page: AMATACorp Tel.: 038-213-191 <p>Offline channel:</p> <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 requires collaboration and participation from multiple stakeholders, as the Company does not hold direct legal authority to manage tenants or factory operators causing social and environmental impacts. Actions must therefore be coordinated through governmental agencies such as the Industrial Estate Authority of Thailand (IEAT), the Department of Industrial Works, the Ministry of Industry. These actions involve reviewing relevant 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 2024, the Company received a total of 15 environmental complaints through various channels, comprising 6 complaints from factory to factory, 7 complaints from community to factory, and 2 significant complaints from stakeholders directly related to the Company's new project developments, specifically AMATA Smart City Chonburi and AMATA City Chonburi 2, which began project development in 2023. In response to these complaints, the Company, in collaboration with the Industrial Estate Authority of Thailand, conducted a site inspection alongside its environmental officers and community representatives to implement corrective measures and prevent recurrence. All 15 complaints (100%) have been fully resolved.

Complaint Type	2021			2022			2023			2024		
	AMATA City Chonburi	AMATA City Rayong	New Projects Under Development	AMATA City Chonburi	AMATA City Rayong	New Projects Under Development	AMATA City Chonburi	AMATA City Rayong	New Projects Under Development	AMATA City Chonburi	AMATA City Rayong	New Projects Under Development
Directly related to AMATA operations	0	0	-	0	0	-	0	0	1	0	0	2
Factory-to-factory complaints	4	6	-	4	8	-	1	7	-	1	5	-
Community-to-factory complaints	0	2	-	3	4	-	2	8	-	2	5	-
Total complaints received	12			19			19			15		
Total Complaints resolved (%)	100%	100%	-	100%	100%	-	100%	100%	100%	100%	100%	100%

The Company did not receive any significant environmental law violation complaints resulting in fines. Environmental complaints that arose between factories and communities were primarily related to odor concerns and wastewater management. The Company actively engaged in mediation and corrective actions to mitigate the impacts caused by factories in the industrial estate and provided support to improve their operational practices to minimize odor issues. Additionally, wastewater treatment systems were inspected to reassure surrounding communities of compliance with environmental standards.

For complaints directly related to the Company's operations, concerns were raised regarding soil spillage on roads and dust emissions from ongoing construction projects, which were linked to contractor activities. The Company implemented proactive mitigation measures to minimize community impact, including speed restrictions for soil transport trucks, mandatory tarpaulin covers, designated wheel-washing stations, road-cleaning operations, and scheduled water spraying in the mornings and evenings to control dust emissions. The Company also regulated truck operating hours to avoid peak traffic periods and enforced compliance with legal load limits. The engineering team was assigned to closely monitor and inspect contractor compliance. Should the contractor fail to comply with the specified requirements, the Company will consider terminating the service contract. Furthermore, the Company has coordinated with the contractor responsible for the impact to ensure appropriate remediation for affected parties, including financial compensation and the installation of additional protective equipment.

Climate Resilience



High-impact Material Topic

2. Climate and GHG Emission

- GHG emissions
- Climate-related law and regulations
- Climate-related risks
- Climate resilience
- Low-carbon economy

Risk

Climate change is a significant challenge that poses substantial risks to industrial water management, as water serves as a primary raw material for industrial estate operations. It also increases physical risks due to the growing severity of natural disasters each year. The impacts of climate change are far-reaching, affecting various stakeholders across the value chain—from industrial water usage in factory production lines to the livelihoods and well-being of factory employees and surrounding communities. Moreover, climate-related impacts have led to rising operating costs for the Company. These include the need to ensure a continuous supply of water that meets industrial quality standards for tenant factories, as well as to implement measures that prevent or mitigate physical risks from natural disasters in both existing industrial estates and future development projects.

In addition, evolving domestic and international laws and regulations related to climate change pose transition risks for both the Company and factory operators within the industrial estates. As a result, the Company must proactively prepare for the growing climate-related expectations of both current and future customers. This includes disclosing relevant operational information—such as energy consumption and greenhouse gas emissions from various utilities—developing sustainable products and services that align with customer needs, and mitigating risks that may affect the Company’s long-term competitiveness.



Contribution to SDGs



3.9



7.2, 7.b



13.1

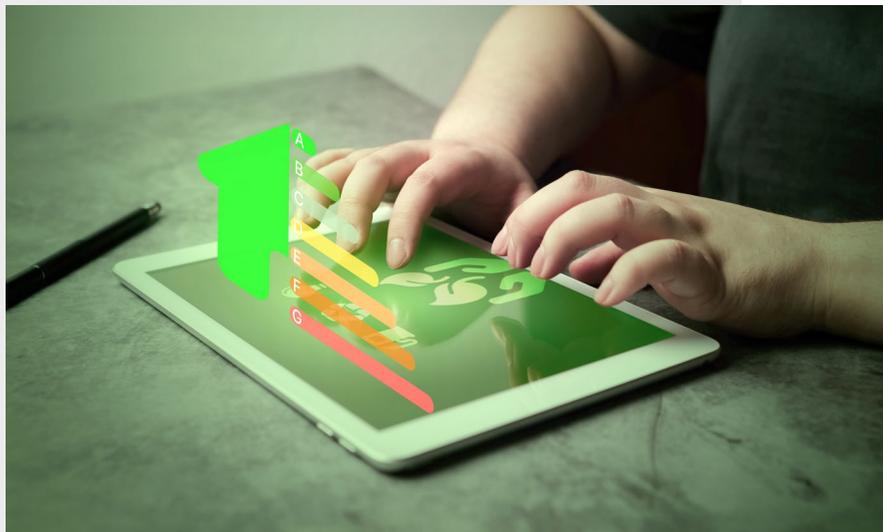
Opportunity

The Company recognizes opportunities in developing new products and services to meet the emerging needs of existing factory operators within its industrial estates. These operators are increasingly affected by evolving climate-related laws and regulations, trade standards shaped by national policies, and more stringent climate commitments from their parent companies. Furthermore, this strategic direction positions the Company to better respond to growing demand from new customers or target groups that place a high priority on climate action.

	Long-Term Target	2024 Target	2024 Performance
GHG Emission Intensity (Scope 1 & 2) compared to the 2019 base year	30% reduction by 2030	23.81% reduction	30.3% reduction

Management Approach

Climate change is a global challenge that poses significant risks of natural disasters and far-reaching impacts on the economy, public well-being, and the long-term sustainability of global society. The severity of these impacts has become increasingly evident in recent years. In response, the Company recognizes the critical importance of cross-sector collaboration to collectively mitigate the effects of climate change. The Company supports the goals of the Paris Agreement, adopted in December 2015, to which Thailand has committed by pledging to reduce greenhouse gas emissions by 20-25% from 2015 levels by 2030, in order to limit the global temperature increase to well below 2 degrees Celsius above pre-industrial levels. The Company also endorses the Glasgow Climate Pact, which encourages the adoption of renewable energy and the reduction of coal and fossil fuel use—efforts that contribute directly to the achievement of United Nations Sustainable Development Goal 13: Climate Action.



The Company recognizes the importance of collaboration among all sectors in reducing greenhouse gas emissions and remains committed to being an active contributor in mitigating and adapting to the ongoing climate-related risks. The Company has therefore established a “**Climate Change Management Policy**” and has assigned the Risk Management Committee, in coordination with the Corporate Governance and Sustainable Development Committee, to oversee its implementation. These committees are responsible for addressing climate-related risk such as water scarcity and changes in laws and regulations that may impact business operations as well as identifying emerging business opportunities. Progress is monitored through the Office of Corporate Strategy and Risk Management, under the leadership of Mr. Satha Vanalabh-patana, Acting Chief Strategy Officer and Assistant to the Chief Executive Officer, who is responsible for coordinating with relevant departments to develop strategies and integrate them into the Company’s overall business plans. Furthermore, the Company has set climate action as a core organizational objective, including the development of an implementation plan aimed at becoming a carbon-neutral city by 2040. This includes enhancing energy efficiency and reducing the intensity of both direct and indirect greenhouse gas emissions (Scope 1 and 2) by 30% by 2030, compared to the 2019 base year.

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Climate Change
Management Policy.

Assessment of Climate-Related Risks

The Company has conducted an assessment of climate-related risks associated with its business operations and has established risk management measures to mitigate or prevent potential future impacts, as outlined below.



1. Physical Risks

Risk Category	Risks	Impact / Opportunity	Risk Mitigation
Operational risk	Drought risk	Changes in rainfall patterns and precipitation levels may result in an insufficient supply of raw surface water for use in the production of tap water for industrial purposes. This may lead to disruptions in utility systems and an increase in raw water procurement costs, as well as potential penalties and compensation in cases where factory operators are unable to maintain continuous business operations. Furthermore, severe water scarcity may lead to competition over raw water resources, potentially affecting the Company's relationship with nearby communities.	<ul style="list-style-type: none"> Establish both internal and external backup raw water sources to support the total water demand within the AMATA Industrial Estates for no less than 14 months. Currently, the Company has 17 ready-to-use raw surface water reservoirs with a total capacity of 61.2 million cubic meters. Reduce reliance on natural raw water sources by increasing the use of high-quality reclaimed water in industrial water production. As a result, the Company has reduced raw surface water consumption and extended its reserve capacity by an additional 5 months, thereby mitigating water shortage risks and enhancing the ability to support local communities during drought conditions. Utilize weather forecasting technology to optimize the management of water levels in reservoirs within the AMATA Industrial Estates. Communicate water management plans clearly to tenants, factory operators, and surrounding communities to ensure transparency and shared understanding.

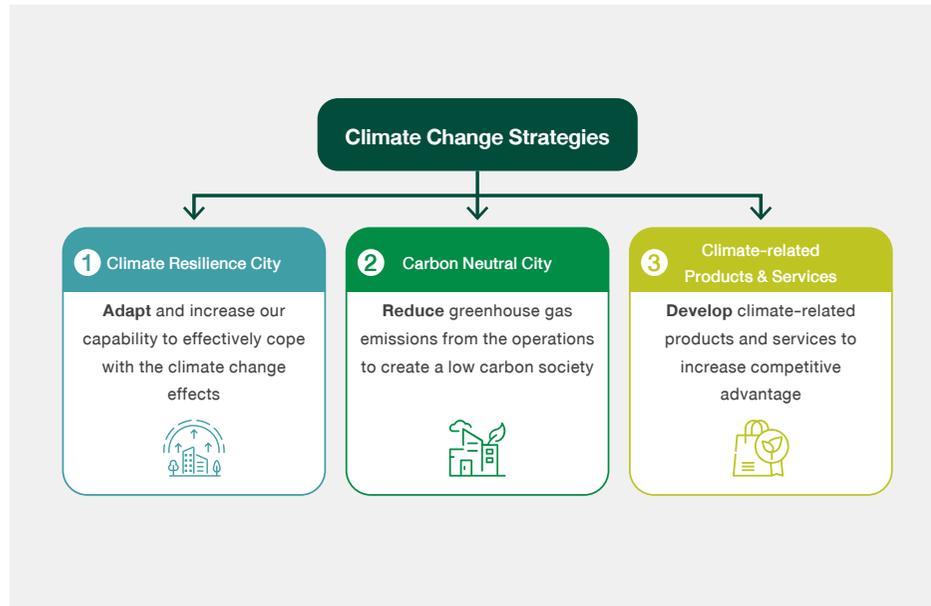
Risk Category	Risks	Impact / Opportunity	Risk Mitigation
Operational risk	Flood risk	<p>Flooding may disrupt the operations of both the Company and industrial estate tenants and factory operators. The Company may incur additional expenses related to flood response efforts and potential damage to assets belonging to both the tenants and the Company. Furthermore, it may require additional investment in the development of effective flood prevention systems across all current and future projects. In addition, flooding may affect the Company's relationship with nearby communities that are also impacted by such events.</p>	<ul style="list-style-type: none"> • Improve water flow systems within both AMATA Industrial Estates by implementing drainage measures and water retention areas to prevent flooding in high-risk zones. • Develop an integrated water management approach by fostering collaboration among all relevant stakeholders to manage flood and drought risks within AMATA City Chonburi Industrial Estate. This includes the use of digital survey technologies to collect the most up-to-date geographic data for designing more effective and climate-resilient water management systems. • Communicate the Company's water management plans to tenants, factory operators, and surrounding communities to ensure mutual understanding and awareness.
Financial risk	Business Continuity Risk from Water Management	<p>If the Company is unable to supply water to tenants and factory operators as required, it may result in increased operational costs due to the need to procure raw water during drought periods or higher expenses related to flood mitigation efforts. Additionally, the Company may be subject to penalties and compensation in cases where industrial estate operators are unable to maintain continuous business operations.</p>	<ul style="list-style-type: none"> • Mitigate the risk of rising costs due to insufficient primary water sources by securing alternative water sources sufficient to meet at least 150 percent of the total demand within the industrial estates. • Conduct stress tests and scenario analyses related to water risks such as severe drought or rising water costs to assess potential impacts on revenue and operating expenses. • Reduce dependence on raw water from natural sources by increasing the use of high-quality reclaimed water, treated through a water reclamation system, to replace raw water in industrial water production.



2. Transition Risks

Risk Category	Risks	Impact / Opportunity	Risk Mitigation
Strategic risk / Financial risk	Risk of availability and alignment of sustainable products and services with customer's requirement	Tenants and factory operators are increasingly focused on achieving carbon neutrality and net zero greenhouse gas emissions, leading to reduced utility consumption and waste generation. This has impacted the Company's recurring revenue from utility sales and waste management services. However, there has been a clear increase in demand for sustainable and environmentally friendly products and services from customers over the past year. This presents an opportunity for the Company to develop new offerings that align with these needs and generate additional revenue.	<ul style="list-style-type: none"> • Study and analyze current industry demands and emerging standards required by current manufacturing operators and future customers to develop new sustainable utilities product and industrial service to meet the growing demand from existing operators while supporting the circular economy concept • Expand renewable energy capacity by increasing clean energy resources. The Company has set a target to increase the proportion of renewable energy usage to 50% by 2030. • Improve energy efficiency in various operational activities within the industrial estates to reduce greenhouse gas emission and the carbon footprint of products. • Explore business opportunities arising from the demand for new type of utilities such as ultrapure water & demineralized water
Compliance risk	Risk from changes in environmental policies or regulations in response to climate change	Throughout the value chain of the Company's industrial estate business and related operations, compliance with numerous environmental laws and regulations is required, as these businesses have both direct and indirect environmental impacts. Any non-compliance with new or amended environmental laws and regulations, whether by the Company itself or by its suppliers and contractors, could lead to financial losses, reputational damage, and a decline in stakeholder confidence. This risk is particularly significant for expansion projects and new developments both domestically and internationally. Additionally, non-compliance may impact the Company's social acceptance and community support, which are essential for sustained business operations and future growth.	<ul style="list-style-type: none"> • Monitor changes in environmental laws, regulations, and related policies both domestically and internationally. This includes tracking significant global developments that may lead to future policy and regulatory changes. • Enhance operational processes and production methods to minimize environmental impacts while ensuring alignment with international standards. • Disclose environmental information in a transparent and verifiable manner, including the carbon footprint of organization, water consumption, waste management, and ESG accounting. This is achieved by reviewing and improving internal data collection processes to ensure systematic management, supported by external verification to ensure alignment with international environmental data standards and the accuracy and reliability of the disclosed information. • Conduct training and seminars for contractors and suppliers to inform them of changes in environmental regulations. Environmental criteria are also incorporated into the Company's risk assessment and supplier selection processes. All critical tier-1 suppliers and new suppliers conducting business directly with the Company are subject to environmental risk assessments.

The Company has set strategies and management guidelines aiming to reduce greenhouse gas emissions and address climate change, under the campaign “Save Earth, Safe Us,” divided into three key areas as follows:



Strategy 1: Climate Resilience City

The Company places significant importance on dealing with 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 dependence on surface water by utilizing treated water in accordance with 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 prepare for 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.

- **Utilize technology for risk management**

The Company has installed smart weather stations in AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate, totaling 11 stations. These stations enable real-time weather forecasting and monitoring to promptly track atmospheric changes. This allows for efficient water reservoir management within the industrial estates and enhances preparedness for climate variability and extreme weather conditions.

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 the 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 2024, the Company underwent a verification process and received certification for its 2023 Carbon Footprint for Organization (CFO) for the fifth consecutive year by the Thailand Greenhouse Gas Management Organization (Public Organization) on 21 June 2024.

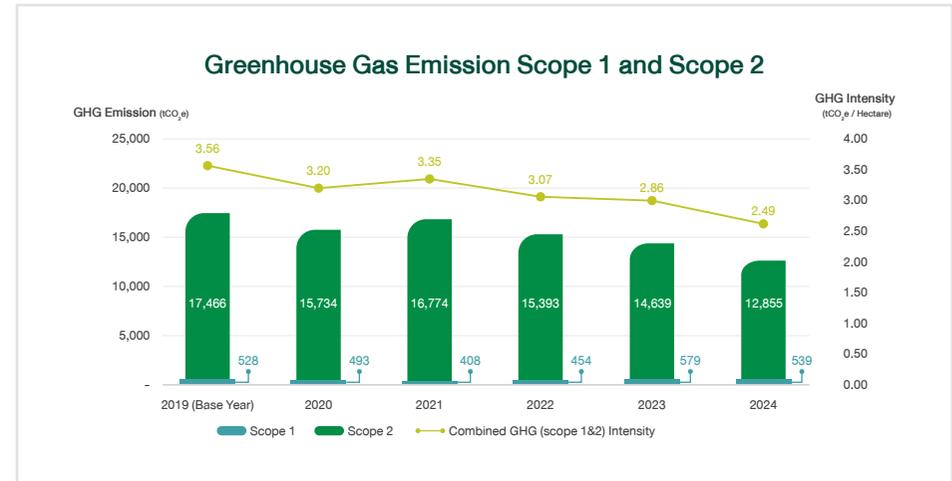


After verification and registration, the Company identified changes in its corporate carbon footprint compared to the data disclosed in the 2023 Sustainability Report. In 2023, the Company’s total greenhouse gas emissions amounted to 63,861 tons of carbon dioxide equivalent. This includes 579 tons of carbon dioxide equivalent from direct emissions (Scope 1), 14,639 tons of carbon dioxide equivalent from indirect emissions due to purchased electricity (Scope 2), 15,218 tons of carbon dioxide equivalent from total direct and indirect greenhouse gas emissions (Scopes 1 & 2), marking a 4.0% decrease compared to 2022 and a 15.4% decrease compared to the base year of 2019. The Combined GHG Intensity (Scopes 1 & 2) for 2023 was 0.46 tons of CO₂ equivalent per rai, or 2.86 tons of CO₂ equivalent per hectare. Additionally, other indirect greenhouse gas emissions (Scope 3) totaled 48,643 tons of CO₂ equivalent.

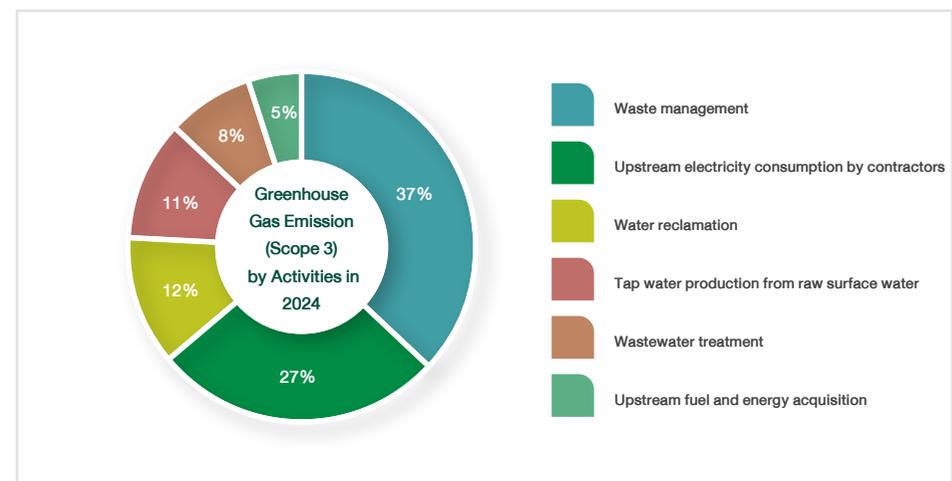
The Company has prepared its Carbon Footprint for Organization (CFO) report for the reporting period from 1 January to 31 December 2024. Currently, it is under review by the Center of Excellence on Environmental Strategy for Green Business at Kasetsart University (VGREEN), and it is expected to be completed within the third quarter of 2025.

The Company has calculated its greenhouse gas (GHG) emissions for the year 2024 in accordance with the Carbon Footprint for Organization (CFO) assessment methodology established by the Thailand Greenhouse Gas Management Organization (TGO). The total emissions amounted to 63,271 tons of carbon dioxide equivalent, comprising 539 tons of carbon dioxide equivalent from direct emissions (Scope 1) and 12,855 tons of carbon dioxide equivalent from indirect emissions related to purchased electricity (Scope 2). The combined direct and indirect emissions (Scope 1 & 2) totaled 13,394 tons of carbon dioxide equivalent, representing a reduction of 12.0% compared to 2023 and a 25.6% reduction from the 2019 base year. This reduction is attributed to a decrease in the use of fossil fuel-based energy sources, a reduction in purchased electricity consumption, the implementation of enhanced energy efficiency measures, and an increased adoption of solar energy in the industrial estates.

The combined direct and indirect greenhouse gas emissions (Combined Scope 1 and 2) intensity for the year 2024 was 0.40 tons of carbon dioxide equivalent per rai, or 2.49 tons of carbon dioxide equivalent per hectare. This represents a 13.0% reduction from 2023, and a 30.3% reduction compared to the 2019 base year.



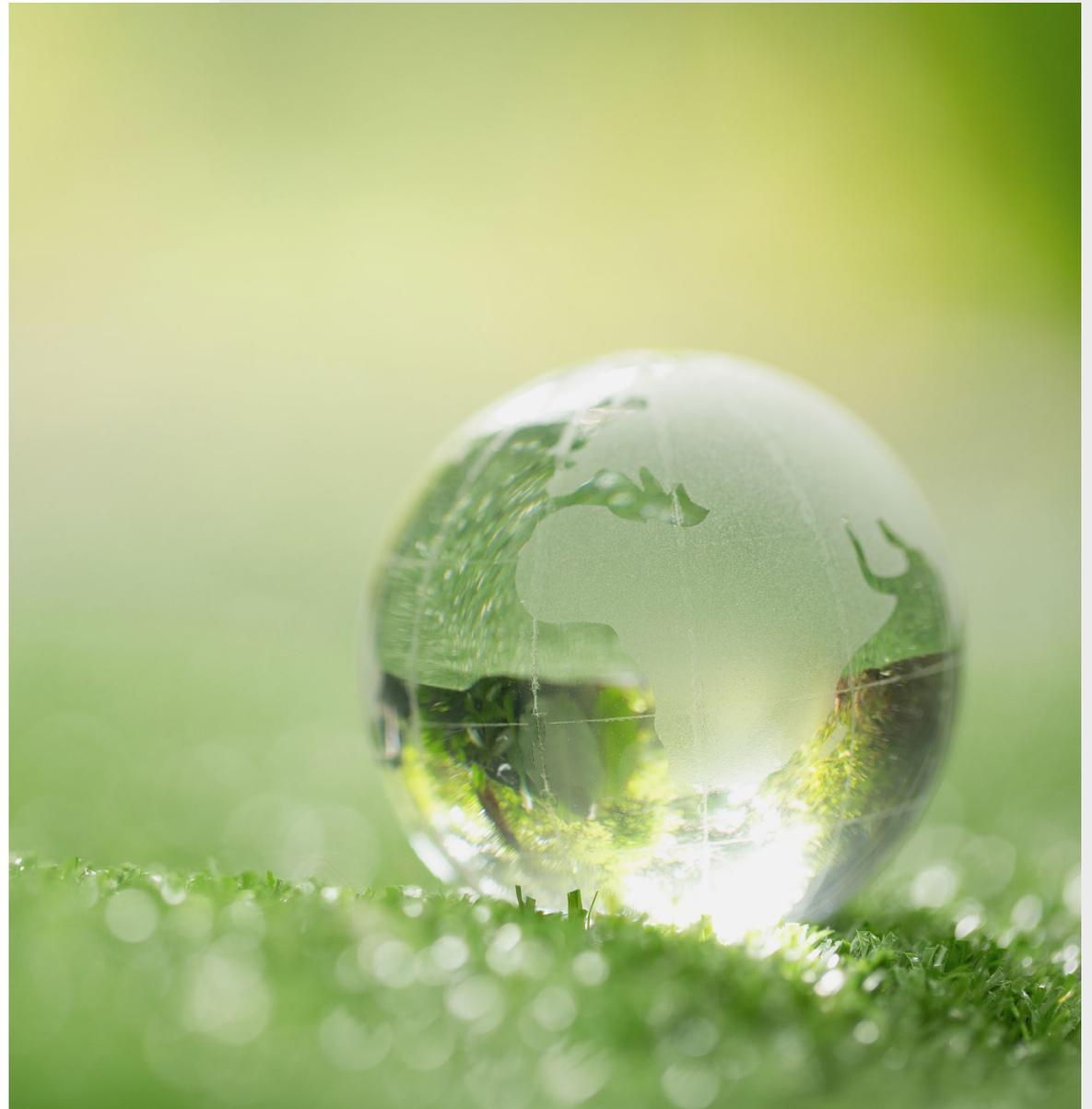
In 2024, the Company emitted 49,877 tons of carbon dioxide equivalent from other indirect greenhouse gas emissions (Scope 3), representing a 2.5% increase compared to 2023. The primary reason for this increase was the rising volume of waste, which led to the expansion of waste management activities at AMATA City Rayong Industrial Estate. Other indirect greenhouse gas emissions (Scope 3) were attributable in various activities as follows:



The Company identified the four primary sources of other indirect greenhouse gas emissions (Scope 3): waste management, upstream electricity consumption by contractors, water reclamation, and tap water production from raw surface water. The Company therefore promotes the maximum recycling of recyclable waste to reduce landfill disposal and encourages contractors to adopt innovation and technology that reduce fossil fuel energy consumption and promote the use of renewable energy in the Company's utility systems. These efforts aim to reduce the consumption of purchased electricity and other indirect greenhouse gas emissions (Scope 3).

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 driven 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 particularly concerned about the increasing trend of climate change. As part of its 2024 strategy, the Company has initiated the development of new climate-related products and services focused on reducing greenhouse gas (GHG) emissions and enhancing climate resilience as follows.



AMATA Carbon Neutral Network: ACNN

The Company has established a greenhouse gas (GHG) emissions reduction network within its industrial estates under the name **AMATA Carbon Neutral Network (ACNN)**. The initiative is led by AMATA Facility Services Co., Ltd., in collaboration with AMATA City Chonburi Industrial Estate Office and the AMATA City Rayong Industrial Estate Office, serving as key coordinators in establishing the network. The primary objective of ACNN is to serve as a collaborative platform that fosters awareness, understanding, and cooperation among businesses within AMATA City Chonburi and AMATA City Rayong industrial estates to implement concrete greenhouse gas reduction activities. This initiative aligns with the Company’s commitment to achieving Carbon Neutrality and ultimately reaching Net Zero emissions.

As of the end of 2024, the AMATA Carbon Neutral Network (ACNN) had 74 member companies. The majority of members are business operators within AMATA City Chonburi Industrial Estate, followed by those in AMATA City Rayong Industrial Estate and external companies in the Eastern region of Thailand.

The Company actively supports ACNN by organizing expert-led sustainability and carbon reduction seminars to enhance members’ understanding and prepare them for sustainable business practices. Additionally, ACNN conducts workshops, training programs, and knowledge-sharing sessions on key topics such as green energy, renewable energy, alternative energy, clean energy, carbon credits, product carbon footprint (CFP), and corporate carbon footprint (CFO).

ACNN Network Activities in 2024 were as follows.

- **Carbon Emission Platform Workshop: Greenovation Gateway**

On 14 February 2024, AMATA Facility Services Co., Ltd., in collaboration with Rootcloud Technology (Singapore) Co., Ltd. and Poly Technology Co., Ltd., organized the “**Carbon Emission Platform Workshop: Greenovation Gateway**”. The objective of this workshop was to enhance knowledge and understanding of using digital platforms for greenhouse gas (GHG) management and data collection. The event was attended by 40 representatives from factories within the industrial estate and members of the AMATA Carbon Neutral Network (ACNN)

- **Seminar on Green Industry City Transformation**

On 29 October 2024, AMATA Facility Services Co., Ltd., in collaboration with the Technology Promotion Association (Thailand-Japan), hosted the seminar “Green Industry City Transformation.” The event aimed to enhance the capacity of people who are working in the industrial estates in transitioning towards a Green Industrial City. Key topics presented included strategies to achieve Net Zero emissions, carbon reduction through technological adoption, and overcoming challenges in industrial transformation. The seminar received strong participation from over 40 ACNN members and factory operators, who shared knowledge and experiences to drive sustainable development in Thailand.



Providing Solution of Intelligent Carbon and Energy Platform

The Company has developed the Solution of Intelligent Carbon and Energy Platform, operated by AMATA Facility Services Co., Ltd., to support customers in managing greenhouse gas (GHG) emissions and optimizing energy consumption across various activities. The platform provides the following services:

- Preparation of carbon footprint reports for organizations (CFO) and products (CFP) following Thailand Greenhouse Gas Management Organization (TGO) and ISO standards.
- Data collection on carbon emissions from various activities, covering Scope 1, Scope 2, and Scope 3, using IoT, API integration, or manual data input.
- Energy management consulting and strategic planning to enhance efficiency and sustainability.
- Accurate, fast, and efficient carbon emission calculations and data management.
- Integration with Renewable Energy Certificate (RECs) providers and carbon credit markets.

iCEP and iEnergy

ROOTCLOUD Carbon Monitoring Platform

Overview: Total Emission (tCO₂e) 83,554.71, Total Abatement (tCO₂e) 0.00, Carbon Intensity (tCO₂e/USD) 0.00.

Rootcloud Energy Group Co Ltd Energy Dashboard

Smart Meter Cloud, Power Consumption Overview, Monthly Amount and Yield Trend Comparison, Transformer Monitoring, Departmental Statistics.

GHG Emission Scopes: Scope 1 (Direct), Scope 2 (Indirect), Scope 3 (Indirect).

Energy Sources: Water, Steam, Electricity, Gas.

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Carbon Neutral Event Services

The Company has enhanced its event management and corporate engagement services for both factory operators in AMATA industrial estates and external customers by transitioning from conventional event planning to carbon neutral event solutions. These services are managed by AMATA Facility Services Co., Ltd. and focus on minimizing environmental impact, optimizing resource efficiency, reducing waste generation, and lowering greenhouse gas (GHG) emissions and air pollution from events. Additionally, the Company procures carbon credits from greenhouse gas reduction projects in Thailand to offset emissions generated by events. In 2024, the Company successfully organized two carbon neutral events for clients, demonstrating its commitment to sustainable event management and climate action.

Clean Energy Services through Solar Power

The Company has initiated the development of floating solar power generation project in the water reservoirs of AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate in collaboration with AMATA B. Grimm Power Limited since 2023. This initiative supports the growing demand for renewable energy sources among customers in the AMATA industrial estates, who have set targets to reduce greenhouse gas emissions or achieve carbon neutrality. In 2023, the Company commenced the construction of a 19.5 MWp solar power generation project utilizing floating solar panels at AMATA City Chonburi Industrial Estate. The project is presently under development to facilitate the transmission of electricity through the transmission network of AMATA B. Grimm Power Limited.

In 2024, the Company began studying the feasibility, in collaboration with factory operators within the industrial estate, for a 42.5 MWp solar power generation project using floating solar panels at AMATA City Chonburi Industrial Estate. This includes the development of renewable energy solutions to enhance efficiency, such as integrating floating solar energy with liquid cooling technology to reduce energy consumption, in line with the approach of transforming into a Smart Energy City.



Energy Management



High-impact Material Topic

3. Energy Efficiency and Renewables

- Energy efficiency
- Renewable energy
- Energy efficiency technologies
- Energy transition

Risk

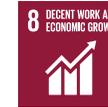
As a result of the global emphasis on social and environmental responsibility in the industrial sector, which includes the reduction of greenhouse gas emissions resulting from different forms of energy use, the Company consumes a considerable amount of electricity to manage all its industrial estates. 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.



Contribution to SDGs



7.2, 7.3



8.4



12.2



13.1

Opportunity

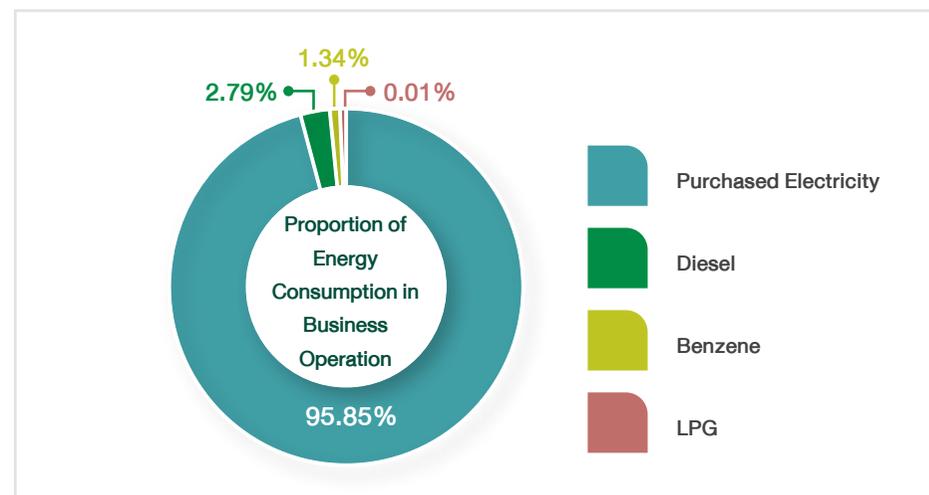
The Company perceives an opportunity to develop products and services to meet the needs of current and future customers, such as the production and use of clean energy in industrial estates, promoting the use of electric vehicles, and selecting technologies that increase energy efficiency, etc. The Company 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.

	Long-term Targets	2024 Targets	2024 Performances
Proportion of renewable energy to total energy used in business operations	More than 50% by 2030	8%	8.61%
Energy intensity compared to the 2019 base year	15% reduction	10% reduction	11.76% reduction

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
Industrial water system					
• Tap water production system		✓		✓	✓
• Wastewater treatment system		✓		✓	✓
• Water recycling system				✓	✓
Lighting system in common areas				✓	✓
Electricity systems in office buildings					✓
Business Travel	✓	✓			
Electricity systems in waste sorting facilities					✓
Disaster prevention activities			✓		✓
Supporting activities			✓		✓



Electricity is the primary energy source used in company operations and a significant indirect source of greenhouse gas emissions (Scope 2). Therefore, the Company has established an energy management policy under its “Climate Change Management Policy” to demonstrate its commitment to efficient energy use, especially electricity. Efforts include reducing non-renewable electricity consumption through technology and innovation and seeking safe, environmentally friendly renewable energy sources. The Company also aims to increase the proportion of renewable energy use in its operations to reduce greenhouse gas emissions and support sustainable business practices.

Improving Operational Efficiency to Reduce Electricity Consumption

The Company has established operational guidelines to reduce electricity consumption in main business processes, assigning shared responsibility to employees and contractors involved in each activity to ensure the achievement of established targets.

Main business processes	Business sub-process	2024 Performance
Electricity consumption in common areas of the industrial estates	Lighting system	<ul style="list-style-type: none"> Installed an additional automatic streetlight control system at 20 locations within the AMATA City Rayong Industrial Estate Installed 47 solar-powered streetlights in the AMATA City Chonburi Industrial Estate Installed 62 solar-powered streetlights in the AMATA City Rayong Industrial Estate
	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 it is in working condition in accordance with planned maintenance schedules
	Electricity consumption in buildings and water production processes	<ul style="list-style-type: none"> Implemented scheduled lighting operation times for each production unit and monitored compliance with energy efficiency measures Conducted routine inspections of electrical equipment to ensure optimal functionality in accordance with planned maintenance schedules Replaced 293 fluorescent bulbs with energy-saving LED bulbs Adjusted machine operating times as needed Adjusted the appropriated power factor Conducted maintenance on machinery and equipment in accordance with planned maintenance schedules
	Electricity consumption in the water supply systems	<ul style="list-style-type: none"> Ensure the electrical equipment is in proper working condition according to the planned maintenance schedules Improved the water supply distribution system at the Khao Ta Pak pumping station, which serves as the primary pressure-boosting station within the AMATA City Rayong Industrial Estate
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"> Implemented scheduled lighting operation times for each treatment unit and monitor compliance with energy efficiency measures Replaced 128 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 Conducted maintenance on machinery and equipment in accordance with planned maintenance schedules
	Electricity consumption in the central wastewater treatment system	<ul style="list-style-type: none"> Conducted maintenance on electrical equipment in accordance with planned maintenance schedules
Electricity consumption in recycled water systems	Electricity consumption in the process of recycling treated water	<ul style="list-style-type: none"> Conducted maintenance on electrical equipment in accordance with planned maintenance schedules
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

Main business processes	Business sub-process	2024 Performance
Electricity Consumption in Waste Sorting Facilities	Electricity consumption in offices, waste sorting buildings, recycling storage areas, and common areas within the waste sorting facility. This covers lighting systems, sprinkler irrigation systems, and other operational equipment.	<ul style="list-style-type: none"> Conducted maintenance on electrical equipment in accordance with planned maintenance schedules Set operating time for lighting in each facility and monitor compliance with energy efficiency measures Replaced fluorescent lamps with 184 energy-efficient LED lights
Energy Consumption in Disaster Prevention Activities	Electricity consumption in offices and training rooms	<ul style="list-style-type: none"> Conducted maintenance on electrical equipment in accordance with planned maintenance schedules Set operating time for lighting in each facility and monitor compliance with energy efficiency measures

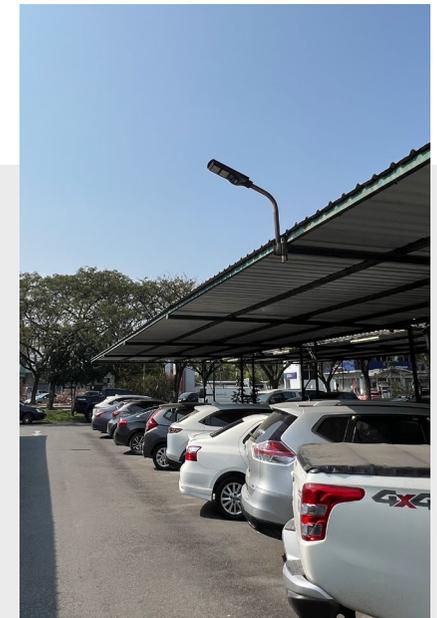


Energy Saving in Office Buildings

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 encourage all employee participation 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

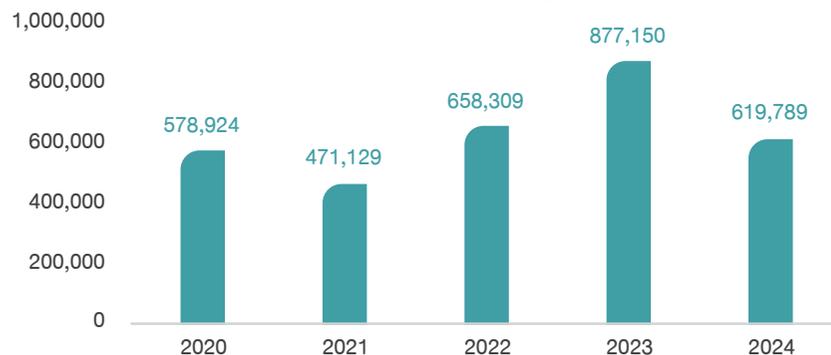
Furthermore, the Chonburi Office has increased the use of solar energy to replace electricity consumption by installing solar cell spotlights to provide lighting in the parking area.





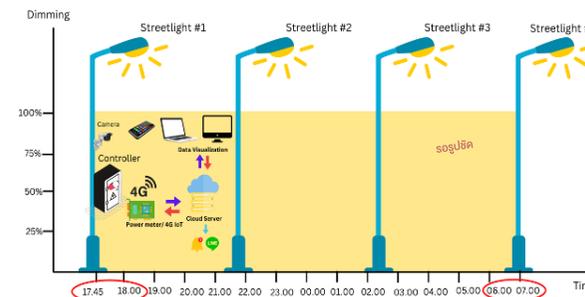
In 2024, the Company's office buildings had a total electricity consumption of 619,789 kilowatt-hours, representing a 29.34% reduction compared to 2023. The reduction in energy consumption is the result of sustained and proactive energy-saving measures, such as transitioning to energy-efficient LED lighting systems, performing regular maintenance on air-conditioning units to optimize performance, and promoting employee engagement in environmentally friendly behaviors to reduce overall energy use.

Electricity Consumption in Office Buildings (kilowatt-hours)



Energy Saving in Common Areas Lighting System

The Company is responsible for managing common areas within its industrial estates, including overseeing the street lighting systems throughout both estates. At present, all lighting fixtures in shared areas have been fully converted to LED bulbs to enhance energy efficiency. To further improve electricity usage efficiency, the Company has installed smart control and monitoring systems for street lighting operations, replacing the previous control system that relied on sunlight sensors combined with timers. There is a possibility of system abnormalities in the main power supply causing the streetlights 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 streetlights mounted on regional electricity poles, resulting in higher chances of power loss and leakage.



IMPROVEMENT RESULTS

AMATA-Smart Streetlight System



To address these challenges, the Company developed and implemented its own smart streetlight control boxes at AMATA City Rayong Industrial Estate, installing 10 units in 2023 and an additional 20 units in 2024. 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.

In addition, in 2024, the Company expanded the use of solar-powered equipment across common areas within AMATA City Chonburi and AMATA City Rayong Industrial Estates.

- The installation of solar-powered streetlights: 47 units were installed in AMATA City Chonburi and 62 units in AMATA City Rayong, bringing the total number of solar-powered streetlights to 214 units across both estates.
- The installation of a total of 190 solar-powered flashing traffic lights.

As a result of these initiatives, total electricity consumption for street lighting within the industrial estates was 587,224.84 kilowatt-hours in 2024, representing an 18.84% reduction compared to 723,575.5 kilowatt-hours in 2023.



Smart Weather Station

The Company installed 11 smart weather stations that exclusively utilize solar energy for weather forecasting and monitoring to promptly track atmospheric changes. This allows for efficient water reservoir management within the industrial estates and enhances preparedness for climate variability and extreme weather conditions.



A total of 11 Smart Weather Stations powered by solar energy were installed as part of the operational control system.

Water Supply Distribution System

In 2024, the Company upgraded the water distribution system at the Khao Ta Paek pumping station, a key booster station serving the AMATA City Rayong Industrial Estate. The upgrade aimed to improve both water distribution efficiency and energy performance. As a result, the Company successfully reduced electricity consumption for water distribution from 0.249 kilowatt-hours per cubic meter to 0.142 kilowatt-hours per cubic meter, representing a 43% reduction.

As a result of these initiatives, the Company successfully reduced its purchased non-renewable electricity consumption across all business operations to 26.21 million kilowatt-hours in 2024, representing a 24.98% reduction compared to the 2019 base year and a 19.86% reduction compared to 2023.

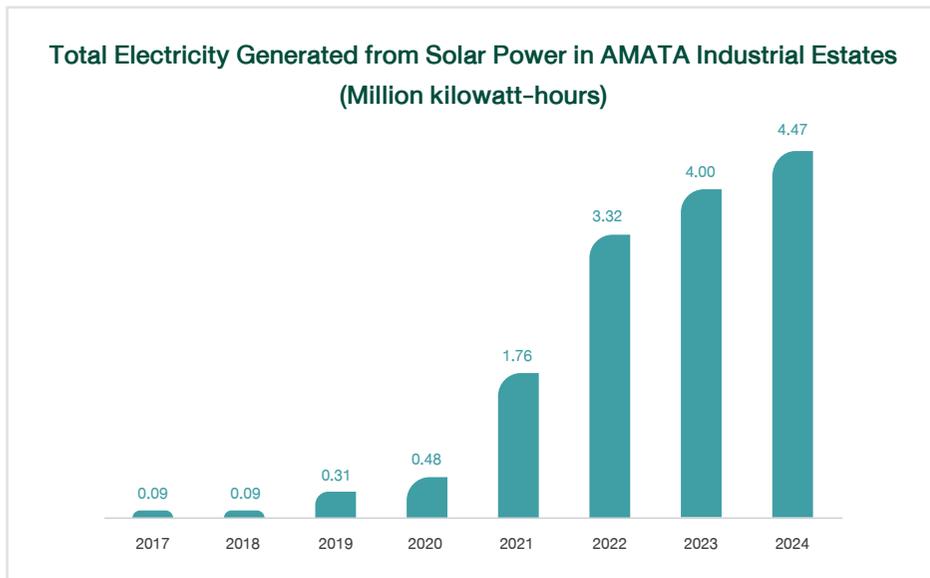


Improving electricity consumption for water distribution from 0.249 kilowatt-hours per cubic meter to 0.142 kilowatt-hours per cubic meter, representing a **43% reduction.**



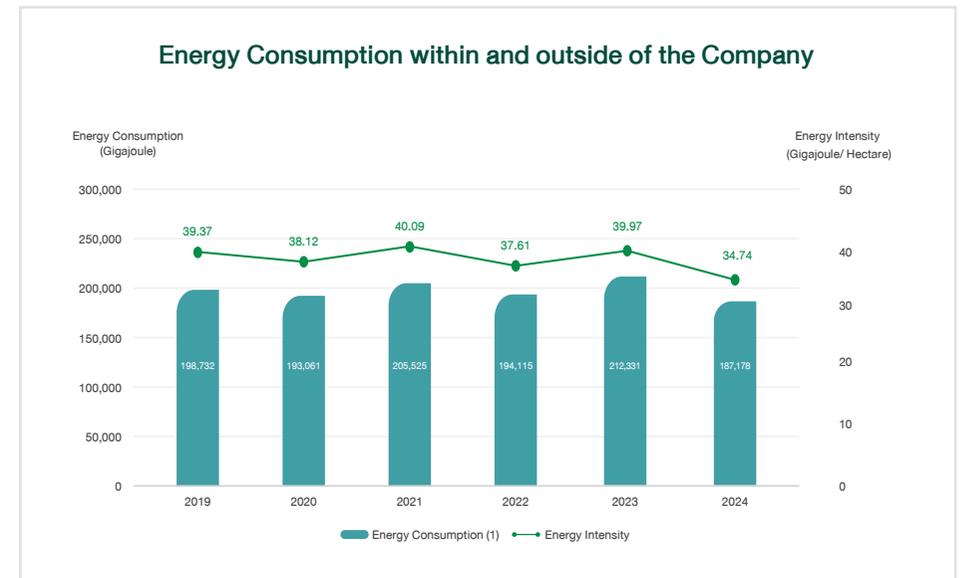
Promotion of Renewable Energy in the Company's Utilities

In addition to improving energy efficiency and reducing energy consumption across business operations, the Company actively promotes the adoption of renewable energy in various activities, particularly within industrial water systems, representing the most energy-intensive operations. AMATA U Co., Ltd., responsible for managing water and wastewater treatment within AMATA Industrial Estates, has been tasked with implementing solar energy solutions to replace conventional electricity. Since 2017, the Company has installed rooftop solar panels on its buildings housing the Water Reclamation System. In 2019, the Company further developed and planned the deployment of floating solar panels in its reservoirs. Currently, annual solar-generated electricity replacement consumption is 4.47 million kilowatt-hours, which represents 8.73% 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 2,237 tons of carbon dioxide equivalents per year.



Energy Consumption within and outside of the Company

In 2024, the Company consumed all types of energy within and outside of the organization for main activities in its supply chain, totaling 187,178.49 gigajoules, reduced by 11.85% compared to 2023, and the energy consumption intensity in 2024 was 5.56 gigajoules per rai, or 34.74 gigajoules per hectare, reduced by 13.08 % from 2023 and 11.76 % from the 2019 base year. This reduction in energy consumption is primarily attributed to improved efficiency in utility systems, particularly the upgrading of industrial water pumping systems. The proportion of renewable energy use in the Company's business operations reached 8.61% in 2024, increasing from 6.79% in 2023, aligning with the Company's targets. The Company remains firmly committed to increasing its proportion of renewable energy use, reducing overall energy consumption, and enhancing energy efficiency to the fullest extent possible.



⁽¹⁾ Energy consumption figures from non-renewable sources for 2020 to 2023 have been revised based on a new calculation methodology adopted in 2024 to improve accuracy. As a result, total energy consumption data for 2020 to 2023 differs from those previously disclosed in earlier sustainability reports.

Sustainable Water Management



High-impact Material Topic

4. Industrial Water and Effluent

- Water security
- Raw water quality and supply
- Water use and efficiency
- Water reuse and recirculation
- Wastewater treatment

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.



Contribution to SDGs



6.3, 6.4



12.2, 12.4, 12.5

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.

	Long-term Targets	2024 Targets	2024 Performances
Proportion of treated wastewater reused in the industrial estates	100%	100%	100%
Proportion of raw surface water consumption to total water demand	Reduction in the proportion compared to the previous year	Below 60%	63%

Management Approach

The Company places strong emphasis on integrated water resource management and has established a “**Sustainable Water Management Policy**” based on the principles of efficient and optimal use of water resources, alongside a structured approach to risk assessment and water-related risk management. This ensures long-term water security for industrial operations and builds stakeholder confidence in the Company’s responsible water stewardship within its industrial estates. Additionally, the Company is committed to promoting inclusive participation from all sectors in protecting and using water resources sustainably.

Scan this QR code for more details about our



Sustainable Water
Management Policy

The Company has set a corporate objective of achieving Zero Discharge, ensuring that no effluent is released beyond the industrial estate boundaries—a commitment it has upheld since the beginning of its operations. To support this, the Company has implemented a comprehensive water management plan covering 100% of its operational areas, encompassing raw water sourcing, industrial water usage, and wastewater management. In addition, the Company conducts regular water quality monitoring at various points—including raw water, industrial water, and effluent—to ensure that all water quality indicators meet or better than legal standards. This proactive approach is designed to safeguard stakeholders from both short-term and long-term impacts.

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. Factory 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.

The Company has established a Water Management Committee, comprising the Chief Executive Officer, representatives from the Engineering Department, and key subsidiaries—AMATA U Company Limited and AMATA Facility Services Company Limited—to oversee and be responsible for all aspects of water management across AMATA’s industrial estates. In addition, the Company cultivates a deeper understanding of its business operations and promotes sustainable water management practices 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 local communities. These efforts aim to improve public health and environmental quality in surrounding areas.

Water Supply and Reservoir Development for Industrial Water

In operating industrial estates, 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 all AMATA Industrial Estates' water consumption to assess opportunities and risks of sharing water resources with the communities, as well as climate-related water risks, in order to develop area-specific operational strategies that are both appropriate and sustainable.

All four of AMATA's industrial estates in Thailand (100%) are located in the Eastern Economic Corridor (EEC), a region classified as water-stressed areas and prone to severe drought conditions. Based on the Company's risk and impact assessments, AMATA City Chonburi Industrial Estate has been identified as having a significant risk concerning the availability of raw water for industrial use. To mitigate this risk, the Company has established adequate raw water reserves, both within and outside the industrial estate, and has increased the reuse of treated wastewater to the maximum extent possible, thereby reducing reliance on natural water sources.

AMATA City Rayong Industrial Estate is situated upstream of the catchment area, where the significant 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.

The Company has assigned AMATA U Company Limited to oversee the raw water supply for industrial water production, serving all factories in AMATA Industrial Estates. In 2024, total industrial water demand amounted to 59.88 million cubic meters, reflecting a 1.5% decrease from 2023. To ensure sufficient industrial water production capacity while coping with climate change and increasing customer demand, the Company maintains 17 operational raw water reservoirs with a total storage capacity of 61.2 million cubic meters. Additionally, the Company has expanded the use of high-quality reclaimed water produced through the Water Reclamation System to substitute raw surface water in industrial water production. As a result, the Company's raw surface water consumption has been reduced to 63% of total industrial water demand. This strategic water management approach has enabled the Company to maintain raw water reserves exceeding 150% of total raw surface water demand, aligning with its policy.



The Company recognizes the expectations and concerns of various stakeholders regarding water management, particularly factory operators within both AMATA City industrial estates and surrounding communities directly affected. Accordingly, communication initiatives have been implemented to provide clear information on the water situation and the Company's management approaches, as outlined below.

- **On 15 May 2024**, AMATA U Company Limited held a webinar to explain the water situation in 2024, instilled confidence in water management, and informed the factory operators within the AMATA Industrial Estate.
- **On 13 December 2024**, AMATA U Company Limited held an annual general meeting with members of the water-user organizations at AMATA City Chonburi Industrial Estate to present the 2024 performance report.
- **On 13 December 2024**, AMATA U Company Limited held an annual general meeting with members of the water-user organizations at AMATA City Rayong Industrial Estate to present the 2024 performance report.

To enhance stability and security in water management-including the development of water reservoirs, pipeline network operations, and water use efficiency to support the expansion of industrial estates while promoting environmental sustainability and integrated water management-AMATA U Company Limited, the subsidiary responsible for all water management within AMATA's industrial estates, signed a Memorandum of Understanding (MoU) with Eastern Water Resources Development and Management Public Company Limited on 5 November 2024. This collaboration aims to jointly explore approaches to water management in the Eastern Economic Corridor (EEC), with the long-term goals of enhancing water security and fostering stakeholder confidence in this region.

Responsible Water Consumption

Wastewater Management in Industrial Estates

In the process of wastewater management within the industrial estates, the Company oversees the quality of wastewater discharged from industrial factories by requiring the separation of stormwater drainage systems from wastewater systems. Factory operators are mandated to pre-treat their wastewater to meet quality control standards within their

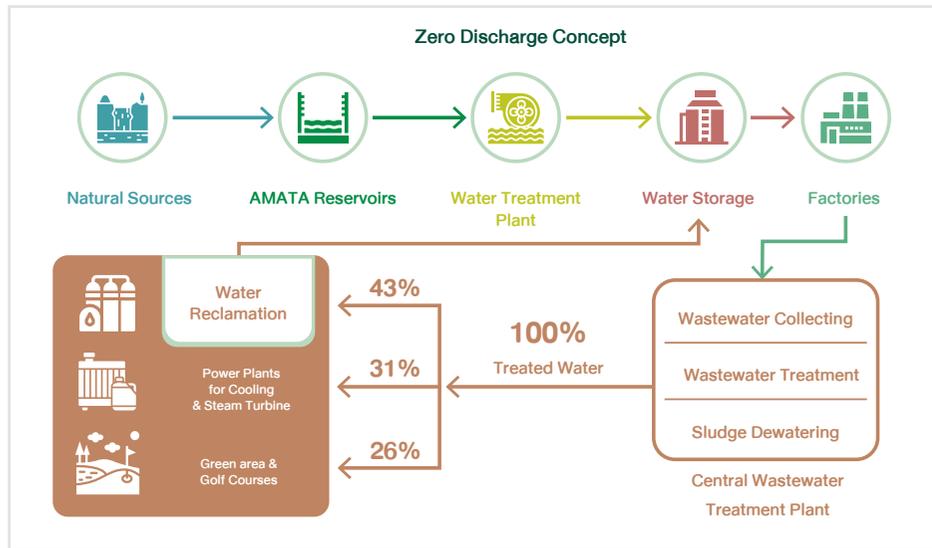
facilities in accordance with the regulations of the Industrial Estate Authority of Thailand. The pre-treated wastewater is then conveyed via pipelines to the central wastewater collection and treatment facility of the industrial estate, which is managed by AMATA U Company Limited.

The wastewater sent to the central treatment facility is treated to meet the standards set forth in 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). The treated wastewater is rigorously tested by a private laboratory registered with the Department of Industrial Works to ensure that it meets all quality criteria before being reused in various forms. The Company maintains a system for controlling and overseeing the quality of wastewater discharged from factories by conducting regular monthly inspections. If any discharge fails to meet the required standards, the Company will issue a written notification to the factory to correct the issue and impose an additional wastewater treatment service fee.

Circular Water Management

The Company has adopted a Zero Discharge policy, ensuring that no effluent is released outside its facilities. As a result, the Company has set a target to fully utilize 100% of treated water within its operations. A portion of the treated water is processed into high-quality reclaimed water, which is used to replace raw surface water sourced from natural reservoirs. In line with this objective, the Company has set a target to reduce the proportion of raw surface water used to below 60% of the total water demand by factory operators in all AMATA industrial estates by 2024.

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 2024, a total of 21.9 million cubic meters of wastewater entered the central wastewater treatment system, a 9% decrease compared to 2023. The Company benefits from reusing all the treated water (100%) within the industrial estate, and 43% of the treated water was used to produce high-quality water through the Water Reclamation System with reverse osmosis technology, 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 and stream turbines and in the green areas at 31% and 26%, respectively.



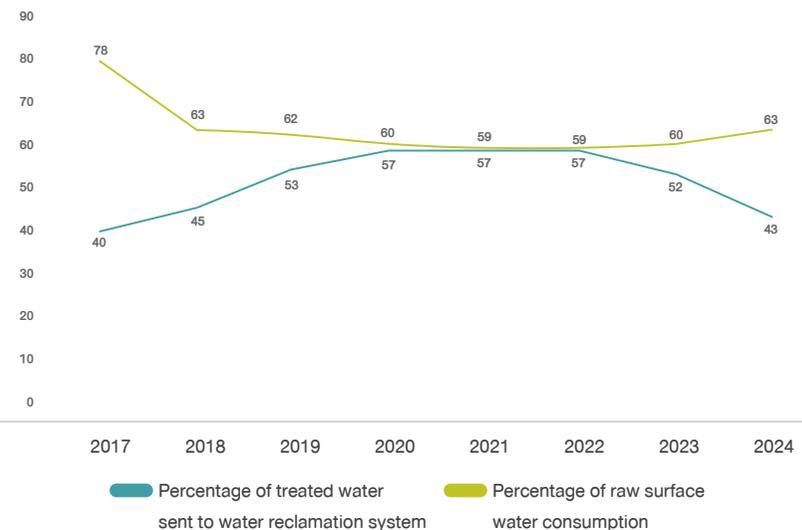
The Company has invested in the development of a high-quality water production process by using treated water to produce high-quality water through a reclamation system using reverse osmosis technology since 2008, and has continuously expanded its production capacity. Currently, the Water Reclamation System has a total capacity of 35,360 cubic meters per day for producing high-quality water. This capacity enabled the Company to reduce its withdrawal of raw surface water to 38.01 million cubic meters in 2024, representing 63% of the total water demand within the AMATA Industrial Estates. However, this figure did not meet the target of keeping raw surface water withdrawals below 60% of total water consumption. The shortfall was primarily due to a decrease in wastewater inflow into the central wastewater collection system. Many factories have implemented enhanced water efficiency measures in line with their sustainability strategies, such as reducing water consumption in production processes or increasing internal water recycling. A portion of the treated water must first be utilized in the cooling system of the power plant, as per the agreement, resulting in a decrease in the amount of treated water sent to the water reclamation system.

Despite this, the production of high-quality reclaimed water as a replacement for raw surface water has generated an annual cost saving of 73.29 million baht in water sourcing expenses. Additionally, the Company’s strategic water management efforts have increased

raw water reserves by five months, mitigating water scarcity risks and enhancing resilience against potential drought crises. Furthermore, these initiatives contribute to strengthening stakeholder confidence, particularly among customers and surrounding communities, by ensuring long-term water security and sustainable water management within the industrial estate.



Percentage of treated water sent to water reclamation system and Percentage of raw surface water consumption



Water Conservation in Office Buildings and Common Areas

The Company regularly inspects the building and surrounding areas for potential water leakage and conducts routine maintenance to ensure that water supply systems and equipment within the premises remain in optimal condition. Automatic faucets have been installed in restrooms to minimize unnecessary water loss. Furthermore, the Company actively promotes water conservation awareness among employees across all AMATA offices through the “ALL SAVE ALL WIN” initiative. This campaign communicates responsible water use through signage and internal email communications, encouraging employees to avoid leaving water taps running during cleaning activities and to maximize water usage efficiency. For instance, melted ice water is reused for office cleaning and for rinsing food-contaminated packaging waste prior to drying and proper disposal.

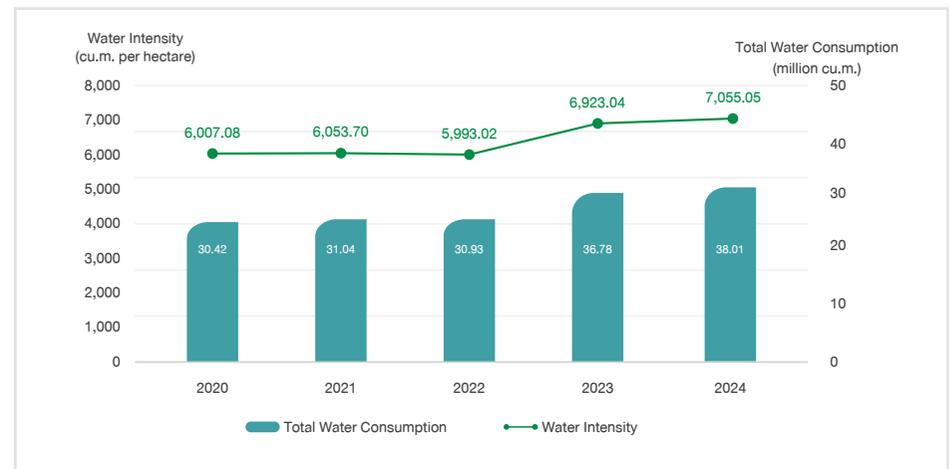
In addition, the Company has implemented measures to reduce water consumption in common areas by utilizing treated or recycled water from the industrial estates for irrigation purposes. This recycled water is supplied through an automatic sprinkler system installed along the estate’s main roads and is also used by water trucks to irrigate other green spaces within common areas. To further enhance water efficiency, irrigation schedules are adjusted according to seasonal conditions. During the dry season, irrigation is carried out once or twice daily as part of routine operations. In the rainy season, the frequency is reduced for example, irrigation is suspended on rainy days-to ensure the efficient and responsible use of water resources in maintaining green areas.





In 2024, the Company's total water consumption amounted to 38.01 million cubic meters, with a water intensity of 1,128.81 cubic meters per rai or 7,055.05 cubic meters per hectare. Despite implementing various water efficiency measures, reducing water consumption, and increasing the use of recycled water, the water usage intensity per unit of operational area increased by 1.9% compared to 2023. This increase was due to the expansion of production capacity by certain factory operators, such as beverage manufacturing plants, as well as increased water consumption from new factory construction.

Total Water Consumption and Water Intensity



Promoting Water Resource Conservation Among Stakeholders

The Company places strong emphasis on efficient and sustainable water management through multi-stakeholder participation, with a particular focus on water usage by factory operators within AMATA Industrial Estates. In this regard, the Company has undertaken collaborative initiatives with factories in two key forms. First, it issues formal requests encouraging factories to use water efficiently and responsibly, reduce consumption and minimize water loss within their operations. These efforts support the Company’s sustainable water management measures and help mitigate the risks and potential impacts of future droughts. Additionally, the Company offers consultation support on recycled water systems through its team of water management specialists. This guidance assists factories in reducing wastewater management costs, ensuring compliance with water quality standards, and avoiding additional wastewater treatment charges as announced by AMATA Industrial Estate. These initiatives promote water conservation and encourage the reuse of treated wastewater for further beneficial purposes.

Further to this, 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. The Company has established a Water Management Learning Center in AMATA City Chonburi Industrial Estate since 2009 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 its establishment in 2009, the Water Management Learning Center at AMATA City Chonburi Industrial Estate has welcomed 446 visiting groups, totaling 13,420 visitors. The Company aims to foster greater understanding of its sustainable water management practices among key stakeholders, including customers and local communities. The Learning Center is open to the general public, and organizations interested in visiting may submit

a request to AMATA U Company Limited or AMATA Corporation Public Company Limited. In 2024 alone, the center received 1,114 visitors across 39 groups—comprising 10 general interest groups, 17 student groups, and 12 groups from 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 in reducing and preventing 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 communities.



Natural Resources Protection and Restoration



Medium-impact Material Topic

5. Catchment Protection and Rehabilitation

- Water quality
- Ecosystem protection and restoration
- Biodiversity
- Land use



Contribution to SDGs



6.3, 6.4, 6.6



15.1

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.

	Long-term Target	2024 Target	2024 Performance	
Proportion of green area to total operational area within the industrial estate	More than 10%	More than 10%	AMATA City Chonburi: 11.65%	AMATA City Rayong: 10.49%

Management Approach

The Company acknowledges current environmental issues arising from the utilization of and dependence on natural resources and living organisms without considering their ecological limits and regenerative capacity. Such improper use of natural resources—including land, forests, vegetation, and wildlife—results in biodiversity loss, which significantly impacts human well-being, food security, economic development, and climate change mitigation, as well as carbon sequestration and storage. Therefore, the Company is strongly committed to conducting business operations alongside rigorous environmental stewardship and the efficient and optimal utilization of natural resources. The Company has established a “**Biodiversity Policy**” aimed at preventing damage and minimizing impacts on biodiversity within AMATA Industrial Estates. Additionally, the policy actively supports and encourages stakeholder participation in collectively caring for, restoring, and conserving biodiversity across all AMATA Industrial Estates.

According to the Town Planning Act (B.E. 2562, 2019), AMATA City Chonburi Industrial Estate, AMATA City Rayong Industrial Estate, AMATA Smart City Chonburi Industrial Estate, and AMATA City Chonburi 2 Industrial Estate are located in industrial zones; within a 5-kilometer radius, there are no nationally or internationally recognized ecological zones nor are there any conservation or protected areas that have been announced by government agencies on natural resources and the environment.

However, the development of the Company’s four industrial estates may negatively impact biodiversity, both directly and indirectly. These impacts may arise from changes in land use patterns, the expansion of surrounding communities, pollution generated by various industrial estate activities, and the operations of suppliers and contractors. Such impacts can occur from the early stages of land development through to full operational phases.

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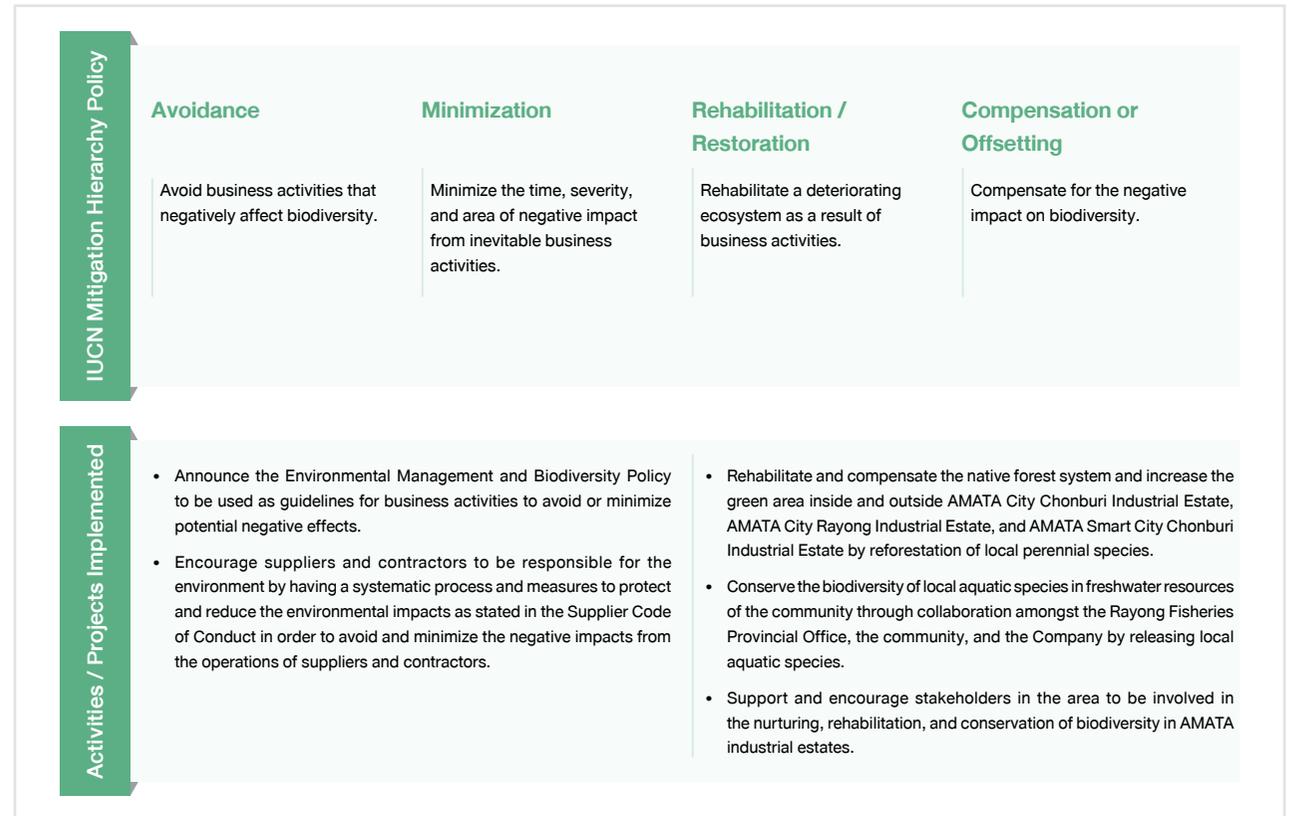


Biodiversity Policy





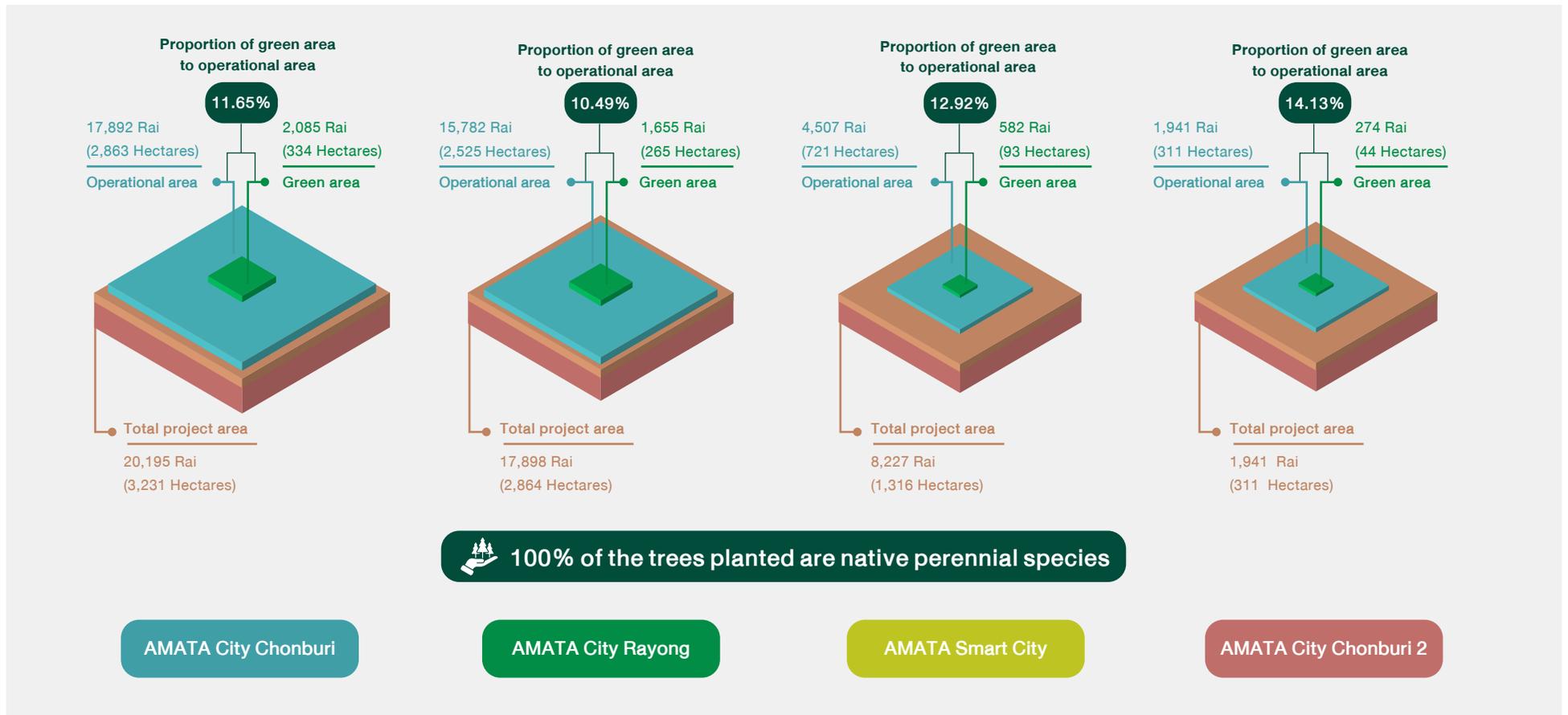
The Company has established systematic guidelines for the conservation and restoration of biodiversity across all AMATA Industrial Estates to mitigate the risk of negative impacts on biodiversity. These efforts align with the concept of biodiversity offsets promoted by the International Union for Conservation of Nature (IUCN), based on the Biodiversity Mitigation Hierarchy, which consists of four sequential approaches: Avoidance, Minimization, Rehabilitation/Restoration, and Compensation or Offsetting.



The Company has implemented a range of initiatives aimed at avoiding, minimizing, restoring, and offsetting potential negative impacts arising from its business operations across all industrial estate areas, as outlined below:

Management of Green Area in AMATA Industrial Estates

The Company is committed to developing its industrial estates into environmentally sound cities that enhance the quality of life for both workers within the estates and members of surrounding communities. As part of this vision, the Company has set a target for all industrial estates to have green areas at least 10 percent of the total operational 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.



AMATA City Chonburi Industrial Estate

The total project area of AMATA City Chonburi Industrial Estate is 20,195 rai (3,231 hectares), with a total operational area of 17,892 rai (2,863 hectares) and a total green area of 2,085 rai (334 hectares), representing 11.65 % of the operational area. In 2024, the Company did not undertake additional tree planting within AMATA City Chonburi Industrial Estate. However, efforts were made to replace trees that had died and to maintain and enhance the landscape aesthetics. All replacement trees were of 100% native species, ensuring alignment with local biodiversity conservation efforts. 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 hectares), with a total operational area of 15,782 rai (2,525 hectares) and a total green area of 1,655 rai (265 hectares), representing 10.49% of the operational area. In 2024, the Company planted 500 native trees in AMATA City Rayong Industrial Estate with a survival rate of 90%, continuous replanting efforts are in place to replace any seedlings that do not survive. All trees planted are 100% native 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

AMATA Smart City Industrial Estate in Chonburi covers a total area of 8,227 rai (1,316 hectares). The Company has been developing this new industrial estate since 2023, with a planned operational area of 4,507 rai (721 hectares). Of this area, 582 rai (93 hectares) has been designated as green area, representing 12.92% of the planned operational area. This industrial estate is currently undergoing further development.

AMATA City Chonburi 2 Industrial Estate

AMATA City Chonburi 2 Industrial Estate covers a total area of 1,941 rai (311 hectares). The Company has been developing this new industrial estate in 2024, with a planned operational area of 1,941 rai (311 hectares). Of this area, 274 rai (44 hectares) has been designated as green area, representing 14.13% of the planned operational area. This industrial estate is currently undergoing further development.

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 native perennial plants in the degraded forest areas of the industrial estates. For instance, in the “Forest for Life” project spanning from 2019 to 2024, the Company partnered with Tokai Rika (Thailand) Co., Ltd. to reforest a 12-rai public area in AMATA City Rayong Industrial Estate. In 2024, 5,800 trees were planted on 3 rai of land, and a total of 29,000 trees were planted on 12 rai of land during the project period.

The survival rate of trees planted in 2024 reached 97%, ensuring long-term ecosystem restoration. Upon maturity, the restored forest is projected to sequester up to 208 metric tons of carbon dioxide equivalent per year, according to data collected by Tokai Rika (Thailand) Co., Ltd.





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 Kaeo Subdistrict, Bang Lamung District, Chonburi Province. This initiative aims to extend the development efforts beyond the industrial estate to the neighboring community, guided by the approach of Eco-Industrial Town. The community forest plantation project has been implemented continuously since 2020. In 2024, over 250 employee volunteers and local community members participated in planting 1,000 native tree species, such as tamarind, Siamese cassia, neem, and bullet wood. To date, a total of 7,000 trees have been planted, contributing to the expansion of green space within the community forest area.

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)” total of 7,000 trees have been planted, contributing to the expansion of green space within the community forest area.

Conservation And Restoration of Biodiversity in Local Watershed

In 2024, the Company, together with the AMATA City Chonburi Industrial Estate Office and over 50 companies within the estate, organized a fish release and mangrove planting event for the third consecutive year. This event was held to honor His Majesty King Maha Vajiralongkorn on the occasion of his 72nd birthday anniversary. Over 16,000 fish were released, and more than 1,000 mangrove trees were planted at the Mangrove Conservation Learning Center in Khlong Tamru, 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.



In 2024, 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 350,000 fish, including Chinese carp (*Hypophthalmichthys molitrix*), Indian carp (*Labeo calbasu*), Silver barb (*Barbonymus gonionotus*), Giant gourami (*Osphronemus goramy*), and more than 250,000 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 2024, the companies have released a total of over 3,130,000 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.



Waste Management in Industrial Estates

Medium-impact Material Topic

6. Waste

- Waste treatment and disposal
- Waste circularity
- Waste/by-product upcycling
- Waste traceability
- Local community waste

Contributions to SDGs



3.9



11.6



12.2, 12.4, 12.5

Risk

AMATA Industrial Estates in Thailand host over 1,356 industrial factories and tenants, employing over 300,000 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.

	Long-term Targets	2024 Targets	2024 Performances
Proportion of solid waste disposed of in landfills to total amount of solid waste*	0%	0%	0%
Proportion of recycle waste sorted from solid waste*	At least 15% by 2027	Not less than 12%	11.56%

*AMATA City Chonburi Industrial Estate only

Management Approach

The Company places strong emphasis on waste management throughout the entire business value chain—from waste generation to final disposal. Accordingly, it has established a “**Waste Management Policy**” to minimize environmental impacts from operations within the industrial estates. This is achieved through proper waste management practices that comply with legal requirements, environmental standards, and scientific principles. The Company also promotes recycling and reuse among factories within the estates and encourages the use of modern innovations and technologies to reduce the generation of solid and industrial waste. The Company is responsible for managing only solid waste and non-hazardous industrial waste on behalf of customers operating within the industrial estates. The management of hazardous waste remains the responsibility of individual factories, in accordance with 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).

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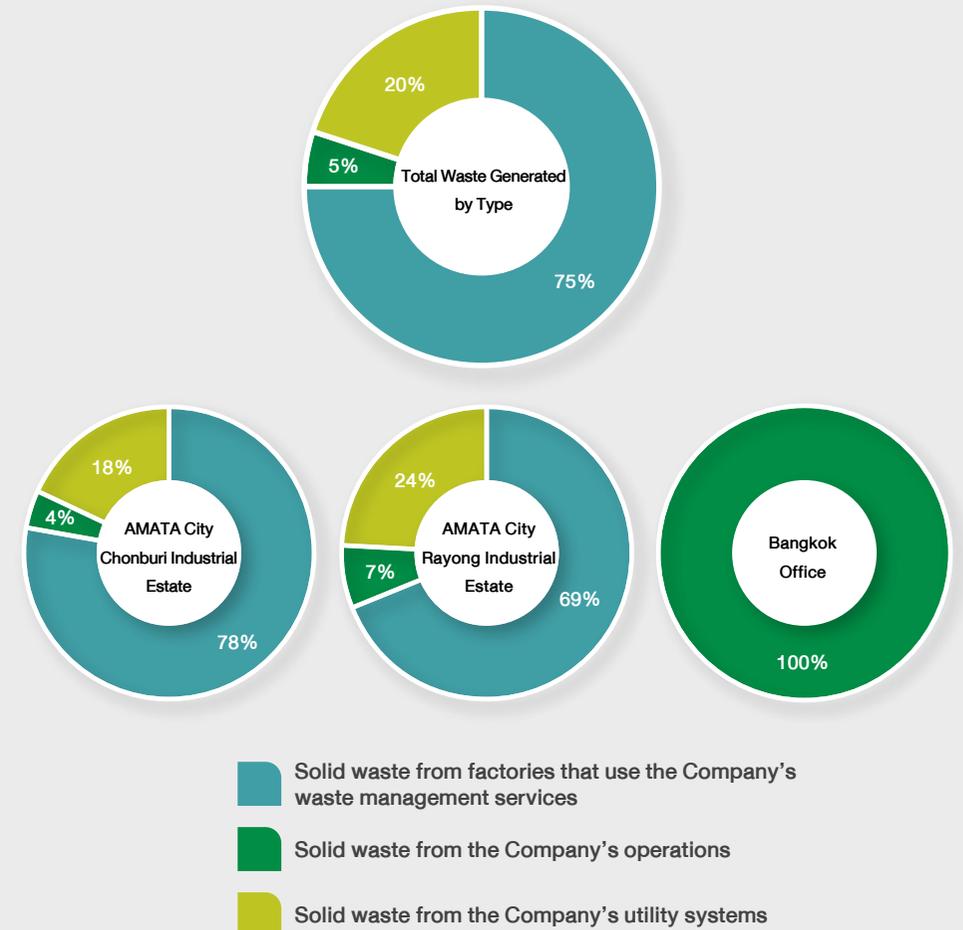


Waste Management Policy

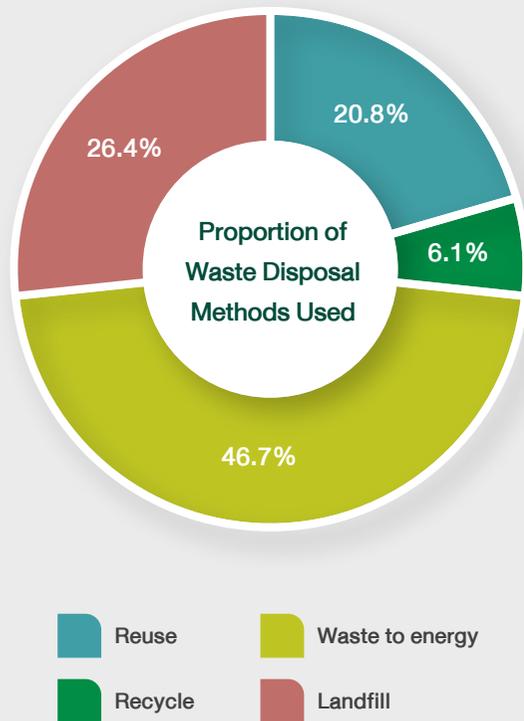
The Company has assigned its subsidiary, AMATA Facility Services Company Limited (AFS), to oversee the waste management of factories in both industrial estates in Thailand in accordance with relevant laws under the Industrial Estate Authority of Thailand Act B.E. 2522 (1979), the Factory Act B.E. 2535 (1992), and the Public Health Act B.E. 2535 (1992). The Company’s solid waste management service is now used by 609 factories in AMATA City Chonburi Industrial Estate, and 310 factories in AMATA City Rayong Industrial Estate, representing 71.90 % and 60.90 % of total tenants and factory operators in each industrial estate respectively which increase from 2023.

Waste Generated from Business Operations

In 2024, the Company generated a total of 34,432.20 tons of waste from its operations at AMATA City Chonburi Industrial Estate, AMATA City Rayong Industrial Estate, and its Bangkok office. This total comprises 23,061.76 tons of waste from AMATA City Chonburi Industrial Estate, 11,365.24 tons from AMATA City Rayong Industrial Estate, and 5.20 tons from the Bangkok office. The waste generated this year was entirely non-hazardous, including solid waste from the Company’s operations, solid waste from the Company’s utility systems, and solid waste from factories that use the Company’s waste management services.



The Company employs various waste management strategies to ensure efficient and appropriate handling based on waste type. The approach aligns with its policy of maximizing resource efficiency while minimizing environmental impact. In 2024, all generated waste was managed through the following methods: 20.8% was reused, 6.1% was recycled, 46.7% was incinerated for energy recovery (waste-to-energy), and 26.4% was disposed of via landfill.



Solid Waste Management for Zero Waste to Landfill

The Company recognizes the impact of landfill waste disposal, which generates greenhouse gases that are a major cause of climate change. As a result, the Company has set a bold target of achieving Zero Waste to Landfill each year. This ambition is guided by a comprehensive approach that focuses on reducing resource consumption, minimizing waste generation from the outset, enhancing waste segregation efficiency, and embracing the principles of a circular economy to ensure the maximum reuse of resources.

In addition, the Company places great emphasis on engaging its stakeholders in waste management efforts. By promoting responsible resource use and maximizing resource efficiency in line with circular economy principles, the Company encourages both internal and external stakeholders to collaborate in the proper disposal of waste and to increase the reuse or recycling of waste within their respective operations.

Solid Waste Management in AMATA Industrial Estates

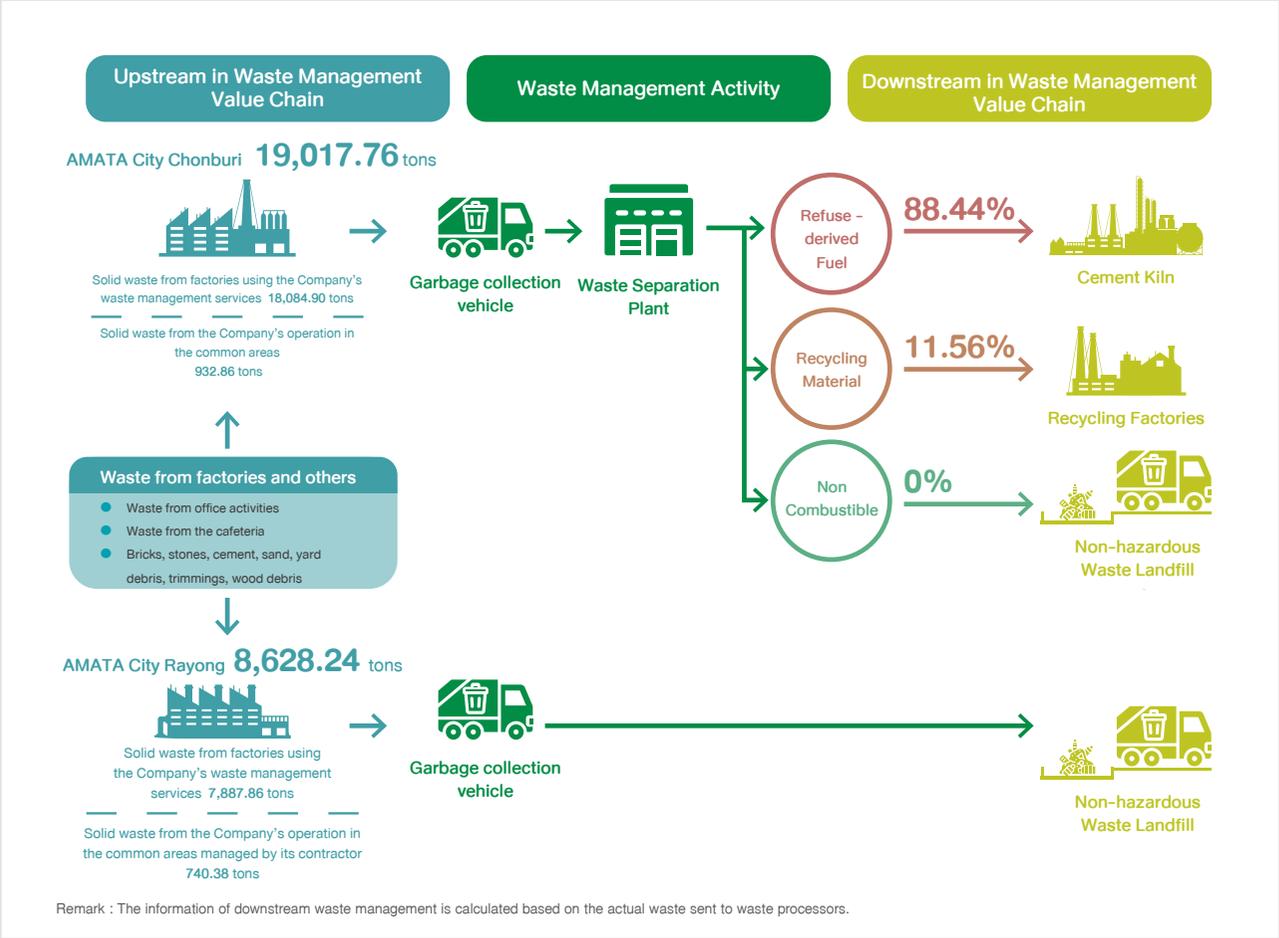
The total amount of solid waste generated in both industrial estates is 27,646 tons, categorized as follows: solid waste from factories utilizing the Company’s waste management services at AMATA City Chonburi Industrial Estate, amounting to 18,084.90 tons; at AMATA City Rayong Industrial Estate, amounting to 7,887.86 tons; and solid waste from the Company’s operations in the common areas, including tree branches and wood debris from pruning, totaling 1,673.24 tons. Of this, 932.86 tons of solid waste from the common areas at AMATA City Chonburi Industrial Estate was managed by the Company, while 740.38 tons of solid waste from the common areas at AMATA City Rayong Industrial Estate was managed by the Company’s contractors.

	AMATA City Chonburi Industrial Estate	AMATA City Rayong Industrial Estate
Solid waste from factories using the Company’s waste management services	18,084.90 tons	7,887.86 tons
Solid waste from the Company’s operations in the common areas	932.86 tons	740.38 tons
Total	19,017.76 tons	8,628.24 tons

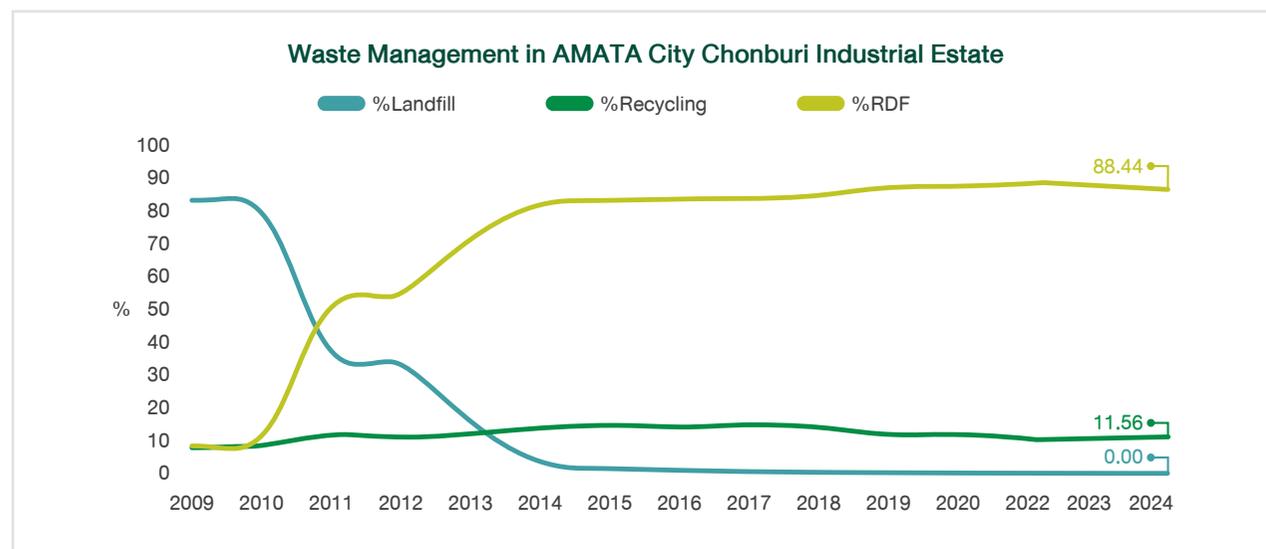
Solid waste from factories using the Company’s waste management services is separated by contractors at the waste separation plant within the AMATA Industrial Estate. The waste is sorted according to the principles of the 3Rs (Reduce, Reuse, Recycle) and then disposed of through various methods by contractors who are qualified and licensed to manage solid and industrial waste in compliance with the law. Additionally, the Company implements waste management strategies from the source, providing guidance to factories using the Company’s waste disposal services on proper waste separation and classification before sending it to the waste separation plant. This ensures that the waste entering the sorting process is of high quality and can be utilized in the production of Refuse-derived Fuel (RDF) or recycled materials, with the goal of minimizing the amount of waste that cannot be repurposed and must be sent to landfill disposal, ideally reducing it to zero.

Since 2011, the Company has continuously worked to reduce the amount of waste sent to landfills at the AMATA City Chonburi Industrial Estate, in alignment with its policies and goals. To achieve this, the Company has focused on enhancing waste management practices, shifting from landfill disposal to sorting recyclable waste and producing alternative fuels in the form of Refuse-derived Fuel (RDF), which is then used as fuel for co-incineration in cement plants.

In 2024, the Company successfully separated 11.56% of recyclable waste and 88.44% of waste suitable for Refuse-Derived Fuel (RDF) production from the total solid waste processed at its waste separation plant in AMATA City Chonburi Industrial Estate. Through these efforts, the Company achieved a remarkable milestone-reducing landfill disposal to 0% of the total solid waste managed at the facility.



Through the implementation of the Zero Waste to Landfill approach, the Company successfully reduced waste management costs by 2.4 million baht in 2024. Furthermore, 80% of factory operators utilizing the Company's waste management services expressed satisfaction and confidence in its practices, ensuring that no waste was illegally disposed of. Additionally, neighboring communities of AMATA City Chonburi Industrial Estate have shown increased trust in the estate's waste management system, reinforcing its commitment to responsible and sustainable waste disposal. Building on the success of implementing the Zero Waste to Landfill approach, the Company is currently conducting a feasibility study to expand the initiative to AMATA City Rayong Industrial Estate.



Management of Solid Waste from the Company's Utility Systems

The majority of waste generated from the operations within the industrial area's core processes consists of sludge, which results from the water production system and the biological wastewater treatment system at both AMATA Industrial Estates. This sludge is classified as non-hazardous waste. In 2024, the Company generated a total of 6,781 tons of sludge, with 4,044 tons from the AMATA City Chonburi Industrial Estate and 2,737 tons from the AMATA City Rayong Industrial Estate. The Company conducted an analysis of the sludge quality using 12 different tests, using the Total Threshold Limit Concentration (TTLC) and Soluble Threshold Limit Concentrations (STLC) methods. The results indicated that the toxicity levels of the sludge were below the standards set by the Ministry of Industry's Notification on the Management of Waste and Used Materials, B.E. 2566. As a result, the Company has fully reused 100% of the sludge within the industrial estates, utilizing it for landfilling and as soil for tree planting.

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. Employees are provided with waste management guidelines and best practices via the Line application across all office locations-Bangkok, Chonburi, and Rayong-ensuring accessibility and efficiency in communication. Additionally, quarterly employee meetings incorporate waste management awareness discussions to reinforce proper segregation, disposal, and recycling measures.
2. Promoting the reduction of paper usage in offices to minimize waste generation in all Company offices and promoting wastepaper recycling, the Company cooperated with SCG Packaging Public Company Limited to develop the "The "Old for New" Paper Recycling Initiative aims to reduce resource consumption and waste generation by collecting used paper from Company offices for recycling and repurposing. This initiative contributes to natural resource conservation, waste minimization, and environmental impact reduction. In 2024, a total of 1,087 kilograms of used paper was recycled through this program.

- 3. Food waste reduction from the point of generation. Employees participate in pre-selecting lunch menus to reduce food waste at the source and minimize food leftovers. Additionally, food and beverages are provided in environmentally friendly packaging made from 100% recycled PET (rPET) plastic pellets at break rooms, in accordance with the Chief Executive Officer’s policy. In 2024, the Company (Bangkok office) generated 2.50 tons of food waste, according to calculations based on the Food Waste Index Report 2024.
- 4. Waste segregation activities in the office by employees and proper waste disposal to reduce the amount of waste sent to landfills. In 2024, the Company (Bangkok Office) segregated waste and sent a total of 2.70 tons of recyclable plastic and non-recyclable waste for proper disposal, including 2.50 tons of recyclable waste and 0.20 tons of waste for refuse-derived fuel (RDF) production. The waste was then transferred to agencies responsible for waste disposal and recycling, as follows:
 - Plastic waste, paper boxes, and orphan waste were sent to Recycle Day, N15 Technology, Waste Buy Delivery, and Friends in Need (of “PA”) Volunteers Foundation, Thai Red Cross
 - Used batteries and electronic devices were sent to CPALL and the Mirror Foundation.
 - The Company participated in the “Mother’s Day Collection, Father’s Day Donation”, Offering Recyclable Waste activity with the Khlong Tamru Municipality, Mueang District, Chonburi Province. The proceeds from recycling waste were used to support bedridden patients, persons with disabilities, elderly individuals in home confinement, and underprivileged individuals within the municipal area.
- 5. 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, focusing on waste management from the source to the destination.
- 6. Employee Engagement Activities in Waste Management with the encouragement to participate in waste management by donating waste that has been separated at home or in the office to ensure proper disposal.
- 7. Procurement of Employee Uniforms and AMATA Drinking Bottles under the “Rak AMATA” Brand, which are environmentally friendly:
 - Employee uniforms in 2024 were made from 100% recycled rPET plastic, totaling 1,150 pieces.



- AMATA drinking water under the Rak AMATA brand is produced from 100% rPET recycled plastic without labels, totaling 24,000 bottles. This initiative helps reduce greenhouse gas emissions by 1.25 tons of carbon dioxide equivalent. Based on calculations, producing one bottle from recycled plastic can reduce greenhouse gas emissions by 0.052 kg of carbon dioxide equivalent (Source: Envicco Co., Ltd.). This reduction is equivalent to the carbon sequestration of 132 trees in one year, referencing an average carbon absorption rate of 0.95 kg of carbon dioxide equivalent per tree per year (Source: Thailand Greenhouse Gas Management Organization (Public Organization), December 2016).
8. On 8 November 2024, the Company organized a training session on Sustainable Waste Management for Industrial and Construction Sectors, led by experts from the Faculty of Public Health, Burapha University. The objective was to provide knowledge and enhance understanding of waste management practices related to construction and industrial estate infrastructure. The session covered topics such as resource management using circular economy principles and the development of environmentally friendly products and industrial processes. A total of 76 employees participated in the training, accounting for 25% of the total workforce.



Promoting Customer Participation in Waste Management

Smart Waste Tracking System (KoomKah Smart Manifest)

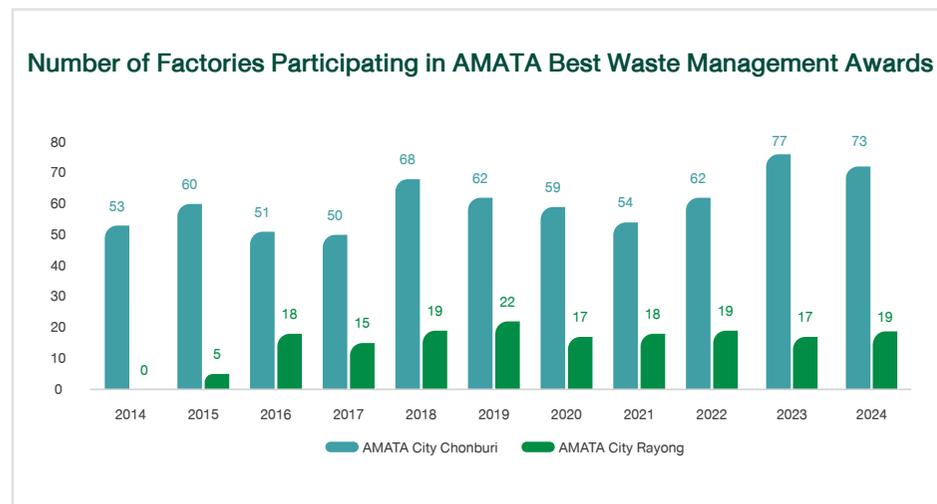
The Company encourages customers in industrial estates to implement proper waste management practices by integrating technology into waste data management. This enhances efficiency in waste management within the industrial estate through the Smart Waste Tracking System (KoomKah Smart Manifest). Customers utilizing the service can monitor waste collection volumes in real-time, ensuring transparency, improving waste collection and transportation services, and reinforcing confidence in the Company’s waste disposal processes. In 2024, 100% of customers who are using the Company’s solid waste management services in AMATA City Chonburi Industrial Estate have adopted the KoomKah Smart Manifest system. The Company plans to expand its implementation to AMATA City Rayong Industrial Estate in the near future.

Industrial and Factory Waste Management Awards

The Company encourages factories to participate in awards and provides them with accurate knowledge and understanding of solid and industrial waste management standards required by law in AMATA City Chonburi Industrial Estate and Rayong. Therefore, the Company has continued to organize the “AMATA Best Waste Management Awards” project, an annual event held from 2014 to the present, to promote and encourage the factories to increase the efficiency of non-hazardous industrial waste management, solid waste management, and sewage. By applying the 3Rs (Reduce, Reuse, and Recycle) principles in waste management, the factories can reduce their production costs. The Company’s goal is to provide customers with effective industrial waste and solid waste management within their factories before sending them to the waste separation plant to increase the ratio of waste that can be used for Refuse-derive fuel: RDF production and recyclable waste.

In 2024, a total of 92 companies participated in the AMATA Best Waste Management Awards. The Company applied the assessment criteria aligning with sustainable development principles, focusing on the economic, social, and environmental dimensions. The assessment was conducted through both online and onsite evaluations. The onsite evaluations served as 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.

	2023 Award-winning factories	2024 Award-winning factories		
		Total factories	AMATA City Chonburi	AMATA City Rayong
Silver Prize	12	12	9	3
Gold Prize	23	26	22	4
Platinum Prize	59	54	42	12
Total	94	92	73	19



Public Sharing of Waste Management Knowledge and Practices

Academic Conference Presentation

AMATA Facility Services Company Limited presented an academic paper titled “Waste Management toward Zero Landfill Target” at the 36th Annual Environmental Engineering Association of Thailand Conference (EEAT 2024), held on 22 November 2024. The presentation was part of the private sector track, in which more than ten companies were selected to showcase their work. In addition, the Company’s initiative was published in the official proceedings of the 36th Annual Environmental Technology Conference (EEAT ‘67, page 6), released on 22 November 2024. This contribution aims to promote sustainable development practices and enhance business value through effective waste management innovation.

The collage features several key elements:

- A presentation slide with the title "WASTES MANAGEMENT TOWARD ZERO LANDFILL TARGET" and the subtitle "การจัดการขยะมูลฝอย ภายเป้าหมายการฝังกลบให้เป็นศูนย์" (Waste management towards zero landfill target).
- A photograph of a woman presenting at a conference stage.
- A book cover for "Wastes Management toward Zero Landfill Target" published by the Environmental Technology Association of Thailand (EEAT).
- A certificate of appreciation from the Environmental Technology Association of Thailand (EEAT) dated November 22, 2024, recognizing the presentation.

Training and Knowledge Sharing for the External Stakeholders

Throughout 2024, the Company organized training sessions to raise awareness and knowledge on waste management for its external stakeholders, including suppliers, contractors, tenants, factory operators within the AMATA industrial estates, and members of surrounding communities. The objective was to cultivate awareness and promote best practices in waste segregation, encouraging increased waste sorting at source in both factories and communities to reduce landfill disposal. Additionally, the Company expanded its collaborative waste management network to optimize operational costs, enhance revenue generation through value-added waste recovery, and distribute economic benefits among stakeholders involved in the waste management ecosystem.



“ In 2024, the Company conducted waste management training for external stakeholders, including suppliers, contractors, tenants, factory operators, and nearby communities. ”



Creating Value for Society



- 149 Sustainable Products and Services
- 164 Building Better Customer Experience
- 176 Employee Care, Development, and Retention
- 191 Building a Safe Society
- 204 Community and Social Development

*“Collective Action for
Better Lives and Thriving
Communities”*



Social Responsibilities	SDG Targets	Management Approach	Long-term targets	2024 Targets
Sustainable Product and Service Development	7.2, 7.b, 9.4, 13.1	Transform the business model from an industrial estate developer to a leading smart city developer. Leveraging technology to advance sustainable products and services.	<ul style="list-style-type: none"> Becoming a carbon-neutral city by 2040 	<ul style="list-style-type: none"> At least 20 projects with employee participation in innovation and technology development
Building Better Customer Experience	3.6, 8.1, 8.2, 9.4, 12.2, 16.3, 16.7	Develop new business and operational processes to accurately, promptly, and effectively meet customer needs and expectations.	<ul style="list-style-type: none"> Maintain a customer satisfaction score of over 90% 100% of customer complaints received were resolved within the specified timeframe 	<ul style="list-style-type: none"> Maintain a customer satisfaction score of over 90% 100% of customer complaints received were resolved within the specified timeframe
Employee care, development, and retention	4.4, 4.5, 8.5, 8.8, 10.2, 10.3	Develop 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 Achieve AMATA's employee engagement score exceeding 74% Voluntary employee turnover rate below 10% 	<ul style="list-style-type: none"> Achieve a minimum annual average of 18 training hours per employee Achieve AMATA's employee engagement score exceeding 74% Voluntary employee turnover rate below 10%
Building a Safe Society	3.4, 3.6, 3.9, 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), both employees and contractors Zero fatalities due to road accidents within the industrial estate 	<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 Decrease the number of road accidents in AMATA City Industrial Estates by 50% compared to 2023 Decrease the number of road traffic fatalities in AMATA industrial estate by 50% compared to 2023
Community and Social Development	1.4, 3.6, 3.8, 3.9, 6.6, 6.b, 8.5, 9.2, 10.2, 10.3, 11.2, 11.6, 12.5, 17.17	Managing social impacts effectively by minimizing negative effects and creating positive outcomes, with the goal of fostering harmonious coexistence between industry and society in accordance with the 'All Win' philosophy.	<ul style="list-style-type: none"> 100% of complaints related to social issues are resolved in a specific timeframe All sub-districts (100%) within a 5-kilometer radius participate in the Company's community and social development activities Achieve community satisfaction scores exceeding 90% 	<ul style="list-style-type: none"> 100% of complaints are resolved by end of 2024 All sub-districts (100%) within a 5-kilometer radius participate in the Company's community and social development activities Achieve community satisfaction scores exceeding 85%

Sustainable Products and Services



High-impact Material Topic

16. Sustainable Products and Services

- Product and service development
- Innovation and technology
- Strategic business partners
- Opportunities in green building/ clean technology
- Labeling and certification
- Circular economy

Risk

Both domestic and international business operators and investors are placing greater emphasis on global trends concerning environmental, social, and governance (ESG) issues, as well as on evolving regulations that impact business operations. At the same time, the public is increasingly attentive to the health and well-being implications of business activities. Consequently, the Company may lose business opportunities and competitive advantage if it fails to develop products and services that meet the evolving and more sophisticated needs of both current and future customers - beyond basic expectations. These needs include those related to climate change, energy, and greenhouse gas emissions. Moreover, the emergence of new competitors in the utilities and service sectors, who can respond to customer demands more quickly, is intensifying market competition. This could result in a significant loss of revenue from the Company's products and services.



Contribution to SDGs



7.2, 7.b



9.4



13.1

Opportunity

The Company serves a diverse customer base comprising leading firms across various industries. Through close engagement with these customers, the Company can effectively monitor and respond to evolving needs, enabling the swift and comprehensive development of products and services. By leveraging technology and innovative solutions, the Company is well-positioned to support emerging S-Curve industries and strengthen its long-term competitiveness. Furthermore, offering products and services that incorporate green technology enhances trust among local communities and fosters long-term coexistence with industry.

	2024 Targets	2024 Performance
The growth of revenue from products and services compared to the previous year	Increased by 60.08%	Increased by 53.63% (14,900.59 million baht)
Number of projects with employee participation in innovation and technology development	At least 20 projects	23 projects

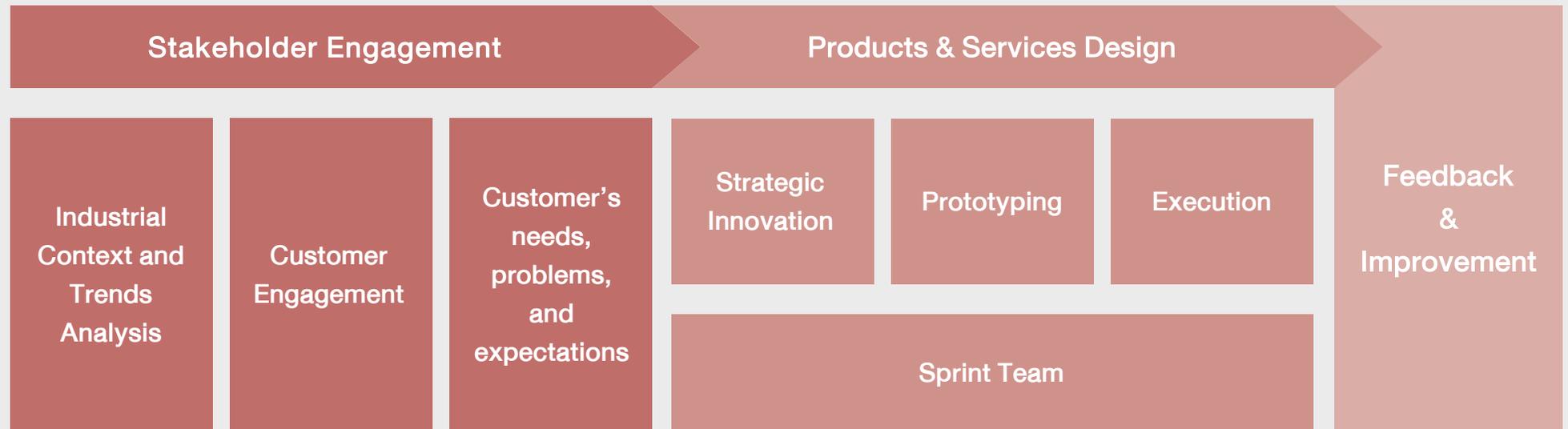
Management Approach

The Company is committed to the continuous development of 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.

Innovation plays a vital role in driving business growth, differentiating products and services, and enhancing their value. It also improves operational efficiency, reduces costs, and mitigates negative impacts on society and the environment. The Company has therefore established an “**Innovation Management Policy**” to foster an innovation-driven culture within the organization. This involves encouraging employees to express creative ideas, develop inventions, conduct experiments, and explore new solutions. The Company also promotes employee engagement in skill development and co-innovation initiatives with suppliers, business partners, and relevant stakeholders. These efforts are aimed at strengthening the Company's competitiveness through its ability to generate innovations that create value for both business and society.

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

In 2024, 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 leading developer of Smart Cities, effectively responding to global trends and emerging risks, while addressing economic, social, and environmental challenges, as well as meeting the evolving needs of customers. The Company is focused on developing new investment zones with international standards, improving the social and environmental landscape, and fostering a skilled workforce. AMATA Smart City will serve as a comprehensive investment area within the Eastern Economic Corridor (EEC) and as a regional learning hub. This initiative aims to drive regional economic growth and create economic value for Thailand. The Company is currently developing the AMATA Smart City Chonburi Industrial Estate, which commenced development in 2023. Furthermore, the Company has collaborated with various organizations to jointly develop smart cities in 2024.

- On 28 February 2024, a Memorandum of Understanding (MoU) was signed between AMATA Corporation Public Company Limited and BCEG Thai International Co., Ltd. The agreement outlines cooperation in developing infrastructure within the AMATA Smart City Chonburi and explores potential collaboration on the “AMATA Chinese Smart City” project, along with other infrastructure development opportunities.
- On 24 June 2024, an MoU was signed between AMATA Corporation Public Company Limited and VNU Exhibitions Asia Pacific to foster the development of life sciences and promote a national health ecosystem. The collaboration aims to establish an international health and biotechnology cluster, including a world-class cancer center within the AMATA MediTown project, located in the Eastern Economic Corridor (EEC) zone.



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

In recent years, Vietnam has emerged as a prominent destination for foreign direct investment (FDI), particularly 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. In 2024, Vietnam's GDP continued to rise by 7%, representing a 40% increase from 2023, supported by a recovery in the domestic industrial and construction sectors.

Vietnam faced a major disaster caused by Typhoon Yagi in early September 2024, which had a significant impact on the Vietnamese economy. The damage from Typhoon Yagi caused substantial disruptions to economic and social activities in the northern region of the country, leading to nationwide implications for the manufacturing sector and supply chains. The financial and economic impact on the country amounted to USD 1.5 billion (Source: United Nations Development Programme - UNDP). AMATA City Ha Long Industrial Estate, located in Quang Ninh Province, was directly affected by Typhoon Yagi. The estate experienced strong winds exceeding 120 kilometers per hour, resulting in damage to the internal power distribution system as well as to facilities of tenant companies within the estate. Through collaboration with provincial government agencies and tenant operators,

some companies were able to resume operations within 17 days, and full recovery of the estate was achieved within 84 days, with all businesses returning to normal operation.

The Company has been investing in Vietnam since 1994, giving them 30 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 2,593.4 hectares, or 16,208.75 rai of land. All of these lands have been approved for Investment Registration Certificates in the southern and northern regions of Vietnam. In 2024, 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.

The investment outlook in Vietnam remains strong, with both domestic and foreign direct investment (FDI) continuing 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 Ha Long 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. These investments are expected to enhance Vietnam's industrial sector and contribute to uplifting local employment and quality of life, with projected employment opportunities exceeding 1,000 positions in the near future.

In 2024, AMATA City Ha Long Industrial Estate, located in Quang Ninh Province, Northern Vietnam, garnered strong interest from investors in the electronics, electrical equipment, and automotive industries (including electric vehicles), particularly from manufacturing bases in Japan, South Korea, Taiwan, and Europe. This project has become a leading foreign direct investment (FDI) hub for the province. To date, 19 investment projects have been granted Investment Registration Certificates, with a total investment value exceeding USD 3 billion. These projects operate in environmentally friendly processing and manufacturing sectors, aligning with the development direction of both the Company and Quang Ninh Province, while contributing significantly to the province's economic value and growth. As for the development of AMATA City Long Thanh Industrial Estate, located in Dong Nai Province, which is well-positioned to support investment from various industries, a total of 6 investment projects have been launched, with a combined investment value of over USD 190 million.

Project in Lao PDR

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 and currently handles up to 19.6 million tons of cargo annually, or approximately 50,000 tons per day, of which 4.78 million tons are cross-border shipments. These figures highlight the railway's strategic role in supporting regional trade and logistics across the Mekong subregion.

The launch of the China-Laos railway represents a pivotal opportunity to enhance economic connectivity between China and the rapidly growing Southeast Asia region. This aligns with the Company's vision to develop perfect cities that create value 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, especially hydropower, and the development of a smart network within the project to fulfill the business's renewable energy demands.

On 14 March 2023, Mr. Malaihong 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 Tangpraputkul, 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.

On 25 August 2023, the Company was granted official operating licenses for two smart and eco-industrial city development projects in the Lao People's Democratic Republic: The AMATA project in Luang Namtha Province (AMATA Smart & Eco City Nateuy) And the project in Oudomxay Province (AMATA Smart & Eco City Namor).



In addition to project development, the Company recognizes the importance of enhancing the investment appeal of the Lao PDR. It has proposed that the government consider tax incentives to improve competitiveness, along with regulatory reforms to facilitate business operations in the country. Currently, Laos ranks 154th in the World Bank's Ease of Doing Business index, which assesses factors such as procedural steps and timeframes for obtaining permits, operating costs, legal framework, regulations, and enforcement.

In 2024, AMATA City Lao Co., Ltd. began the design and construction of the AMATA Smart and Eco City Namor in the province of Oudomxay, which spans a total area of 31.5 square kilometers, with approximately 18.10 square kilometers designated for industrial use - accounting for 75% of the total area. Phase 1 of the project covers 8.98 square kilometers. With support from the Lao government and Oudomxay Province authorities, AMATA City Lao Co., Ltd. has initiated land compensation for Phase 1, and it is expected that investors will be able to begin construction in 2025, with operations starting in 2026.

These developments represent the Company's commitment to expanding sustainable and environmentally friendly industrial infrastructure in alignment with the local economic growth and connectivity opportunities in the region. 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 to Meet Stakeholder and Societal Needs

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 2024:

- On 14 November 2024, AMATA Corporation Public Company Limited, through AMATA Facility Services Co., Ltd., signed a Memorandum of Understanding (MOU) with King Mongkut's Institute of Technology Ladkrabang (KMUTL) to enhance knowledge and skills of the workforce. The collaboration focuses on vocational training, career development for income generation, and the improvement of social skills to enable workers to continuously adapt to technological changes and evolving lifestyles.



Advancement in Clean Energy Development

Clean energy is one of the key issues that customers prioritize, as they increasingly set targets for reducing greenhouse gas emissions and achieving carbon neutrality. This has led to a significant rise in the demand for clean energy. In response, the Company has taken the following actions to meet the needs of its customers:

- The Company has initiated the development of floating solar power generation project in the water reservoirs of AMATA City Chonburi Industrial Estate, AMATA City Rayong Industrial Estate and Nong Lalok Industrial Estate in collaboration with AMATA B. Grimm Power Co., Ltd. since 2023. This initiative supports the growing demand for renewable energy source among customers in the AMATA industrial estates, who have set targets to reduce greenhouse gas emissions or achieve carbon neutrality. In 2023, the Company commenced the construction of a 19.5 MWp solar power generation project utilizing floating solar panels at AMATA City Chonburi Industrial Estate. The project is presently under development to facilitate the transmission of electricity through the transmission network of AMATA B. Grimm Power Co., Ltd. In addition, the Company began studying the feasibility, in collaboration with factory operators within the industrial estate, for a 42.5 MWp solar power generation project using floating solar panels at AMATA City Chonburi Industrial Estate. This includes the development of renewable energy solutions to enhance efficiency, such as integrating floating solar energy with liquid cooling technology to reduce energy consumption, in line with the approach of transforming into a Smart Energy City.



Enhancing 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).



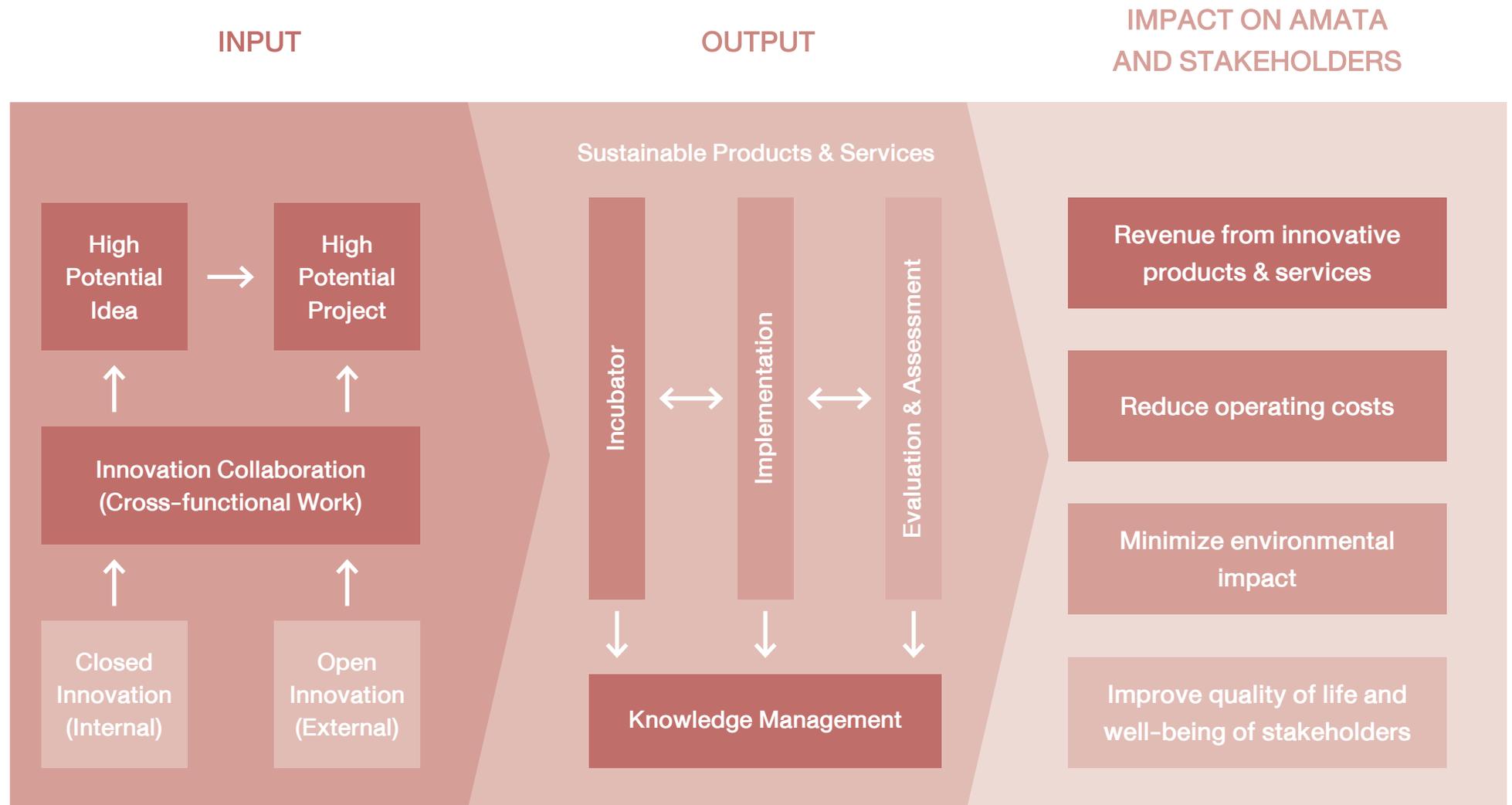
Strategic Innovation Management

The Company has emphasized the significance of the innovation management process to make a difference and increase the value-added to 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 2024, 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.

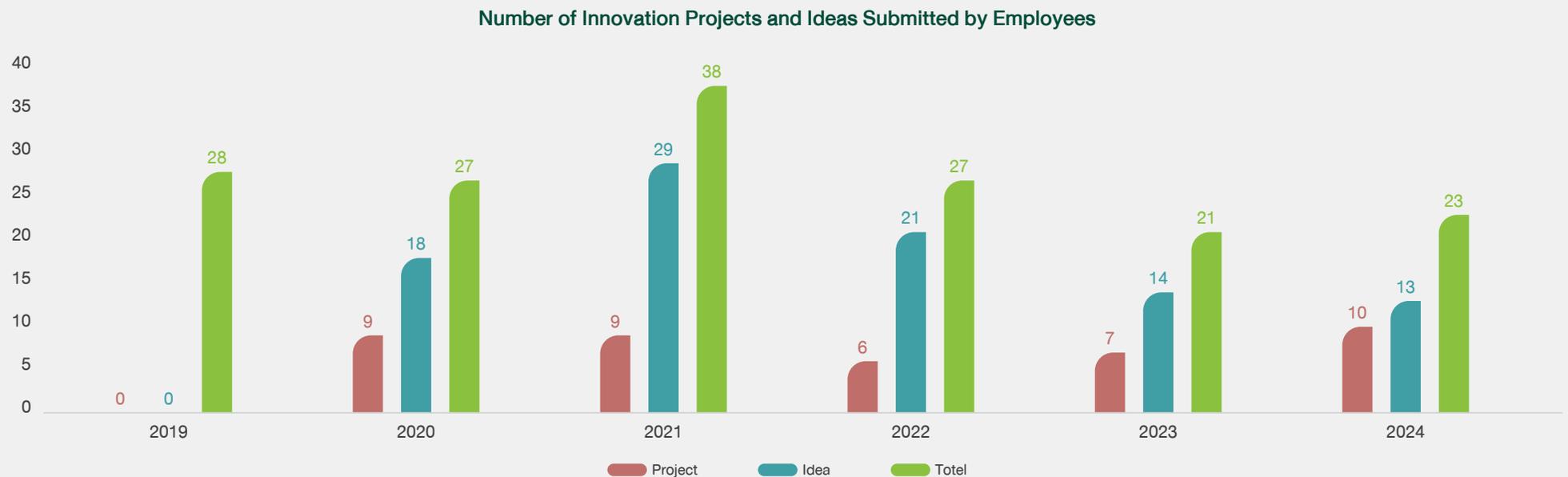
- On 6 June 2024, AMATA Corporation Public Company Limited signed a collaboration agreement with Jia Tech International Investment Company Limited to jointly develop the “AMATA Taipei Smart City” project, aimed at attracting investment in research and development from the Republic of China (Taiwan).



2. Promoting employees to be innovation creator

The Company is committed to fostering a culture where employees at all levels are encouraged to unlock their potential and drive innovation for the betterment of the business, society, and the environment. To support this, the Company organizes an annual 'Innovation Project & Idea Contest,' providing a prestigious platform for employees to showcase their creativity and propose groundbreaking ideas that contribute to the development of innovative products, services, and collaborative excellence in the workplace.

In 2024, the Company organized the 'AMATA INNO Awards 2024' competition, where potential projects were reviewed and selected by a committee consisting of the Chief Executive Officer, senior executives, and external experts in innovation and sustainability. This committee was tasked with identifying high-potential projects for future expansion and development. To encourage employee participation, the Company allocated a total prize fund of 2.5 million baht, with 2 million baht sponsored by the AMATA Foundation. This year, a total of 23 entries were submitted, including 10 Innovation Projects that have already been implemented and 13 Innovation Ideas.



In 2024, the innovation projects that had already been implemented and were measurable in quantitative terms—both in economic and socio-environmental dimensions—generated tangible outcomes. Cumulatively, these projects created approximately 5 million baht in additional revenue for the Company and contributed to cost savings of approximately 12.13 million baht.

AMATA Circular Waste Management Excellence Center Project

AMATA Facility Services Co., Ltd., a subsidiary of AMATA Corporation Public Company Limited, has been responsible for solid waste management within AMATA Industrial Estates since 2011. The Company provides waste collection, transportation, segregation, and disposal services to tenants and factory operators within the estates, in collaboration with legally licensed and specialized contractors. The waste separation plant is designed for efficient sorting, enabling the recovery of recyclable materials and the conversion of waste into refuse-derived fuel (RDF), with the goal of minimizing or eliminating landfill disposal-aligned with the Zero Waste to Landfill objective.

Currently, AMATA Facility Services Co., Ltd. is facing increasing challenges in waste management amid tightening environmental regulations and shifting industry trends that emphasize the circular economy. Many factory operators have enhanced their internal processes to reduce waste at the source and increase resource recirculation within their facilities. As a result, the volume of waste requiring external management has significantly declined-by approximately 10% in 2023-even though the number of customers utilizing the waste management service has continued to rise. Furthermore, the Zero Waste to Landfill approach-once a key standard in industrial waste management-may no longer be sufficient to meet the evolving expectations and compliance requirements of today's clients. These shifting expectations, combined with stricter environmental standards and circular economy trends, pose potential risks to the Company's recurring income and future business growth.

In 2024, AMATA Facility Services Co., Ltd. initiated the “AMATA Circular Waste Management Excellence Center” project, a new business model aimed at reducing the associated risks. This center will serve as a hub that integrates waste management, innovation, and sustainable development. The focus is on enhancing the efficiency of waste management and recycling processes, generating added value from residual materials, and fostering revenue growth that also delivers value to society and the environment.

This new business model has repositioned AMATA Facility Services Co., Ltd. from being merely a municipal solid waste service provider to an integrated waste management partner offering end-to-end solutions. These services include capacity building and

awareness training, serving as a hub for collaborative partnerships with allied industries, waste collection, value-added processing using appropriate technologies, documentation and regulatory compliance support, as well as technical consulting on sustainable waste management.

As a result of its 2024 operations, AMATA Facility Services Co., Ltd. successfully established partnerships with more than 10 organizations, both local and international. The Company provided training to over 1,000 individuals-including employees, tenants, factory operators, and community members-on proper waste segregation and management practices. In 2025, the Company expects an increase in recyclable waste from both industrial estates and surrounding communities. In response, AMATA Facility Services Co., Ltd. has expanded its service channels to include direct purchasing of recyclable materials. This effort is designed to add value to post-consumer materials in collaboration with business partners. For instance, the Company improved its internal recycling processes to increase the value of PET bottles by investing in bottle compactors. These machines allow for higher-density packaging, which reduces transportation costs and boosts the value of recyclable materials-generating an estimated additional 3 million baht in value.

งานบริการจัดการขยะ
บริษัท อมตะ ฟาซิลิตี้ เซอร์วิส จำกัด

- 1. บริการกำจัดขยะมูลฝอยทั่วไป**
 - บริการรถขยะ และรถบรรทุก
 - บริการรถบรรทุกขยะมูลฝอย
 - บริการรถบรรทุกขยะอันตราย
- 2. บริการรับขน แยกคัดขยะ**
 - บริการรถบรรทุกขยะอันตราย
 - บริการรถบรรทุกขยะทั่วไป
 - บริการรถบรรทุกขยะอันตราย
- 3. บริการบำบัดขยะ**
 - ขนาด 200 ลิตร
 - ขนาด 500 ลิตร
 - ขนาด 1,000 ลิตร
 - ขนาด 2,000 ลิตร
- 4. บริการนำขยะมาผลิตพลังงาน**
 - บริการรถบรรทุกขยะ
 - บริการรถบรรทุกขยะอันตราย
 - บริการรถบรรทุกขยะอันตราย
- 5. บริการนำขยะมาผลิตเชื้อเพลิง**
 - บริการรถบรรทุกขยะ
 - บริการรถบรรทุกขยะอันตราย
 - บริการรถบรรทุกขยะอันตราย
- 6. บริการนำขยะมาฝังกลบ**
 - บริการรถบรรทุกขยะ
 - บริการรถบรรทุกขยะอันตราย
 - บริการรถบรรทุกขยะอันตราย

AMATA FACILITY SERVICES
092-3160007 Line OA : @afswaste

รับซื้อขยะรีไซเคิล

- ✓ **กระดาษทุกชนิด**
 - กระดาษสี กระดาษล้าง
 - กระดาษขาว - ดำ
- ✓ **พลาสติกเบอร์ 1 PET**
 - ขวดน้ำดื่ม ขวดน้ำอัดลม

บริการรับขยะถึงหน้าโรงงาน

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Project Performance



Benefits to the Company

- Enhanced revenue generation from efficient waste management services following the 3Rs principles (Reduce, Reuse, Recycle) and the Circular Economy. In 2024, the Company generated over 100 million baht in waste management revenue, marking a 2% increase from 2023.
- Achieved a 15% reduction in operational waste management costs



Benefits to society

- Raised awareness on proper waste separation and disposal practices among more than 1,000 individuals
- Fostered a cleaner and safer community environment through proper community waste management, leading to improved public health and additional income opportunities for local residents from selling recyclable materials.



Benefits to the environment

- Achieved zero landfill waste in AMATA City Chonburi Industrial Estate in 2024, meeting the Zero Waste to Landfill target.
- Avoided approximately 7,260 tons of CO₂ equivalent emissions by diverting 20,000 tons of municipal solid waste per year from 100% landfill to 90% energy recovery (incineration) and 10% material recycling.

Economic Performance

In 2024, the Company achieved total revenue of 14,900.59 million baht, reflecting an increase of 53.63% from 2023. The net profit amounted to 3,473.38 million baht, representing a 41.13% increase from 2023. The main revenue structure can be classified into three segments: revenue from property sales of 9,004.13 million baht, revenue from utilities and services of 4,779.23 million baht, and rental and other income of 1,117.23 million baht.



The year 2024 presented several favorable macroeconomic and policy-related factors that stimulated demand for industrial real estate. These included ongoing infrastructure development, continued government support through reduced transfer and mortgage registration fees (effective from January 1, 2023), which it has been extended into 2024, and investment-promotion measures led by the Board of Investment (BOI). Through strategic collaboration with partner agencies, the BOI positioned Thailand as a key economic bridge, linking major global economies and promoting the country as a regional hub for high-tech industries. Investment relocation trends - particularly in the electric vehicle (EV), electronics, and advanced technology sectors - have remained robust. Notably, Chinese investors accelerated their expansion into Thailand, reinforcing the growing demand for industrial land within AMATA estates from both domestic and international investors.

In 2024, the Company experienced significant growth, driven by effective business management and the strategic execution of initiatives across key areas including land development, utility services, and rental operations. This progress aligns with the Company's long-term vision of becoming a model sustainable industrial city - one that contributes to national economic development through renewable energy advancement, efficient water and waste management, and strong environmental stewardship. As a result, the Company achieved year-on-year revenue growth across all major business segments. Revenue from real estate sales increased by 87.43% compared to 2023, driven by higher land transfers both in Thailand and abroad. Utility service revenue rose by 23.32%, supported by project expansion and growing demand for essential services. Additionally, revenue from rental services and other income increased by 9.62% year-on-year, reflecting heightened demand for ready-built factory rentals and related services. This performance underscores AMATA's commitment to sustainable urban-industrial development and its contribution to long-term community and economic resilience.

Building Better Customer Experience



High-impact Material Topic

7. Customer Responsibility

- Product and service quality
- Customer health and safety
- Communication and response
- Time efficiency
- Accessibility to information
- Customer relationship management

Risk

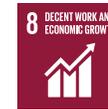
Customers are a group of stakeholders who have a significant impact on the Company's performance and sustainability. Their experiences with the Company's products and services, particularly those that directly affect their businesses, are crucial. If the Company fails to serve their needs or maintain 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.



Contributions to SDGs



3.6



8.1, 8.2



9.4



12.2



16.3, 16.7

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, 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.

Long-term Targets

2024 Targets

2024 Performance

Customer satisfaction score towards the Company, surveyed by the Industrial Estate Authority of Thailand

Above
90%

Above
85%

AMATA City Chonburi: **95%**
AMATA City Rayong: **92.6%**

Customer complaints resolved within the specified timeframe

100%

100%

100%

Management Approach

The success of customers or factory operators within the industrial estates is a key factor supporting the Company's long-term economic growth. Therefore, the Company has always prioritized its customers, treating them in accordance with business ethics and the philosophy of 'ALL WIN.' The Company also promotes customer engagement and effective relationship management to build strong ties and trust, positioning itself as a strategic partner in business success and mutual growth. The Company has established a comprehensive framework for managing customer relationships as follows.



Customer Relationship Building and Retention

In 2024, the Company served a total of 1,356 customers, including tenants and factory operators across both AMATA industrial estates. As a key stakeholder group, these customers play an integral role in the Company's long-term success. Maintaining strong and constructive customer relationships is therefore crucial to the Company's sustainable business operations. To this end, the Company engages with customers through a range of activities and communication channels to understand their needs, expectations, and operational challenges. These insights inform the continuous improvement of products and services, ensuring that the Company can respond effectively and proactively to evolving customer requirements. Moreover, customer engagement efforts aim to foster collaboration in minimizing environmental and social impacts across the supply chain. In 2024, the Company organized several meetings and initiatives to engage customers, as outlined below.

<h3>1. AMATA Japanese Society</h3>	<h3>Customer Needs and Expectations</h3>
<ul style="list-style-type: none"> • Objective: To serve as a communication platform for information exchange between the Company and its Japanese clients operating within AMATA City Chonburi and AMATA City Rayong Industrial Estates. Japanese companies represent a significant portion of the customer base, accounting for 63% and 26% of tenants in Chonburi and Rayong respectively. • Membership: 200 Japanese companies in AMATA City Chonburi Industrial Estate and 55 companies in AMATA City Rayong Industrial Estate, totaling 255 companies. • Number of activities organized in 2024: 16 events • Number of Participating Companies: All 255 member companies 	<ul style="list-style-type: none"> • High-quality After-sales service <ul style="list-style-type: none"> - Development of areas to accommodate the expansion of customer communities and international investors within the industrial estates. - Provision of information support related to monsoon preparedness and flood prevention measures. <h3>Products and Services Developed to Meet Customer Needs</h3> <ul style="list-style-type: none"> • Hotel Nikko AMATA City Chonburi <ul style="list-style-type: none"> - The Company, in collaboration with Fujita Corporation Co., Ltd. and the Japanese Overseas Infrastructure Investment Corporation for Transport & Urban Development (JOIN), jointly developed Hotel Nikko AMATA City Chonburi-a 4-star hotel offering residential accommodations in close proximity to the workplaces of both Thai and international entrepreneurs and investors in the Eastern Economic Corridor (EEC). The hotel commenced operations in 2022. In 2024, the hotel also served as a venue for various events aimed at strengthening relationships with industrial operators. These included <i>An Evening of Thanks</i>, a customer appreciation gathering to promote networking and dialogue between the Company's executives and clients within the estates, and the AMATA Best Waste Management Awards 2024 ceremony, recognizing outstanding waste management practices among tenant companies. • Knowledge-sharing Platforms <ul style="list-style-type: none"> - Briefing sessions to communicate flood prevention and management plans within the industrial estates, while also providing relevant supporting information.
<h3>2. HR Association of AMATA City Chonburi: HRA</h3>	<h3>Customer Needs and Expectations</h3>
<ul style="list-style-type: none"> • Objective: To serve as a central platform for academic knowledge exchange in human resource management among manufacturing companies operating in AMATA City Chonburi Industrial Estate. The initiative promotes education, research, and dissemination of academic knowledge in HR management through seminars and skill-building sessions led by professional speakers. • Membership: A total of 325 member companies • Number of activities organized in 2024: 12 sessions • Number of Participating Companies: 243 companies 	<ul style="list-style-type: none"> • High-quality After-sales Services <ul style="list-style-type: none"> - Provision of updated information and insights related to safety laws and regulations, including newly amended or newly announced legislation issued by government agencies. • Knowledge Exchange on Human Resource Management <ul style="list-style-type: none"> - Support in delivering knowledge and best practices in various aspects of human resource management to enhance organizational capabilities.

<p>2. HR Association of AMATA City Chonburi: HRA</p>	<p>Customer Needs and Expectations</p>
	<p>Products and Services Developed to Meet Customer Needs</p> <ul style="list-style-type: none"> • Occupational Health and Safety Training Services <ul style="list-style-type: none"> - Comprehensive training programs on occupational health and safety, covering environmental, safety, and occupational health aspects in accordance with legal requirements, identified risk areas, and relevant safety standards. All training programs have been officially registered as required by law. - Training on “Legal Compliance in Occupational Safety Practices for Safety Officers in the Workplace.” - Training on “Hazardous Chemical Storage, Hazardous Waste Disposal, and Showcases of Best Practices.” - Seminar on sustainable waste management titled “The Future of Sustainable Waste Management towards a Low-Carbon Society.” • Knowledge-Sharing Platforms <ul style="list-style-type: none"> - Meetings for exchanging information on human resource management, covering topics such as employee compensation and benefits policies, relevant labor regulations, strategic HR practices, and constructive disciplinary approaches.
<p>3. AMATA City Rayong Management Group: ACMG</p>	<p>Customer Needs and Expectations</p>
<ul style="list-style-type: none"> • Objective: To serve as a central platform for sharing practical and regulatory knowledge in human resource management among factories operating within AMATA City Rayong Industrial Estate. The platform also provides consultation and guidance to help ensure legal compliance in factory operations, as well as organizes seminars to enhance HR management skills and knowledge through professional speakers. • Membership: A total of 96 companies, representing 18.9% of all factory operators within the AMATA City Rayong Industrial Estate. • Number of activities organized in 2024: 9 meetings • Number of Participating Companies: 96 companies. 	<ul style="list-style-type: none"> • Human Resource Management Knowledge Exchange <ul style="list-style-type: none"> - Knowledge and insights on various aspects of human resource management, including emerging future trends such as the application of artificial intelligence (AI) in workload management and initiatives to promote employee health and well-being. • Participation and Information Exchange with Chinese Investor Group <ul style="list-style-type: none"> - Connection with a large group of Chinese operators for mutual information exchange

<h3>3. AMATA City Rayong Management Group: ACMG</h3>	<h3>Customer Needs and Expectations</h3>
	<h4>Products and Services Developed to Meet Customer Needs</h4> <ul style="list-style-type: none"> • Engagement Activities for Chinese Investor Group <ul style="list-style-type: none"> - Invited Chinese factories by the after-sales service team of Thai-Chinese Industrial Realty Development Co., Ltd., to join the network. • Knowledge Exchange Forums and Training Seminars <ul style="list-style-type: none"> - Seminar on “Shaping Employee Experience Trends 2025: Focusing on Mental Health & Well-being” conducted by Samitivej Chonburi Hospital. - Full-day training session on “Effective Application of AI in HR Development.” - Training sessions on leadership development, inspiration building, and psychology related to the Growth Mindset. - Legal compliance forums covering topics such as adapting to the new minimum wage of 400 Baht, the use of technology and innovation for PDPA compliance, and guidelines for issuing tax documents in line with Social Security Office regulations.
<h3>4. AMATA City Chonburi CSR Club</h3>	<h3>Customer Needs and Expectations</h3>
<ul style="list-style-type: none"> • Objective: To establish a collaborative network for Corporate Social Responsibility (CSR) among factory operators, healthcare institutions, educational organizations, and AMATA. The Club focuses on joint efforts to care for and develop the surrounding communities of AMATA City Chonburi Industrial Estate. It also aims to promote knowledge sharing on CSR practices and community engagement for sustainable development, enabling each organization to implement CSR activities more systematically and effectively. 	<ul style="list-style-type: none"> • High-quality After-sales Services: <ul style="list-style-type: none"> - Knowledge and guidance on understanding and implementing Corporate Social Responsibility (CSR) activities, Creating Shared Value (CSV), and community engagement initiatives that contribute to sustainable development and organizational sustainability. - CSR and community engagement initiatives aimed at supporting and improving the well-being of communities surrounding AMATA City Chonburi Industrial Estate.
<ul style="list-style-type: none"> • Membership: 199 factory operators in AMATA City Chonburi Industrial Estate, representing 23.5% of all factory operators in the estate. • Number of activities organized in 2024: A total of 33 CSR-related activities • Number of Participating Companies: 317 companies 	<h4>Products and Services Developed to Meet Customer Needs</h4> <ul style="list-style-type: none"> • Community Care Activities / Projects <ul style="list-style-type: none"> - Community care initiatives under the CSR Club aiming to collaboratively enhance community well-being, support educational institutions, and create better access to quality education for local youth.

5. CSR Volunteer Club at AMATA City Rayong

- **Objective:** To establish a collaborative network on corporate social responsibility (CSR) among industrial operators, healthcare providers, educational institutions, and AMATA, with a focus on jointly caring for and developing communities surrounding the AMATA City Rayong Industrial Estate. The Club aims to promote knowledge on CSR activities and community engagement to foster sustainable development. It also supports each participating organization in conducting CSR activities more effectively and systematically.
- **Membership:** 108 factory operators in AMATA City Rayong Industrial Estate, representing 21.2% of all factory operators in the estate.
- **Number of activities organized in 2024:** A total of 26 CSR-related activities
- **Number of Participating Companies including membership and non-membership:** 150 companies

Customer Needs and Expectations

- **High-quality After-sales Services:**
 - Knowledge and information to enhance understanding of CSR activities, implementation of social responsibility initiatives, creating shared value (CSV), and community engagement practices to support sustainable development and strengthen long-term organizational sustainability.
 - CSR initiatives and community engagement programs aimed at supporting and uplifting local communities surrounding AMATA City Rayong Industrial Estate.

Products and Services Developed to Meet Customer Needs

- **Community Care Activities / Projects**
 - A meeting to jointly develop community initiatives focusing on improving educational access and opportunities for youth, enhancing environmental quality, and restoring and conserving local water resources.
 - Collaborative activities among factories in AMATA City Rayong Industrial Estate, such as National Children’s Day, blood donation campaigns, commemorative tree-planting events, community reforestation, job fairs, aquatic animal release activities, friendship sports events, flood relief efforts, and school development initiatives.

6. AMATA City Rayong Occupational Health, Safety, and Environmental Club

- **Objective:** To serve as a central platform for communication and exchange of knowledge on occupational health, safety, and environmental practices between the industrial estate and tenant factories within AMATA City Rayong Industrial Estate. The Club also provides advisory support on regulatory compliance for factory operations and delivers training programs to enhance the knowledge, skills, and capacity of factory personnel in OHSE management.
- **Membership:** 155 companies
- **Number of activities organized in 2024:** 1 session
- **Number of Participating Companies:** 20 companies

Customer Needs and Expectations

- Updates on Regulations and Information Sharing on Occupational Health, Safety, and Environmental Management
 - Updated information on newly enacted environmental and safety regulations, including guidance for preparation and compliance with upcoming regulatory changes.
 - Knowledge and best practices in OHSE management for application within industrial facilities.
- Emergency monitoring and preparedness and mutual aid mechanisms within the industrial estate

Products and Services Developed to Meet Customer Needs

- The 2024 Annual Safety Training Curriculum to meet client needs by providing legally required knowledge and raising employee awareness within industrial operations.
- Training on “Techniques for Developing Fire Prevention and Suppression Plans for Industrial Operations.”
- A technical seminar on “Legal Compliance for Occupational Safety Officers in Workplace Safety Practices.”
- 2024 annual emergency response drills, covering chemical spills, gas leaks, and fire incidents.

<p style="text-align: center;">7. Waste Management Meetings</p>	<p style="text-align: center;">Customer Needs and Expectations</p>
<ul style="list-style-type: none"> • Number of activities organized in 2024: 2 sessions • Number of Participating Companies: 300 companies 	<ul style="list-style-type: none"> • Waste and by-product management within factories and across the industrial estate
<p style="text-align: center;">8. Water Management Meetings</p>	<p style="text-align: center;">Customer Needs and Expectations</p>
<ul style="list-style-type: none"> • Number of activities organized in 2024: 2 sessions • Number of Participating Companies: 149 companies 	<ul style="list-style-type: none"> • Reliability in the quantity and quality of water supplied to factories. • Preparation for flood and drought management within AMATA

Customer Safety

The Company emphasizes the importance of the safety of customers operating in AMATA Industrial Estates, whether in common areas or through effective emergency management. Furthermore, the Company has not only established a fire station according to the regulations of the Industrial Estate Authority of Thailand on Utilities Systems, Facilities, and Service Standards for Eco-Industrial Estate (B.E. 2557, 2014) but has also established two Emergency Response Centers in AMATA City Chonburi Industrial Estate and one Emergency Response Center in AMATA City Rayong Industrial Estate. All Emergency Response Centers are operated by competent firefighters and disaster relief specialists who have received legal training and can be reached 24 hours a day via their direct phone lines.

In addition, the Company anticipated the possibility of emergencies such as fires and chemical leaks inside factories in the industrial estates, which are beyond the Company's management authority. The Company, therefore, established an industrial firefighting school to provide training services in both theory and practice on safety, occupational health, a good working environment, and 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 as safe areas with the occupational health and working environment required by law and to ensure that the employees working in the establishments can respond properly in the event of a fire in their workplaces.

In 2024, the Company suppressed 11 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 910 classes and a total of 124,901 trained factory workers.
- The Company, in collaboration with the offices of AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate, organized an on-site and online emergency control drill (chemical leaks, gas leaks, and fires) for the year 2024 to equip staff of the Emergency Response Centers with preparedness 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.

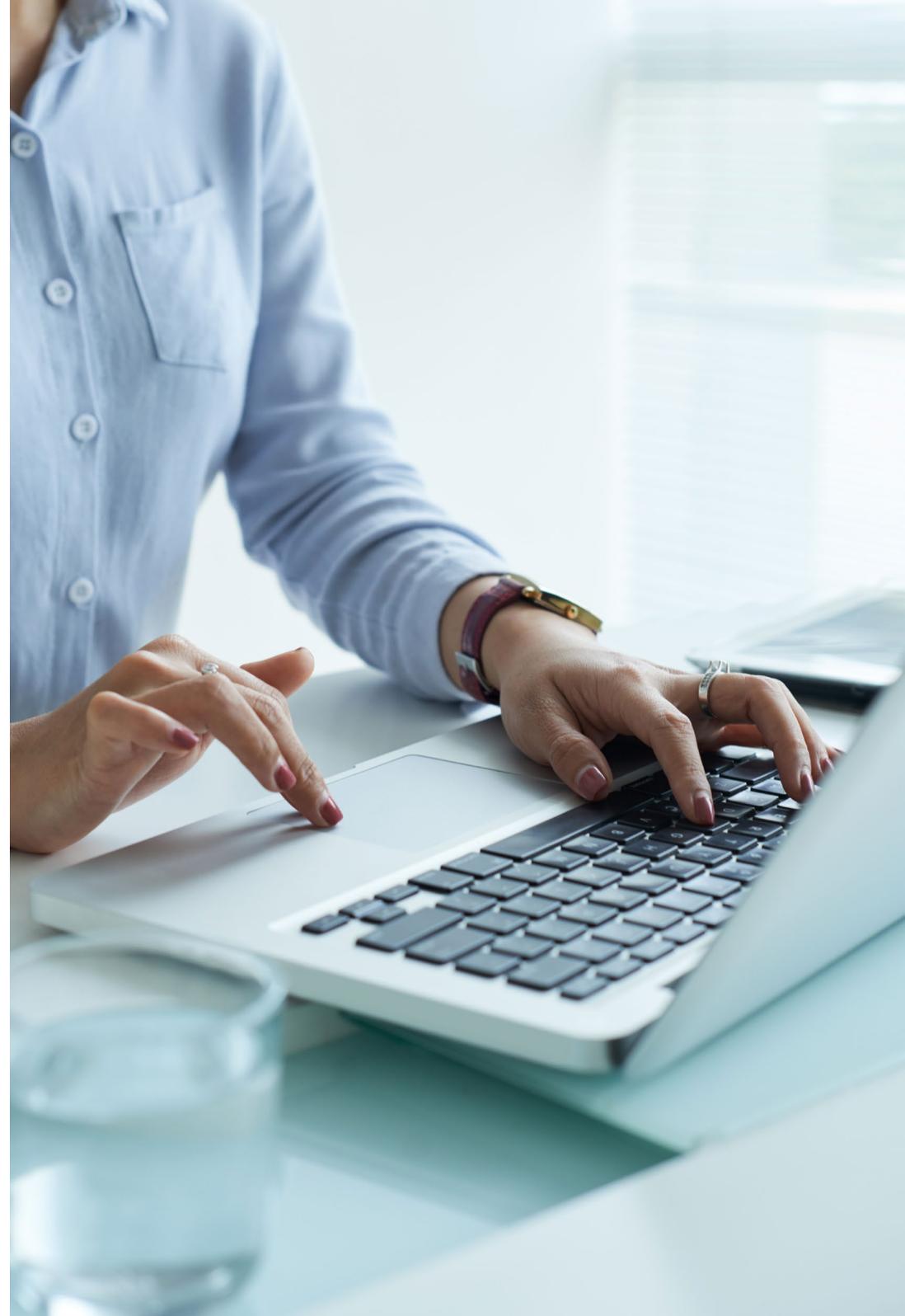
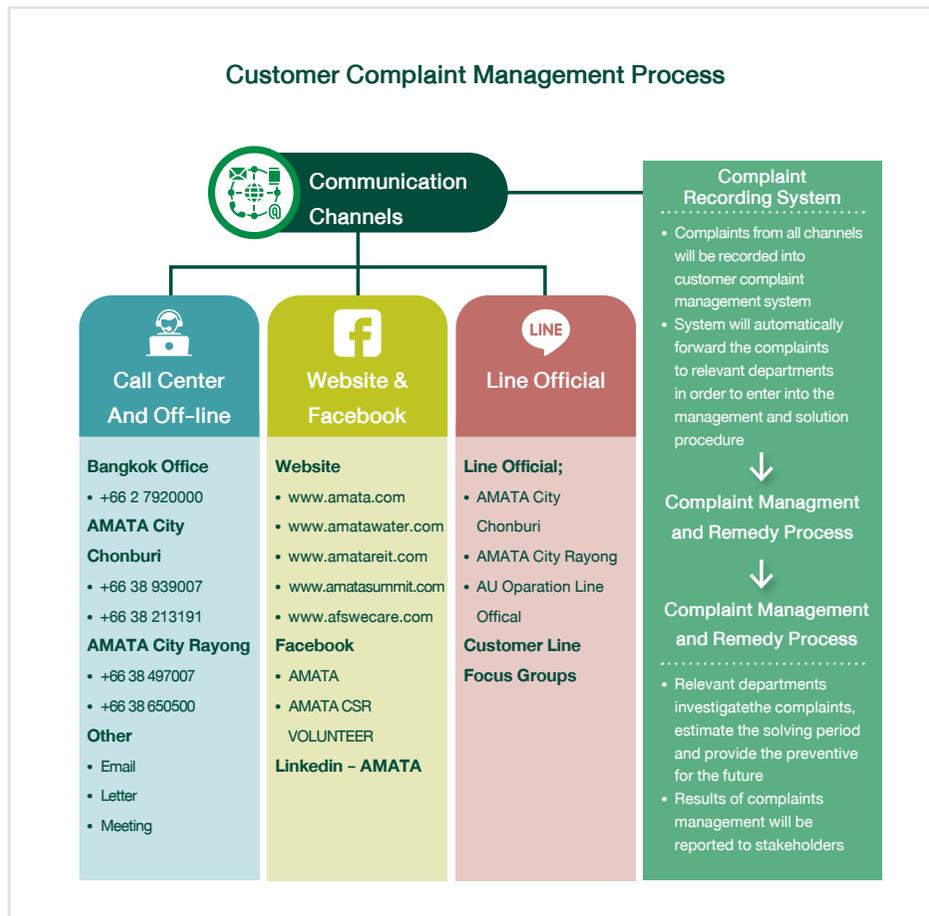
- The Company, in collaboration with the Chonburi Labor Protection and Welfare Office, the Occupational Safety Center Region 2 (Chonburi), and the Occupational Health and Safety of the Industrial Estate Authority of Thailand, organized a seminar on “Ensuring Workplace Safety Compliance for Occupational Safety Officers” to disseminate legal knowledge, promote state-driven occupational safety management policies, and equip Safety Officers (SO) with the necessary guidelines for managing occupational safety, health, and environmental conditions in factories. The seminar aimed to enable Safety Officers to apply these best practices effectively, ensuring compliance with legal requirements and promoting a safer work environment.
- The Company, in collaboration with the AMATA City Rayong Industrial Estate Office, the AMATA City Rayong Occupational Safety, Health, and Environment Association, and Sumitomo Rubber (Thailand) Co., Ltd., organized a training course on “Technical Strategies for Developing Fire Prevention and Suppression Plans in Industrial Operations.” The objective was to develop and enhance the knowledge and capabilities of safety officers in industrial facilities, ensuring a clear understanding of fire prevention planning principles and methods. Participants were trained to apply this knowledge in alignment with legal requirements and adapt it to their organizational context. The training also served as a guideline for effective and timely fire emergency response.
- The Company organized seminars on “Preventing Industrial Accidents in Hazardous Chemical Storage” and “Showcase: Hazardous Waste Disposal” for businesses operating in AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate. The objective was to promote workplace safety in handling, storing, and disposing of hazardous chemicals, ensuring efficient risk mitigation and accident prevention within industrial operations.

The Company emphasizes **the importance of the safety of customers operating in AMATA Industrial Estates**, whether in common areas or through effective emergency management.

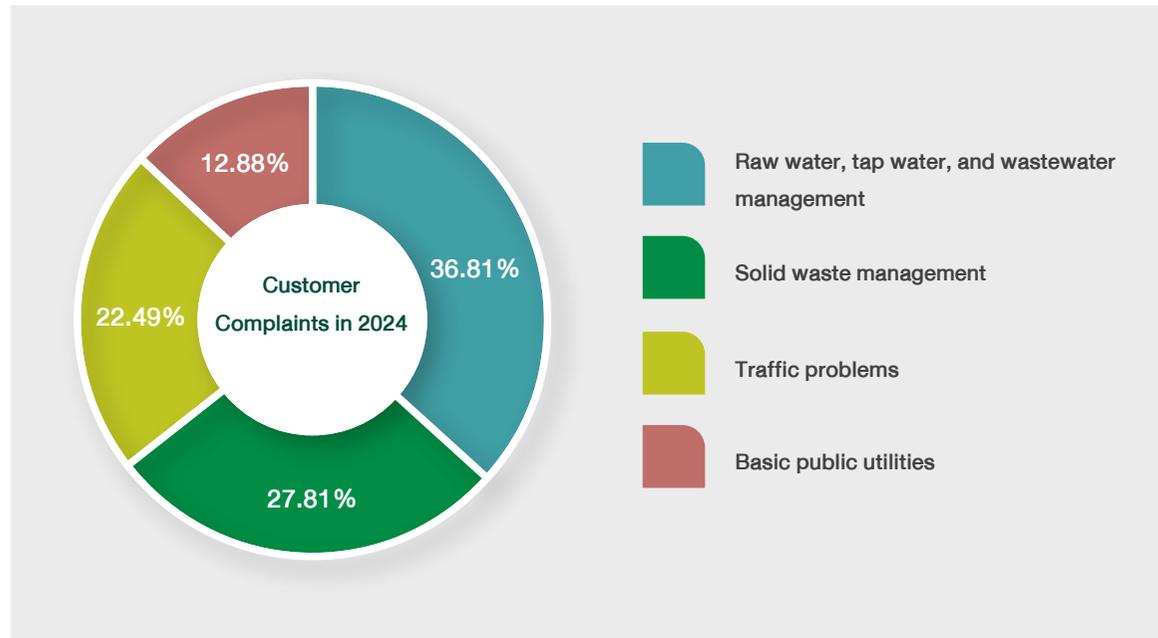


Customer Complaint Management

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. Upon receiving a customer complaint, the responsible party will forward the complaint to the relevant department for resolution within the specified time frame. Once the issue is resolved, the customer will be contacted to report the resolution. The complaint will then be recorded in the Company's complaint database for future reference and improvement.



In 2024, the Company received a total of 489 complaints regarding utilities and services. These complaints were categorized as follows: 180 complaints related to issues in raw water, tap water, and wastewater management, accounting for 36.81% of all complaints; 136 complaints regarding solid waste management, representing 27.81%; 110 complaints about traffic problems, which accounted for 22.49%; and 63 complaints concerning basic public utilities, making up 12.88%. All complaints have been addressed and feedback provided to the customers, with a resolution rate of 100%.

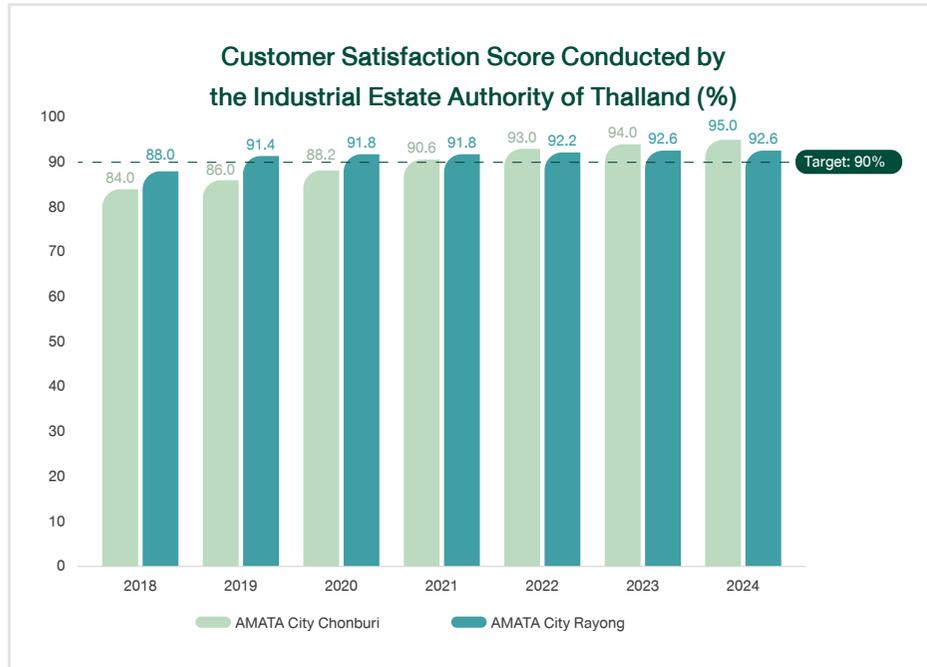


The responsible departments have analyzed customer complaints to determine appropriate corrective and preventive measures, which were subsequently presented to the management meetings for acknowledgment and approval. For example, in response to traffic-related complaints, AMATA Facility Services Co., Ltd. conducted a comprehensive analysis based on complaint data collected over the past three years. This analysis included factors such as primary and secondary causes of accidents, frequently affected areas, severity of incidents, urgency levels requiring resolution, and potential risks of recurrence, as well as on-site conditions. The findings were used to develop targeted solutions encompassing both engineering infrastructure and management strategies. In addition, advanced technologies were identified and incorporated to enhance operational effectiveness. Post-implementation, the Company also conducted regular follow-up inspections of the improved areas to assess the success and efficiency of the corrective actions taken.

Customer satisfaction

The Industrial Estate Authority of Thailand (IEAT) conducts an annual customer satisfaction survey across 46 industrial estates nationwide. The survey evaluates seven key areas: 1) products and services, 2) pricing for land sales, leases, maintenance fees, water, and other service charges, 3) customer service points, 4) communication channels, 5) staff quality, 6) service processes and procedures, and 7) the physical environment within the industrial estates.

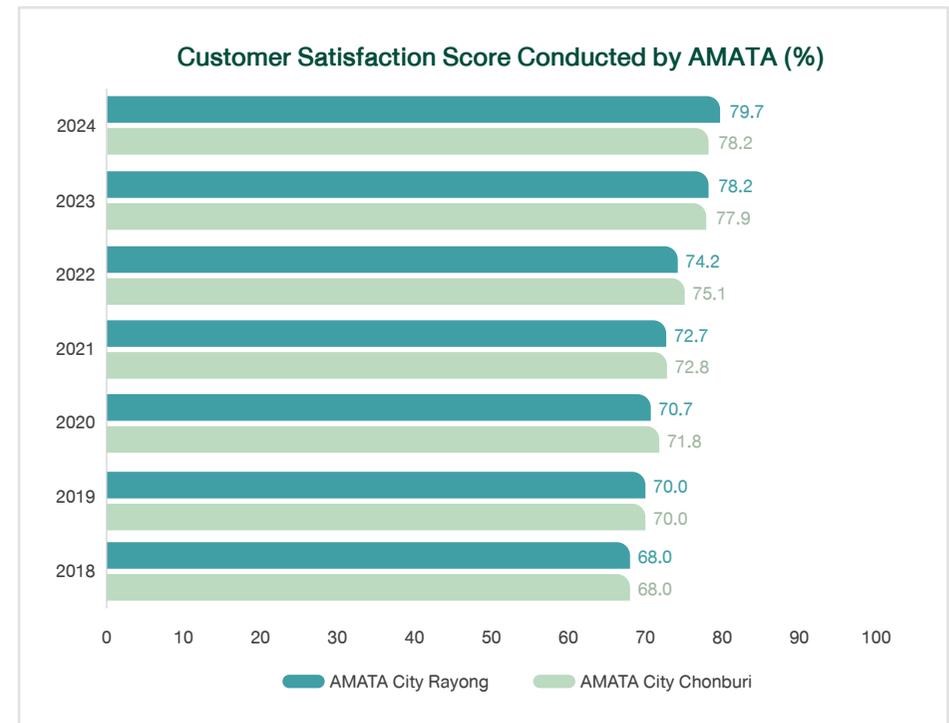
In 2024, the survey results showed that AMATA City Chonburi Industrial Estate received an average satisfaction score of 95%, while AMATA City Rayong Industrial Estate achieved 92.6%, both exceeding the Company's target of 90%.



Additionally, to obtain more detailed insights into customer satisfaction within the AMATA Industrial Estate, the Company conducted 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.

In 2024, the Company conducted a customer satisfaction survey in both AMATA Industrial Estates, covering 10 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 space management; 6. Waste management; 7. Telecommunication and internet services; 8. Industrial estate services to meet stakeholders’ needs; 9. The Company’s employee services 10. Communication channels and activities.

The customer satisfaction scores for AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate were 78.2% and 79.7% respectively, both representing an increase from 2023. 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.



95.0%
The customer satisfaction scores for AMATA City Chonburi Industrial Estate

92.6%
The customer satisfaction scores for AMATA City Rayong Industrial Estate

The results of the customer satisfaction survey, including issues and feedback gathered from both the Industrial Estate Authority of Thailand and the Company's own assessment, were presented in the Company's executive meetings. These findings were reviewed to enhance products, services, and operational processes. In 2024, the Company implemented initiatives addressing various key areas based on the survey results.

<p>Examples of concerns or recommendations from the Company's 2024 customer satisfaction survey</p>	<p>The Company's Response</p>
<p>1. Problems related to the strength, speed, and stability of the internet connection provided by the service providers have led to usage difficulties, adversely affecting the operational efficiency of customers.</p>	<p>The Company has increased network checking and inspections at various points of internet network signal towers within the industrial estate to ensure comprehensive security and mitigate the risk of theft. Additionally, routine checks are conducted on equipment, with a central team coordinating responses with both the police and customers in case of incidents.</p> <p>Furthermore, the Company has initiated a trial of an alert system via the Line Application to monitor energy usage of signal towers, enabling timely detection and resolution of potential issues. The Company also acts as a facilitator in communicating customer concerns to internet service providers through various channels, such as online and offline meetings, to collaboratively find effective solutions for customers.</p>
<p>2. The management of traffic flow and the regulation of large trucks during peak hours, as well as the maintenance of road surfaces and related infrastructure, including traffic signs and street lighting.</p>	<p>The Company has implemented various measures to reduce traffic congestion and enhance safety within the industrial estate, including:</p> <ul style="list-style-type: none"> • Installing public information signs prohibiting large trucks from entering the area during peak hours. • Placing "No U-Turn" signs at high-risk locations. • Deploying police officers and traffic volunteers at various checkpoints to regulate truck movement. • Installing guard rails and street lighting at hazardous spots. • Upgrading and replacing traffic signs across the entire estate for improved clarity. • Constructing roundabouts to improve traffic flow. • Enhancing traffic signal systems at key intersections to boost safety and efficiency.
<p>3. The safety and security of life and property within the industrial estates.</p>	<p>The Company has enhanced security measures by installing AI-powered CCTV cameras to quickly detect and manage illegally parked vehicles along road shoulders, reducing the risk of rear-end collisions. Additionally, the Company has increased street lighting at high-risk intersections, intensified patrols in vulnerable areas, and collaborated with law enforcement to set up nighttime security checkpoints within the industrial estate to enhance overall safety.</p>

Employee Care, Development and Retention



High-Impact Material Topic

8. Employee Development and Retention

- Employee well-being
- Compensation and benefits
- Training and education
- Talent attraction and retention
- Employee engagement
- Company culture

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.



Contributions to SDGs



4.4, 4.5



8.5, 8.8



10.2, 10.3

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.

Long-term Targets

2024 Targets

2024 Performances

Employee engagement score

More than
74%

More than
74%

70%

Voluntary employee turnover rate

Below
10%

Below
10%

7.4%

Average training hours per employee per year

At least
18 hours

At least
18 hours

23.31
hours

Management Approach

The Company recognizes that human capital is a critical factor in the long-term success of the organization. Talented employees who demonstrate integrity and ethics are key drivers in achieving the Company's sustainable development goals. Therefore, human resource management plays a vital role in attracting, retaining, and developing capable personnel while enhancing employee relations and overall organizational performance.

To support this commitment, the Company has established a “**Human Resource Management Policy**”, which reflects its dedication to managing human resources effectively. This policy encompasses recruitment, employment, compensation and benefits, employee relations, and termination. It also includes physical and mental well-being, as well as a healthy working environment. All human resource practices are implemented systematically under the principles of human rights, fair labor treatment, corporate governance, and the Company's Code of Conduct. The goal is to foster continuous career development, promote employee engagement and satisfaction, and ensure that employees are empowered to perform at their full potential. Ultimately, this approach supports workforce stability and readiness for the Company's future business expansion.

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Human Resource
Management Policy

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 Financial 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.

Respect for Human Rights and Fair Labor Practices

The Company is committed to treating all employees fairly, with equity, equality, and without discrimination. This includes ensuring non-discriminatory practices based on age, gender, education, marital status, political opinion, race, religion, beliefs, or visible and non-visible disabilities. These principles are upheld in accordance with local labor laws, labor-related regulations and standards in the countries where the Company operates, as well as international human rights frameworks. The Company actively promotes and embraces Diversity, Equity, and Inclusion (DEI) by fostering a respectful and inclusive workplace where differences are acknowledged and valued. Fair treatment is ensured throughout the entire employee lifecycle - from recruitment and hiring to skills development and termination - through clearly defined and documented processes. Compensation and benefits are provided equitably, based on a transparent performance evaluation system that aligns with predefined targets and measurable outcomes. This approach reinforces a just, inclusive, and high-performing work environment.

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 seeks qualified candidates from both internal employees within the group and external applicants. Priority is given to internal candidates for consideration and selection. If no suitable candidate is found internally, the Company will proceed with external recruitment and hiring. The Company will not use child labor or labor that violates the law and will treat employees, job applicants, workers, and all stakeholders with fairness. It will also carry out all processes with fairness, transparency, and accountability, without discrimination, throughout the recruitment and hiring process. In 2024, 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 2024, 11 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 - 12 months in order to enhance their competency according to their interests and also to learn about other functions within the Company. In 2024, 5 staff members have transferred to other functions within the Company.

In 2024, the Company had a total of 46 job openings, successfully recruited 39 new employees, achieving a recruitment success rate of 85%. As of 31 December 2024, the Company employed a total of 309 employees, with details as follows:

	2021	2022	2023	2024
Total employees	265	277	301	309
New employees	27	41	46	39
Job Opening (Positions)	36	57	59	46
Recruitment Rate (%) (% Target)	75% (70%)	72% (70%)	78% (70%)	85% (70%)

Employment of retired employees

The Company has a Retirement Policy that allows retired employees to return to work voluntarily. Since the Company is well aware that certain retired employees are still healthy, able to work efficiently, and provide value to the Company by passing on their work experience to the younger generation. The Company therefore offers opportunities for employment after retirement and considers the knowledge and abilities of retirees, as well as the suitability of the job role, on an annual basis. The rehired employees will receive proper compensation in accordance with regulations, as well as benefits comparable to those of full-time employees. They will also be provided with protections as required by the laws and regulatory authorities of each country where the company operates. In 2024, a total of 6 employees retired, and 14 employees were employed on a continuous basis under the post-retirement employment policy.

Employee care

Employee Care Strategy (2023 – 2025):

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

Building Organizational Capability	Elevating Motivation	Enhancing Employee Wellbeing
<ul style="list-style-type: none"> • Future-proof Organization Design <ul style="list-style-type: none"> - Organizational structure - Governance and management systems 	<ul style="list-style-type: none"> • Rewards & Recognition <ul style="list-style-type: none"> - Market competitive remuneration aligned with market benchmarks and cost of living. - Employee recognition - Employee referral (“Friends Get Friends” program) 	<ul style="list-style-type: none"> • Education <ul style="list-style-type: none"> - Scholarship - Language training • Health & Wellbeing <ul style="list-style-type: none"> - Physical health (vitamin, sports club, health insurance) - Mental health (employee counselling program) • Occupational Safety <ul style="list-style-type: none"> - Ergonomic work shoes for employee health and well-being
<ul style="list-style-type: none"> • Skills-based Organization <ul style="list-style-type: none"> - Learning journey - Boot Camp for talents and Successors - Leadership Development Program 	<ul style="list-style-type: none"> • Effective Communications <ul style="list-style-type: none"> - Townhall - CEO Day - Staff meeting - The Welfare Committee 	<ul style="list-style-type: none"> • Workplace Facilities <ul style="list-style-type: none"> - Recreation room - Ergonomic devices (stand-up, sit-down, lie-down)
<ul style="list-style-type: none"> • Career Pathing 		

Compensation Management

The Company manages both short-term and long-term compensation, benefits, and entitlements to ensure they are appropriate, fair, and aligned with business performance. Compensation structures consider job responsibilities, economic conditions, cost of living, and business environment, with regular reviews to remain competitive and benchmarked against similar industries. Compensation is determined based on the principles of Pay for Position (aligned with roles and responsibilities) and Pay for Performance (based on individual performance and alignment with organizational values), with a commitment to non-discrimination for work of equal value. This approach is designed to retain, motivate, and reward high-performing, capable, and dedicated employees. For expatriate staff working in overseas locations, compensation and benefits packages are structured in accordance with local laws and remain competitive within local labor markets. These packages are developed by referencing market salary data and cost-of-living indices in each host city. The Company has established clear payroll and bonus payment schedules, ensures timely payments, and provides proper documentation to employees. In addition, the Company complies with all applicable labor laws related to working hours, including the fair and accurate payment of overtime. The Company is also committed to enhance operational efficiency and improve work systems to reduce unnecessary overtime.

Welfare and Benefits

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, including life and accident insurance, disability and occupational injury coverage, annual health check-ups, maternity leave, language proficiency incentives, 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 funeral allowance for family members, etc.

In 2024, the Company revised its employee healthcare benefits policy by introducing a flexible medical fee scheme. This annual health support allowance allows employees to access expanded care, including dental treatments, LASIK eye surgery, and eyewear support, offering greater flexibility to meet diverse healthcare needs.

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 with the intention of promoting a better quality of life, which in turn enhances employee performance and fosters participation between management and employees. They provide a formal channel for gathering feedback and suggestions on welfare, occupational health and safety, labor standards, as well as employee complaints and concerns.

Provident Fund

To promote long-term financial and retirement planning, the Company has established a provident fund, which has 169 members, accounting for 54.7% of the total number of employees in 2024. 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 Health and Well-being

The Company has a policy to allocate an annual budget to promote employee well-being, ensuring a healthy work environment. This includes health and safety programs, on-site fitness facilities, and recreational spaces designed to foster interaction between new employees and retired employees who continue to work under extended contracts. Additionally, online meetings between senior management and employees were held regularly to share the commitment to looking after employees' health. Educational materials on disease prevention and self-care are disseminated through internal communication channels, including employee Line groups, by in-house healthcare professionals, particularly during seasonal outbreaks of diseases i.e influenza, dengue fever, and heatstroke which are global public health concerns that have intensified due to the impacts of climate change.



“Healthy Inside Out” Program

Employee well-being is a crucial factor in enhancing workplace agility and improving overall performance. To promote better health among its staff, the Company implemented the “Healthy Inside Out” initiative, which encourages employees to engage in regular physical activity alongside adopting proper nutrition. The program aims to improve both physical and mental health, while reducing the risk of non-communicable diseases (NCDs), such as diabetes, hypertension, hyperlipidemia, cardiovascular disease, obesity, and abdominal obesity-conditions largely resulting from poor lifestyle behaviors.

This program is a collaboration between the Company and Samitivej Chonburi Hospital. The hospital supported the initiative by offering professional guidance on effective exercise techniques and appropriate nutrition. In addition, tools were provided to assess and monitor participants’ body fat composition and muscle mass both before and after the program to evaluate health improvements. The program ran from April to July 2024, a total of 90 days, with participation from 74 employees. The Company organized a variety of health-promotion activities under this initiative, including:

1. Promoting Consistent Exercise Among Employees

- Organized fitness challenges with clear goals and incentive rewards. Employees were asked to submit photos or data from smart devices (e.g., smartphones or smartwatches) via Google Forms to track daily exercise. Performance was evaluated at three intervals: pre-program, mid-program, and post-program.
- Provided motivational rewards throughout the program to encourage continuous participation.
- Arranged expert-led health talks and wellness sessions at the beginning and mid-point of the program.
- Delivered practical exercise demonstrations by physiotherapists to ensure proper form, optimize health benefits, and minimize the risk of injury.

2. Promoting Nutritional Awareness and Healthy Eating Habits

- Organized educational sessions led by certified nutritionists to provide guidance on selecting and consuming nutritious food that supports overall health and well-being.
- Shared meal photos and tailored dietary recommendations from nutritionists via the project’s dedicated LINE group to encourage continuous engagement and healthy choices.

3. Fostering a Healthy and Supportive Work Environment

- Group fitness activities and team sports competitions are encouraged within the organization to promote health, foster camaraderie, and enhance a collaborative work atmosphere. These activities contribute to stronger team dynamics, improved communication, and mutual support among team members.



Based on baseline health assessments conducted prior to the program, 46 employees (62.16%) participating in the initiative were identified as being overweight or obese. The program therefore set specific targets and established performance indicators to evaluate outcomes following the 3-month implementation period.

Project Goals	Performance Outcomes
1. Reduction in body fat	Average body fat reduction was 0.17%, with the highest individual reduction recorded at 5.3%.
2. Increase in muscle mass	Average muscle mass increased by 0.26%, with the highest individual increase at 3.1%.
3. Reduction in visceral fat	Average visceral fat decreased by 1.02%, with the highest individual reduction at 3.0%.
4. Overall weight loss target: 10%	<p>The average weight loss was 0.5 kilograms, with the highest individual weight loss at 7.7 kilograms.</p> <p>Total cumulative weight before the program: 5,341 kilograms</p> <p>Total cumulative weight after 3 months: 5,304 kilograms</p> <p>Overall reduction: 0.69%</p> <p>Although the total weight loss did not meet the 10% target within the 90-day period, the results showed a clear reduction in body fat and a notable increase in muscle mass. A total of 34 participants (45.94%) experienced weight reduction.</p>

Benefits to the Company	Benefits to Society	Benefits to the Environment
<ul style="list-style-type: none"> • Reduced healthcare costs: Preventive health measures helped lower employee health insurance and welfare costs, from 305,514 Baht in 2023 to 246,200 Baht in 2024. • Improved work performance: Healthy employees are more energetic and engaged, leading to increased productivity. • Reduced absenteeism and presenteeism: Improved employee health leads to fewer sick days and enhances on-the-job performance, minimizing productivity losses and operational disruptions. • Strengthened corporate culture: A health-conscious workplace enhances employee satisfaction and promotes overall well-being. 	<ul style="list-style-type: none"> • Healthier communities: Employees with improved health tend to promote healthier behaviors among their families and communities. • Boosted local economy: Spending on health services, healthy food, and local fitness activities stimulates community businesses. • Reduced burden on public health systems: Prevention lowers hospital overcrowding and government health expenditure. 	<ul style="list-style-type: none"> • Reduced pollution and waste through health-conscious behavior: Health promotion activities encouraged lifestyle changes such as cycling, walking, reducing plastic use, and choosing eco-friendly foods. • Lower resource consumption in healthcare: Disease prevention reduces reliance on medications, medical equipment, and energy usage in healthcare facilities.



Employee Performance Evaluation and Remuneration

The Company conducts performance evaluations for executives and employees twice a year, at mid-year and year-end with clear, transparent and fair evaluation criteria and processes. The individual performance assessment results are considered in determining the annual compensation for executives and employees. The Company encourages employee participation in the development of individual work plans and key performance indicators (KPIs) in collaboration with their supervisors, ensuring alignment with departmental and corporate goals (Corporate KPIs). This participatory approach, grounded in two-way communication, supports the planning and continuous improvement of work efficiency. In addition, it helps strengthen the relationship between supervisors and employees, fostering a sense of trust and engagement. Ultimately, this process plays a vital role in enhancing employee commitment and serves as a key mechanism in driving the Company toward its strategic objectives.

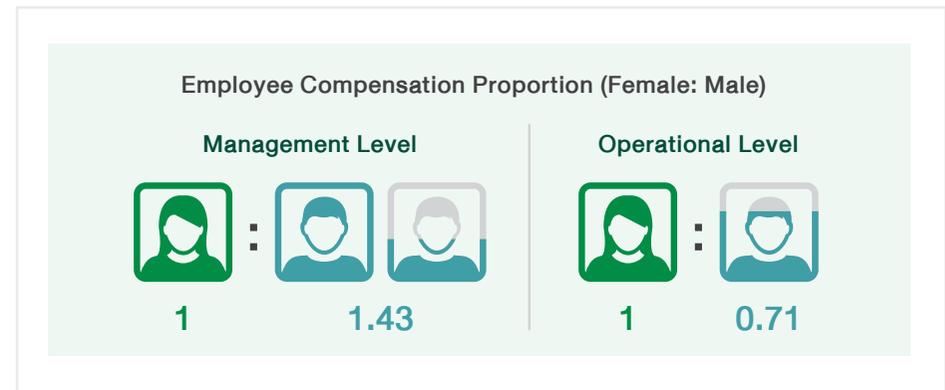
In 2024, all employees and executives within the organization (100%) were evaluated based on three categories:

1. Performance evaluation using Key Performance Indicators (KPIs) is an effective tool for driving performance management processes. The KPIs were established collaboratively between employees and supervisors.

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 employees. A one-to-three-year employee development plan is also collaboratively established by the employees and their supervisors.

The Company recognizes the importance of nurturing and retaining knowledgeable and capable employees, who are key drivers of long-term sustainable growth. As such, the Company places great emphasis on ensuring fair, performance-based compensation and providing appropriate welfare benefits in accordance with its Human Resource Management Policy. In addition, the Company offers recognition and rewards to high-performing employees whose capabilities are evident, with the aim of attracting and retaining top talent and fostering their development into future leaders. To ensure competitiveness and alignment with industry practices, the Company participates annually in compensation and benefits surveys conducted by reputable national institutions. These benchmarking efforts are conducted against similar business groups to support compensation strategies that are responsive to employee expectations, economic conditions, and the national cost of living. This approach enables the Company to remain competitive in the labor market and to attract an increasing number of talented professionals to join the Company.



Performance Evaluation and Remuneration of the Chief Executive Officer and Senior Executives

The Company has established clear performance evaluation criteria for the Chief Executive Officer and senior executives to ensure alignment with its strategic direction. All senior executives are assessed based on key performance indicators (KPIs) that reflect the Company's long-term strategic plan toward 2030, as well as the Corporate KPIs. These indicators encompass both financial and non-financial dimensions, incorporating environmental, social, and governance (ESG) performance, and are structured under the Balanced Scorecard framework.

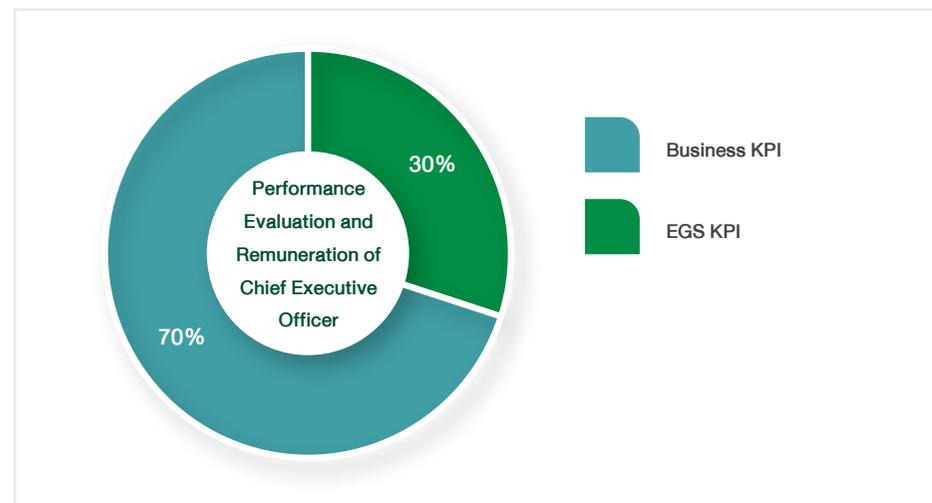
Dimension	Key Performance Indicators	CEO	Senior Executives	Employees
Economic	• Revenue and net profit	●	●	-
	• Recurring income ratio	●	●	-
	• Growth of recurring income through innovative products and services	●	●	●
Environmental	• Greenhouse gas emissions (Scope 1 & Scope 2)	●	●	●
	• Proportion of renewable energy usage	●	●	●
	• Efficient resource utilization (e.g., water, waste)	●	●	●
	• Number of significant environmental violations or fines	●	●	●
Social	• Talent acquisition, retention, and workforce capability development	●	●	-
	• Employee engagement score	●	●	-
	• Succession planning readiness for strategic growth	●	●	-
	• Customer and local community satisfaction score	●	●	●
	• Number of road accidents within the industrial estate	●	●	-
Corporate Governance	• Number of significant corporate governance complaints	●	●	-
	• Number of legal violations related to economic, social, or environmental laws	●	●	●
	• Number of corruption or fraud cases	●	●	●
	• Number of cybersecurity breaches or data leaks	●	●	●

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.

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 although 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%. In terms of compensation, a survey has been conducted to access salary adjustment rates and executive 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.



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 2024 through competencies development of successors and talents
- Create long-term leadership pipeline to enhance competitiveness
- Leverage technological advancement for personalized learning

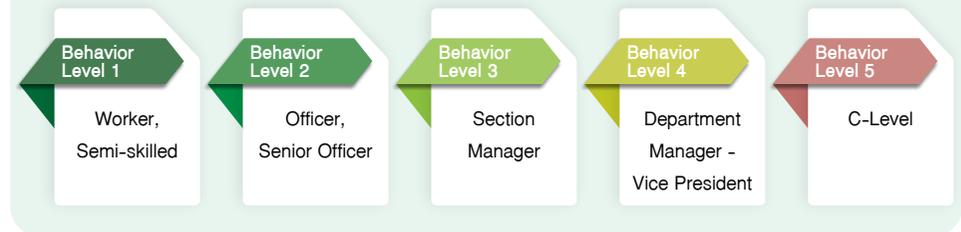
Success Indicators

- 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 2024, the Company provided a comprehensive learning and development program based on the 70:20:10 Learning Model and guided supervisors and subordinates in discussing and planning their development and addressing any skill gaps. As a result of the training, 65% of employees completed their Individual Development Plans (IDPs). Additionally, the Company analyzed the data on employees' basic knowledge needs to determine the training needs for the following year.



Level of Expected Behavior



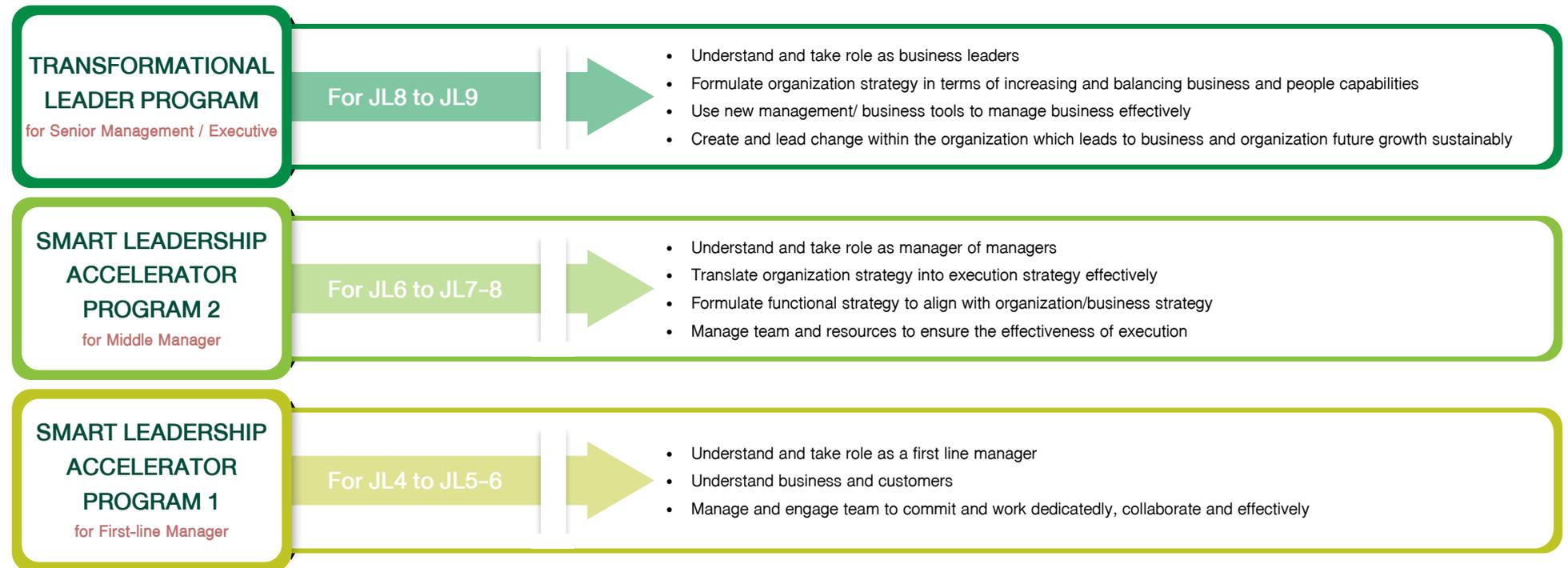
Degree of Proficiency



The Company has also developed the 'AMATA Leadership Development Program' for junior, mid-level, and senior executives, with the aim of cultivating and preparing future leaders who possess the leadership qualities, skills, and knowledge necessary for key succession roles. This initiative supports the Company's long-term growth and competitive advantage. The Company continuously enhances the program to encompass both soft skills and technical skills in business management. The primary objectives of the program include:

1. Foster a comprehensive understanding of the business, including the impacts of each department, and cultivate readiness for change.
2. Develop essential skills, mindset, and proficiency in the use of management tools, technology, and effective team leadership.
3. Instill habits and behaviors that prepare individuals for taking on higher-level leadership roles.

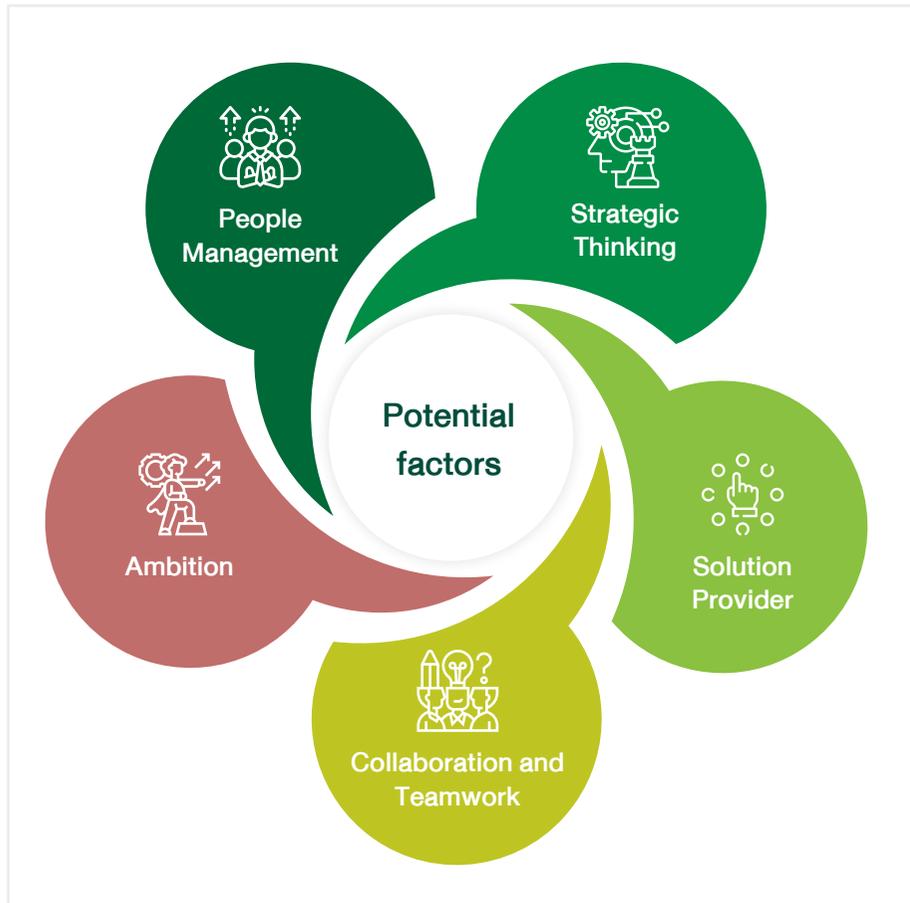
AMATA LDP | Leadership Development Program



The Company provides specialized competency development programs to enhance workforce skills resilience and industry-specific expertise. These initiatives focus on upskilling employees in critical operational roles. Examples include training on the application of construction contracts, aligned with the International Federation of Consulting Engineers (FIDIC) standards, for engineering and legal compliance teams, as well as Service Excellence Mindset training for frontline employees, customer service teams, and VIP relations teams to ensure high service standards and positive customer engagement.

Rising Star Program

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



The AMATA Rising Star program is designed to promote employee advancement and mitigate the risk of talent shortages, ensuring the Company’s ability to grow its business as planned. The program targets the identification and development of 12 high-potential employees per year, equivalent to 5% of the total workforce. Candidates are selected from junior management level and employees in critical positions using a 360-degree assessment to evaluate their potential, combined with a performance review and final screening by the Human Resource Management Committee.

Employees identified as Rising Stars receive individual development plans, career path planning, and priority consideration for inclusion in the succession plan. Since the program’s inception in 2021, six employees have been added to the pool of successor candidates, out of a total of 12 Rising Stars to date.

In 2024, the Company also launched an educational sponsorship program to support employees in advancing their knowledge and capabilities for career development, in line with the Company’s core values: Visionary for Leaders. The program serves as both a motivational tool and talent retention strategy. Employees can apply for scholarships year-round for bachelor’s or master’s degree programs taught in English by leading universities in Thailand.



Succession Plan

To ensure business continuity and prepared for business expansion, the Company has recruited and developed successors for key executives particularly those nearing retirement or positions at risk that may potentially disrupt business continuity. Priority is given to internal recruitment before external recruitment to enhance career advancement opportunities for high-potential employees with consistently strong performance.

In 2024, the Company completed successor profiles for 100% of senior executive positions, with a list of successors covering 76.5% of all senior executive positions, prioritizing internal high-potential candidates. The Company then aims to create individual development plans to prepare employees for taking on leadership roles or executive positions, in order to replace executives who will be retiring in the next 1-3 years.

In 2024, the Company assigned strategic project work to a group of successor candidates and Rising Star employees, allowing them to gain experience beyond their routine responsibilities. These projects were designed with a cross-functional approach to promote broader organizational understanding and collaboration. In addition, a total of 37 employees from this group were enrolled in the inaugural Business and Leadership Development Boot Camp program. The program aims to equip participants with knowledge, mindset, and practical skills in project management and business tools relevant to a rapidly changing and sustainability-driven world. It also focuses on enhancing leadership capabilities and team management in preparation for middle management roles as strategic drivers. Furthermore, participants are trained to understand and apply data and digital technologies in business operations, and to develop storytelling skills that foster credibility and stakeholder confidence—an essential component in achieving the Company's business objectives. The learning journey includes both digital learning modules and hands-on workshops. The Company has set a target for at least 80% of participants to successfully complete the program.

In 2024, 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 80.91% of all employees participated, for a total average of 23.31 training hours per person per year. The management level received an average of 54.63 training hours per person per year, and the operational staff received 17.72 training hours per person per year.



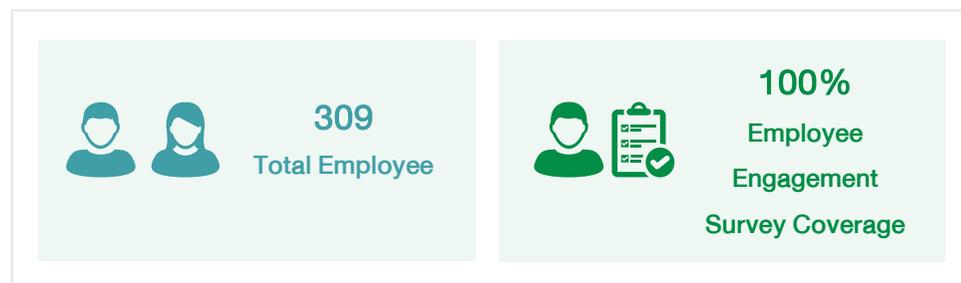
Employee Engagement

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 executives and Board of Directors. Furthermore, the Company has informed the employees about the results of employee engagement survey through the Company's intranet and presented progress on the management of issues found in the previous year through quarterly staff meetings, as well as communicated via employee representatives in the Welfare Committee.

In 2024, the average employee engagement score was 70%, showing an improvement from the previous year. However, it did not meet the target of 74%. Key areas identified through employee feedback that require urgent development include high-potential employee management and workforce planning (talent & staffing), in preparation for the Company’s regional business expansion and upcoming projects over the next three years. The Company has taken these concerns into consideration for further action.

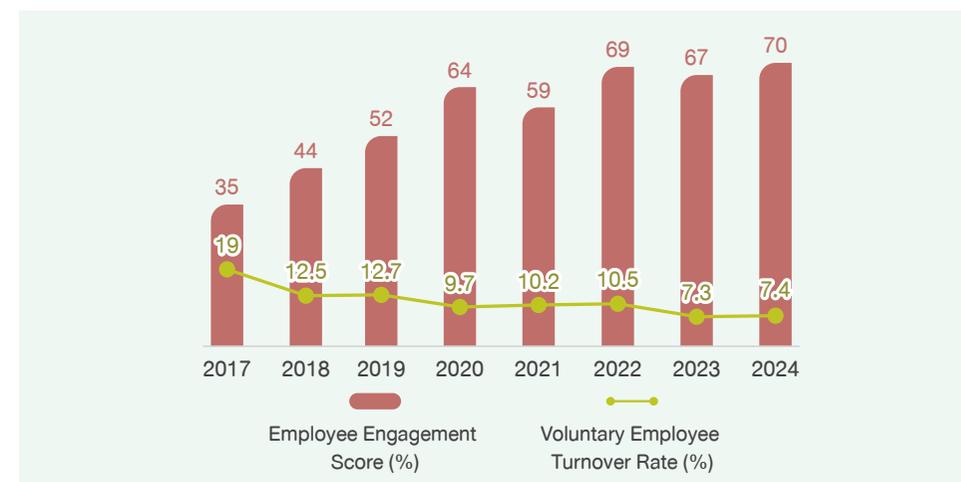
Regarding talent management, the Company has implemented development programs specifically designed for high-potential employees and successor candidates to strengthen their business and/or departmental-level project management competencies. In terms of workforce planning, the Company conducted workshops for managers to deepen their understanding of organizational structure design based on clear role definitions along the business value chain. This process utilized the RACI framework (Responsible, Accountable, Consulted, Informed) to support an effective and scalable organizational structure aligned with workload expansion. Additionally, the Company has initiated measures to develop career paths to retain high-performing and capable employees in the long term. Plans include job evaluation and salary structure adjustments that reflect the evolving organizational structure and job responsibilities. The Company also aims to enhance its internal systems through digital transformation and strengthen the employee experience to foster lasting satisfaction and engagement with the Company.

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, with a set corporate target of keeping the voluntary employee turnover rate below 10%. In 2024, the voluntary employee turnover rate decreased to 7.4%, meeting the target set and showing an improvement from 2023. 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.



	2019	2020	2021	2022	2023	2024
Average turnover rate of the real estate and construction industry (%)	22.6	22.6	20	16	25	20
Employee turnover rate* (%)	12.7	11.2	11.3	12.3	9.3	8.4
Target on voluntary employee turnover rate (%)	10	10	10	10	10	10
Voluntary employee turnover rate (%)	12.7	9.7	10.2	10.5	7.3	7.4

*Employee turnover includes voluntary resignation, dismissal, retirement and death



Building A Safe Society



High-impact Material Topics

10. Traffic Management and Road Safety

- Traffic congestion
- Road surface quality
- Road obstruction and streetlighting
- Law enforcement
- Driver behavior



High-impact Material Topics

11. Community Health and Well-being

- Community health and safety



Medium-impact Material Topics

9. Health and Safety at Work

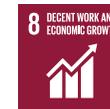
- Occupational health and safety
- Supplier safety
- Emergency and crisis management



Contributions to SDGs



3.6, 3.9



8.8



11.2



16.1



Risk

AMATA industrial estates are connected to public areas and nearby communities, resulting in a high volume of people commuting through the area. Additionally, the estates host numerous large-scale industrial factories, which increases the risk of various types of accidents and emergencies - such as traffic accidents, fires, or chemical spills. These incidents can significantly impact stakeholders including the Company's employees and contractors, customers, and the surrounding communities of both industrial estates. The occurrence of accidents or emergencies within the industrial estates can result in the loss of life and property among all stakeholder groups, and directly affect stakeholder confidence in the Company.

Opportunity

Management with a strong commitment to becoming a "Safety City, Smart City" reinforces customer confidence in the Company's ability to ensure business continuity. This is achieved through comprehensive emergency response plans, a skilled and knowledgeable workforce, as well as monitoring systems and risk prevention measures. Moreover, it enhances the trust of surrounding communities in the Company's capacity to effectively address and prevent potential hazards. The Company also shares knowledge and promotes safety awareness within and beyond the industrial estates, helping to foster a culture of safety and reduce the social impacts associated with industrial estate operations.

	Long-term targets	2024 Targets		2024 Performance	
		Employees	Contractors	Employees	Contractors
Number of lost time accidents of employees and contractors	0	0	0	1	0
Lost Time Injury Frequency Rate (LTIFR): number of cases per million hours worked	0	0	0	1.54	0
Number of road accidents in AMATA City Industrial Estates compared to 2023	-	Reduced by 50%		Increased by 80.54%	
Number of road traffic fatalities in AMATA City Industrial Estates compared to 2023	-	Reduced by 50%		Increased by 100%	

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, minimizing negative impacts on stakeholders, and collaboratively build a safe society and confidence in the communities neighboring the industrial estates.

The Company has established a “**Quality, Safety, Occupational Health, and Working Environment Policy**” supported by standard operating procedures related to occupational health and safety. These include guidelines for employees, customers, and contractors operating within the Company’s operational areas, requiring strict compliance with relevant rules, regulations, and legal requirements - such as the Labor Protection Act B.E. 2541 (1998), the Occupational Safety, Health, and Environment Act B.E. 2554 (2011), as well as international standards adopted in estate management, including ISO 14001:2015. The Company also conducts regular occupational safety risk assessments and evaluates the effectiveness of its occupational health and safety control measures.

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Quality, Safety, Occupational Health,
and Working Environment Policy

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.

Employee Occupational Health and Safety

The Company places significant emphasis on ensuring compliance with relevant laws among its employees and instilling a culture of occupational health and safety practices among executives and employees at all levels through an occupational health and safety policy. It also set a target of reducing the lost time injury frequency rate (LITFR) to zero.

To achieve this goal, the Company, led by the Occupational Health, Safety, and Environment Committee (OHSEC), with employee representatives as members, 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 requires the identification of risks that may pose threats to occupational health and safety. Supervisors, together with relevant personnel, are responsible for jointly identifying and assessing these risks in each activity or process. Appropriate control measures are then put in place to manage them effectively. Risk assessments are reviewed annually and cover both existing operations and ongoing development projects.

2. Reporting and Investigating Unusual Incident or Accident

- In the event of an accident or unusual incident during work operations, the employee involved or the supervisor who is informed must immediately report the incident to their supervisor and the safety officer. The Company has established an investigation process to collaboratively identify the root causes and implement additional preventive measures to reduce the risk of recurrence.

3. Employee Health Promotion

- The Company conducts regular environmental assessments in work areas based on specific risk factors, such as air quality, lighting, and noise levels, and makes necessary adjustments to comply with standards and requirements for each task. This ensures that all employees work in a safe and healthy environment.
- The Company has conducted a survey of office areas to identify potential risks related to work-related hazards and fire safety. Necessary improvements have been made, including the installation of additional equipment or replacement of equipment to ensure it is in proper working condition. Regular inspections are conducted to ensure the equipment remains operational, such as CFC-free fire extinguishers, backup flashlights at emergency exits, and safety signs.
- The Company has provided health check-ups for new employees since joining, the annual health check-up, support for medical expenses, financial assistance for prescription eyewear, 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.
- 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 Company organized health education sessions covering the topic "Metabolic Functions and Blood Lipid Reduction" delivered by a medical specialist. Additionally, a session titled "Exercise to Combat Abdominal Fat and Office Syndrome" was conducted, featuring a demonstration of proper exercise techniques by a physiotherapist. The program also included physical fitness assessments and personalized exercise consultations to promote appropriate and effective physical activity among employees.

4. Employee Occupational Health and Safety training

- In 2024, the Company organized regular training sessions on workplace safety for new employees, including basic firefighting courses and fire evacuation drills, which are conducted annually. These sessions are designed to ensure that all employees are prepared to handle emergencies, acquire the necessary skills for initial fire suppression, and understand the correct procedures for safety during a fire. Additionally, data is recorded during the drills, including the time taken for evacuation and the effectiveness of communication during the incident. A summary of the drill results is provided to all participating employees.

In 2024, the Company reported one lost-time injury (LTI) case, where an employee sustained a work-related injury that resulted in lost time. The Lost-Time Injury Frequency Rate (LTIFR) was 1.54 cases per one million hours worked. However, there were no work-related fatalities or illnesses leading to death.



Occupational Safety of Contractors

The Company prioritizes the occupational health and safety of contractors working in its operating areas within both of AMATA's industrial estates, including those of its customers. To ensure compliance, the Company has communicated its safety and occupational health policies, as well as operational guidelines, through briefing sessions with contractors. These sessions emphasize the importance of adhering strictly to labor laws and occupational health and safety regulations. Furthermore, the Company has appointed project leaders to oversee contractor activities and ensure that any lost-time injuries are promptly reported to the Company.

In 2024, the Company conducted a safety risk assessment for its suppliers and contractors, covering standard operations and the management of occupational health and safety for their employees. The Company organized safety training for its contractors, which included drills on the containment of waste spills for the waste collection and sorting employees at the contractor's waste sorting facility. Additionally, training was provided on safe waste segregation, accident prevention, occupational disease prevention, and work regulations for the contractor's employees working within the Company's operational areas. The Company also conducted fire safety drills, including basic firefighting and evacuation training, and practical training for working at heights for engineering consultants and contractors. These training sessions were aimed at ensuring compliance with safety regulations and operational procedures.

In 2024, there were no reported cases of work-related accidents or illnesses among contractor employees that resulted in lost time or fatalities. The Lost Time Injury Frequency Rate (LTIFR) for contractor employees working within the Company's operational areas was 0 cases per one million hours worked.

Emergency Management in AMATA Industrial Estates

The Company places strong emphasis on the safety of customers operating within AMATA Industrial Estates, both in common areas and through effective emergency response management. In line with the regulations of the Industrial Estate Authority of Thailand on Utility Systems, Facilities, and Service Standards for Eco-Industrial Estates B.E. 2557 (2014), the Company has established a fire station, as well as two Emergency Response Centers in AMATA City Chonburi Industrial Estate and one in AMATA City Rayong Industrial Estate. All Emergency Response Centers are staffed by qualified firefighters and disaster response specialists who have received certified legal training and are available 24 hours a day through dedicated hotlines.

In addition, the Company recognizes the potential for emergencies, such as fires and chemical leaks, within factories located in the industrial estates, which fall outside the Company's direct management authority. To address this, the Company established an industrial firefighting school to provide both theoretical and practical training on safety, occupational health, a healthy working environment, and fire prevention and suppression. These services are offered to factories in AMATA City Chonburi and AMATA City Rayong Industrial Estates, with the aim of promoting both estates as safe zones that meet legal requirements for occupational health and workplace safety, while also ensuring that employees are prepared to respond effectively in the event of a fire.

In 2024, the Company suppressed 11 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 910 classes and a total of 124,901 trained factory workers.
- The Company, in collaboration with the offices of AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate, organized an on-site and online emergency control drill (chemical leaks, gas leaks, and fires) for the year 2024. These drills were designed to ensure the readiness of Emergency Response Center personnel and to enhance their capabilities in operations, communication, and equipment usage, enabling effective incident control and mitigation for factory operators and surrounding communities.



- The Company, in collaboration with the Chonburi Labor Protection and Welfare Office, the Occupational Safety Center Region 2 (Chonburi), and the Occupational Health and Safety of the Industrial Estate Authority of Thailand, organized a seminar on “Ensuring Workplace Safety Compliance for Occupational Safety Officers” to disseminate legal knowledge, promote state-driven occupational safety management policies, and equip Safety Officers (SO) with the necessary guidelines for managing occupational safety, health, and environmental conditions in factories. The seminar aimed to enable Safety Officers to apply these best practices effectively, ensuring compliance with legal requirements and promoting a safer work environment.
- The Company, in collaboration with the AMATA City Rayong Industrial Estate Office, the AMATA City Rayong Occupational Safety, Health, and Environment Association, and Sumitomo Rubber (Thailand) Co., Ltd., organized a training course on “Technical Strategies for Developing Fire Prevention and Suppression Plans in Industrial Operations.” The objective was to develop and enhance the knowledge and capabilities of safety officers in industrial facilities, ensuring a clear understanding of fire prevention planning principles and methods. Participants were trained to apply this knowledge in alignment with legal requirements and adapt it to their organizational context. The training also served as a guideline for effective and timely fire emergency response.
- The Company organized seminars on “Preventing Industrial Accidents in Hazardous Chemical Storage” and “Showcase: Hazardous Waste Disposal” for businesses operating in AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate. The objective was to promote workplace safety in handling, storing, and disposing of hazardous chemicals, ensuring efficient risk mitigation and accident prevention within industrial operations.

Road Safety in AMATA Industrial Estates and Adjacent Public Roads

Both AMATA Industrial Estates have more than 1,356 factories and tenants, with approximately 300,000 people working in these areas and over 1,026,904 residents in the surrounding communities (Source: Department Of Provincial Administration, Ministry of Interior, Official statistics registration systems 2024 ;Basic Data for Local Administrative Organization Development Planning, Chonburi Province; and Official Websites of Municipalities/ Subdistrict Administrative Organizations).The assessment of negative impacts associated with the Company’s business operations identified traffic congestion and road safety as key issues of concern raised by all primary stakeholder groups. This is due to the layout of the AMATA Industrial Estate, which includes multiple public roads that either pass through or connect with internal estate roads. While these connections facilitate convenient commuting for stakeholders working within the estate and for residents of the surrounding communities, the high volume of traffic has led to direct negative impacts. These include increased road congestion and a heightened risk of traffic accidents affecting tenant factories, employees, and local commuters.

The results of the road usage survey within the AMATA Industrial Estate in 2024 revealed a high volume of daily vehicle movement, contributing significantly to traffic congestion during peak hours. In AMATA City Chonburi, 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. In AMATA City Rayong Industrial Estate, the daily vehicle count is approximately 69,809, comprising 1,200 employee shuttle buses, 18,000 private cars, and 50,609 motorcycles. This high traffic volume results in substantial congestion, especially during peak hours, affecting both internal estate roads and adjacent public roads in nearby communities. Additionally, there is a concerning trend in road traffic accidents, with a notable number of fatalities. Between 2015 and 2017, the number of road traffic-related deaths steadily increased, peaking in 2017 with 15 reported fatalities.

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. 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 2024, the Company has continuously carried out activities to create a “Safety City, Smart City” in order to address traffic and safety issues for the community members who use the roads within the AMATA Industrial Estates and the surrounding public roads.

Safety City, Smart City

The Company employs a strategy that emphasizes collaboration both within and outside the organization, aligned with the principles of the Decade of Action for Road Safety. The approach focuses on strict traffic management and includes the establishment of Traffic Management Committees for both industrial estates. These committees comprise representatives from over 20 organizations, including central and local government agencies as well as factory operators. The committees serve as a platform for gathering input and jointly developing traffic management plans aimed at alleviating congestion during peak hours and enhancing road safety both within AMATA Industrial Estates and the surrounding areas. This initiative is implemented under the ‘6E Concept’ as part of the Safety City, Smart City project.

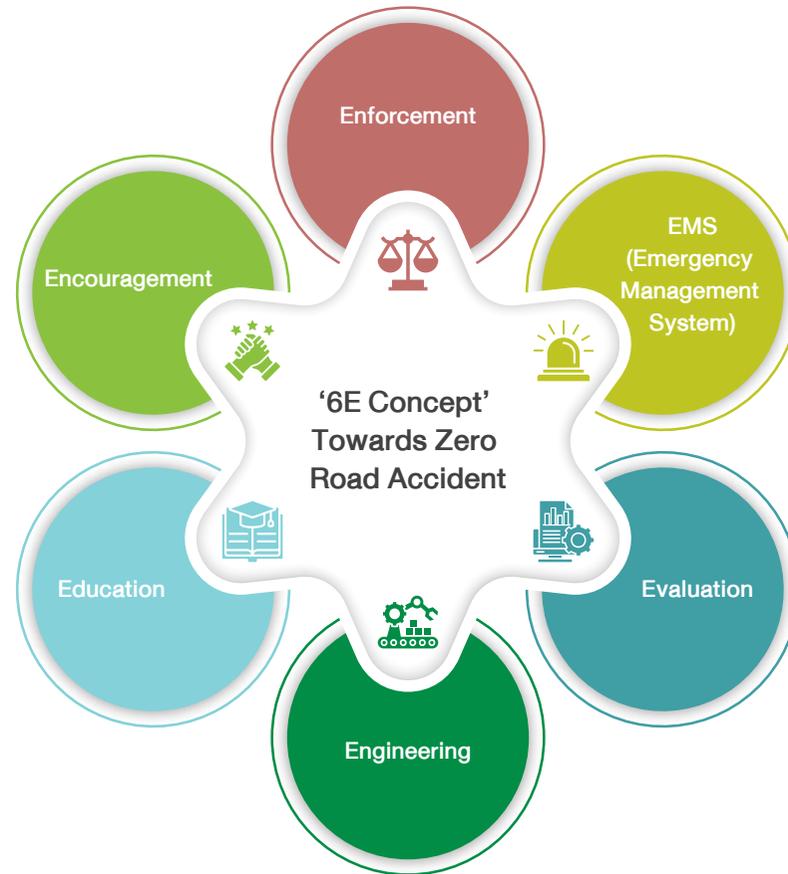
The Company has set a target to enhance road safety by aiming to reduce all types of accidents and fatalities occurring within the AMATA industrial estates by 50% compared to 2023.



Increase collaboration with government agencies to enforce relevant laws and regulations, including collaboration with community leaders and local authorities to take social measures to control and prevent road accidents.

Encourage and support factories in both AMATA City Industrial Estates to participate in and collaborate on road safety management in order to establish organizational standards for road safety within the industrial estates.

Campaigns to raise awareness about traffic laws, wearing helmets, fastening seat belts, and driving with knowledge of traffic rules and kindness on the road.



24-hour surveillance by the Command Centers to enable promptly response to the incident and accident

Utilize technology to manage and analyze data for continuous improvement

Continuously and timely improve the road structures and surfaces in AMATA Industrial Estates
Improving the road structures, traffic patterns and route patterns

Engineering : The Company has consistently and promptly improved the road infrastructure and surfaces within AMATA Industrial Estates. This includes providing Line Official channels (@AMATACity and @AMATACityRayong) for reporting damaged traffic surfaces, allowing the Company to quickly address and repair such issues, thereby reducing risk points and road accidents.

Furthermore, the Company has collected accident statistics from the past five years to identify high-risk locations and their hazardous physical elements. This data was used to improve road structures, traffic patterns, and route configurations. In 2024, the Company applied the 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 (06:30 to 08:00) to help alleviate traffic volume and reduce congestion, as follows:

- Expanded the exit route from the industrial estate near the Daikin parking area, Soi 3 Yodmanee, allowing vehicles to exit via Lotus's to ease traffic congestion at the Mansion Intersection.
- Reconfigured traffic flow at the Phase 7 intersection in front of Toaek Co., Ltd. by constructing a roundabout to improve safety and reduce congestion.



At AMATA City Rayong Industrial Estate, activities were conducted 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.

- Repaired and resurfaced damaged road sections that had been in use for over five years to enhance driving safety and road quality.

โครงการก่อสร้างวงเวียนทางแยกเฟส 7

• บริเวณหน้าบริษัท TOACS Zone B (P.7)
 • เริ่มดำเนินการตั้งแต่วันที่ 29 ตุลาคม - 25 ธันวาคม 2567



- Installed additional reflective panels at roundabouts constructed in 2023, specifically at the intersections of roads G1-M1 and H1-H2-H3, to improve nighttime visibility and traffic safety.



- Installed safety barriers at high-risk intersections to reduce the likelihood and severity of road accidents.



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



- Installed 5 additional speed bumps.



- Improved the condition of public utility infrastructure to prevent accidents, including leveling sunken areas, repairing sidewalks, and upgrading stormwater drainage inlets.



- Upgraded the drainage channels along the buffer zone connected to public roads to prevent hazards caused by soil erosion onto the road surface and to mitigate road damage from external water runoff eroding the buffer zone.



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 of road safety are crucial factors in reducing accidents and minimizing the severity of their impact on road users in the event of an incident. The Company has undertaken various initiatives, including campaigns to raise awareness about adhering to traffic laws, wearing helmets, using seat belts, driving according to traffic regulations, and being considerate on the road. These efforts are carried out proactively to promote road safety awareness both within the industrial estates and in the surrounding communities and schools.

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 2024, the Company organized its annual Emergency Preparedness and Response Network Meeting on road safety and safety in the areas surrounding industrial estates. The meeting served as a platform for shared dialogue and collaboration on safety improvements. Key stakeholders include tenant networks from both AMATA City industrial estates, such as the AMATA City Chonburi Human Resources Association, the AMATA City Rayong Occupational Safety, Health and Environment Club, and the AMATA City Rayong Executive and Management Club. These stakeholder groups played an important role in driving collective actions and providing constructive feedback and recommendations to enhance safety management within the estates.

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, traffic police officers, local leaders, and factory representatives. The committee collaborates to develop measures for safe driving and road use within the AMATA City Industrial Estates, creating an implementation plan and seeking input from relevant stakeholders. In 2024, the Traffic Solving Committee (TSC) did not hold meetings for

both industrial estates but had an active plan and conducted activities, regularly monitoring performance. The committee also authorized police officers to establish checkpoints within the industrial estates for traffic discipline and law enforcement. Furthermore, the committee issued letters requesting cooperation on traffic discipline and conducted awareness campaigns for business and factory operators within the AMATA City Chonburi and AMATA City Rayong Industrial Estates. They also announced traffic discipline control zones, which include enforcement measures such as arrests, fines, and vehicle seizures and towing.

Emergency Management System (EMS) : Since incident suppression and accidents response are considered important factors that help contain and reduce impacts 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. The Company also expanded its surveillance capabilities by installing additional CCTV cameras on streetlight control cabinets within AMATA City Rayong Industrial Estate. This enhancement aims to improve monitoring of potential accidents and theft incidents, ensuring broader and more effective coverage across the estate.

Further to this, the Company has enhanced security measures by installing AI-powered CCTV cameras to quickly detect and manage illegally parked vehicles along road shoulders, reducing the risk of rear-end collisions. Additionally, the Company has increased street lighting at high-risk intersections, intensified patrols in vulnerable areas, and collaborated with law enforcement to set up nighttime security checkpoints within the industrial estate to enhance overall safety.

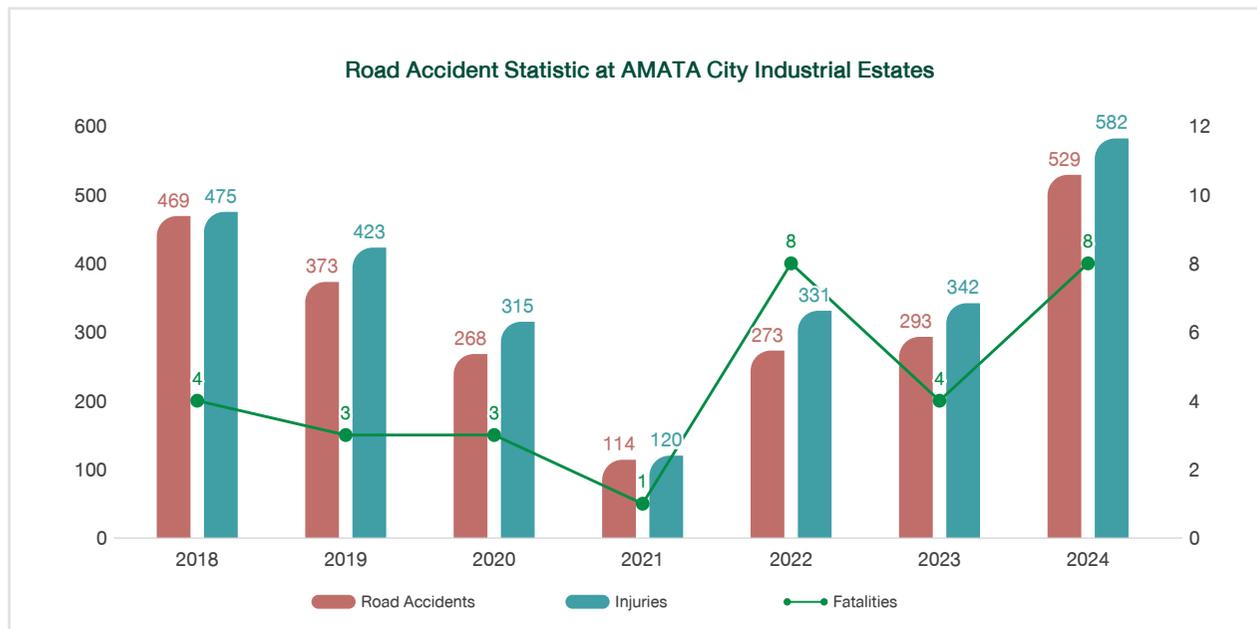


Community Safety surrounding AMATA Industrial Estates

Due to the rapid growth of the AMATA Industrial Estates, the surrounding communities have expanded quickly, resulting in a dense population from the influx of workers. This has increased the risk of fire hazards. In response, the Company has consistently ensured that both personnel and equipment are always ready to assist the communities. The Company has also provided basic firefighting training to local schools and communities. In 2024, the Company's Emergency Response Center, staffed with fire-fighting and disaster relief experts who have received legal training, responded to 36 fire incidents in the surrounding communities of the industrial estates. Of these, 22 incidents occurred around the AMATA City Chonburi Industrial Estate, including 1 off-site factory and residential fire and 21 grass and vacant land fires. In the nearby area of AMATA City Rayong Industrial Estate, 14 incidents were addressed, comprising 4 off-site factory and community fires and 10 grass and vacant land fires. The Company fully covered all associated fire response costs, totaling 186,000 baht.

Evaluation : The management and analysis of accident statistics over time has enabled the Company to plan its operations more effectively. As a result, the Company has organized data management training for security personnel to ensure accurate recording of accident data throughout the year. The collected data is then analyzed to identify root causes and to systematically design corrective and preventive measures. In addition, the Company plans to use Geographic Information System (GIS) in the future for data management and analysis, aiming for improved operational efficiency and achieving the goal of being safe industrial estates with zero accidents.

The performance result according to the 6E Concept in the "Safety City, Smart City" project revealed that in 2024, there were 529 accidents, resulting in 582 injuries and 8 fatalities. The number of accidents, injuries, and fatalities has increased compared to 2023. Most of the increased accidents were caused by excessive speeding, reckless driving, abrupt lane changes, 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. Additionally, the Company has developed an improvement plan to reduce accidents at high-risk locations. This includes road enhancements, repainting traffic lane markings, installing additional street lighting, placing new traffic signs, and setting up speed bumps at critical points. The Company will also collaborate with government agencies and private sector partners to enhance road safety standards within AMATA Industrial Estates.



Community and Social Development



High-Impact Material Topic

11. Community Health and Well-being

- Local economic development
- Community health and safety
- Community relations and engagement
- Social and environmental impact on community
- Collaborative partnerships
- Education and outreach



Contributions to SDGs



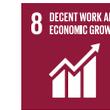
1.4



3.6, 3.8, 3.9



6.6, 6.b



8.5



9.2



10.2, 10.3



11.2, 11.6



12.5



17.7

Risk

The growth of industrial estates inevitably brings both positive and negative impacts to local communities and society in terms of the economy, the environment, and safety, all of which directly affect the health and quality of life of local residents. Failure to properly safeguard surrounding communities from the adverse impacts of industrial operations may jeopardize the Company's positive relationships with them. This could lead to conflicts, resistance to future business expansion, and a decline in investor confidence and decision-making.

Opportunity

The Company is committed to supporting multidimensional community development, aiming to enhance safety and improve quality of life through equitable access to essential and high-quality basic services. This approach contributes to securing a social license to operate, fostering trust among stakeholders, and ensuring the continuity of the Company's operations. Furthermore, the implementation of community and social development initiatives, particularly those focused on education, plays a key role in enhancing the quality of the local workforce. This ensures a consistent supply of skilled labor to meet the evolving needs of the Company's clients. In turn, these efforts help generate employment, improve community livelihoods, strengthen the local economy, and support the long-term growth of the Company's customers.

	Long-Term Target	2024 Target	2024 Performance	
Community satisfaction score surveyed by the Industrial Estate Authority of Thailand	Above 90%	Above 85%	AMATA City Chonburi: 94%	AMATA City Rayong: 89.6%

Management Approach

Guided by the “ALL WIN” philosophy, which the Company has long upheld as a core principle in its business operations, the Company aims to achieve business growth in parallel with sustainable community and social development. To this end, the Company has formulated a sustainability strategy that integrates various dimensions of community and social development. It actively fosters collaboration among the Company, local communities, customers within industrial estates, government agencies, and other stakeholders, such as suppliers and contractors, to drive community development projects and deliver tangible outcomes. Furthermore, the Company adopts the United Nations Sustainable Development Goals (SDGs) as a framework for community development, with the objective of enhancing people’s quality of life while supporting the balanced and inclusive growth of local economies and the surrounding environment.

The Company prioritizes building strong relationships with local communities, recognizing them as key stakeholders. To this end, the Community Relations and Corporate Social Responsibility (CSR) Department is tasked with conducting community impact assessments and identifying problems, needs, and expectations through a structured stakeholder engagement process. The insights gained are used to develop strategies and targets for the Company’s community development programs. These efforts are continuously driven across multiple dimensions, with regular monitoring and evaluation to ensure that communities surrounding the AMATA Industrial Estates have equitable access to the services and initiatives provided by the Company.

The Company has outlined the following approaches for managing social impacts and enhancing quality of life in local communities:

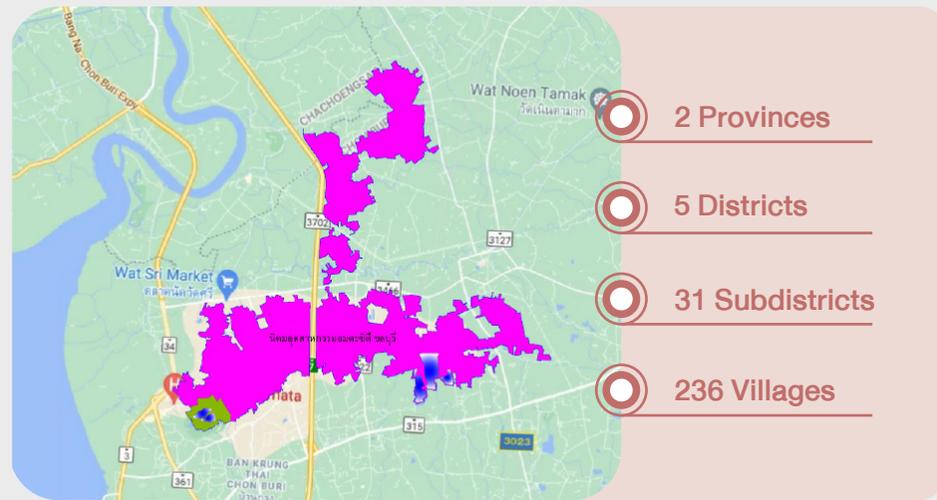




1 Identifying Target Groups and Conducting Community Survey

Currently, the development of three AMATA Industrial Estates in Thailand covers an area of over 74 square kilometers in three provinces: Chonburi, Chachoengsao, and Rayong. The factory workers and surrounding community residents are totally over 1.33 million people. The industrial estate expansion has affected the surrounding communities and society, including increased population density and traffic congestion, urbanization resulting from labor migration, road safety issues, and other concerns. 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.

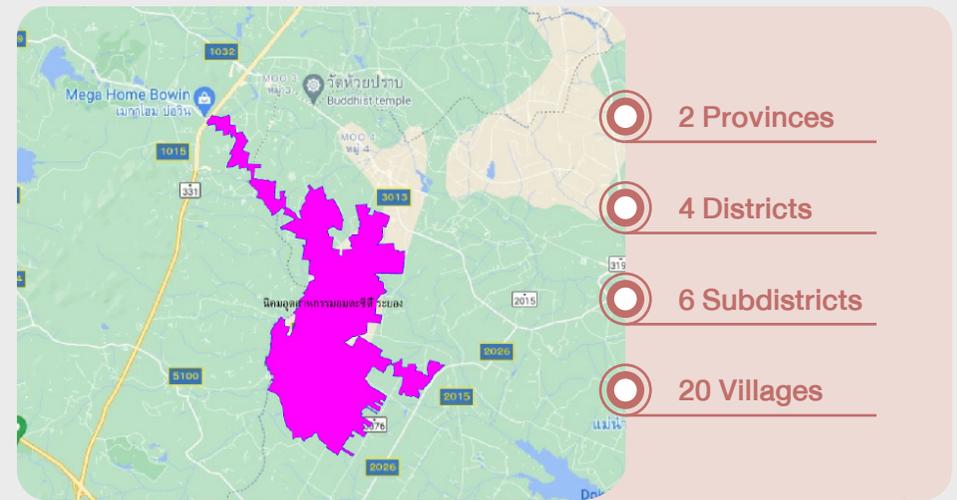
AMATA CITY CHONBURI AND AMATA SMART CITY CHONBURI



- 2 Provinces
- 5 Districts
- 31 Subdistricts
- 236 Villages

28,422 Rais (45.48 sq.km.)	200,000 Factory employees
847 Factories and tenants	786,404 People living within 5 km radius

AMATA CITY RAYONG



- 2 Provinces
- 4 Districts
- 6 Subdistricts
- 20 Villages

17,898 Rais (28.64 sq.km.)	100,000 Factory employees
509 Factories and tenants	240,500 People living within 5 km radius

* Information as of 31 December 2024 (Total population including those not officially registered)

AMATA City Chonburi Industrial Estate and AMATA Smart City Chonburi Industrial Estate

currently operate in the areas of over 45.48 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 230,105 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 786,404 people. The number of employees working in industrial factories in AMATA City Chonburi Industrial Estate as of 31 December 2024 was more than 200,000.



AMATA City Rayong Industrial Estate currently operates in the area of 28.64 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 145,998 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 240,500 people (Source: Official Statistics Registration Systems for the year 2024). As of 31 December 2024, the number of employees working in industrial factories within AMATA City Rayong Industrial Estate was more than 100,000.



Currently, the development of three AMATA Industrial Estates in Thailand covers an area of over **74** square kilometers in **3 provinces**: Chonburi, Chachoengsao, and Rayong.



2 Creating 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 co-exist harmoniously, creating shared value for all.

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	2024 Performance
<p>The Committee for Surrounding Community Development – AMATA City Chonburi Industrial Estate comprising 97 representatives from public, government agencies and business sector</p> <p>The Committee for Surrounding Community Development – AMATA City Rayong Industrial Estate comprising 29 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 2024 • The Committees of both industrial estates expressed satisfaction and confidence in the Company's environmental management in accordance with set standards. Recommendations were made regarding traffic management in areas connecting to the communities, accident prevention, and the promotion of employment or occupation for the local community. • The Committee of AMATA City Rayong Industrial Estate expressed an interest in the traffic management, road accidents, and income distribution to the community
<p>Eco-Green Network</p> <p>A working group formed to develop and link the operational network of 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 • Publicizing achievements of the Eco-Industrial City at AMATA industrial estates 	<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 2024 • A 2024 action plan and projects to develop an Eco-Industrial City concept for the industrial estates were discussed • 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 management, supplementary occupation development, and the use of alternative energy such as solar energy. In addition, the community members and business factory operators participated in a visit on waste management for income generation and expenses reduction at the Wat Chak Daeng Environmental Learning Center, Samut Prakan Province, in order to apply these practices in their own area. • The Eco-Green Network's working group of AMATA City Rayong Industrial Estate expressed particular interest in community income-generation occupations, health promotion, educational support, and income generation for the elderly.

3 Local Community Impact Assessment



Social impact assessment is part of the Environmental Impact Assessment (EIA) process. In assessing social impacts, the Company utilizes stakeholder analysis throughout the supply chain to evaluate business activities that have both direct and indirect effects on stakeholders. This is complemented by community attitude surveys, which the Company conducts annually as part of its environmental impact prevention and mitigation measures during its business operations.

In 2024, both AMATA Industrial Estates held joint meetings with the Community Development Committees to gather community input regarding local issues, impacts, and recommendations. Key concerns raised by the communities included: (1) traffic congestion and road accidents affecting safety, (2) opportunities for livelihood generation and income distribution, and (3) environmental management such as wastewater and community waste. Communities surrounding AMATA City Rayong Industrial Estate emphasized the need for support in local job creation, healthcare services, and educational opportunities, including income generation for the elderly. Meanwhile, communities around AMATA City Chonburi Industrial Estate expressed concerns about waste management and alternative energy solutions. The Company has acknowledged these issues and incorporated community feedback into its consideration process to drive sustainable development and mitigate potential negative impacts.



4 Designing 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 2024, the Company has set a community development goal to achieve a community satisfaction score of over 85%.



In 2024, the Company had implemented a total of 25 projects and activities with a social investment budget of 5.40 million baht (excluding donations). There were 15,061 participants in the activities, and more than 134,262 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	847	6	509
Number of participated communities/factories	31	317	6	150
Percentage of participated communities/factories	100%	37.43%	100%	29.47%
Number of participants (persons)	5,961		9,100	
Social investment (million baht) in 2024	3.39		2.01	

* 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 economy, such as income distribution, increased labor demand, and the emergence of demand for goods and services. At the same time, urban growth leads to higher living costs. Economic challenges are therefore a key concern for the community, with expectations for the Company to address them. This aligns with the Company's "ALL WIN" business philosophy, which prioritizes the development of local communities

alongside the growth of the industrial estates. The Company's strategy focuses on creating economic opportunities for all community stakeholders, including local entrepreneurs, the working-age population, the elderly, and socially disadvantaged groups. This is achieved through local employment support and projects designed to meet the needs and empower these groups, enabling them to create sustainable livelihoods and become self-reliant.

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.

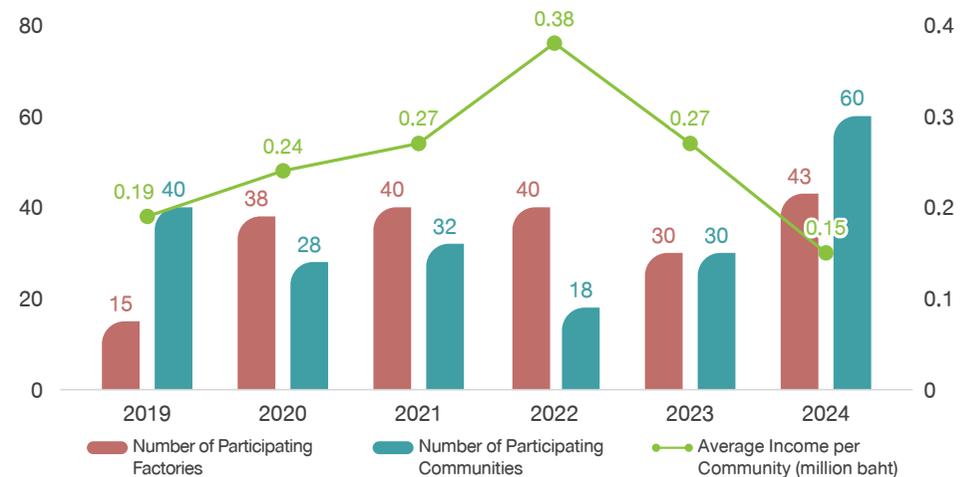
The Company initiated the “Farm to Factory” project in 2018 in collaboration with the Industrial Estate Authority of Thailand, using AMATA City Chonburi Industrial Estate as a pilot area. The initiative aims to create marketing channels and income-generating opportunities for community enterprises located in the target communities surrounding AMATA City Chonburi Industrial estate. Serving as an intermediary, the Company connects local communities with factories within the estate to facilitate the purchase and sale of agricultural products. In partnership with the Industrial Estate Authority of Thailand (IEAT), the Company also supports efforts to improve product standards to meet buyers’ requirements. There are two main activities as follows:

1. **Factory Kitchen** - Delivering agricultural products such as fresh vegetables, rice, and eggs to factories for use in employee meal welfare programs.
1. **Factory Market** - Allocating designated spaces within factory premises for local communities to sell their products on specific days and times, with the cooperation of participating factories.

In 2024, 43 factories in AMATA City Chonburi and AMATA City Rayong Industrial Estate participated in the “Farm to Factory” project (as of 31 December 2024), as well as 60 local communities from Chachoengsao, Chonburi, and Rayong provinces that sold their products to the factories, completing 268 visits. The total revenue from product sales in 2024 was 9.07 million baht, with an average income of 151,000 baht per community per year.

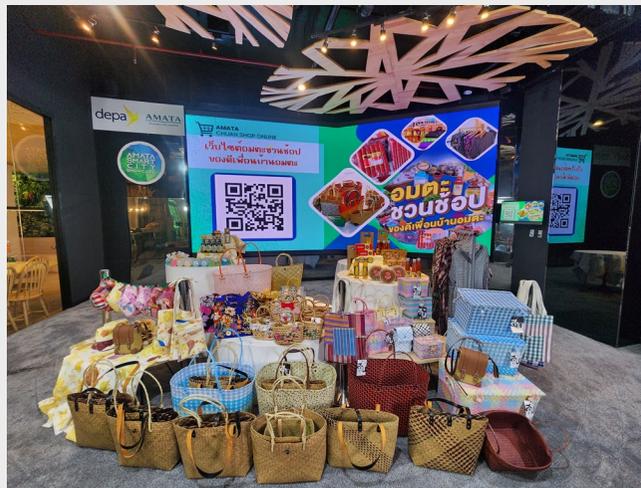


Farm to Factory Project



“AMATA Chuan Shop” Activity

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 April and December 2024 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 58,783 baht.



Online Marketplace Platform for Community Products

To increase customers’ accessibility, the Company has developed an online marketplace on the website “<https://AMATAchuanshop.com/>” to sell community products. Currently, the website offers over 16 products from local communities at AMATA City Chonburi and AMATA City Rayong.

AMATA
POSSIBILITIES HAPPEN

อมตะชวนซื้อ ของดีชุมชนเพื่อนบ้านอมตะ

เพิ่มรายได้ สร้างสุขแก่ชุมชน

เว็บไซต์ศูนย์สินค้าชุมชนนี้ เป็นความตั้งใจที่เราขอแนะ อยากรู้จัก สินค้าของดี ฝีมือ ชุมชนโดยรอบนิคมอุตสาหกรรมอมตะซิตี้ ชลบุรี และนิคมอุตสาหกรรมอมตะซิตี้ ระยอง ซึ่งเราดำเนิน โครงการเพื่อพัฒนาและยกระดับสินค้าชุมชนโดยรอบนิคมฯ เพื่อเพิ่มช่องทางการขายให้กับชุมชน มากขึ้น เพิ่มโอกาสการรายได้ให้ชุมชนมีรายได้ที่ยั่งยืนต่อไป “ของดีเพื่อนบ้านอมตะ” จึงเป็นเหมือน ศูนย์สินค้าที่เราอยากบอกต่อและเชิญชวนทุกท่าน เลือกซื้อไป ได้อย่างสบายใจ โดยเฉพาะ ของที่เน้น ผ่านการคัดสรรมาอย่างดีแล้ว หรือจะเอา ทุกสัปดาห์มาอย่างสม่ำเสมอ

ด้วยความขอบคุณอย่างยิ่ง
ทีมฝ่ายชุมชนสัมพันธ์และกิจการรวมความรับผิดชอบต่อสังคม
กลุ่มบริษัทอมตะ

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กระเป๋าผ้าไทย

กลุ่มตะกร้าสานไค้ทอที่บ้านสวน
ต.บ้านสวน อ.เมือง จ.ชลบุรี

150-250
บาท

สนใจผลิตกับโทร.
087-033-7558

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ผ้า Eco print

กลุ่มชุมชนคลองตำหรุ
ต.คลองตำหรุ อ.เมือง จ.ชลบุรี

สนใจผลิตกับโทร.
098-045-5410

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บาท

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, oyster mushroom cultivation, fabric doll making, herbal inhaler making, etc. These programs have seen participation from more than 300 people.



In 2024, the Company organized training courses to enhance knowledge and skills in an additional three 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 three times as follows:

Session 1/2024:

Conducted training on 'Shredded Pork Cooking'

for communities in Nong Kakha Subdistrict, Phan Thong District, Chonburi Province

for 30 participants

Session 2/2024:

Conducted training on 'Shredded Pork Cooking'

for communities in Khlong Ban Pho Subdistrict, Ban Pho District, Chachoengsao Province

for 41 participants

Session 3/2024:

Conducted training on 'Shredded Pork Cooking'

for communities in Ban Sert Subdistrict, Phanat Nikhom District, Chonburi Province

for 48 participants



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

Session 1/2024:

Conducted training on 'Herbal Inhaler and Sandwich Making'
for communities in Bo Win Subdistrict, Chonburi Province

for 40 participants

Session 2/2024:

Conducted training on 'Herbal Inhaler and Sandwich Making'
for communities in Phana Nikhom Subdistrict, Rayong Province

for 40 participants

Session 3/2024:

Conducted training on 'Salad Roll Making'
for communities in Khao Mai Kaew Subdistrict, Chonburi Province

for 40 participants



Supporting Community Products Development for Dok Krai Reservoir Housewife Group

The Dok Krai Reservoir Housewife Group, a community located near the AMATA City Rayong Industrial Estate in Nikhom Phatthana District, Rayong Province, has formed a community group to produce products such as chili paste with fermented fish, fried mackerel fish cakes, and Dok Krai Pickled Fish for sale.

In 2024, the Company allocated a budget of 100,000 baht to support the construction of a 5 x 12 meter food production facility. The objective is to help the local aquatic animal processing community group enhance and sustain their production standards.



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 Provincial Office of Learning Encouragement, 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, electrical appliance repairs, setting up fun game booths, and providing lunch for participants. This also includes the provision of basic health screening services, such as blood pressure and diabetes checks. The AMATA Caravan: Creating Smiles Project has garnered significant interest and participation from the community.

The mentioned activities have been regularly held from 2019 until 31 December 2024, benefiting a total of 65 communities. It has contributed to saving community members' expenses by over 4,550,000 baht, benefiting more than 6,500 people.

In 2024, the AMATA City Chonburi Industrial Estate organized the AMATA Caravan: Creating Smiles Project, providing services to 10 communities in two provinces, namely Chonburi and Chachoengsao. The Company collaborated with local organizations as follows: Bang Pakong Subdistrict Municipality and Tha Sa-an Subdistrict Administrative Organization, Bang Pakong District, Chachoengsao Province, Khok Phlo Subdistrict Administrative Organization, Wat Bot Subdistrict Administrative Organization, Ban Sert Subdistrict Administrative Organization, Na Phra That Subdistrict Administrative Organization, Nong Khayat Subdistrict Administrative Organization, and Kut Ngong Subdistrict Administrative Organization, Phanat Nikhom District, Chonburi Province, Nong Hong Subdistrict Administrative Organization and Phan Thong-Nong Kakha Subdistrict Administrative Organization, Phan Thong District, Chonburi Province.

The AMATA City Rayong Industrial Estate organized the AMATA Caravan: Creating Smiles Project to provide services to three communities, collaborating with local organizations as follows: Bo Win Subdistrict Administrative Organization, Chonburi Province, and Pluak Daeng Subdistrict Administrative Organization and Map Yang Phon Subdistrict Administrative Organization, Rayong Province.



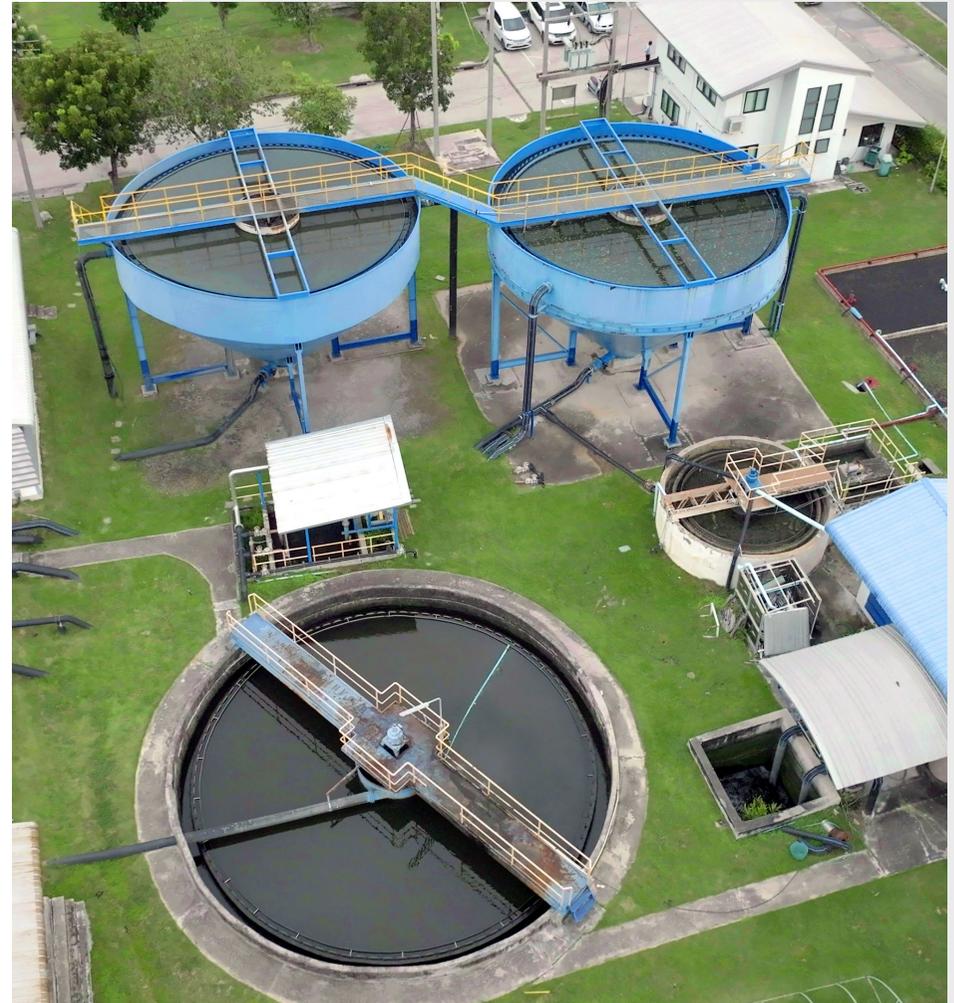


2nd Dimension: Environmental Stewardship

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.

The "Model Community Project for Sustainable Water and Waste Management" has been carried out continuously. Phase 1 was implemented during 2018 - 2020 in the Khlong Tamru catchment area under the jurisdiction of Nong Mai Daeng Subdistrict Municipality. This area serves as a midstream zone connected to the industrial estate. Phase 2 was carried out in 2022 - 2023 in the Khlong Hua Thong Lang catchment area under the jurisdiction of Khlong Tamru Subdistrict Municipality, a downstream area connecting to Phase 1 before discharging into the sea.



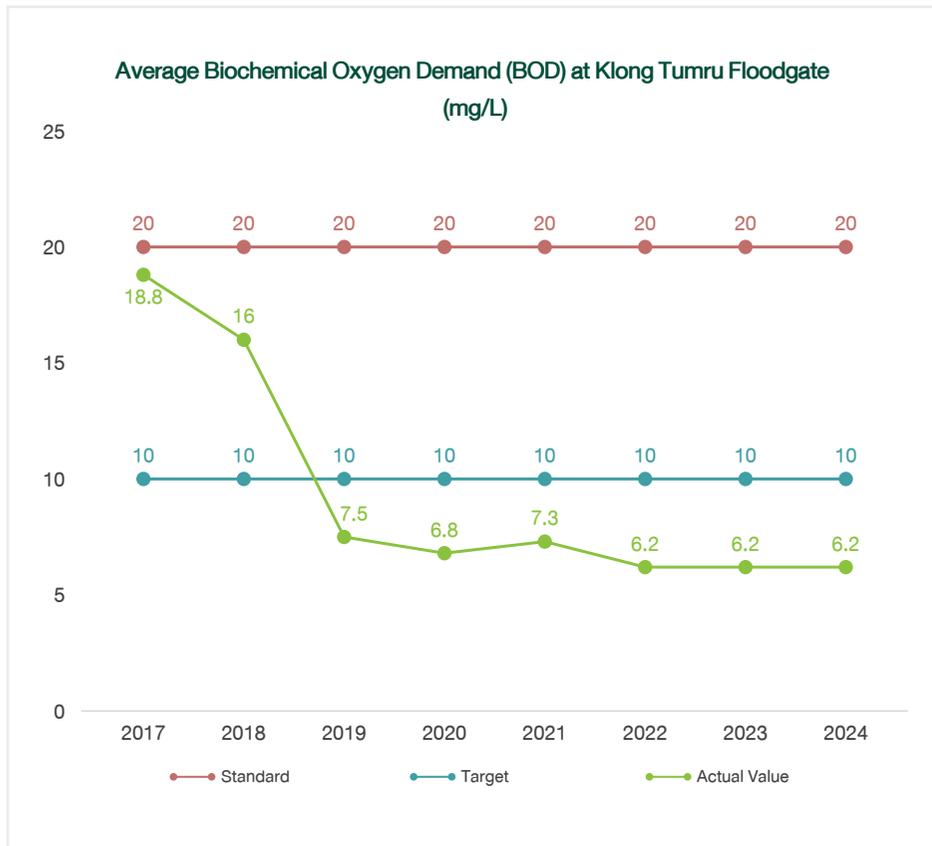
Currently, the project is in Phase 3, spanning from 2023 to 2025. It is being implemented in the “Khlung Santaphai” catchment area, located within the jurisdictions of Don Hua Lo and Nong Mai Daeng Subdistrict Municipalities. Part of its upstream area lies within Na Pa Subdistrict Municipality. In this third phase, the Company has received cooperation from nine partner organizations: Don Hua Lo Subdistrict Municipality, Nong Mai Daeng Subdistrict Municipality, Na Pa Subdistrict Municipality, the Industrial Estate Authority of Thailand (IEAT), AMATA U Co., Ltd., AMATA Facility Services Co., Ltd., AMATA B.Grimm Power 1 Co., Ltd., Aqua Nishihara Corporation Co., Ltd., and United Analyst and Engineering Consultant Co., Ltd. This collaboration reflects the strong commitment of the industrial sector to support sustainable resource management. It demonstrates a genuine integration of efforts among government agencies, local administrative organizations, industrial estate developers, private companies, and surrounding communities to jointly protect, preserve, and restore environmental quality around AMATA City Chonburi Industrial Estate efficiently and sustainably.

AMATA U Co., Ltd. and AMATA Facility Services Co., Ltd., both subsidiaries of AMATA Corporation Public Company Limited, in collaboration with the AMATA City Chonburi Industrial Estate Office, organized training activities under the “Model Community Project for Sustainable Water and Waste Management.” The purpose of the project is to enhance the capacity of local administrative organization officers who are part of the initiative, through knowledge-sharing by the Company’s experts in wastewater and solid waste management. Two training sessions were organized:

- Session 1: Held on 19 June 2024, at the Learning Center for Wastewater Management, AMATA City Chonburi Industrial Estate, and the Solid Waste Sorting Facility, with 27 participants from three local administrative organizations.
- Session 2: Held on 11 December 2024, at the Ratchaphruek Meeting Room, 1st Floor, AMATA Service Center Building, AMATA City Chonburi Industrial Estate, with 45 participants from five local administrative organizations.



Ongoing implementation of the model community project for sustainable water and waste management has led to continuous improvement in water quality. In 2024, the average BOD (Biochemical Oxygen Demand) level at the Klong Tamru floodgate monitoring point was 6.2 mg/L, showing a steady decline since 2017. This meets the Company's target of maintaining community water sources with BOD levels not exceeding 10 mg/L, which is significantly better than the Pollution Control Department's standard of 20 mg/L.



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), USA 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 water usage 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 2024, the AMATA Foundation and AMATA U Co., Ltd., which specializes 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 three additional 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 the site conditions and land slope to identify the most suitable locations for the wastewater treatment system layout.

4. Drafting of a wastewater treatment system design at the Lam Takhong camping ground was conducted in collaboration with a team of experts from ICCF. The proposal will be submitted to the Advisory Committee of Khao Yai National Park in compliance with the regulations of the Department of National Parks.

In addition, the development and capacity building of national park and wildlife sanctuary personnel is another key initiative. The AMATA Foundation, together with partners from both the United States and Thailand, as well as AMATA Corporation Public Company Limited, has jointly implemented the “National Park Management Competency Development Training Program”. This initiative is part of the Sister Parks Arrangement for Resources and Knowledge Sharing (SPARK) Project, which promotes the sharing of resources and knowledge. Launched in 2022, the program has already trained over 400 participants, including chiefs and deputy chiefs from national parks and wildlife sanctuaries across Thailand, as well as heads of wildlife sanctuaries from Lao PDR - such as Nam Pouy, Phou Xieng Thong, and Nam Tha wildlife sanctuaries - and officials from the Ministry of Agriculture of Lao PDR and the Ministry of Environment of Cambodia. Both countries are considered strategic conservation partners, as they share transboundary protected areas with Thailand. The program also aims to strengthen international relationships and expand cooperation in biodiversity conservation in the future. In 2024, two training sessions were organized, each lasting five days, at the Training Center (Khao Yai), located in Khao Yai National Park.





3rd Dimension: Community Safety and Well-being

Road Safety Promotion Project

More than 300,000 employees are working in the areas of both AMATA Industrial Estates. The survey on road usage within AMATA industrial estates in 2024 found that AMATA City Chonburi Industrial Estate accommodates over 119,400 vehicles daily. These include approximately 1,900 employee shuttle buses, 49,000 private cars, and 68,500 motorcycles. Meanwhile, AMATA City Rayong Industrial Estate records over 69,800 vehicles per day, comprising around 1,200 employee shuttle buses, 18,000 private cars, and over 50,609 motorcycles. This high volume of traffic poses a significant risk 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 191.

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.

AMATA Safety Road Project

The Company, in collaboration with the AMATA City Rayong Industrial Estate Office, government agencies, local authorities, and the Khao Mapood community in Phana Nikhom Subdistrict, organized the "AMATA Safety Road Campaign for Safe Driving in Khao Mapood Village". The campaign was held in Khao Mapood Village, Phana Nikhom Subdistrict, Nikhom Phatthana District, Rayong Province - an area adjacent to AMATA City Rayong. This route serves both factory operators and local residents and has been a frequent site of traffic accidents. To address this, the Company installed 20 traffic safety awareness signs at critical junctions within the community and distributed 50 motorcycle helmets to residents participating in a basic motorcycle safety training. The initiative aims to reduce road accidents and strengthen a sustainable local safety network.



Traffic Education Training Program for Educational Institutions

The Company participated in a traffic education training program for educational institutions in the Bo Win Subdistrict area. The initiative was organized by the Bo Win Subdistrict Administrative Organization. The event featured educational sessions on traffic rules conducted by officers from the Bo Win Provincial Police Station, along with hands-on traffic simulation training provided by Asia City Motor Co., Ltd. As part of the campaign, the Company hosted a booth featuring interactive games about road signs to promote awareness and encourage children and youth to recognize the importance of safe and responsible road use.



Khru Arsa AMATA (Volunteer Teachers) Project: 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 Wat Sriphalothai School, located in Nong Mai Daeng Subdistrict, Mueang Chonburi District, Chonburi Province, approximately 3 kilometers from the industrial estate, and Wat Nong Chae Waen School, located in Map Pong Subdistrict, Phan Thong District, Chonburi Province, approximately 5 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.

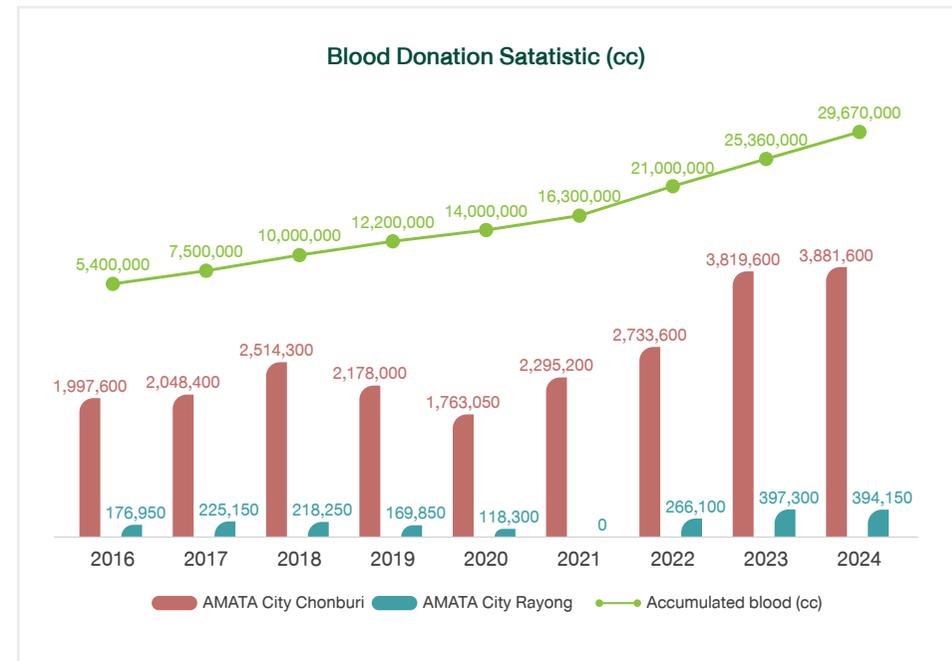


Blood Donation Project: “100 Million CC, AMATA for The Thai Red Cross Society”

As large-scale industrial estates, both AMATA estates employ a significant number of workers, including both Thai and foreign nationals. The combined population of employees within the estates and residents in surrounding communities exceeds 1.33 million people, positioning the area as a strategic and high-potential site for blood donation campaigns in support of the Thai Red Cross Society’s blood reserve efforts.

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, AMATA 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 2024, the project successfully supplied 4.28 million cc of blood to the Thai Red Cross Society, with 3,881,600 cc contributed from AMATA City Chonburi Industrial Estate and 394,150 cc from AMATA City Rayong Industrial Estate. Over the past 13 years, the cumulative blood donations have reached 29.67 million cc - 26.97 million cc from AMATA City Chonburi and 2.70 million cc from AMATA City Rayong (as of December 31, 2024). This volume has supported treatment for over 222,000 patients, based on the Thai Society of Hematology’s guideline that a single 450 cc donation can aid three patients.



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 2024, AMATA City Chonburi Industrial Estate organized a competition from 12 May to 6 October 2024. There were eight sports categories, including Men’s football (11 players), Women’s football (7 players), Men’s and women’s volleyball, Men’s basketball, Men’s sepak takraw, Badminton - men’s doubles, women’s doubles, and mixed doubles, Table tennis - men’s singles, women’s singles, and mixed doubles, and Petanque - men’s doubles. A total of 222 teams from 70 companies participated, with over 5,200 athletes joining the event.

AMATA City Rayong Industrial Estate organized a competition from 1 October to 3 November 2024. There were seven sports categories: Men’s and Women’s football (7 players), Men’s and Women’s Volleyball, Men’s and Women’s Petanque (doubles), and Men’s Sepak takraw. The event drew participation from 131 teams representing 53 companies, with over 1,500 athletes joining the competitions.



“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 2024, the 12th “AMATA Junior League” sports competition was organized by AMATA City Chonburi Industrial Estate. The competition comprised 4 sports categories: Men’s football (7 players), 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 185 teams from 48 schools. The event had over 1,000 participants.

AMATA City Rayong Industrial Estate organized the 13th “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 158 teams from 33 schools. There were over 1,200 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.

AMATA Encourages Kids to Grow Herbs and Vegetables Project

In 2024, AMATA Corporation, in collaboration with the AMATA City Chonburi Industrial Estate Office and companies within the estate, organized the “AMATA Encourages Kids to Grow Herbs and Vegetables” project. The event was held once during the year with the participation of students from Napa Manorot School, located near the industrial estate in Chonburi Province. The project aimed to honor Her Majesty Queen Suthida Bajrasudhabimalalakshana and to promote learning among local youth. The event gathered over 200 participants from 33 companies, and focused on strengthening community engagement and sustainable development. It provided hands-on learning opportunities for students through three main activities including 1) Planting herbs and vegetables in garden beds 2) Bucket gardening 3) Arranging mushroom logs in a grow house.

The project was designed to benefit the community long-term. The vegetables and herbs harvested from the program could be used as safe, chemical-free ingredients for the school lunch program, and any surplus could be sold to generate income. In addition to promoting sustainability, the initiative equipped students with practical agricultural knowledge and experience, encouraging healthy living and self-reliance.

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 Khao Hin School, located in Bo Win Subdistrict, Si Racha 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. 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, including Sumitomo Rubber (Thailand) Co., Ltd. and AMATA B.Grimm Power (Rayong) Co., Ltd., who participated in this activity.



School Development Project Around the Industrial Estate

The Company and the AMATA Volunteer Club, Rayong, jointly implemented the “Ban Nong Rakam School Development Project” in Phana Nikhom Subdistrict, Nikhom Phatthana District, Rayong Province. The objectives were to help develop the school and promote learning outside the classroom for students at Ban Nong Rakam School in Nikhom Phatthana District, Rayong, with over 150 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 and provide 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 2024, over 80 employees from businesses within the estate participated, representing 10 companies.

In addition, the Company, in collaboration with the Industrial Estate Authority of Thailand (IEAT) and the AMATA City Chonburi CSR Club, organized a school development project at Wat Ban Rai School, located in Map Pong Subdistrict, Phan Thong District, Chonburi Province. The project aimed to improve the school and promote access to quality education for youth. Activities included the creation of BBL drawings designed as running tracks to enhance students' physical skills, alongside basic English vocabulary learning focused on commonly used words in categories such as animals and fruits. The project also featured basic fire safety training, equipping students with practical life skills beyond the classroom.



AMATA Volunteer Teacher Project

The Company, together with stakeholders within the AMATA City Chonburi Industrial Estate and the 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 2024, the project was organized in four schools: Wat Sripalothai School and Wat Nong Chae Waen School in Chonburi, Ban Map Yang Phon School in Rayong, and Ban Pong Saket School in Khao Mai Kaew Subdistrict, Si Racha District, Chonburi.

The project's target group consists of primary school students in Grade 4 to 6. The project took place between June and September 2024, with 8 hours of school teaching (1 hour per week) per school. A total of 304 students participated in the project.



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 the 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 2024, the Company organized a Children's Day event at the AMATA City Chonburi Industrial Estate on 10 January 2024. The event received cooperation from the AMATA City Industrial Estate Office in Chonburi and 41 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 1,747 children who participated in the event.

The Company organized a Children's Day event at the AMATA City Rayong Industrial Estate on 11 January 2024. The event received cooperation from the AMATA City Industrial Estate Office in Rayong and 38 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 1,000 children who participated in the event.

Furthermore, the event featured an exhibition showcasing award-winning student creations from the "AMATA Young Inventors" project, which involved a competition for inventions made from recycled and leftover materials.





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 2024, the Company's executives and employees participated in activities with the local communities surrounding the AMATA City Chonburi Industrial Estate. These activities covered 31 subdistricts, five districts, and two provinces, including Chonburi and Chachoengsao provinces. Some of the activities included participating in the Tod Pha-Pa Mahakusol Ceremony, 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.

- Traditional cultural preservation event for the Merit-Making Ceremony of Mae Ngob Shrine and Mangrove Forest in Khlong Tamru Subdistrict, Mueang District, Chonburi Province
- Tuptim Goddess Shrine Festival, Baan Hua Laem Community, Moo 1, Tha Kham Subdistrict, Bang Pakong District, Chachoengsao Province
- Annual Merit-Making Event at Wat Khok Tha Charoen, Phan Thong Subdistrict, Chonburi Province
- Annual Merit-Making Event at Wat Intharam, Nong Tin Nok Subdistrict, Ban Pho District, Chachoengsao Province
- Annual Merit-Making Event at Wat Ban Pho, Ban Pho Subdistrict, Ban Pho District, Chachoengsao Province
- Annual Merit-Making Event at Wat Pong Ta Mook, Nong Hong Subdistrict, Phan Thong District, Chonburi Province
- Songkran and National Elderly Day Festival
- Loy Krathong Festival Celebration in Don Hua Lo Subdistrict, Mueang District, Chonburi Province



In the area surrounding the AMATA City Rayong Industrial Estate, the Company participated in traditional Songkran Festival and Elderly Day activities organized by the Subdistrict Administration. During these events, souvenirs and consumer products were given to the elderly in 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 Wat Charoensrirat Temple, Phana Nikhom Subdistrict, Rayong Province.



Merit-making Ceremony and Kathin Robe Offering Ceremony at Wat Khao Maput, Phana Nikhom Subdistrict, Nikhom Phatthana District, Rayong Province.



To promote the Loy Krathong traditional 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: Phana Nikhom Subdistrict Administrative Organization, Nikhom Phatthana District, and Ban Wang Tan Mon, Map Yang Phon Subdistrict, Pluak Daeng District, Rayong Province.



5 Regularly monitor project/activity performance

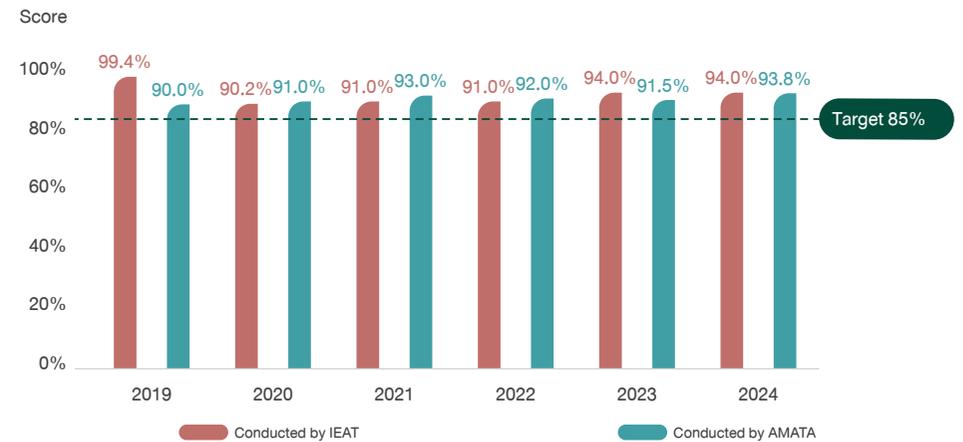


The Industrial Estate Authority of Thailand conducts an annual survey to assess community satisfaction with industrial estates across the country, covering 46 locations. In collaboration with the Company, a survey was conducted to gauge the satisfaction of communities surrounding both AMATA industrial estates. In 2024, AMATA City Chonburi Industrial Estate achieved an average satisfaction score of 94%, while AMATA City Rayong Industrial Estate received an average satisfaction score of 89.6%, exceeding the target of 85%.

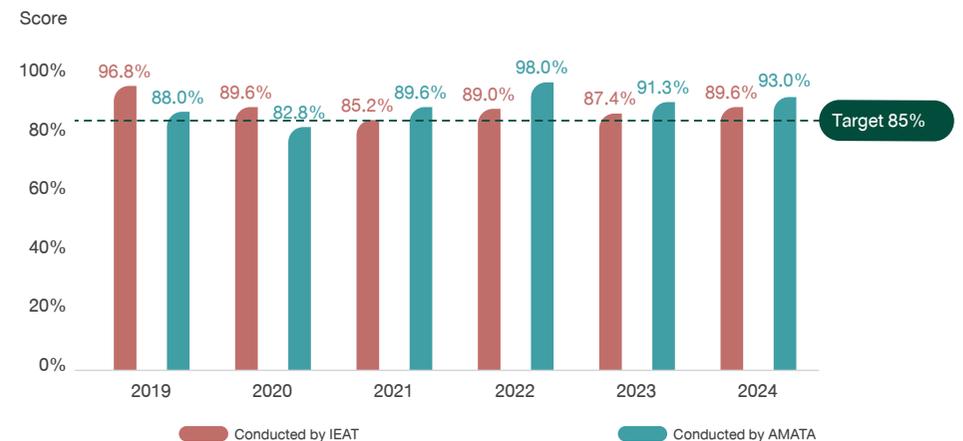
Furthermore, the Company's Community Relations and Social Responsibility Working Committee conducted on-site in-depth interviews to better understand community concerns and expectations regarding the Company. This information serves as a foundation for planning future initiatives. In addition, the annual community satisfaction survey was carried out among residents surrounding both AMATA City Chonburi and AMATA City Rayong Industrial Estates. The survey was conducted in collaboration with the Faculty of Communication Arts, Sripatum University (Chonburi Campus), and aimed to assess community needs, expectations, and satisfaction with the Company's community development projects. In 2024, the results indicated an average satisfaction score of 93.8% for AMATA City Chonburi and 93.0% for AMATA City Rayong.

Community Satisfaction Survey Results

AMATA City Chonburi Industrial Estate



AMATA City Rayong Industrial Estate



The Company has compiled feedback from community satisfaction surveys conducted by the Industrial Estate Authority of Thailand and the Company itself. This input is analyzed and used to plan activities that support and develop the communities in the following year.

According to the 2024 community satisfaction survey, communities surrounding AMATA City Chonburi Industrial Estate indicated an expectation for the Company to increase its support for activities that generate and distribute income within the local community, including initiatives that promote local employment. Additionally, there remains a strong expectation for the Company to continue its efforts in maintaining safety and environmental standards - particularly in addressing traffic congestion, preventing crime, and implementing drug control measures to enhance community safety and security.

In the communities surrounding AMATA City Rayong Industrial Estate, survey results indicate a strong expectation for AMATA to support local economic development. This includes expanding employment opportunities for residents, promoting community-based occupations and products, and facilitating more equitable income distribution in nearby areas. Additionally, the communities seek greater involvement from the Company in enhancing quality of life, particularly in the areas of healthcare, education, and broader community development.

The Company has leveraged the suggestions from the survey to develop initiatives that are in line with the findings. These include projects such as the 'Farm to Factory' initiative, which integrates community products into factory kitchens and coordinates with factories to allocate spaces for local vendors. The project aims to stimulate the local economy and promote equitable income distribution. To further support this effort, the Company has organized study visits for community members to explore successful supplemental income models in various locations. Additionally, plans are in place to expand online marketing channels for community products through the 'AMATA Chuan Shop' website and to promote sales via Facebook Live broadcasts.

The Company has launched educational initiatives that include 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.

To address traffic-related challenges, the Company has maintained ongoing coordination with relevant traffic management authorities and organized collaborative projects with local communities. Key initiatives include the "Safe Travel: Wear a Helmet While Riding a Motorcycle" campaign, the AMATA Safety Road program in Baan Khao Mapood to promote safe riding practices, and traffic education workshops for local schools. In terms of crime prevention, drug control, and ensuring safety of life and property, the Company actively participates in the District Quality of Life Development Committee of Phan Thong District, Chonburi - where the industrial estate is located. In collaboration with business operators in the estate, the Company contributes to the continuous surveillance and preventive actions against drug abuse in alignment with national policy.

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 supporting the work of Village Health Volunteers (VHV) in delivering health care and promoting well-being in surrounding communities.

These initiatives highlight the power of collaboration among the industrial sector, local governments, and communities, which serve as an essential driving force for sustainable development. The Company remains committed to its mission of growing alongside society by embracing a holistic approach that addresses economic, social, and environmental dimensions. We firmly believe that long-term business success can only be achieved when neighboring communities thrive together.



Performance Summary

Economic Performance

Consolidated Financial Performance for the Year ended 31 December	2021	2022	2023	2024
Common Share Information (THB)				
Par value	1	1	1	1
Book value per share	15.41	16.92	17.75	24.42
Earnings per share	1.22	2.04	1.64	2.16
Dividend per share	0.30	0.50	0.65	0.65
Economic Performance (THB, million)				
Revenue from sales and services	5,096.81	6,501.74	9,516.83	14,723.56
Total revenue	5,841.76	8,049.25	9,698.81	14,900.59
Net profit	1,961.54	3,163.14	2,461.14	3,473.38
Net Profit Attributable to Owners of the Parent Company	1,402.29	2,341.35	1,884.76	2,482.90
Financial Position (THB, million)				
Current assets	12,420.30	11,308.51	20,304.22	21,103.11
Total assets	45,470.85	47,658.85	57,588.09	64,940.91
Current liabilities	8,095.44	8,694.57	15,346.80	19,553.70
Total liabilities	23,462.42	23,244.12	31,860.99	36,852.79
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	22,008.43	24,414.73	25,727.10	28,088.12

Consolidated Financial Performance for the Year ended 31 December	2021	2022	2023	2024
Financial Ratios				
Return of equity (%)	8.40	12.59	9.45	11.71
Return on assets (%)	6.55	8.81	6.89	7.60
Gross margin (%)	45.67	47.91	39.02	33.74
Current ratio (times)	1.53	1.30	1.32	1.08
Debt to equity ratio (times)	1.07	0.95	1.24	1.31
Value Distribution to Stakeholders (THB, million)				
Domestic procurement ⁽¹⁾	2,401.60	3,226.81	2,284.00	2,796.54
Tax paid to the state and local authorities ⁽¹⁾	351.59	465.88	477.10	479.20
Effective Tax Rate (%) ⁽²⁾	15	13	16	12
Financial cost ⁽¹⁾	493.53	472.10	687.48	706.53
Dividend to shareholders	344.99	575.00	747.49	747.43
Employee compensation ⁽³⁾	333.61	398.38	431.57	469.83
Directors' remuneration	37.14	40.92	51.61	61.52
Social activities	6.91	3.33	6.37	6.13
Social investment exclude donation	9.48	1.21	0.70	1.61
Donation	15.77	5.78	5.10	7.26

NA = Not Available

⁽¹⁾ The information from the 2024 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

Business Ethics	2021	2022	2023	2024
Number of complaints regarding violations of business ethics reported through the whistleblowing system (case)	0	0	1	1
• Fraud and Corruption	0	0	0	0
• Insider Trading	0	0	0	0
• Bribery	0	0	0	0
• Human Rights	0	0	1	1
• Taxation	0	0	0	0
• Other cases violating business ethics	0	0	0	0
Number of verified cases involving business ethics violations (case)	0	0	1	1

Supply Chain Management	2021	2022	2023	2024
Percentage of Local purchases of goods and services ⁽⁴⁾	100%	100%	100%	100%
Total number of tier-1 suppliers	932	527	654	732
Critical tier-1 suppliers	71	85	63	51
Critical non-tier 1 suppliers	NA	NA	24	18
Total number of new suppliers	8	11	52	89
Percentage of suppliers who have been assessed for Environmental, Social, and Governance (ESG) risks				
• Critical tier-1 suppliers	100%	100%	100%	100%
• New suppliers	100%	100%	100%	100%

Supply Chain Management	2021	2022	2023	2024
Number of suppliers with very high and high Environmental, Social, and Governance (ESG) risks				
<ul style="list-style-type: none"> • Critical tier-1 suppliers 	0	1	0	1
<ul style="list-style-type: none"> • New suppliers 	0	0	0	0
Total number of suppliers that need on-site audit				
<ul style="list-style-type: none"> • Critical tier-1 suppliers 	0	11	22	21
On-site audit completion rate for critical tier-1 suppliers	-	100%	100%	100%
<ul style="list-style-type: none"> • New suppliers 	0	0	0	0

⁽⁴⁾ Local purchasing in Thailand

Environmental Performance

Operational Areas	Unit	2021	2022	2023	2024
Total Operational Areas	Rai	32,042.93	32,254.71	33,203.54 ⁽⁷⁾	40,122.22
	Hectare	5,126.87	5,160.75	5,312.57 ⁽⁷⁾	6,419.55
AMATA City Chonburi	Rai	17,496.90	17,588.82	17,813.44 ⁽⁷⁾	17,892.20
	Hectare	2,799.50	2,814.21	2,850.15 ⁽⁷⁾	2,862.75
AMATA City Rayong	Rai	14,546.03	14,665.89	15,390.10	15,782.29
	Hectare	2,327.36	2,346.54	2,462.42	2,525.17
AMATA Smart City Chonburi ⁽⁵⁾	Rai	-	-	-	4,506.74
	Hectare	-	-	-	721.08
AMATA City Chonburi 2 ⁽⁶⁾	Rai	-	-	-	1,941.05
	Hectare	-	-	-	310.56

⁽⁵⁾ The Company received the first-time approval of the Master Plan for Amata Smart City Chonburi Industrial Estate from the Industrial Estate Authority of Thailand in 2024.

⁽⁶⁾ The Company received the first-time approval of the Master Plan for Amata City Chonburi 2 Industrial Estate from the Industrial Estate Authority of Thailand in 2024.

⁽⁷⁾ The operational area data for 2023 has been revised to align with the approved master plan areas as of December 31, 2023, by the Industrial Estate Authority of Thailand.

Energy	Unit	2021	2022	2023	2024
Total energy consumption within the organization	GJ	205,525.04⁽⁸⁾	194,114.80⁽⁸⁾	212,330.66⁽⁸⁾	187,178.49
Non-renewable energy consumed	GJ	199,184.78 ⁽⁸⁾	182,135.53 ⁽⁸⁾	197,915.11 ⁽⁸⁾	171,071.44
• Fossil fuel	GJ	5,091.03 ⁽⁸⁾	5,842.70 ⁽⁸⁾	6,955.13 ⁽⁸⁾	7,093.30
• Electricity purchased	GJ	194,093.76	176,292.83	190,959.99	163,978.13
• Steam, heating, and cooling	GJ	-	-	-	-
Renewable energy consumed	GJ	6,340.26	11,979.27	14,415.54	16,107.06
• Renewable fuel	GJ	-	-	-	-
• Electricity purchased	GJ	-	-	-	-
• Electricity self-generated	GJ	6,340.26	11,979.27	14,415.54	16,107.06
Non-renewable energy sold	GJ	-	-	-	-
Renewable energy sold	GJ	-	-	-	-
Energy intensity per unit of operational area (Energy Intensity - Ha)	GJ/hectare	40.09 ⁽⁸⁾	37.61	39.97 ⁽⁹⁾	34.74
Energy intensity per unit of operational area (Energy Intensity - Rai)	GJ/rai	6.41	6.02	6.39 ⁽⁹⁾	5.56

⁽⁸⁾ The energy consumption data from 2021 to 2023 has been revised to align with the 2024 energy calculation methodology, which includes a broader range of activities related to business operations.

⁽⁹⁾ The energy intensity per unit of operational area for 2023 has been revised due to adjustments made to the operational area data, in line with the master plan approved by the Industrial Estate Authority of Thailand as of December 31, 2023.

Water and Effluents	Unit	2021	2022	2023	2024
Water withdrawal from all areas	m ³	31,036,511	30,928,500	36,779,103	38,012,004
Water withdrawal separated by water source					
1) Surface water ¹⁰⁾	m ³	29,852,473	27,387,194	31,469,302	32,823,290
• Freshwater with Total Dissolved Solids ≤1,000 mg/L	m ³	29,852,473	27,387,194	31,469,302	32,823,290
• 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 ¹¹⁾	m ³	0	0	0	0
4) Third-party water ¹²⁾	m ³	1,184,038	3,541,306	5,309,801	5,188,714
Water withdrawal from water-stress areas	m ³	31,036,511	30,928,500	36,779,103	38,012,004
• Freshwater with Total Dissolved Solids ≤1,000 mg/L	m ³	31,036,511	30,928,500	36,779,103	38,012,004
• 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 destination					
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

Water and Effluents	Unit	2021	2022	2023	2024
Total water consumption	m ³	31,036,511	30,928,500	36,779,103	38,012,004
Water intensity per unit of operational area (Water Intensity - Ha)	m ³ / Hectare	6,053.70	5,993.02	6,923.04 ⁽¹³⁾	7,055.05
Water intensity per unit of operational area (Water Intensity - Rai)	m ³ /Rai	968.59	958.88	1,107.69 ⁽¹³⁾	1,128.81

⁽¹⁰⁾ Surface Water is the natural source from lake, stream, or river

⁽¹¹⁾ Produced water is the water from extraction, distillation or use of raw materials that requires further management by the Company

⁽¹²⁾ Third-party water is tap water supplied by Provincial Waterworks Authority of Thailand

⁽¹³⁾ The water consumption per operational area data for 2023 has been revised due to adjustments in the operational area to align with the master plan approved by the Industrial Estate Authority of Thailand as of December 31, 2023.

Quality of effluent discharged from central treatment plant ^{(14) (15) (16)}	Unit	Standards	2021	2022	2023	2024
AMATA City Chonburi Industrial Estate						
pH		5.5-9.0	6.9-7.9	6.5-8.3	6.4-8.0	6.6-7.9
Temperature	°C	≤ 40	29-35	28-34	27-36	25-36
Biochemical Oxygen Demand (BOD ₅)	mg/L	≤ 20	<2.0-17.7	<2.0-17.6	<2.0-13.6	<2.0-14.6
Chemical Oxygen Demand (COD)	mg/L	≤ 120	<40-92	<40-80	<40-95	<40-97
Grease and Oil	mg/L	≤ 5	<3.0	<3.0	<3.0	<3.0
Suspended Solid (SS)	mg/L	≤ 50	<5-41	<5-39	<5-30	5-39
Total Dissolved Solid (TDS)	mg/L	≤ 3000	524-1,416	612-2,025	792-2,636	836-2,744
Total Kjeldahl Nitrogen (TKN)	mg/L	≤ 100	<5-42	<5-34	<5-62	<5-39
Mercury (Hg)	mg/L	≤ 0.005	<0.0010	<0.0010	<0.0010	<0.0010
Selenium (Se)	mg/L	≤ 0.02	ND	<0.0020, <0.0050	<0.0020	<0.0020

Quality of effluent discharged from central treatment plant ^{(14) (15) (16)}	Unit	Standards	2021	2022	2023	2024
Cadmium (Cd)	mg/L	≤ 0.03	<0.03	<0.03	<0.03	<0.03
Lead (Pb)	mg/L	≤ 0.2	ND, <0.10	<0.03, <0.10-0.14	<0.03	<0.03
Arsenic (As)	mg/L	≤ 0.25	<0.0020-0.0056	<0.0020-0.0141, <0.10	<0.0020-0.0665	<0.0020-0.1384
Chromium (Cr ³⁺)	mg/L	≤ 0.75	<0.10-0.24	<0.10-0.20	<0.03-0.04	<0.03-0.03
Chromium (Cr ⁶⁺)	mg/L	≤ 0.25	<0.050-0.12	<0.050	<0.050	<0.050-0.14
Barium (Ba)	mg/L	≤ 1.0	<0.03-0.11	<0.03-0.13	<0.03-0.06	<0.03-0.05
Nickel (Ni)	mg/L	≤ 1.0	<0.10-0.89	<0.10-0.90	0.05-0.74	0.03-0.48
Copper (Cu)	mg/L	≤ 2.0	<0.10-0.30	<0.03-0.13, <0.10	<0.03-0.15	<0.03-0.14
Zinc (Zn)	mg/L	≤ 5.0	0.05-1.60	0.06-0.89	0.09-1.01	0.05-0.33
Sulfide as H ₂ S	mg/L	≤ 1.0	<0.53-0.80	<0.50-0.67	<0.50-0.97	<0.50-0.86
Cyanide as HCN	mg/L	≤ 0.2	<0.020-0.033	<0.020	<0.020	<0.020
Chloride as Cl ₂	mg/L	≤ 1.0	<0.1-0.4	<0.1-0.4	<0.1-0.4	<0.1-0.6
AMATA City Rayong Industrial Estate						
pH		5.5-9.0	6.7-7.6	6.6-8.1	6.2-7.7	6.3-7.4
Temperature	°C	≤ 40	27-35	28-33	26-33	28-34
Biochemical Oxygen Demand (BOD ₅)	mg/L	≤ 20	<2.0-11.4	<2.0-9.1	<2.0-12.3	<2.0-8.4
Chemical Oxygen Demand (COD)	mg/L	≤ 120	<40-57	<40-68	<40-79	<40-58
Grease and Oil	mg/L	≤ 5	<3.0	<3.0	<3.0-3.4	<3.0

Quality of effluent discharged from central treatment plant ^{(14) (15) (16)}	Unit	Standards	2021	2022	2023	2024
Suspended Solid (SS)	mg/L	≤ 50	<5-20	<5-42	<5-43	<5-34
Total Dissolve Solid (TDS)	mg/L	≤ 3000	896-1,913	844-2,200	1,008-2,674	272-2,244
Total Kjeldahl Nitrogen (TKN)	mg/L	≤ 100	<5-18	<5-17	<5-26	<5-21
Mercury (Hg)	mg/L	≤ 0.005	<0.0010	<0.0010	<0.0010	<0.0010
Selenium (Se)	mg/L	≤ 0.02	ND	<0.0050	<0.0020	<0.0020
Cadmium (Cd)	mg/L	≤ 0.03	<0.03	<0.03	<0.03	<0.03
Lead (Pb)	mg/L	≤ 0.2	<0.03, <0.10	<0.03, <0.10	<0.03	<0.10
Arsenic (As)	mg/L	≤ 0.25	<0.0020-0.0132	<0.0020-0.0056, <0.10	<0.0020-0.0090	<0.0020-0.0148
Chromium (Cr ³⁺)	mg/L	≤ 0.75	<0.10	<0.10	<0.03-0.05	<0.03-0.06
Chromium (Cr ⁶⁺)	mg/L	≤ 0.25	<0.050	<0.050	<0.050	<0.050
Barium (Ba)	mg/L	≤ 1.0	0.04-0.09	0.04-0.08	0.08-0.11	0.04-0.10
Nickel (Ni)	mg/L	≤ 1.0	<0.10-0.18	<0.10-0.32	0.03-0.42	0.05-0.28
Copper (Cu)	mg/L	≤ 2.0	<0.03, <0.10	<0.03, <0.10	<0.03-0.03	<0.03-0.11
Zinc (Zn)	mg/L	≤ 5.0	0.14-1.68	0.13-0.86	0.06-0.56	0.09-0.46
Sulfide as H ₂ S	mg/L	≤ 1.0	<0.53-0.63	<0.50, <0.53	<0.50-0.65	<0.50
Cyanide as HCN	mg/L	≤ 0.2	<0.020	<0.020	<0.020	<0.020
Chloride as Cl ₂	mg/L	≤ 1.0	<0.1-0.4	<0.1-0.2	<0.1-0.2	<0.1-0.3

ND = Not Detected

⁽¹⁴⁾ The quality of treated water monitored by laboratories registered with the Department of Industrial Works

⁽¹⁵⁾ 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

⁽¹⁶⁾ 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	2021	2022	2023 ⁽¹⁸⁾	2024 ⁽¹⁹⁾
Total Greenhouse Gas Emissions⁽¹⁷⁾	tons CO₂e	60,207	58,077	63,861	63,271
Direct GHG emissions (Scope 1)	tons CO ₂ e	408	454	579	539
Indirect GHG emissions (Scope 2)	tons CO ₂ e	16,774	15,393	14,639	12,855
Total direct and indirect GHG emissions (Scope 1 & 2)	tons CO ₂ e	17,182	15,847	15,218	13,394
Other indirect GHG emissions (Scope 3)	tons CO ₂ e	43,025	42,230	48,643	49,877
Greenhouse gas emission intensity (Scope 1&2) per unit of operational area (GHG emission intensity-ha)	tons CO ₂ e/ Hectare	3.35	3.07	2.86	2.49
Greenhouse gas emission intensity (Scope 1&2) per unit of operational area (GHG emission intensity-rai)	tons CO ₂ e/ rai	0.54	0.49	0.46	0.40

⁽¹⁷⁾ The calculation methodology of GHG emissions and emission factor (EF) based on Thailand Greenhouse Gas Management Organization (TGO)

⁽¹⁸⁾ The greenhouse gas (GHG) emissions data for 2023 has been revised in accordance with the verified data certified by the Thailand Greenhouse Gas Management Organization (TGO) as of June 21, 2024.

⁽¹⁹⁾ The volume of GHG emissions has been calculated based on the assessment guidelines and emission factors provided by the Thailand Greenhouse Gas Management Organization (TGO) but has not yet been verified. The Company is in the process of appointing a third-party verifier, which must be an entity registered with the Thailand Greenhouse Gas Management Organization (TGO). The certification and registration of the organization's carbon footprint are expected to be completed within the third quarter of 2025.

Other Air Emissions ⁽²⁰⁾	Unit	Standards	2021	2022	2023	2024
AMATA City Chonburi Industrial Estate						
Location 1: Boonyarasri Temple (A1)						
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	0.008-0.045	<0.001-0.028	<0.001-0.026	0.001-0.037
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	0.029-0.040	0.003-0.012	<0.001-0.074	0.004-0.017
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.065-0.125	0.039-0.143	0.027-0.111	0.020-0.124
PM 10	mg/m ³	≤ 0.12	0.038-0.067	0.031-0.071	0.008-0.057	0.004-0.090
Location 2: Ban Yan Sue School (A2)						
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	<0.001-0.025	0.001-0.045	0.002-0.033	<0.001-0.027
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	0.002-0.018	0.002-0.059	0.001-0.087	0.010-0.029
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.026-0.113	0.058-0.140	0.025-0.091	0.035-0.137
PM 10	mg/m ³	≤ 0.12	0.016-0.070	0.025-0.058	0.016-0.052	0.008-0.112
Location 3: Map Sam Kliaw Temple (A3)						
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	0.003-0.086	0.001-0.056	0.001-0.059	0.002-0.062
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	0.001-0.011	<0.001-0.018	0.001-0.017	0.000-0.024
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.031-0.134	0.018-0.095	0.019-0.092	0.015-0.099
PM 10	mg/m ³	≤ 0.12	0.021-0.104	0.013-0.063	0.010-0.094	0.008-0.072
PM 2.5	mg/m ³	≤ 0.05	0.003-0.038	0.004-0.046	0.004-0.033	0.001-0.004

Other Air Emissions ⁽²⁰⁾	Unit	Standards	2021	2022	2023	2024
Location 4: Pan Thong Sapachanupathum School (A4)						
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	<0.001-0.065	0.003-0.067	0.003-0.065	0.000-0.049
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	<0.001-0.015	<0.001-0.009	0.001-0.010	0.000-0.066
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.044-0.170	0.046-0.157	0.042-0.153	0.031-0.130
PM 10	mg/m ³	≤ 0.12	0.026-0.111	0.034-0.090	0.030-0.104	0.022-0.086
PM 2.5	mg/m ³	≤ 0.05	0.008-0.040	0.008-0.050	0.014-0.037	0.018-0.035
Location 5: Don Damrongtham Temple (A5)						
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	0.003-0.048	0.001-0.041	0.002-0.057	<0.001-0.077
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	0.002-0.014	<0.001-0.004	0.001-0.005	0.003-0.005
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.090-0.182	0.070-0.120	0.059-0.180	0.051-0.166
PM 10	mg/m ³	≤ 0.12	0.057-0.098	0.021-0.072	0.028-0.067	0.003-0.097
Location 6: Science-Based Technology Vocational College (A6)						
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	<0.001-0.025	0.002-0.027	0.002-0.060	0.003-0.031
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	0.003-0.014	0.009-0.036	0.001-0.052	0.001-0.007
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.086-0.122	0.047-0.138	0.020-0.052	0.026-0.075
PM 10	mg/m ³	≤ 0.12	0.049-0.075	0.025-0.073	0.009-0.044	0.007-0.065

Other Air Emissions ⁽²⁰⁾	Unit	Standards	2021	2022	2023	2024
Location 7: U Ta Pao Temple (A7)						
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	0.003-0.064	0.002-0.046	0.001-0.048	0.000-0.047
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	<0.001-0.013	<0.001-0.011	0.001-0.022	<0.001-0.011
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	<0.033-0.123	0.021-0.097	0.021-0.082	0.014-0.087
PM 10	mg/m ³	≤ 0.12	0.026-0.102	0.014-0.071	0.011-0.065	0.010-0.062
PM 2.5	mg/m ³	≤ 0.05	0.004-0.048	0.005-0.043	0.005-0.037	0.005-0.039
Location 8: Ban Map Sam Kliaw (A8)						
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	0.010-0.040	0.004-0.027	0.002-0.027	0.001-0.043
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	0.009-0.023	0.007-0.016	<0.001-0.004	0.012-0.068
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.068-0.110	0.023-0.079	0.017-0.062	0.034-0.104
PM 10	mg/m ³	≤ 0.12	0.025-0.078	0.015-0.054	0.006-0.043	0.013-0.061
Location 9: Charoenwat Village (A9)						
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	<0.001-0.091	<0.001-0.043	0.002-0.036	0.005-0.031
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	0.001-0.014	0.039-0.055	0.001-0.019	0.006-0.011
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.033-0.088	0.043-0.079	0.027-0.052	0.018-0.109
PM 10	mg/m ³	≤ 0.12	0.018-0.069	0.026-0.052	0.013-0.023	0.013-0.076
Location 10: Ban Ngio Temple (A10)						
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	0.002-0.040	0.003-0.024	<0.001-0.037	< 0.001-0.031
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	0.001-0.017	0.001-0.012	<0.001-0.005	0.002-0.007

Other Air Emissions ⁽²⁰⁾	Unit	Standards	2021	2022	2023	2024
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.098-0.141	0.053-0.147	0.039-0.113	0.049-0.147
PM 10	mg/m ³	≤ 0.12	0.053-0.085	0.039-0.074	0.018-0.059	0.017-0.053
Location 11: Orm Kaew Temple (A11)						
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	0.002-0.051	0.001-0.033	<0.001-0.027	0.000-0.032
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	<0.001-0.017	<0.001-0.012	<0.001-0.014	0.001-0.027
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.025-0.102	0.017-0.075	0.019-0.085	0.012-0.075
PM 10	mg/m ³	≤ 0.12	0.015-0.068	0.011-0.050	0.012-0.054	0.007-0.056
PM 2.5	mg/m ³	≤ 0.05	0.002-0.049	0.003-0.034	0.005-0.038	0.001-0.004
AMATA City Rayong Industrial Estate						
Location 1: Ban Wang Tanmon (A1)						
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	<0.001-0.016	0.002-0.040	0.001-0.046	0.001-0.010
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	0.001-0.031	0.001-0.016	0.001-0.007	0.001-0.006
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.027-0.309	0.042-0.074	0.043-0.112	0.028-0.120
PM 10	mg/m ³	≤ 0.12	0.012-0.114	0.019-0.056	0.024-0.087	0.019-0.067
Location 2: Rat Atsadaram Temple (A2)						
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	<0.001-0.009	<0.001-0.009	<0.001-0.019	0.001-0.024
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	<0.001-0.030	0.001-0.044	<0.001-0.002	0.003-0.009
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.049-0.206	0.036-0.209	0.062-0.181	0.051-0.125
PM 10	mg/m ³	≤ 0.12	0.035-0.108	0.022-0.068	0.039-0.083	0.035-0.072

Other Air Emissions ⁽²⁰⁾	Unit	Standards	2021	2022	2023	2024
Location 3: Ban Phusai School (A3)						
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	<0.001-0.040	0.002-0.026	<0.001-0.013	0.002-0.011
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	<0.001-0.014	0.002-0.009	0.002-0.011	0.003-0.030
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.051-0.176	0.049-0.054	0.125-0.890	0.052-0.056
PM 10	mg/m ³	≤ 0.12	0.034-0.114	0.038-0.102	0.077-0.504	0.069-0.075
Location 4: Phananikhom Temple (A4)						
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	<0.001-0.027	0.001-0.050	<0.001-0.046	0.002-0.060
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	<0.001-0.020	<0.001-0.024	<0.001-0.027	0.000-0.066
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.013-0.057	0.014-0.101	0.017-0.076	0.003-0.043
PM 10	mg/m ³	≤ 0.12	0.008-0.044	0.011-0.069	0.009-0.060	0.009-0.055
PM 2.5	mg/m ³	≤ 0.05	0.004-0.045	0.005-0.039	0.004-0.038	0.004-0.035
Location 5: Ban Mapyangphon Health Center (A5)						
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	<0.001-0.043	0.002-0.065	<0.001-0.068	0.000-0.050
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	<0.001-0.015	<0.001-0.011	<0.001-0.012	0.001-0.025
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.023-0.182	0.024-0.068	<0.017-0.172	0.013-0.160
PM 10	mg/m ³	≤ 0.12	0.015-0.093	0.013-0.093	0.009-0.100	0.008-0.102
PM 2.5	mg/m ³	≤ 0.05	0.005-0.042	0.005-0.008	0.005-0.039	0.004-0.038

⁽²⁰⁾ 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	2021	2022	2023	2024
Waste Generated					
Amount of waste generated from business operations	ton	26,806.29	27,974.92	26,329.11	34,432.20
• Hazardous waste	ton				
• Bangkok Office	ton	NA	NA	NA	-
• AMATA City Chonburi	ton	-	-	0.44 ⁽²¹⁾	-
• AMATA City Rayong	ton	-	-	-	-
• Non-hazardous waste	ton				
• Bangkok Office	ton	NA	NA	NA	5.20
• AMATA City Chonburi	ton	20,648.76	21,195.28	19,010.97	23,061.76 ⁽²²⁾
• AMATA City Rayong	ton	6,157.53	6,779.64	7,317.70	11,365.24 ⁽²²⁾
Waste diverted from disposal					
Amount of waste diverted from disposal	ton	2,124.57	2,267.71	2,126.36	8,774.94
• Hazardous waste	ton				
• Reuse	ton	-	-	-	-
- onsite	ton	-	-	-	-
- offsite	ton	-	-	-	-
• Recycle	ton	-	-	0.44 ⁽²¹⁾	-
- onsite	ton	-	-	-	-
- offsite	ton	-	-	0.44 ⁽²¹⁾	-

Waste	Unit	2021	2022	2023	2024
• Non-hazardous waste	ton				
• Reuse	ton	-	-	-	6,781.00 ⁽²³⁾
- onsite	ton				
• Bangkok Office	ton	NA	NA	NA	-
• AMATA City Chonburi	ton	-	-	-	4,044.00 ⁽²³⁾
• AMATA City Rayong	ton	-	-	-	2,737.00 ⁽²³⁾
- offsite	ton				
• Recycle	ton	2,124.57	2,267.71	2,125.92	1,993.94
- onsite	ton	-	-	-	-
- offsite	ton	2,124.57	2,267.71	2,125.92	1,993.94
Waste directed to disposal					
Amount of waste directed to disposal	ton	24,681.71	25,707.21	23,329.96	23,873.64
• Non-hazardous waste	ton	24,681.71	25,707.21	23,329.96	23,873.64
• Incineration without energy recovery	ton	-	-	-	-
- onsite	ton	-	-	-	-
- offsite	ton	-	-	-	-
• Incineration with energy recovery	ton	18,512.00	18,927.57	16,012.26	15,242.90
- onsite	ton	-	-	-	-
- offsite	ton	18,512.00	18,927.57	16,012.26	15,242.90

Waste	Unit	2021	2022	2023	2024
• Landfilling	ton	6,169.71	6,779.64	7,317.70	8,630.74
- onsite	ton	-	-	-	-
- offsite	ton	6,169.71	6,779.64	7,317.70	8,630.74

NA = Not Available

⁽²¹⁾ Hazardous waste arising from other activities not included in the organization's municipal solid waste management system.

⁽²²⁾ The Company has expanded its reporting scope to include utility system waste within the industrial estate. This includes sludge generated from the central water supply and biological wastewater treatment systems. As a result, the reported waste volume has significantly increased.

⁽²³⁾ Utility system waste within the industrial estate includes sludge generated from the central water supply system and the central biological wastewater treatment system.

Environmental Compliance	2021	2022	2023	2024
Number of incidents of environmental non-compliance (case)	0	0	0	0
- Number of incidents of non-compliance with environmental laws and regulations related to air (cases)	0	0	0	0
- Number of incidents of non-compliance with environmental laws and regulations related to water (cases)	0	0	0	0
- Number of incidents of non-compliance with environmental laws and regulations related to waste (cases)	0	0	0	0
Monetary value of significant fines associated with violating environmental law (THB)	0	0	0	0

Social Performance

Employment	2021		2022		2023		2024	
	Person	%	Person	%	Person	%	Person	%
Total number of employees on 31 December	265	100.0%	277	100.0%	301	100.0%	309	100.0%
Number of employees by gender								
• Male	148	55.8%	155	56.0%	169	56.1%	165	53.4%
• Female	117	44.2%	122	44.0%	132	43.9%	144	46.6%
Number of employees by level								
Top Management (level 9-12)	14	5.3%	15	5.4%	15	5.0%	15	4.9%
• Male	8	57.1%	9	60.0%	9	60.0%	10	66.7%
• Female	6	42.9%	6	40.0%	6	40.0%	5	33.3%
Middle Management (level 6 - 8)	45	17.0%	51	18.4%	55	18.3%	56	18.1%
• Male	25	55.6%	27	52.9%	27	49.1%	27	48.2%
• Female	20	44.4%	24	47.1%	28	50.9%	29	51.8%
First-line Management (level 4 — 5)	76	28.7%	77	27.8%	85	28.2%	87	28.2%
• Male	32	42.1%	33	42.9%	35	41.2%	33	37.9%
• Female	44	57.9%	44	57.1%	50	58.8%	54	62.1%
Operational level (level 1 — 3)	130	49.1%	134	48.4%	146	48.5%	151	48.9%
• Male	83	63.8%	86	64.2%	98	67.1%	95	62.9%
• Female	47	36.2%	48	35.8%	48	32.9%	56	37.1%

Employment	2021		2022		2023		2024	
	Person	%	Person	%	Person	%	Person	%
Number of employees by age								
Less than 30 years old	43	16.2%	43	15.5%	47	15.6%	54	17.5%
• Male	18	41.9%	18	41.9%	24	51.1%	25	46.3%
• Female	25	58.1%	25	58.1%	23	48.9%	29	53.7%
30-50 years old	174	65.7%	182	65.7%	198	65.8%	206	66.7%
• Male	97	55.7%	102	56.0%	106	53.5%	107	51.9%
• Female	77	44.3%	80	44.0%	92	46.5%	99	48.1%
Over 50 years old	48	18.1%	52	18.8%	56	18.6%	49	15.9%
• Male	33	68.8%	35	67.3%	39	69.6%	33	67.3%
• Female	15	31.3%	17	32.7%	17	30.4%	16	32.7%
Number of employees by employment contract								
Permanent employees	158	59.6%	165	59.6%	179	59.5%	192	62.1%
• Male	73	46.2%	77	46.7%	80	44.7%	85	44.3%
• Female	85	53.8%	88	53.3%	99	55.3%	107	55.7%
Yearly contract employees	42	15.8%	45	16.2%	43	14.3%	41	13.3%
• Male	23	54.8%	23	51.1%	23	53.5%	20	48.8%
• Female	19	45.2%	22	48.9%	20	46.5%	21	51.2%
Temporary employees (outsource)	65	24.5%	67	24.2%	79	26.2%	76	24.6%
• Male	52	80.0%	55	82.1%	66	83.5%	60	78.9%
• Female	13	20.0%	12	17.9%	13	16.5%	16	21.1%

Employment	2021		2022		2023		2024	
	Person	%	Person	%	Person	%	Person	%
Number of employees by employment type								
Full-time employee	265	100.0%	277	100.0%	301	100.0%	309	100.0%
• Male	148	55.8%	155	56.0%	169	56.1%	165	53.4%
• Female	117	44.2%	122	44.0%	132	43.9%	144	46.6%
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	87	32.8%	91	32.9%	96	31.9%	76	24.6%
• Permanent employee	48	55.2%	55	60.4%	64	66.7%	53	69.7%
• Yearly Contract Employees	19	21.8%	19	20.9%	14	14.6%	8	10.5%
• Temporary employees (outsource)	20	23.0%	17	18.7%	18	18.8%	15	19.7%
AMATA City Chonburi Office	138	52.1%	145	52.3%	155	51.5%	164	53.1%
• Permanent employee	90	65.2%	92	63.4%	96	61.9%	103	62.8%
• Yearly Contract Employees	21	15.2%	23	15.9%	25	16.1%	27	16.5%
• Temporary employees (outsource)	27	19.6%	30	20.7%	34	21.9%	34	20.7%
AMATA City Rayong Office	40	15.1%	41	14.8%	50	16.6%	56	18.1%
• Permanent employee	20	50.0%	18	43.9%	19	38.0%	23	41.1%
• Yearly Contract Employees	2	5.0%	3	7.3%	4	8.0%	6	10.7%
• Temporary employees (outsource)	18	45.0%	20	48.8%	27	54.0%	27	48.2%

Employment	2021		2022		2023		2024	
	Person	%	Person	%	Person	%	Person	%
Number of employees by hometown								
• Bangkok Metropolitan Region	71	26.8%	70	25.3%	68	22.6%	87	28.2%
• Central region	27	10.2%	24	8.7%	41	13.6%	25	8.1%
• Eastern region	90	34.0%	98	35.4%	96	31.9%	100	32.4%
• Western region	8	3.0%	9	3.2%	7	2.3%	7	2.3%
• Southern region	5	1.9%	9	3.2%	13	4.3%	16	5.2%
• Northern region	19	7.2%	21	7.6%	26	8.6%	23	7.4%
• North-Eastern region	45	17.0%	46	16.6%	50	16.6%	51	16.5%
Number of employees by nationality								
• Thai	240	90.6%	251	90.6%	272	90.4%	281	90.9%
• European	2	0.8%	2	0.7%	2	0.7%	1	0.3%
• Chinese	3	1.1%	4	1.4%	5	1.7%	5	1.6%
• Singaporean	1	0.4%	1	0.4%	1	0.3%	1	0.3%
• Japanese	3	1.1%	3	1.1%	3	1.0%	3	1.0%
• Vietnamese	1	0.4%	0	0.0%	0	0.0%	0	0.0%
• Burmese	9	3.4%	9	3.2%	9	3.0%	9	2.9%
• Laos	6	2.3%	7	2.5%	9	3.0%	9	2.9%
Number of employees with disabilities								
• 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	2021		2022		2023		2024	
	Person	%	Person	%	Person	%	Person	%
New employees	27	10.2%	41	14.8%	46	15.3%	39	12.6%
New employees by Gender								
• Male	9	33.3%	17	41.5%	26	56.5%	18	46.2%
• Female	18	66.7%	24	58.5%	20	43.5%	21	53.8%
New employees by age								
• Less than 30 years old	13	48.1%	22	53.7%	16	34.8%	21	53.8%
• 30-50 years old	12	44.4%	18	43.9%	27	58.7%	16	41.0%
• Over 50 years old	2	7.4%	1	2.4%	3	6.5%	2	5.1%
New employees by level								
• Top Management	1	3.7%	1	2.5%	1	2.2%	2	5.1%
• Middle Management	1	3.7%	1	2.5%	5	10.9%	2	5.1%
• First-line Management	7	25.9%	6	14.6%	16	34.8%	12	30.8%
• Operational level	18	66.7%	33	80.4%	24	52.1%	23	59.0%

Employee Turnover	2021		2022		2023		2024	
	Person	%	Person	%	Person	%	Person	%
Employee Turnover Rate ⁽²⁴⁾	30	11.3%	34	12.3%	28	9.3%	26	8.4%
By Gender								
• Male	10	33.3%	13	38.2%	17	60.7%	15	57.7%
• Female	20	66.7%	21	61.8%	11	39.3%	11	42.3%

Employee Turnover	2021		2022		2023		2024	
	Person	%	Person	%	Person	%	Person	%
By Age								
• Less than 30 years old	12	40.0%	12	35.3%	9	32.1%	5	19.2%
• 30-50 years old	17	56.7%	17	50.0%	11	39.3%	17	65.4%
• Over 50 years old	1	3.3%	5	14.7%	8	28.6%	4	15.4%
Voluntary employee turnover rate	27	10.2%	29	10.5%	22	7.3%	23	7.4%
By Gender								
• Male	8	29.7%	11	38.0%	13	59.1%	13	56.5%
• Female	19	70.3%	18	62.0%	9	40.9%	10	43.5%
By Age								
• Less than 30 years old	12	44.4%	11	37.9%	9	40.9%	5	21.7%
• 30-50 years old	15	55.6%	17	58.6%	9	40.9%	17	73.9%
• Over 50 years old	0	0.0%	1	3.5%	4	18.2%	1	4.3%
By Level								
• Top Management	2	7.5%	0	0.0%	2	9.1%	2	8.7%
• Middle Management	0	0.0%	0	0.0%	3	13.6%	2	8.7%
• First-line Management	5	18.5%	4	13.8%	7	31.8%	8	34.8%
• Operational level	20	74.0%	25	86.2%	10	45.5%	11	47.8%

⁽²⁴⁾ Employee turnover includes voluntary resignation, dismissal, retirement and death

Parental Leave	2021		2022		2023		2024	
	Person	%	Person	%	Person	%	Person	%
Employee that took parental leave	1	0.38%	3	1.08%	5	1.66%	0	0
Employee returned to work after parental leave	1	100%	2	66.67%	5	100.0%	0	0

Employee Development	2021	2022	2023	2024
	hour/person	hour/person	hour/person	hour/person
Average training hours per person per year	25.72	20.38	20.56	23.31
Total number of training hours	5,736.50	5,727.25	6,475.65	7,692.25
By Gender				
• Male	21.47	16.95	13.59	18.72
• Female	30.70	24.43	29.27	28.82
By Level				
• Management level	20.43	30.91	36.85	54.63
• Operational level	26.81	18.79	17.77	17.72

Compensation	2021	2022	2023	2024
Employee compensation by gender (THB)				
• Total compensation	188,733,322.57	244,647,581.76	271,237,348.92	294,236,019.64
• Compensation for male employee	99,870,900.46	124,236,987.29	139,348,886.44	147,737,179.40
• Compensation for female employee	88,862,422.11	120,410,594.47	131,888,462.48	146,498,840.24
Employee compensation proportion (female: male)	1:1.12	1:1.03	1:1.06	1:1.01
Employees' provident fund				
• Number of employees in provident fund (person)	155	157	159	169
• Company contributions to provident fund (THB)	14,210,411.65	13,968,853.15	14,132,310.76	15,643,029.65

Employee Engagement and Participation	2021	2022	2023	2024
Complaints on labor practices and human rights (case)	0	0	0	0
Major labor disputes (case)	0	0	0	0
Employee engagement score (%)	59	69	67	70

Occupational Health & Safety	2021		2022		2023		2024	
	Male	Female	Male	Female	Male	Female	Male	Female
Total number of workers covered by the occupational health and safety management system (persons)								
• Employee	265		277		301		309	
	148	117	155	122	169	132	165	144
• Contractor	NA		NA		NA		3,698	
	NA	NA	NA	NA	NA	NA	3,289	409
Total number of workers covered by the occupational health and safety management system (%)								
• Employee	100		100		100		100	
• Contractor	NA		NA		NA		100	
Total working hours (hour)								
• Employee	602,544.10		586,809.94		653,812.59		650,624.37	
	359,112.45	243,431.65	335,116.77	251,693.17	400,666.68	253,145.91	385,851.76	264,772.61
• Contractor	4,224		15,312		517		3,654,202.52 ⁽³⁰⁾	
	4,224	0	15,296	16	416	101	3,212,455.52 ⁽³⁰⁾	441,747.00 ⁽³⁰⁾
Number of work-related fatalities⁽²⁵⁾ (cases)								
• Employee	0		0		0		0	
	0	0	0	0	0	0	0	0
• Contractor	0		0		0		0	
	0	0	0	0	0	0	0	0
Fatality rate (cases per 1 million hours worked)								
• Employee	0		0		0		0	
• Contractor	0		0		0		0	

Occupational Health & Safety	2021		2022		2023		2024	
	Male	Female	Male	Female	Male	Female	Male	Female
Number of serious work-related injuries resulting in lost workdays ⁽²⁶⁾ (cases)								
• Employee	0		0		0		0	
	0	0	0	0	0	0	0	0
• Contractor	0		0		0		0	
	0	0	0	0	0	0	0	0
Serious injury rate (cases per 1 million hours worked)								
• Employee	0		0		0		0	
• Contractor	0		0		0		0	
Total number of work-related injuries ⁽²⁷⁾ (cases)								
• Employee	0		0		1		1	
	0	0	0	0	1	0	1	0
• Contractor	0		0		0		0	
	0	0	0	0	0	0	0	0
Total injury rate (cases per 1 million hours worked)								
• Employee	0		0		1.53		1.54	
• Contractor	0		0		0		0	
Lost Time Injury Frequency Rate (LTIFR) ⁽²⁸⁾								
• Employee	0		0		1.53		1.54	
• Contractor	0		0		0		0	

Occupational Health & Safety	2021		2022		2023		2024	
	Male	Female	Male	Female	Male	Female	Male	Female
Number of work-related illness fatalities (cases)								
• Employee	0		0		0		0	
	0	0	0	0	0	0	0	0
• Contractor	0		0		0		0	
	0	0	0	0	0	0	0	0
Total number of work-related illnesses (cases)								
• Employee	0		0		0		0	
	0	0	0	0	0	0	0	0
• Contractor	0		0		0		0	
	0	0	0	0	0	0	0	0
Occupational Illness Frequency Rate (OIFR)⁽²⁹⁾ (cases per 1 million hours worked)								
• Employee	0		0		0		0	
• Contractor	0		0		0		0	

NA = Not Available

⁽²⁵⁾ Work-related incidents or company activities that resulted in fatalities.

⁽²⁶⁾ Work-related accidents resulting in disability, permanent impairment, or severe injuries requiring more than 6 months of medical treatment.

⁽²⁷⁾ Medical Treatment Injury (MTI) refers to incidents that require medical attention to address injury, illness, or physical abnormalities, including but not limited to: Wound sutures, Casting or splinting, Minor or major surgeries, Detoxification, Gastric lavage, Intravenous fluid administration, Blood transfusion, CPR, Medication for treatment, Physical rehabilitation, Amputation, Job reassignment due to injury, and Death, While, excluded from MTI classification:

- First aid only
- Medical consultations without treatment
- Diagnostic procedures such as X-rays, ultrasounds, blood tests, or medications for diagnostic purposes (e.g. eye dilation drops)

⁽²⁸⁾ Lost-time Injury Frequency Rate (LTIFR) refers to the frequency of work-related injuries that result in at least one day of absence from work.

⁽²⁹⁾ Occupational Illness Frequency Rate (OIFR) refers to the rate of work-related illnesses.

⁽³⁰⁾ The company expanded its reporting scope to include working hours of contractors under the company's occupational health and safety system, resulting in a significant increase in total reported working hours.

Socioeconomic Compliance	2021	2022	2023	2024
Complaints of personal or confidential business information breach (case)	0	0	0	0
Significant Incidents of Non-Compliance with Laws and Regulations ⁽³¹⁾ (cases)	0	0	0	0
<ul style="list-style-type: none"> Incidents of significant non-compliance with laws and regulations resulting in monetary fines (cases) 	0	0	0	0
<ul style="list-style-type: none"> Incidents of significant non-compliance with laws and regulations resulting in non-monetary sanctions (cases) 	0	0	0	0
Significant fines for socioeconomic non-compliance (THB)	0	0	0	0

⁽³¹⁾ Significant non-compliance with laws and regulations refers to any breach that results in a monetary fine exceeding 1 million Baht; suspension of the Company's operating license; or incidents involving fraud or corruption.

Membership

AMATA Corporation Public Company Limited

	Organization	Status
1	British Chamber of Commerce Thailand	Member
2	German - Thai Chamber of Commerce	Member
3	Korean - Thai Chamber of Commerce	Member
4	Malaysian - Thai Chamber of Commerce	Member
5	The American Chamber of Commerce in Thailand	Member
6	Thai-Japanese Association	Member
7	Swiss-Asian Chamber of Commerce	Member
8	Swiss Thai Chamber of Commerce	Member
9	Thai-Chinese Promotion of investment and Trade Association	Member
10	Thai Industrial Estate and Strategic Partner Association	Member
11	Thai Listed Companies Association	Member
12	The Federation of Thai Industries	Member
13	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
12	European Chamber of Commerce in Vietnam	Member	Vietnam
13	Water User Organization of Amata City Chonburi Industrial Estate, Bang Pakong River Basin	Member	Thailand
14	The Environmental Engineering Association of Thailand: EEAT	Member	Thailand
15	Thailand Carbon Neutral Network	Member	Thailand
16	The Federation of Thai Industries	Member	Thailand

GRI Content Index

STATEMENT OF USE	AMATA Corporation Public Company Limited has reported in accordance with the GRI Standards for the period January 1, 2024 to December 31, 2024.
GRI 1 USED	GRI 1: Foundation 2021
APPLICABLE GRI SECTOR STANDARD(S)	Not applicable

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION	SDGs
GENERAL DISCLOSURES				
GRI 2: General Disclosures 2021	2-1 Organizational details	Sustainability Report p.9-12		
	2-2 Entities included in the organization's sustainability reporting	Sustainability Report p.3		
	2-3 Reporting period, frequency and contact point	Sustainability Report p.3		
	2-4 Restatements of information	Sustainability Report p.3, 239-241, 244		
	2-5 External assurance	Sustainability Report p.4, 271-272		
	2-6 Activities, value chain and other business relationships	Sustainability Report p.13-15		
	2-7 Employees	Sustainability Report p.253-256		8.5, 10.3
	2-8 Workers who are not employees	Sustainability Report p.261		8.5
	2-9 Governance structure and composition	One Report 2024 p.190-200		5.5, 16.7
	2-10 Nomination and selection of the highest governance body	One Report 2024 p.196, 205-207		5.5, 16.7
	2-11 Chair of the highest governance body	One Report 2024 p.16 Sustainability Report p.46		16.6
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Report p.17-18, 37, 48-49 One Report 2024 p.190-200		16.7
	2-13 Delegation of responsibility for managing impacts	Sustainability Report p.17-18, 57, 103, 123, 139, 177, 205		
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Report p.3-4		
	2-15 Conflicts of interest	One Report 2024 p.65, 211, 214-216		16.6
	2-16 Communication of critical concerns	Sustainability Report p.48-49, 52-53		
	2-17 Collective knowledge of the highest governance body	Sustainability Report p.48, 63		
	2-18 Evaluation of the performance of the highest governance body	Sustainability Report p. 47 One Report 2024 p.189		
	2-19 Remuneration policies	One Report 2024 p. 186, 201 Website: CG Handbook p. 197-200, 204-206 https://investor.amata.com/storage/content/corporate-governance/corporate-governance-and-download/20250327-amata-good-corporate-governance-handbook-2024-en.pdf		

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION	SDGs
	2-20 Process to determine remuneration	One Report 2024 p.201 Website: CG Handbook p. 197-200, 204-206 https://investor.amata.com/storage/content/corporate-governance/corporate-governance-and-download/20250327-amata-good-corporate-governance-handbook-2024-en.pdf		
	2-21 Annual total compensation ratio		Confidentiality constraints. AMATA considers this information confidential because it involves personal data and commercially sensitive details that could impact competitiveness. Disclosure may compromise employee privacy and the Company's strategic position.	
	2-22 Statement on sustainable development strategy	Sustainability Report p.6-7		
	2-23 Policy commitments	Sustainability Report p.20, 47, 70-71, 82-83, 92-93, 103, 115, 123, 131, 139, 177, 193, 205 Website: CG Handbook https://investor.amata.com/storage/content/corporate-governance/corporate-governance-and-download/20250327-amata-good-corporate-governance-handbook-2024-en.pdf		16.3
	2-24 Embedding policy commitments	Sustainability Report p.17-18, 51		
	2-25 Processes to remediate negative impacts	Sustainability Report p. 52, 75, 77-78, 100-101, 172-173		
	2-26 Mechanisms for seeking advice and raising concerns	Sustainability Report p.27-32, 52		16.3
	2-27 Compliance with laws and regulations	Sustainability Report p.54-55, 264		
	2-28 Membership associations	Sustainability Report p.265		
	2-29 Approach to stakeholder engagement	Sustainability Report p.25-32, 165-169, 180, 208-209		
	2-30 Collective bargaining agreements	Sustainability Report p.180	Not applicable. AMATA does not have collective bargaining agreements in place. However, the Welfare Committee has been established in accordance with national labor regulations to support employee-employer consultation on workplace welfare.	8.8
MATERIAL TOPICS				
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Sustainability Report p.33-34		
	3-2 List of material topics	Sustainability Report p.35		

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION	SDGs
Environmental Quality Control				
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.91-101		
GRI 305: Emissions 2016	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Sustainability Report p.245-249		3.9, 12.4
Climate and GHG Emission				
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.102-113		
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Sustainability Report p.108-109, 244		3.9, 12.4, 13.1
	305-2 Energy indirect (Scope 2) GHG emissions	Sustainability Report p.108-109, 244		3.9, 12.4, 13.1
	305-3 Other indirect (Scope 3) GHG emissions	Sustainability Report p.108-110, 244		3.9, 12.4, 13.1
	305-4 GHG emissions intensity	Sustainability Report p.108-109, 244		13.1
Energy Efficiency and Renewables				
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.114-121		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Sustainability Report p.121, 239		7.2, 7.3, 8.4, 12.2, 13.1
	302-3 Energy intensity	Sustainability Report p.121, 239		8.4, 12.2, 13.1
	302-4 Reduction of energy consumption	Sustainability Report p.116-121		7.3, 8.4, 12.2, 13.1
Catchment Protection and Rehabilitation				
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.123-124, 130-137		
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Sustainability Report p.123-125, 129		6.3, 6.4, 12.4
	303-3 Water withdrawal	Sustainability Report p.126, 240		6.4
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	Sustainability Report p.130-132		6.6, 15.1
	304-2 Significant impacts of activities, products and services on biodiversity	Sustainability Report p.130-131		6.6, 15.1
	304-3 Habitats protected or restored	Sustainability Report p.133-137		6.6, 15.1
Industrial Water and Effluent				
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.122-129		
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Sustainability Report p.123-125, 129		6.3, 6.4, 12.4
	303-2 Management of water discharge-related impacts	Sustainability Report p.125-126, 241-243		6.3
	303-3 Water withdrawal	Sustainability Report p.126, 240		6.4
	303-4 Water discharge	Sustainability Report p.125-126, 240		6.3
	303-5 Water consumption	Sustainability Report p.125-128, 240-241		6.4
Waste				
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.138-146		

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION	SDGs
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Sustainability Report p.138-141, 250		3.9, 12.4
	306-2 Management of significant waste-related impacts	Sustainability Report p.140-146		3.9, 12.4, 12.5
	306-3 Waste generated	Sustainability Report p.140-141, 250		3.9, 12.4, 12.5
	306-4 Waste diverted from disposal	Sustainability Report p.140-142, 250-251		3.9, 12.4
	306-5 Waste directed to disposal	Sustainability Report p.140-142, 251-252		
Sustainable Products and Services				
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.149-163		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Sustainability Report p.163, 234-235		9.4
	201-2 Financial implications and other risks and opportunities due to climate change	Sustainability Report p.103-113		13.1
Customer Responsibility				
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.164-175		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Sustainability Report p.68, 264		16.3, 16.10
Health and Safety at Work				
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.191-203		
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Sustainability Report p.192-193		8.8
	403-2 Hazard identification, risk assessment, and incident investigation	Sustainability Report p.192-193, 195		8.8
	403-5 Worker training on occupational health and safety	Sustainability Report p.194-196, 87-88		8.8
	403-6 Promotion of worker health	Sustainability Report p.194, 180-182, 197-203		
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Sustainability Report p.87-88, 195-196		8.8
	403-8 Workers covered by an occupational health and safety management system	Sustainability Report p.261		8.8
	403-9 Work-related injuries	Sustainability Report p.261-263		3.6, 3.9, 8.8, 16.1
	403-10 Work-related ill health	Sustainability Report p.263		3.4
Employee Development and Retention				
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.176-190		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Sustainability Report p.257-258		8.5, 10.3
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Sustainability Report p.180		8.5
	401-3 Parental leave	Sustainability Report p.259		8.5
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Sustainability Report p.259		4.4, 4.5, 8.5, 10.3
Community Health and Well-being				
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.204-233		

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION	SDGs
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Sustainability Report p.29, 100-101, 205-233		
	413-2 Operations with significant actual and potential negative impacts on local communities	Sustainability Report p.71-74, 100-101, 197-203, 210, 218-220, 222-223		1.4
Traffic Management and Road Safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.191-193, 197-203		
GRI 413: Local Communities 2016	413-2 Operations with significant actual and potential negative impacts on local communities	Sustainability Report p.197-203, 222-223		1.4
Corporate Governance and Business Integrity				
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.45-53		
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Sustainability Report p.51-52		16.3, 16.5
	205-3 Confirmed incidents of corruption and actions taken	Sustainability Report p.53, 236		16.5
Compliance and Policies				
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.54-55		
Sustainable and Responsible Supply Chain				
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.81-88		
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Sustainability Report p.84, 236		8.3
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Sustainability Report p.84-86, 236-237		
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Sustainability Report p.84-86, 236-237		8.8
Data Security and Privacy				
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.66-68		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Sustainability Report p.68		16.3, 16.10

Assurance Statement



ASSURANCE STATEMENT

SGS (THAILAND) LIMITED'S ASSURANCE OPINION ON KPIs VERIFICATION REPORT ON SUSTAINABILITY ACTIVITIES IN THE AMATA CORPORATION PUBLIC COMPANY LIMITED'S SUSTAINABILITY REPORT FOR 2024

NATURE OF THE ASSURANCE/VERIFICATION

SGS (Thailand) Limited (hereinafter referred to as SGS) was commissioned by AMATA CORPORATION PUBLIC COMPANY LIMITED (hereinafter referred to as AMATA) to conduct an independent assurance the selected Environmental and Social KPIs data in their Sustainability Report (hereinafter referred to as the Report). The reporting period of the Report is 1 January 2024 to 31 December 2024.

INTENDED USERS OF THIS ASSURANCE STATEMENT

This Assurance Statement is provided with the intention of informing all AMATA's Stakeholders.

RESPONSIBILITIES

The sustainability information in the Report and its presentation are the responsibility of the directors or governing body and the management of AMATA. SGS has not been involved in the preparation of any of the material included in the Report.

Our responsibility is to express an opinion on the text, data, graphs and statements within the scope of assurance based upon sufficient and appropriate objective evidence.

ASSURANCE STANDARDS, TYPE AND LEVEL OF ASSURANCE

The assurance of this report has been conducted according to the AA1000 Assurance Standard (AA1000AS v3), a standard used globally to provide assurance on sustainability-related information across organizations of all types, including the evaluation of the nature and extent to which an organization adheres to the AccountAbility Principles (AA1000AP,2018). Assurance has been conducted at a moderate level of scrutiny.

SCOPE OF ASSURANCE

The scope of the assurance included evaluation of quality, accuracy and reliability of specified performance information as detailed below and evaluation of adherence to the following reporting criteria:

Reporting Criteria Options

1	AA1000 Accountability Principles (2018)
2	GRI Standard 2021

- evaluation of content veracity of the sustainability performance information in relation to the determined material topics at a high level of scrutiny for AMATA and applicable aspect boundaries outside of the organization covered by this report; and
- AA1000 Assurance Standard v3 Type 1 evaluation of the report content and supporting management systems against the AA1000 Accountability Principles (2018).

SPECIFIED PERFORMANCE INFORMATION AND DISCLOSURES INCLUDED IN SCOPE

AMATA's the Report contents are adequately in line with GRI Standard to fulfill all the required content and quality criteria for the identified aspects data expressed numerically or in descriptive text form 1 January 2024 to 31 December 2024 listed as below;

ESG Dimension	Topic
Environmental dimension	GRI 303-3 Water withdrawal (2018)
	GRI 303-4 Water discharge (2018)
	GRI 303-5 Water consumption (2018)
	GRI 306-3 Waste generated (2020)
	GRI 306-4 Waste diverted from disposal (2020)
Social dimension	GRI 306-5 Waste directed to disposal (2020)
	GRI 403-8 Workers covered by an occupational health and safety management system (2018)
	GRI 403-9 Work-related injuries (2018)
	GRI 403-10 Work-related ill health (2018) – Data Reported for Employees Only

ASSURANCE METHODOLOGY

The assurance performed comprised the review, evaluation of and providing comments on the reporting processes as well as evaluating the accuracy of the report content and indicators. This included the following activities:

- AMATA's Management interviews, including the Sustainability team with responsibility for performance in the areas within scope.
- Interview with data owners and managers responsible for internal data collection and reporting databases.
- Document review of relevant systems, policies, and procedures where available.
- Understanding, analysing and sample testing the key data collection, aggregation, validation and reporting systems, processes, procedures, and controls.
- Sampling evidence to confirm the reliability of the selected reporting standards, selected 2 sites of AMATA CITY Chouburi and AMATA CITY Rayong.

LIMITATIONS

Financial data drawn directly from independently audited financial accounts has not been checked back to source as part of this assurance process.

Some statements and data within the scope were not assured due to lack of accessible records during the timescale allowed for assurance, for example, non-key-performance information, non-material-issue-related information or those not clearly marked in the index of the report.

INDEPENDENCE AND COMPETENCE

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

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

FINDINGS AND CONCLUSIONS

ASSURANCE OPINION

On the basis of the methodology described and the assurance work performed, we are satisfied that the specified performance information included in the scope of assurance is accurate, reliable, has been fairly stated and has been prepared, in all material respects, in accordance with the the AA1000 AccountAbility Principles (2018) and GRI 2021 (add other reporting criteria if applicable). We believe that the organisation has chosen an appropriate level of assurance for this stage in their reporting.

Assurance Statement

ADHERENCE TO AA1000 ACCOUNTABILITY PRINCIPLES (2018)

INCLUSIVITY

AMATA has demonstrated a good commitment to stakeholder inclusivity and stakeholder engagement. A variety of engagement efforts such as survey and communication to employees, customers, investors, suppliers, sustainability experts, and other stakeholders are implemented to underpin the organization's understanding of stakeholder concerns.

MATERIALITY

AMATA has established effective processes for determining issues that are material to the business. Formal review has identified stakeholders and those issues that are material to each group and the report addresses these at an appropriate level to reflect their importance and priority to these stakeholders.

RESPONSIVENESS

The report includes coverage given to stakeholder engagement and channels for stakeholder feedback.

IMPACT

AMATA has demonstrated a process on identify and fairly represented impacts that encompass a range of environmental, social and governance topics from wide range of sources, such as activities, policies, programs, decisions and products and services, as well as any related performance. Measurement and evaluation of its impacts related to material topic were in place at target setting with combination of qualitative and quantitative measurements.

OPPORTUNITIES FOR IMPROVEMENT

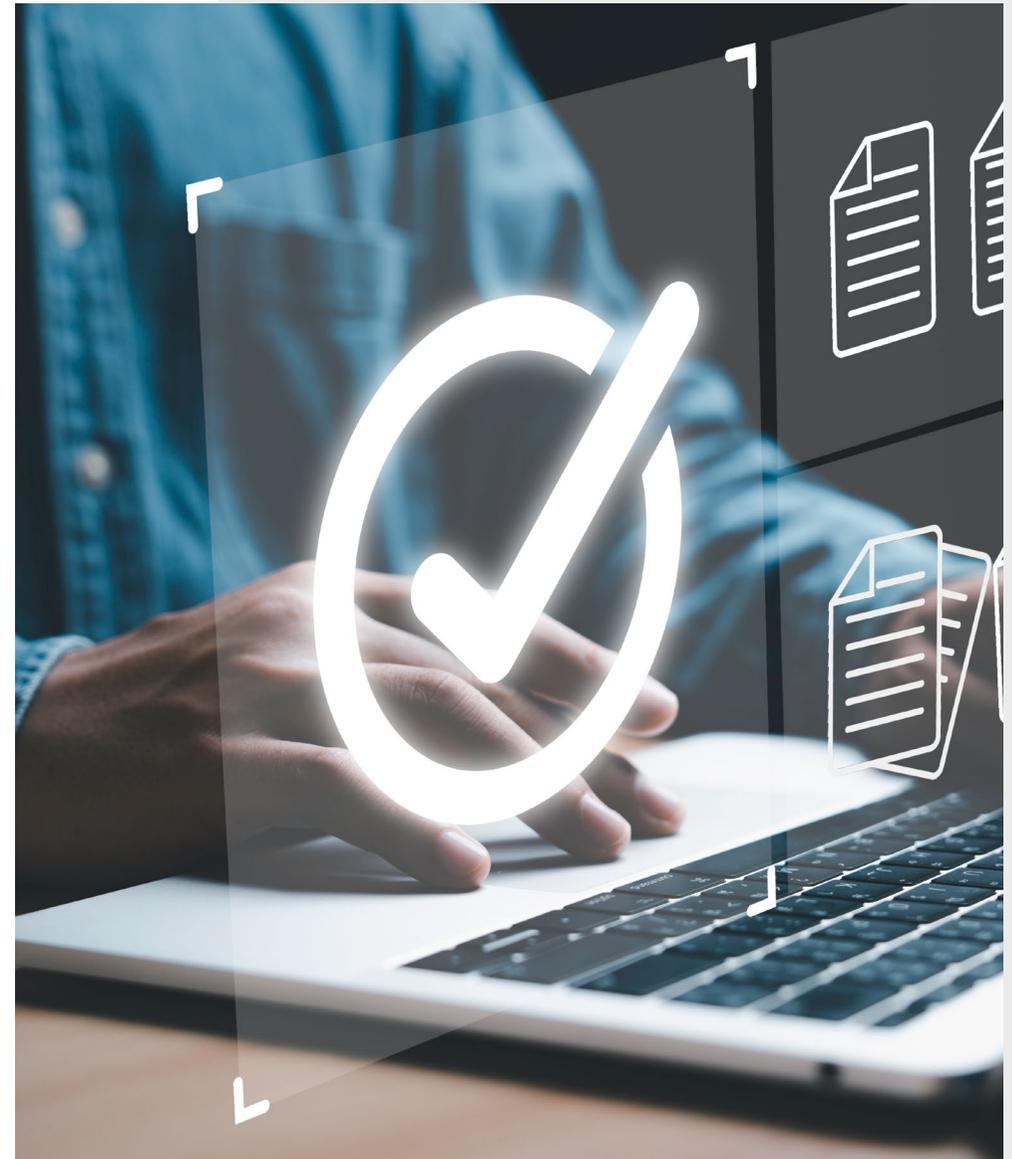
- The organization estimates surface water withdrawal based on reservoir level rise and evaporation. To improve accuracy, it is recommended to validate the evaporation rate using updated local climatic data or direct measurements, enhancing the reliability of water reporting.
- To improve the accuracy and facilitate efficient verification of water consumption data in sustainability reporting, it is recommended to use Excel formulas for calculating total water quantity based on invoice or billing records, rather than relying on manual summation. This approach minimizes the risk of human error and ensures greater data traceability and consistency.
- It is recommended that the organization separate waste data between (1) waste generated from its own operational activities such as offices, wastewater treatment plants, common areas, and waste sorting facilities and (2) waste managed on behalf of clients within the industrial estate. This distinction will provide clearer insights into the organization's actual waste generation, which is minimal, and emphasize that the majority of reported waste volume originates from its role in providing waste management services. This approach enhances transparency and supports more accurate interpretation of sustainability performance.
- It is recommended that the organization establish a formal procedure to define the implementation process and assign responsible personnel for collecting and reporting data, including hours worked and incident cases. In addition, designated personnel from each department of AMATA and its contractors should receive training to ensure a clear understanding of reporting requirements and responsibilities. This will enhance the accuracy and consistency of reported performance related to work-related injuries and ill health.

Signed:

For and on behalf of SGS (Thailand) Limited



Montree Tangtomsirikul
General Manager
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10120, Thailand
23 April 2025
WWW.SGS.COM





Feedback Form for Sustainability Report 2024

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
 Shareholders Business Partner Creditors Suppliers
 Government Agencies Competitors Other (Please specify.....)

3. How did you receive the sustainability report?

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

4. What is your objective in reading the 2024 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 2024 sustainability report format?

- Completeness of the report High Moderate Low Should be improved
 Issue specification of the report High Moderate Low Should be improved
 Interesting presentation High Moderate Low Should be improved
 Report design High Moderate Low Should be improved
 Easy understanding language High Moderate Low Should be improved
 Overall satisfaction High Moderate Low 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: sustainability@amata.com
 AMATA Corporation PCL would like to thank you for your cooperation.



Get this feedback form



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