

AMATA

POSSIBILITIES HAPPEN

AMATA CORPORATION PUBLIC COMPANY LIMITED

20
21

COLLABORATION FOR SUCCESS

SUSTAINABILITY REPORT 2021





Vision

Creating Perfect Cities where possibilities happen



Mission

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

Business Philosophy

ALL WIN

Corporate Culture – AMATA DNA

D

Dependable for Success

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

R

Responsive

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

I

Innovative

- Promoting innovation in products and services including working process improvement

V

Visionary

- Having long term projection
- Creating opportunities for everyone

E

Efficient

- Working with high standard
- Excellent team

About This Report

AMATA Corporation Public Company Limited (the Company) publishes the sustainability report annually (Disclosure 102-52) to disclose its management approaches and performance in regard to the material topics related to economy, governance, environment, and society including the contributions to the United Nations Sustainable Development Goals (UN SDGs) to its stakeholders and public.

This is the eighth Sustainability Report which covers the performance during 1 January to 31 December 2021 (Disclosure 102-50). This report has been prepared in accordance with the GRI Standards: Core Option (Disclosure 102-54).

Reporting Boundary

(Disclosure 102-45, 103-1)

This report presents the performances in the year 2021 and operating data of all business units under AMATA Corporation Public Company Limited and its subsidiaries that AMATA holds greater than 50 percent or has management control and also operate their business in AMATA Industrial Estates in Thailand, namely

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

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

Reporting Content

This year the Company has reviewed material topics based on surrounding context that has evolved in each business sector as well as changes in global trends. The prioritization and validation of material topics were approved by top management and the Company's Board of Directors to ensure that the material topics are consistent with future business context, challenges and trends as well as the expectations and requirements of all stakeholder groups.

According to this materiality process, there are 26 sustainability topics. The Company has renamed and combined relevant topics for more clarity. For instance, a topic named "Water Management" consists of two topics from 2020 which are water management including raw water management and water usage and wastewater management. A new topic "Risk and Crisis Management" consists of operational risk, market risk, price risk and crisis management which were identified sustainability topics in 2020.

Moreover, sustainability topics were prioritized into three categories according to their level of impact on the Company and stakeholders. Three categories are material topics (high impact), concerned topics (moderate impact), and interest topics (low impact). Therefore, the number of material topics have increased from 14 topics reported in 2020 to 17 topics. (Disclosure 102-49)

Assurance of this Report

The key contents of the report were reviewed and approved by high-level executives of each department and subsidiary (Disclosure 102-32) to ensure the accurate content and responses to stakeholders. The Company did not use the third party to certify this report, but the environmental performance data has been certified by the private agencies that have been registered with the related government agencies to assure that the operation data is reliable, accurate and transparent.

Contact Point (Disclosure 102-53)

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

Company Secretary Department

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Message from Chairman (Disclosure 102-14)

“ Due to the emergence of the COVID-19 pandemic crisis, AMATA’s commitment to deliver ‘ALL WIN’ benefits and value to all stakeholders has become more important than ever. It is a challenging period of time for all sectors to join hands to overcome this crisis together. ”

In 2021, while the COVID-19 pandemic has still spread around the world affecting the economy, society and environment, it becomes the challenge to the Company in driving its business to respond to the changes in the New/Next Normal era. However, the Company has still foreseen the opportunities to create sustainable worth and value for its stakeholders under its “ALL WIN” business philosophy.

The Company is committed to develop a perfect smart city to create opportunities and accessibility to all groups of stakeholders by focusing on 3 dimensions of sustainable development strategy and framework in order to create a balance between economic growth, environmental care and coexistence in society on the basis of good corporate governance and ethics. The Company, therefore, has operated its industrial estate business with the concept of Perfect City, Smart City which is environmentally friendly and creates sustainable economic growth of community level and national level, as well as, contributes to the achievement of the United Nations Sustainable Development Goals (UN SDGs) in another way.

● Economic Development

The Company places importance on the development of products and services that can respond to the needs and expectations of customers in the global supply chain, which may change due to the emergence of new normal, by offering the products and services that reduce the negative environmental and social impacts and create more positive impacts. In the previous year, the Company had continuously developed its AMATA City Industrial Estate Projects, both in Thailand and other countries and upgraded the utilities, infrastructure, and related industrial services. As a result, the Company can support the investment in high-technology industries which expand rapidly due to the change in consumer behaviors. In addition, the cooperation to strictly control the COVID-19 pandemic has enabled the manufacturing operators in the industrial estates to operate their businesses continuously result in an increase of Company’s revenues in the year 2021 by 34.37% compared to 2020.

● Environmental Stewardship

To contribute to the United Nations Sustainable Development Goal 7: Ensure access to affordable, reliable, sustainable clean energy for all, and Goal 13: Take urgent action to combat climate change and its impacts, the Company, therefore, has aimed to become a Low Carbon City by 2040 by implementing the Smart Energy and Smart Environment Project under AMATA Smart City to help reducing the greenhouse gas emissions which are the main causes of climate change. In 2021, the Company had cooperated with its business partners in installation of the floating solar power generation systems in the reservoirs in AMATA City Industrial Estates to supply self-generated electricity for the utilities in the industrial estates. In addition, the Company has promoted and supported the efficient waste management, both industrial waste and community waste, in order to increase waste recycling and reduce waste disposal by landfill which is the major source of greenhouse gas emissions.



● Creating Value for Society

Since the Company is committed to create a safe society, the safety of both inside and outside areas of AMATA City Industrial Estates has been emphasized. As a result, the statistics of road accidents in 2021 had significantly decreased. As for taking care of key stakeholders during COVID-19 pandemic crisis, the Company had immediately responded and implemented management measures in order to efficiently control the pandemic and ensure continuity of business operations, and also engage and maintain trust with the Company’s stakeholders. In 2021, the Company had provided four doses of COVID-19 vaccines to all of its employees and had cooperated with the Ministry of Labor, the Industrial Estate Authority of Thailand, business partners and manufacturing operators in AMATA City Industrial Estate to set up a COVID-19 Vaccination Center at Amata Castle, where vaccination had been continuously provided to the factory workers for more than 4 months, along with setting up a field hospital and a community isolation center in AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate. Efficient measures helped control the pandemic in these areas, so that no factories stopped their operations in 2021.

With the commitment and dedication of Company’s executives and employees of all levels including the cooperation and support of all stakeholder groups, the Company has continuously developed its operations according to the main strategy of driving the organization towards sustainability and its results were so apparent that the Company was selected to be listed on Thailand Sustainability Investment (THSI) 2021 for the 4th year consecutively and had been awarded Sustainability Excellence of the prestigious Best Sustainability Award by the Stock Exchange of Thailand, as well as, received an Excellence CG Scoring for its excellent corporate governance performance rated by Thai Institute of Directors Association (IOD). In addition, both AMATA Industrial Estates of Thailand have been certified as the Eco-Industrial Towns of Eco-Excellence: E2 level as well.

Lastly, on behalf of the Board of Directors, all executives and employees, I would like to express our sincere thanks to everyone for giving confidence, supporting and promoting the Company to grow steadily. Our Company will further continue to strive towards excellent business operations under our “ALL WIN” business philosophy for continuous development and sustainability in all sectors.

Vikrom Kromadit
Chairman and
Acting Chief Executive Officer

Sustainability Recognitions 2021



Best Sustainability Awards 2021

The Company won SET Sustainability Excellence in "Best Sustainability Awards 2021" granted by the Stock Exchange of Thailand.



Thailand Sustainability Investment

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



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

AMATA City Chonburi Industrial Estate re-certified as Eco Excellence: E2 by the Industrial Estate Authority of Thailand in 2021.



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

AMATA City Chonburi Industrial Estate certified as Eco Excellence: E2 (Surveillance) by the Industrial Estate Authority of Thailand in 2021.



Best Practice Award in Road Accident Management

AMATA City Chonburi Industrial Estate received the Best Practice Award for Road Accident Management from Senate of Thailand.



Sustainability Disclosure Awards

The Company received Sustainability Disclosure Awards Granted by Thaipat Institute for its second consecutive year in recognition of its excellent public disclosure of company performances and coverage of its ESG aspects.



Excellence CG Scoring

The Company received "Excellence CG Scoring" in 2021 Corporate Governance Report of Thai Listed Companies. Rated by Thai Institute of Directors.



CAC Member

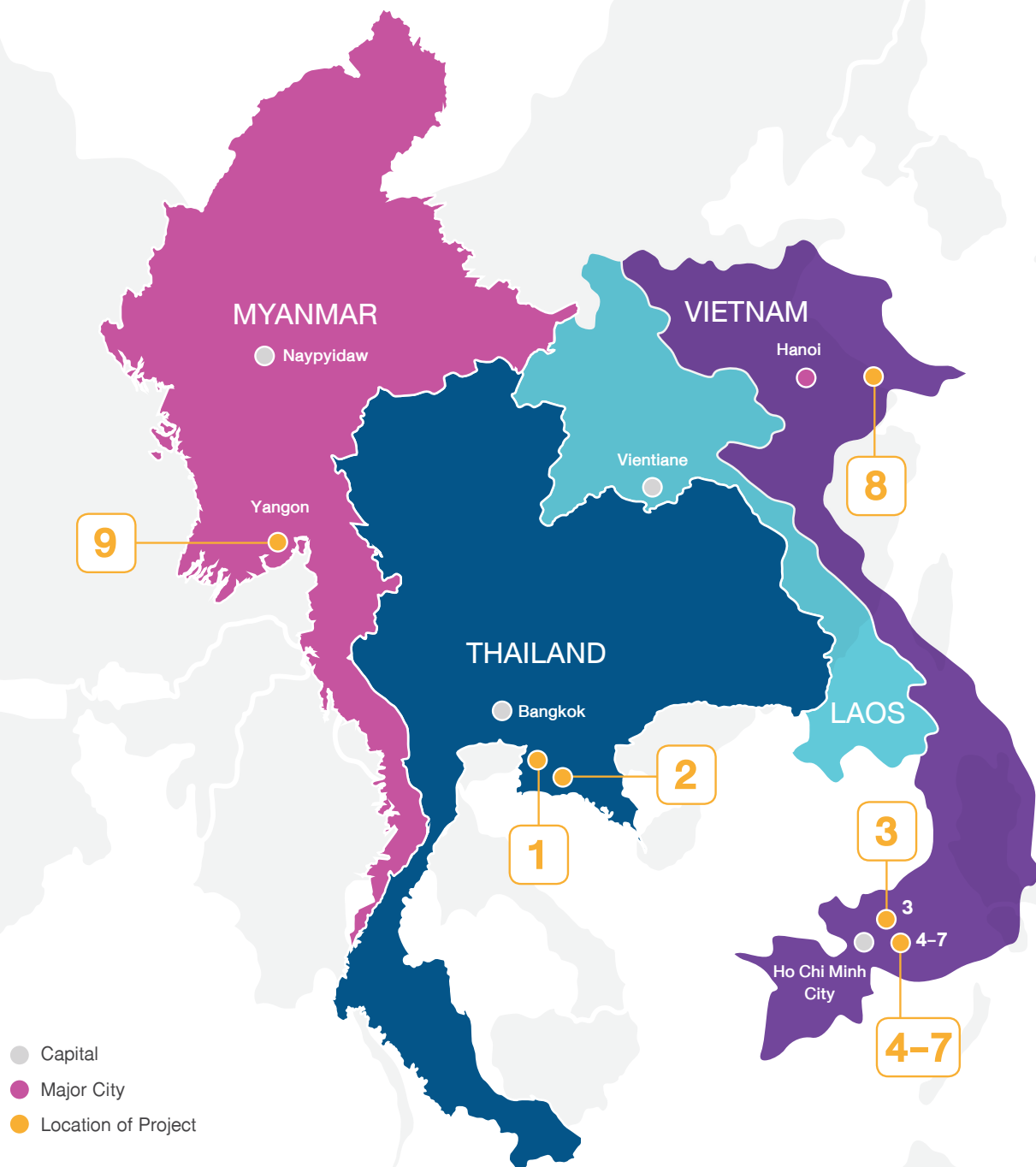
The Company has been certified as a member of Thai Private Sector Collective Action Against Corruption (CAC) since September 30, 2020.

About AMATA

AMATA Corporation Public Company Limited (Disclosure 102-1), one of Thailand's leading industrial estate developers, was founded on 6 March 1989 and was listed in The Stock Exchange of Thailand in 1997. AMATA specializes in the industrial estate development and entire businesses related to the industrial estate. (Disclosure 102-2). The Company not only develops international standard industrial estates that adhere to strict environmental protection, but also strives for “A Perfect City” in order to improve quality of life of the people working in the industrial estates and people in surrounding communities, so that they can work and live happily.



Location of Operations (Disclosure 102-4)



9 Projects



covering
103.38
Square Kilometer area



1,406 factories and tenants
from **33** nationalities



318,759 people
working in the factories



AMATA Corporation Public Company Limited has its headquarter at

2126 Kromadit Building, New Petchburi Road, Bangkok, Huay Kwang Bangkok 10310, Thailand (Disclosure 102-3)



AMATA City Chonburi Office is at

700 Bangna-Trad Highway Km.57, A. Muang, Chonburi 20000, Thailand



AMATA City Rayong Office is at

7, Highway 331, Km. 39, A. Sriracha, Chonburi, 20230, Thailand



As of 31 December 2021, the total number of employees in all categories was **265** (Disclosure 102-7)

1. AMATA City Chonburi

Area: **43.30** sq.km.

No. of factories and tenants: **781**

No. of factories' employees: **177,665**

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

2. AMATA City Rayong

Area: **27.03** sq.km.

No. of factories and tenants: **430**

No. of factories' employees: **81,094**

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

3. AMATA City Bien Hoa

Area: **5.13** sq.km.

No. of factories and tenants: **170**

No. of factories' employees: **60,000**

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

4. AMATA City Long Thanh

Area: **4.10** sq.km.

Status: Under development

5. AMATA Service City Long Thanh 1

Area: **0.55** sq.km.

Established on 30 August 2019

6. AMATA Service City Long Thanh 2

Area: **0.51** sq.km.

Established on 30 August 2019

7. AMATA Township Long Thanh

Area: **7.53** sq.km.

Status: Under development

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

8. AMATA City Halong

Area (Phase 1): **7.14** sq.km.

Total Area: **57.89** sq.km.

Status: Under development

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

9. Yangon AMATA Smart & Eco City

Area: **8.09** sq.km.

Status: to decelerate investment plan

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






Our Business (Disclosure 102-2, 102-6)




The Company's businesses have been developed by adhering to the sustainable development policy that focuses on economic development along with a happy coexistence between industry and surrounding communities. The key success factor of AMATA industrial estates is creating businesses that completely support the investors' business operation and fulfill the needs of stakeholders in all areas. The types of businesses are categorized as follows:

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







Infrastructure and Utilities at AMATA City Chonburi Industrial Estate

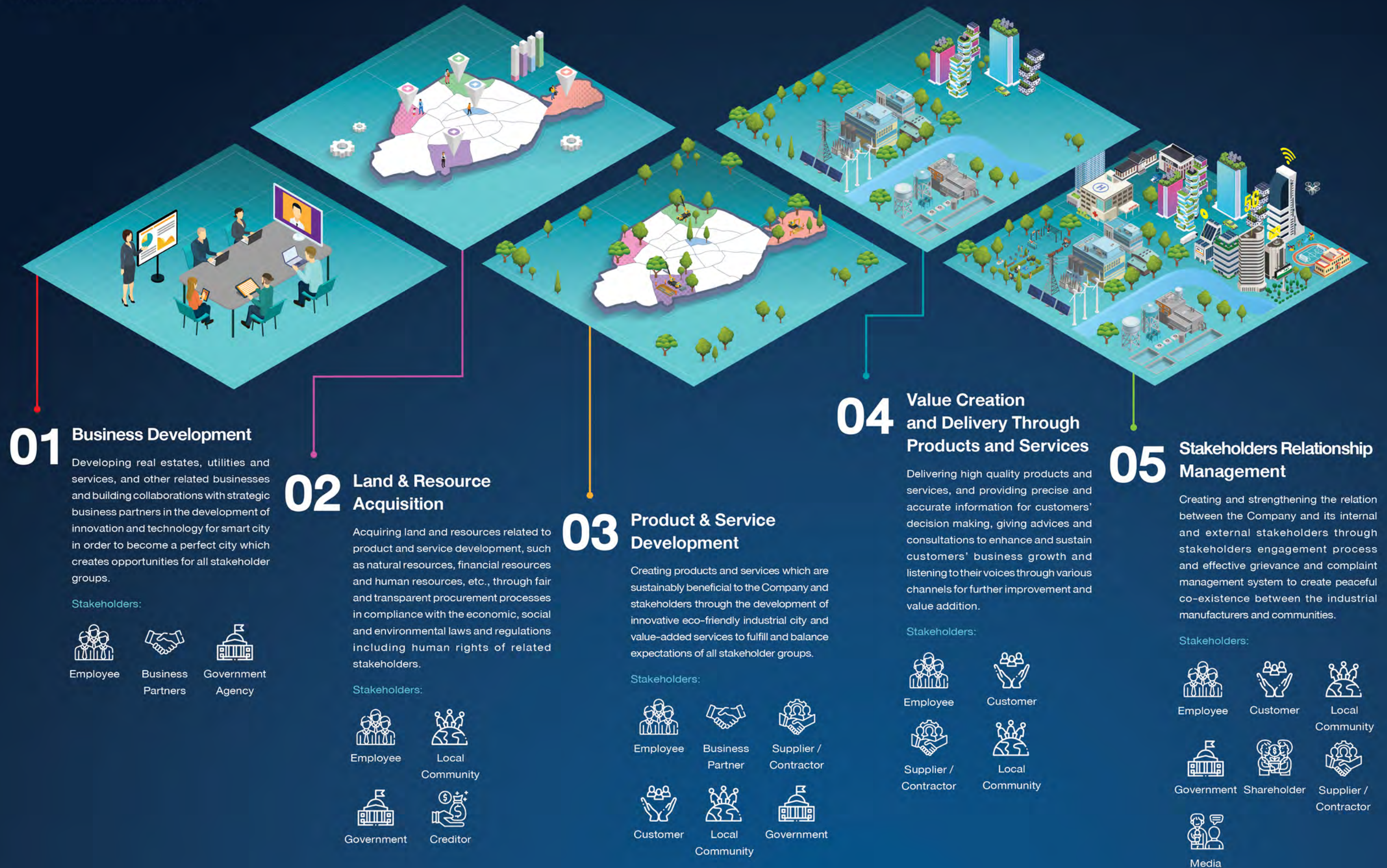
Infrastructure and Utilities

				
AMATA Power Plant 5 blocks : 757MW	Power Substation of PEA 3 Substations : 300 MW	Natural Gas Supply 2 OTS : 59,000 cu.m./hour	Rental Factories Ready Built Facilities up to 5,000 m ²	Waste Water Treatment Plant 5 Plants : 70,500 m ³

		
Water Supply & Sources Total raw water supply : 55.4 million m ³	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
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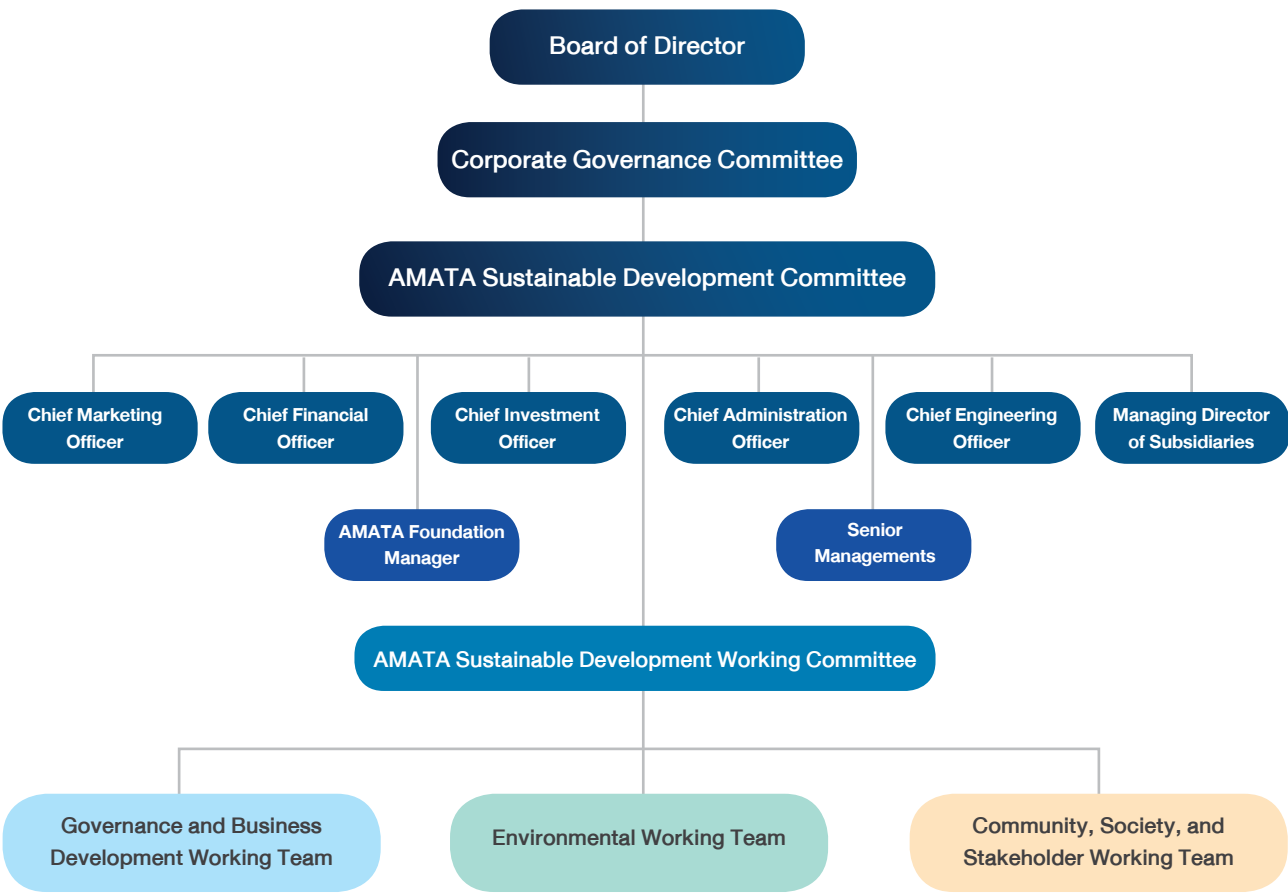
AMATA SUSTAINABILITY



AMATA Sustainable Development Structure

The Company emphasizes on an involvement of all sectors within the organization in the development of the Company's sustainability. Therefore, the Board of Directors, management and employees are set to jointly move the development in economic, social, and environmental aspects. Knowledges and understanding as well as strong culture that support the operation are also created to ensure the sustainability can actually be established. Moreover, consciousness on the responsibility to all stakeholders, society and environment is built to bring about the stability and sustainability of the business and society as a whole going forward.

To drive the corporate sustainability, the Company has the sustainability management structure (Disclosure 102-19, 102-20) under the Corporate Governance Committee as follows:



(Organization Structure: See more in the 56-1 One Report 2021)

The Company has set up AMATA Sustainable Development Committee, comprising the management from the departmental level and above. AMATA Sustainable Development Working Committee consists of representatives from all departments of the Company and its subsidiaries under supervision and monitoring by the Chief Executive Officer to jointly drive the projects gearing towards the sustainability of the Company.

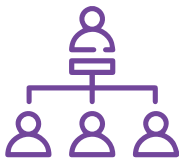
The Company has driven the sustainable development in three levels which covers the operation of all three levels, i.e. economy, society and environment. The Company has considered risk factors from internal and external changes, global trends and mega forces which may impact the Company and stakeholders and also considered the stakeholders' needs and expectations to set targets, develop strategies and plans to efficiently respond to the material sustainability topics.

Roles and duties of the AMATA Sustainable Development Committee



Board of Director and Corporate Governance Committee

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



Sustainable Development Committee

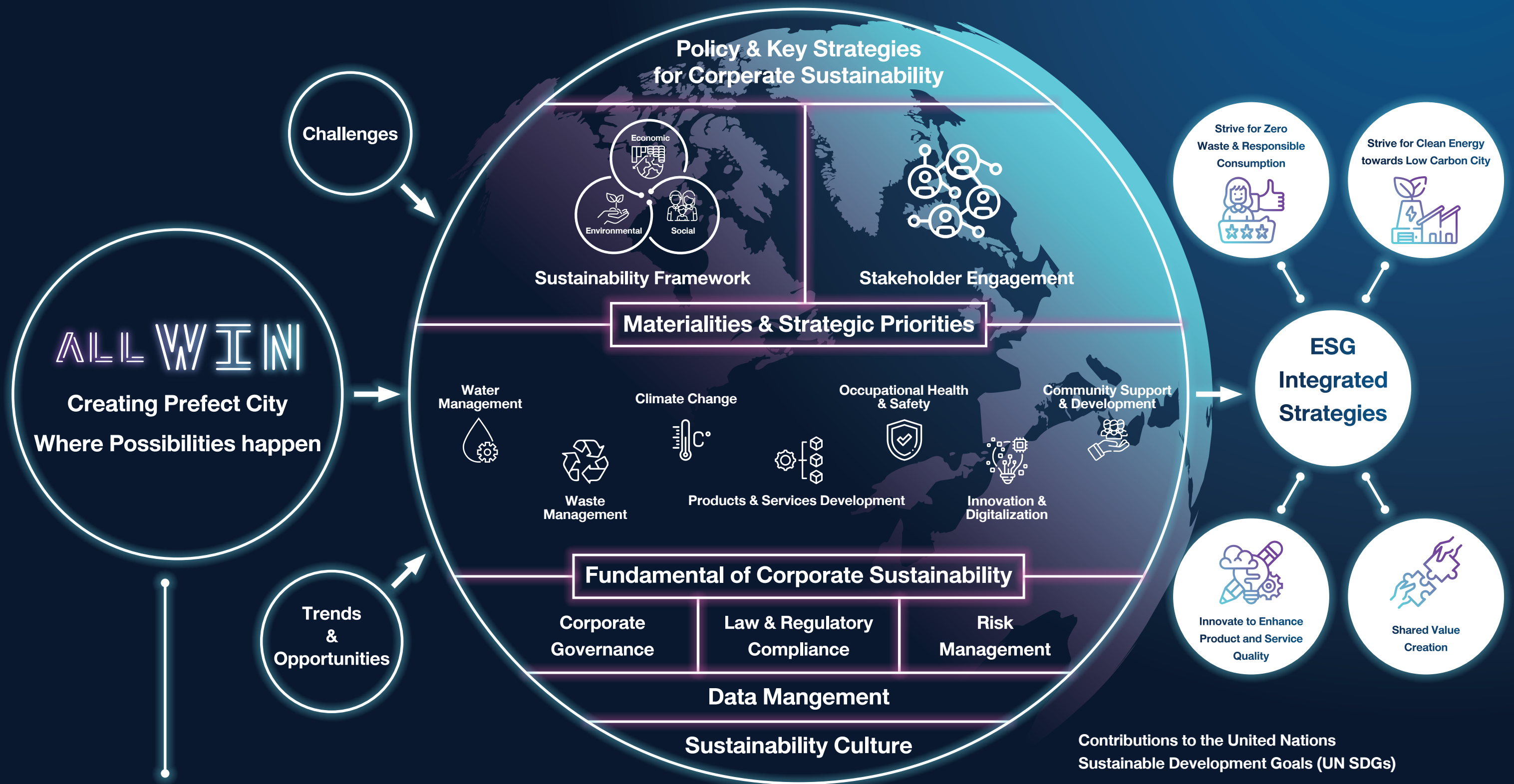
- Implement the corporate sustainability policies and strategies to achieve the set goals and targets.
- Follow up the ESG performance and work progress.
- Chairman of Sustainable Development Committee reports the Company's ESG performance to Chief Executive Officer, Corporate Governance Committee, and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



Sustainable Development Working Committee

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

Corporate Sustainability Management



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

Sustainable Development Policy

The Company has developed its management approaches from material sustainability topics, leading to the change of policies, management standards or additional practices as well as creating innovative processes or new businesses in order to minimize or create no negative impacts on society and environment and to yield long-term value for all stakeholders according to “ALL WIN” philosophy.

In addition, the strong corporate culture will enhance the Company to sustainability, as the result, the Company has imprinted management and employees with value, behaviors, and attitudes through “AMATA DNA”, consisting of 5 principles which are Dependable for Success, Responsive, Innovative, Visionary and Efficient, which will drive the Company to grow steadily and sustainably.

The Company applied the principle of Creating Shared Value to enhance projects and business activities to create more value for all stakeholders or to solve social and environmental problems and also to create significant value and values to the Company at the same time.

The Company’s “ALL WIN” philosophy is the foundation of stable and sustainable growth. The “Sustainable Development Policy”, therefore, has been set for AMATA Group as follows:



Increase business value through innovation and quality

Focus on enhancing and developing work processes and services, promoting innovation and new businesses which add more value to the organization and stakeholders.



Accountable to all stakeholders

Conduct the business by minimizing or creating no negative impacts, both directly and indirectly, on the stakeholders. Commit to managing all aspects of risks in compliance with international standard. Create sustainable benefits to all stakeholders.



Good corporate governance

Conduct the business with integrity and fairness. Comply with laws and business ethics. Be against corruption and encourage the principles of human rights to maximize fair benefits to stakeholders.

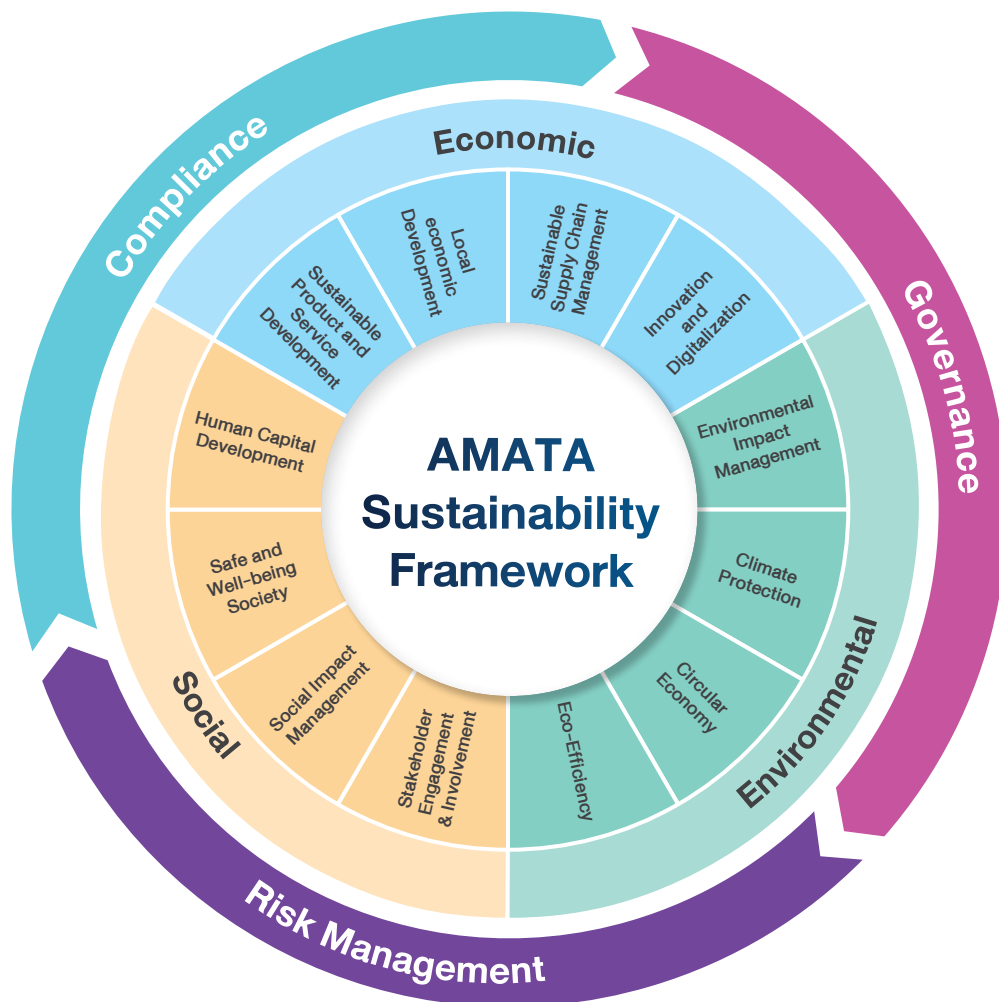


Responsible towards society and the environment

Promote the most efficient use of natural resources. Encourage innovation or new businesses which reduce business impact on society and environment. Raise awareness on social and environmental responsibility.

AMATA Sustainability Framework

The Company has established “AMATA Sustainability Framework” to determine the focus areas in creating corporate sustainability in economic, social and environmental dimensions while enhancing the business growth based on social and environmental responsibility, good corporate governance, laws and regulatory compliance and efficient risk management in order to create peaceful co-existence between the industrial sector and society and also support the achievement of the sustainable development goals (SDGs) of the United Nations Organization and sustain values for all groups of stakeholders.



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

Key Strategies for AMATA Sustainability

By integrating sustainable development concept into business strategy, the Company has revised its business plans and moves toward being the developer of Smart City in the Eastern Economic Corridor aiming to respond to the stakeholders' needs, to be able to cope with global changes and emerging risks more efficiently, and also to create a perfect city which provides opportunities and benefits to all stakeholders, and to develop the business and grow the socio-economy simultaneously with the peaceful co-existence between the industry and surrounding community on the basis of natural resources and environmental conservation. The Company has thus established key strategies for sustainable business as follows:



Enhancing competitiveness through the Smart City concept

The Company has been transforming its business model from being a developer of an industrial estate used as production base of various industries from other countries to be a leading developer of a smart city in the eastern region of Thailand in order to better meet the requirements of the customers from 12 targeted industries promoted in the Eastern Economic Corridor (EEC). The Company is committed to developing quality products and services in order to differentiate and create a competitive advantage to the Company while adding value to the customers as well as reducing social and environmental impacts.



Growing through strategic business partnerships

The Company sets a strategy to develop new business related to the smart city in order to promptly meet the customers' needs and expectation and to grow with quality through a joint venture with strategic business partners who are well-known and professional in various businesses. This enables the Company to create new products and services that can respond efficiently to customers' needs. This would also be an additional source of revenue and diversify risks from the Company's core business.



Creating a safe and environmental-friendly society

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



Creating opportunities for stakeholders

Businesses developed by the Company at present and in the future could benefit and create opportunities not only for AMATA but also for a wide range of stakeholders inside and outside the Company. The Company promotes the advancement and development of employee learning by providing the employees an opportunity to adjust or rotate their job duties to suit their knowledge and capabilities in order to create job motivation and organizational commitment.

The Company gives stakeholders the opportunity to jointly invest in its new business development in order to solve the problems or meet the needs of customers and people living in and outside the industrial estates. It also provides opportunities for people in and out of the industrial estates to conveniently access to products and services, such as medical care, education, government services, as well as creating jobs for public with the aim to improve quality of life and the community economy in tandem with the Company's growth.














Building a decent civil society to create benefits for the society as a whole

The Company places importance on all stakeholders, especially primary stakeholders. The happy co-existence and support of each other are crucial driving forces for sustainable business. A good society within the Company, i.e. the employees which are main resources, will lead the organization to success. Therefore, the Company takes good care of its employees to ensure that they are happy at work and provides them both skill and mental development in order to collaboratively create valuable work and contribute to the external society.

The external civil society is a collaboration among customers within the industrial estates and surrounding communities together with local government entities to create collective impacts with the same target and understanding in the role of each other, to minimize resistance and to encourage cooperativeness on doing good things for a better society as a whole.

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

Amata Sustainability Framework	SDGs	SDG Targets	Actions	Long-Term Goals	2021 Goals
Economic					
Sustainable Product and Service Development	  	7b, 8.1, 8.2, 9.1, 9.4, 9.5, 17.16, 17.17	Developing products and services that support the Company's long-term economic growth and maximize positive social and environmental impacts.	<ul style="list-style-type: none"> Being a leading smart city in CLMVT region. 	
Local Economic Development	 	1.4, 8.3, 8.6, 11a	Promoting local economic development by providing the community members the opportunities and accessibility to decent jobs and basic services, as well as initiating local economic development projects.	<ul style="list-style-type: none"> Projects to support community enterprises to generate sustainable income. 	<ul style="list-style-type: none"> Increasing community income by 5% Increasing the number of factories supporting space to sell community products by 5%
Sustainable Supply Chain Management	 	8.3, 8.4, 8.8, 11.6, 12.4, 16.1, 16.5	Developing a responsible and sustainable supply chain and encouraging good governance on ESG impact of critical suppliers throughout the value chain.	<ul style="list-style-type: none"> All critical suppliers are assessed for ESG risks. All new suppliers are assessed for ESG risks. 	<ul style="list-style-type: none"> 100% of critical suppliers are assessed for ESG risks 100% of new suppliers are assessed for ESG risks
Innovation and Digitalization		8.3, 9.5	Supporting and promoting creativity and innovation to enhance the Company's capability and create more value.	<ul style="list-style-type: none"> Number of products and services that can minimize social and environment impact. 	<ul style="list-style-type: none"> Increase the number of innovation and technology projects in which employees are participated by 20% compared to 2021.

Amata Sustainability Framework	SDGs	SDG Targets	Actions	Long-Term Goals	2021 Goals
Environmental					
Environmental Impact Management	  	6.3, 11.6, 12.4, 12.5, 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"> No non-compliance with environmental laws Zero waste to landfill 	<ul style="list-style-type: none"> No incidents of environmental law violations or significant fines in case of violation of environmental laws No complaints of environmental law violations Zero solid waste to landfill
Climate Protection	  	13.1, 7.2, 7b	Building capability to cope with climate change, reducing greenhouse gas emissions and increasing greenhouse gas absorption in company activities, and increasing the proportion of renewable energy consumption.	<ul style="list-style-type: none"> Reducing greenhouse gas emissions intensity by 30% by 2030 compared to the base year 2019 Achieving a low-carbon city by 2040 	<ul style="list-style-type: none"> Reducing greenhouse gas emissions intensity by 10% compared to base year 2019
Circular Economy	 	6.3, 6.4, 12.4, 12.5	Using water resources efficiently, reducing the dependency on surface water, and maintaining water quality through zero discharge wastewater management .	<ul style="list-style-type: none"> Zero Discharge Percentage of surface water consumption less than the previous year No less than 10% of the total waste is separated into recyclable solid waste 	<ul style="list-style-type: none"> 100% of treated wastewater is reused without discharging Reducing the proportion of raw surface water used in tap water production to 59%. The proportion of sorted recyclable waste not less than 10% of total solid waste
Eco-Efficiency		7.2, 8.4, 12.2	Efficient use of energy and natural resources.	<ul style="list-style-type: none"> Increasing the proportion of renewable energy consumption in the operation by 50% 	<ul style="list-style-type: none"> Decrease energy intensity decreases by 10% compared to the base year 2019

Amata Sustainability Framework	SDGs	SDG Targets	Actions	Long-Term Goals	2021 Goals
Social					
Human Capital Development	 	4.3, 4.4, 4.5, 8.5	Developing employee skills and knowledge, promoting career advancement, caring for employee wellbeing, and treating employees fairly.	<ul style="list-style-type: none"> The average number of training hours per employee per year is not less than 18 hours 	<ul style="list-style-type: none"> The average number of training hours per employee per year is not less than 18 hours
Safe and wellbeing society	    	3.6, 3.8, 8.8, 8.5	Building a quality society where people and properties are safe and protected in accordance with human rights principles.	<ul style="list-style-type: none"> Zero Accident No significant human rights complaints due to the Company's operations 	<ul style="list-style-type: none"> Zero lost-time accidents of both employees and contractors. Zero Lost time injury frequency rate (LTIFR). Decreasing number of road accidents in the AMATA City Industrial Estates by 50% compared to 2020 Decreasing number of road traffic fatalities in the AMATA City Industrial Estates by 50% compared to 2020 No significant human rights complaints due to the Company's operations
Social Impact Management		3.6, 3.8, 6.6, 6b, 11.2, 11.6, 12.5	Effectively managing social impacts by reducing negative impacts and creating positive impacts to allow the industry and society sectors to coexist peacefully.	<ul style="list-style-type: none"> Resolving 100% of social complaints 	<ul style="list-style-type: none"> No social and human rights complaints

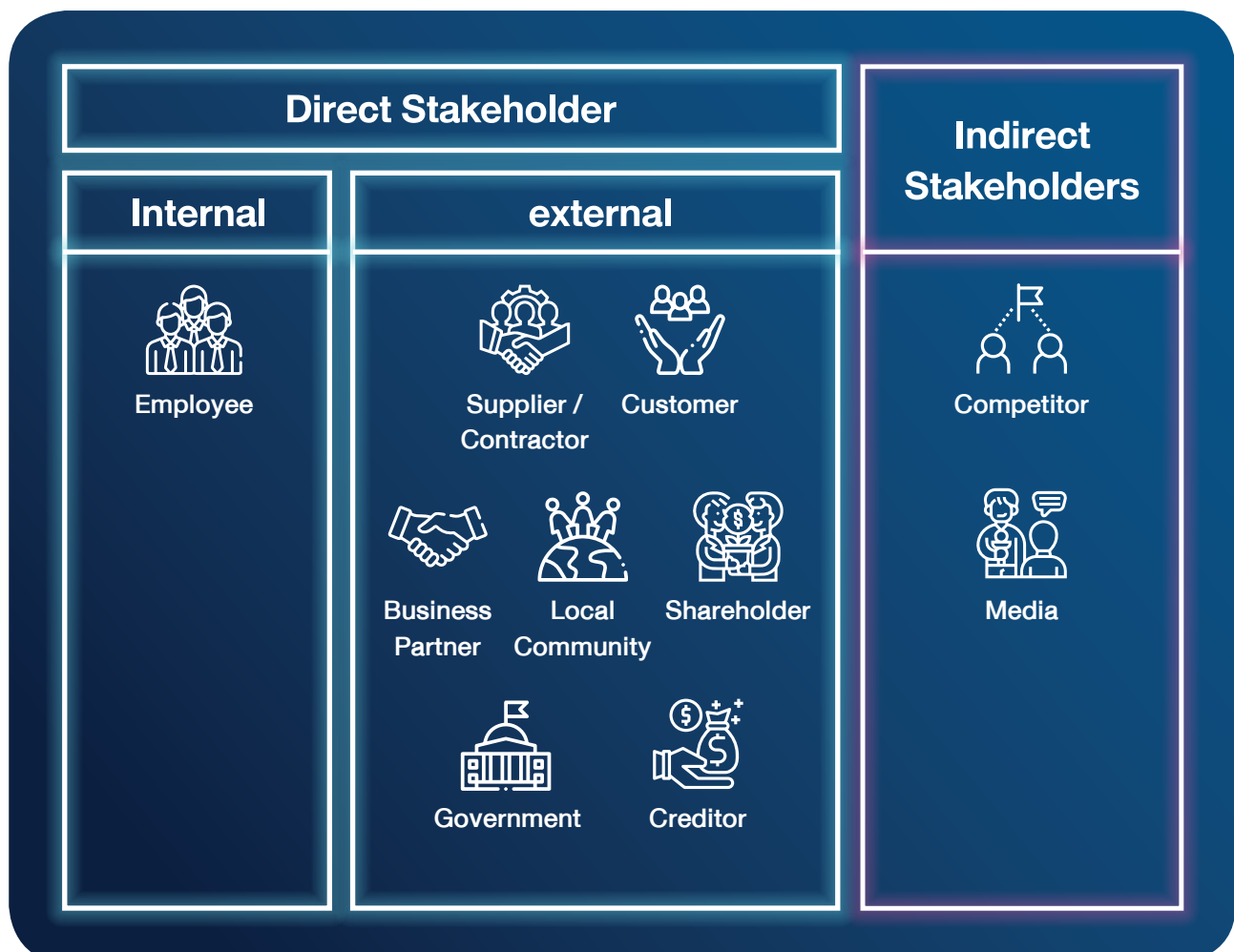
Amata Sustainability Framework	SDGs	SDG Targets	Actions	Long-Term Goals	2021 Goals
Stakeholder Engagement & Involvement		6b, 10.2, 10.3	Promoting the involvement of direct stakeholders and responding to issues, needs, and expectations effectively in accordance with the ALL WIN business philosophy.	<ul style="list-style-type: none"> All sub-districts within a radius of 5 km participate in the Company's community and social development activities. Community satisfaction score is more than 85%. Customer satisfaction score is more than 80%. AMATA employee engagement score is more than 78%. 100% of complaints are resolved within the required time period 	<ul style="list-style-type: none"> 100% of sub-districts within a radius of 5 km participate in the Company's community and social development activities. Community satisfaction score is more than 85%. Customer satisfaction score is more than 80%. AMATA employee engagement score is more than 67%. 100% of complaints are resolved in 2021

Stakeholder

The Company has placed importance on the participation of all stakeholders as part of our sustainable development process, especially the stakeholders in its value chain who are positively and negatively affected by the Company's operations and the stakeholders who have influence or impact on the business operations. The Company reviews the identification and level of importance of the stakeholders annually by considering four factors: relevance, dependency, responsibility, influence. The stakeholder prioritization is considered by the level of impact on stakeholders in economic, social, and environmental aspects and by level of impact or influence of stakeholders to the Company. (Disclosure 102-42)

The Company has assigned the persons in charge of each group of stakeholders, provided various participation methods and communication channels to survey needs and expectation of the stakeholders, then conducted by the business units related to the stakeholders under the supervision of AMATA Sustainable Development Committee. The material topics were analyzed from the expectations, needs, concerns, and opinions material to the Company's business, and responses will be made in various forms as deemed appropriate.


In 2021 the Company identified 10 groups of stakeholders, namely, employee, shareholder, customer, community, supplier/contractor, business partner, creditor, government agency/ state enterprise, media, and competitor and divided its stakeholder groups into 3 categories which are internal (1) and external (2) direct stakeholders and indirect stakeholders (3) (Disclosure 102-40)




Stakeholder Engagement and Performance (Disclosure 102-40, 102-43, 102-44)


Stakeholder	Engagement Method	Stakeholders' needs and Expectation	Our Response
Employee 	1) Annual meeting between top executives and employees	<ul style="list-style-type: none"> Appropriate compensation and welfare 	<ul style="list-style-type: none"> Regularly reviewed and improved compensation and offered appropriate welfare
	2) Quarterly staff meetings	<ul style="list-style-type: none"> Fair performance evaluation 	<ul style="list-style-type: none"> Improved performance evaluation to be more efficient
	3) Quarterly meeting of Welfare Committee		
	4) Online communication, intranet and email	<ul style="list-style-type: none"> Security and career advancement 	<ul style="list-style-type: none"> Offered priority to internal employees for job rotations and recruitment for job positions within the group of companies
	5) Direct channel to CEO for staff's complaint and suggestions		
	6) Annual Employee Engagement Survey	<ul style="list-style-type: none"> Good working environment and atmosphere Development of employee's capability, knowledge, and ability 	<ul style="list-style-type: none"> Provided adequate working equipment and creating a safe and happy environment Organized training courses that meet the needs and keep up with global changes
		Operation under COVID-19 Pandemic Situation	
		<ul style="list-style-type: none"> Confidence in work and workplace safety Knowledge and understanding in sanitizing and disinfecting actions Qualified and sufficient basic personal protective equipment Suitable equipment and technology for work from home 	<ul style="list-style-type: none"> Established defensive measures at work and regular disinfection and cleaning program at workplace Educated employees by experts and doctors Provided all types of employees with fourth doses of vaccination Provided sufficient personal protective equipment to all employees Supported employees in working from home by providing equipment and technology

Stakeholder	Engagement Method	Stakeholders' needs and Expectation	Our Response
Customer 	1) Annual Customer Satisfaction Survey 2) Customer relation activities/ marketing activities 3) Face to face meeting 4) Online / Email Communications 5) Line Official: @amatacitychonburi and @amatacityrayong	<ul style="list-style-type: none"> Good quality of after sales services 	<ul style="list-style-type: none"> Supported customers' business operations, such as organizing training courses for customers in accordance with the law.
		<ul style="list-style-type: none"> Customer relation management 	<ul style="list-style-type: none"> Responded to customer complaints effectively
		<ul style="list-style-type: none"> Traffic problem 	<ul style="list-style-type: none"> Solved traffic problems by collaboration from many sectors and used technology to help manage traffic.
		<ul style="list-style-type: none"> Improving road surface inside the industrial estate. 	<ul style="list-style-type: none"> Improved and repaired road surfaces
		<ul style="list-style-type: none"> Environmental impact management such as wastewater, solid waste 	<ul style="list-style-type: none"> Strictly complied to environmental laws and regulations. Disclosed accurate and transparent information
		<ul style="list-style-type: none"> Water management and water security. 	<ul style="list-style-type: none"> Developed sustainable water management to ensure water resource is sufficient for all users.
		<ul style="list-style-type: none"> Energy management 	<ul style="list-style-type: none"> Developed sources of renewable energy in Industrial estates
		<ul style="list-style-type: none"> Risk management and crisis management 	<ul style="list-style-type: none"> Conducted risk management process in all aspects. Prepared crisis management plan and emergency response plan including well-trained officers and equipment
		<ul style="list-style-type: none"> Greenhouse gas emissions per product unit of utilities within the industrial estate 	<ul style="list-style-type: none"> Prepare the greenhouse gas emissions of organization data and improve work processes to reduce greenhouse gas emissions.

Stakeholder	Engagement Method	Stakeholders' needs and Expectation	Our Response
		Operation under COVID-19 Pandemic Situation	
		<ul style="list-style-type: none"> Health care assistance, advice and services for factory employees Infectious wastes disposal Correct information and news regarding the pandemic 	<ul style="list-style-type: none"> Arranged meetings with customers to obtain opinions and problems for further solution and improvement Arranged specialized doctors and public health officers to give trainings and lectures Provided personal protective equipment, Andrographis paniculate capsules and ATK kits for the factories Established the community isolation center and field hospitals for infected factory employees Provided reliable infectious waste disposal service and consultation
Shareholder 	1) Annual Shareholder Meeting 2) Directors' meetings in subsidiaries and associated companies 3) Opportunity Investment Roadshow 4) Opportunity Day at SET 5) Quarterly Investor Meetings 6) Online / Email Communication 7) Channels for suggestion	<ul style="list-style-type: none"> Good business performance and continued business growth which creates a sustainable profit 	<ul style="list-style-type: none"> Continuously developed new business Promoted innovations and applied technology in cost reduction
		<ul style="list-style-type: none"> Good Corporate Governance 	<ul style="list-style-type: none"> Complied with laws and regulations Carried out business in a transparent and fair manner Improved the efficiency of Corporate Governance by developing GRC system
		<ul style="list-style-type: none"> Risk Management 	<ul style="list-style-type: none"> Conducted sustainability risk management process covering economic, social and environmental aspect




Stakeholder	Engagement Method	Stakeholders' needs and Expectation	Our Response
		Operation under COVID-19 Pandemic Situation	
		<ul style="list-style-type: none"> ● Business continuity management ● Risk management in business disruption ● Economic Performance during the pandemic 	<ul style="list-style-type: none"> ● Established the crisis management working team ● Established measures for employees and contractors working in the operation process and customer services ● Provided clear communication of business information, operating and financial performance ● Increased work efficiency and managed cost effectively by using innovation
Supplier / Contractor 	1) Face to face meetings 2) Supplier assessment 3) Online / Email Communication 4) Channels for suggestion and complaint	<ul style="list-style-type: none"> ● Good Corporate Governance and Business Ethics 	<ul style="list-style-type: none"> ● Complied with laws and regulations
		<ul style="list-style-type: none"> ● Fair business 	<ul style="list-style-type: none"> ● Conducted transparent and fair procurement
		<ul style="list-style-type: none"> ● Fair and transparent procurement process 	<ul style="list-style-type: none"> ● Developed procurement policy and best practices to create sustainable supply chain management
		<ul style="list-style-type: none"> ● Supplier and contractor development 	<ul style="list-style-type: none"> ● Initiated supplier development projects/activities, such as training on digital technology and data management.

Stakeholder	Engagement Method	Stakeholders' needs and Expectation	Our Response
		Operation under COVID-19 Pandemic Situation	
		<ul style="list-style-type: none"> ● Infection free in workplace ● On-time Payment ● Clear communication during crisis 	<ul style="list-style-type: none"> ● Established measures for employees and suppliers / contractors working in the control area ● Appointed the crisis management working team responsible for direct communication with suppliers and contractors ● Paid for the goods and services on time according to payment schedule
Business Partner 	1) Directors' meetings in subsidiaries and associated companies 2) Face to face meetings 3) Online / Email Communication 4) Response to requests for information disclosure or report	<ul style="list-style-type: none"> ● Doing business with integrity and fairness 	<ul style="list-style-type: none"> ● Followed code of business ethics ● Developed fair joint venture agreements ● Kept confidential information of business partners
		Operation under COVID-19 Pandemic Situation	
		<ul style="list-style-type: none"> ● Risk management in business disruption ● Work Safety 	<ul style="list-style-type: none"> ● Appointed the crisis management working team responsible for direct communication with business partners ● Established measures for employees and contractors working in the operation process and customer services

Stakeholder	Engagement Method	Stakeholders' needs and Expectation	Our Response
Local Community 	1) Public hearing and meetings with management 2) Community relation initiatives 3) Community satisfaction survey (annual and by activity) 4) Online / Email Communication 5) Other communication Channels for suggestion and complaint. 6) Open house	<ul style="list-style-type: none"> Traffic problem 	<ul style="list-style-type: none"> Solved traffic problems by collaboration from many sectors and used technology to help manage traffic
		<ul style="list-style-type: none"> Water management 	<ul style="list-style-type: none"> Developed and enhanced the capacity of reclamation process to reduce the usage of natural raw water
		<ul style="list-style-type: none"> Environmental impact management of both the Company and the factories 	<ul style="list-style-type: none"> Disclosed accurate and transparent information of waste management Encourage the factory operators to have efficient waste management Conducted projects to protect and restore ecosystems in the area
		<ul style="list-style-type: none"> Environmental law and regulatory compliance of both the Company and the factories 	<ul style="list-style-type: none"> Strictly complied to environmental laws and regulations Promoted and ensured that factory operators strictly comply with environmental laws

Stakeholder	Engagement Method	Stakeholders' needs and Expectation	Our Response
		<ul style="list-style-type: none"> Community and social development 	<ul style="list-style-type: none"> Promoted the development for a better quality of life and economy in the communities and society Promoted and provided opportunities for people in the surrounding communities to access education and skill development
		<ul style="list-style-type: none"> Community engagement 	<ul style="list-style-type: none"> Responded to community complaints effectively Responded to community complaints effectively
		<ul style="list-style-type: none"> Safety 	<ul style="list-style-type: none"> Disclosed the Company's emergency and crisis management and safety measures
		Operation under COVID-19 Pandemic Situation	
		<ul style="list-style-type: none"> Being safe from infection and transmission in local communities Support of basic means of living during the pandemic Clear communication and transparent information regarding infection within AMATA industrial estates 	<ul style="list-style-type: none"> Established the community isolation centers and field hospitals within AMATA City industrial estates which also served infected community members as well Provided dried food and instant food to the communities during the pandemic Provided household medicine and Andrographis paniculate capsules to the communities Set up the direct communication channel for the communities and cooperated with the governmental entities in providing information promptly and transparently

Stakeholder	Engagement Method	Stakeholders' needs and Expectation	Our Response
Government 	1) Face to face meetings 2) Participation in and support projects run by the government 3) Participations in government lead committee as requested 4) Site visits 5) Online / Email Communication 6) Response to requests for information disclosure or report	<ul style="list-style-type: none">● Compliance with laws and regulations	<ul style="list-style-type: none">● Complied with laws and regulations and transparent
		<ul style="list-style-type: none">● Management of social and environmental impacts occurred from the operation of the Company	<ul style="list-style-type: none">● Regularly monitor social and environmental impacts.● Develop work processes or the amendment to reduce the social and environmental impact from the Company's operation according to the specified measures.
		<ul style="list-style-type: none">● Good Corporate Governance	<ul style="list-style-type: none">● Carried out business in a transparent and fair manner
		<ul style="list-style-type: none">● Creating value for the economy and society	<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 greenhouse gas emissions of organization	<ul style="list-style-type: none">● Disclosed the Corporate Greenhouse gas emissions
		Operation under COVID-19 Pandemic Situation	
		<ul style="list-style-type: none">● Compliance with communicable disease prevention and control measures● Prompt and transparent disclosure of the information regarding infected persons● Efficient infectious waste management within the industrial estates	<ul style="list-style-type: none">● Strictly complied with the governmental measures● Support the governmental entities in surveying, monitoring and communicating the information regarding infection and high-risk area within the industrial estates● Selected and used qualified and authorized contractors for infectious waste collection and disposal services

Stakeholder	Engagement Method	Stakeholders' needs and Expectation	Our Response
Creditor 	1) Analyst Meetings 2) Face to face meetings 3) Site visits 4) Online / Email Communication	<ul style="list-style-type: none"> Honoring terms and agreements on loan and debenture contracts 	<ul style="list-style-type: none"> Strictly followed contract's terms and conditions Disclosed accurate and complete financial information
		<ul style="list-style-type: none"> Risk Management 	<ul style="list-style-type: none"> Conducted sustainability risk management process covering economic, social and environmental aspect
		Operation under COVID-19 Pandemic Situation	
		<ul style="list-style-type: none"> Stable economic performance during crisis On time payment of debts 	<ul style="list-style-type: none"> Paid debts on time according to the payment schedule Provided clear communication of business information, operating and financial performance Sustained the Company's business performance by increasing work efficiency and managing cost effectively
Competitor 	1) Meetings with industry's association or organizations 2) Participate in working team that are relevant to competitors as requested by the government	<ul style="list-style-type: none"> Fair and legal competition 	<ul style="list-style-type: none"> Followed code of business ethics Collaborated with competitors in activities that benefit customers
		Operation under COVID-19 Pandemic Situation	
		<ul style="list-style-type: none"> Cooperation in community transmission control 	<ul style="list-style-type: none"> Collaborates with peers in the same industry in establishing the field hospitals to support infected factory employees and community members
Media 	1) Press release 2) Special interviews as requested 3) Site visits / Press tours 4) Response to requests for information disclosure or report	<ul style="list-style-type: none"> To receive an accurate and timely information 	<ul style="list-style-type: none"> Disclosed accurate information based on facts Maintained long-term relationship with media
		Operation under COVID-19 Pandemic Situation	
		<ul style="list-style-type: none"> Prompt, correct and transparent information regarding infection 	<ul style="list-style-type: none"> Provided communication channel and person in charge for precise and reliable information

Materiality

In order to respond to the Company's stakeholders efficiently and create value to the Company, society and environment. The Company has conducted the materiality determination process to determine the sustainability topics in economic, social and environmental aspects which are material to the Company and its stakeholders. The sustainability topics were identified by analyzing the information of global changes, regional changes and challenges, the needs and expectations of Company's stakeholders, enterprise risk management and the results of various assessments, then prioritized the topics in accordance with the principles of Global Reporting Initiative (GRI) Standards which are the Materiality Principle and 4 Reporting Principles for defining reporting content : Sustainability Context, Materiality, Completeness, and Stakeholder Inclusiveness. The result of materiality determination process was approved and annually reviewed by the Amata Sustainable Development Working Committee and the Amata Sustainable Development Committee respectively.



Materiality Determination Process

In 2021, the Company had revisited and improved the materiality determination process to ensure the accuracy and reliability of the material topics identification and prioritization in the current business context in order to respond to the expectations of all 10 stakeholder groups, as well as, respond to the changes and challenges in businesses due to the economic crisis and COVID-19 pandemic in that year. The materiality determination process is as following:





Step 1: Identification of Sustainability Topics of Stakeholder and Organization

The Company had collected the sustainability topics from both internal and external stakeholders via various channels and methods appropriate to each stakeholder group such as the meetings, formal and informal interviews, questionnaires, engagement surveys, then, had identified the sustainability topics from brainstorming and executive workshop together with consideration of other external factors having both positive and negative impacts on Company's business; for instance, global and regional changes, sustainability trends and directions, materiality of peers in the same industry, topics prescribed in the industry standards and sustainability assessments, and issues of global concern.



Step 2: Prioritization

The Company had taken these topics into prioritization process towards stakeholders and organization by using the relevance and impact assessment based on the level of impact to the Company on finance, operations, reputation, laws and regulations, and by assessing the level of influence of each sustainability topic towards the stakeholders. Material topics were then identified and put into the Materiality Matrix with reference to the Global Reporting Initiative (GRI standards) guidelines.

Vertical axis (Y axis): represents the level of influence on stakeholders' assessment and decisions.

Horizontal axis (X axis): represents the level of the Company's operational impact on economy, society and environment or the level of importance to the Company.

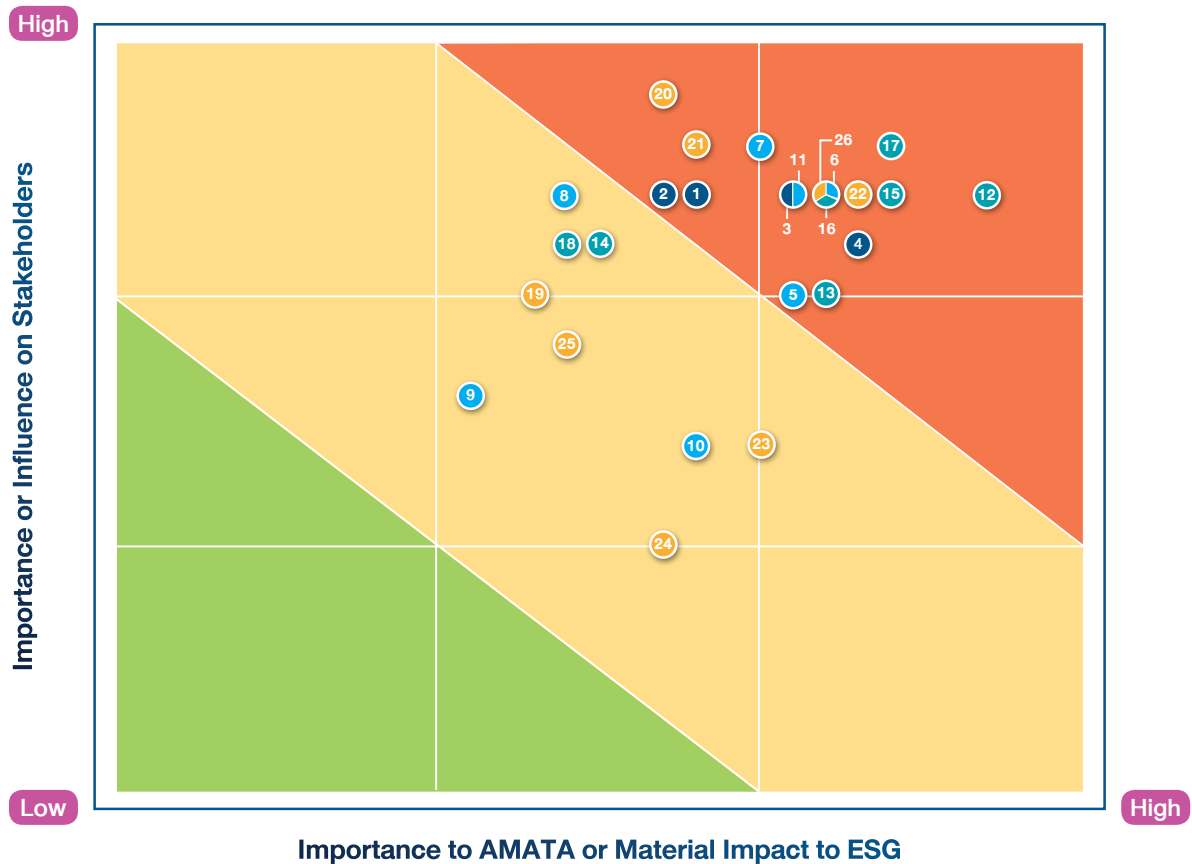
In 2021, the Company had reviewed and revised the material topics resulting in 26 sustainability topics. which were prioritized into three categories according to their level of impact on the Company and stakeholders. Three categories are material topics (high impact), concerned topics (moderate impact), and interest topics (low impact). Therefore, there are 17 material topics in 2021, increased from 14 topics reported in 2020. Some topics were renamed for more clarity.



Step 3: Validation

All these 26 sustainability topics had been approved by the Sustainability Development Committee, Corporate Governance Committee and the Board of Directors, respectively (Disclosure 102-32) and the Board of Directors had selected the strategic priorities from the material topics at high importance level to formulate the strategies and management approaches to respond to the stakeholders in various dimensions and had assigned the management to further proceed in response to both strategic priorities and material topics. In this regard, the indicators had been set to assess the results of operations at the organizational, departmental and project levels in conjunction with the performance appraisals of the relevant management and employees.

Materiality Matrix



Fundamental of Corporate Sustainability

- 1 Good Corporate Governance
- 2 Business Ethics and Anti-corruption
- 3 Law and Regulatory Compliance
- 4 Risk and Crisis Management



Economic

- 5 Product and Service Development
- 6 Innovation and Digitalization
- 7 Supply Chain Management
- 8. Strategic Location
- 9. Branding and Trust
- 10. Data Management and Analytics
- 11 Customer Relationship Management



Environmental

- 12 Environmental Impact Management
- 13 Climate Change
- 14. Energy Management
- 15 Circular Economy
- 16 Waste Management
- 17 Water Management
- 18. Biodiversity



Social

- 19. Human Rights
- 20 Occupational Health and Safety
- 21 Stakeholder Engagement
- 22 Social Impact Management
- 23. Employee Care and Development
- 24. Talent Management and Succession
- 25. Data Privacy and Security
- 26 Community Support and Development

● 2021 Material Topics

Material Topics and Actions (Disclosure 102-47)

	Material Topics	Impact Boundaries		GRI Standards		GRI Disclosures		Report Contents	Page	SDGs
		Internal	External							
Fundamental of Corporate Sustainability	✓ Good Corporate Governance	Employee	<ul style="list-style-type: none"> Shareholder 	GRI 102	General Disclosures 2016	102-18	Governance Structure	Corporate Good Governance	52	16.3, 16.5
	✓ Business Ethic and Anti-corruption	Employee	<ul style="list-style-type: none"> Shareholder Customer Business Partner Supplier/ Contractor 	GRI 205	Anti-corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	Business Ethic and Anti-corruption	55	16.3, 16.5
	✓ Law and Regulatory Compliance	Employee	<ul style="list-style-type: none"> Shareholder Customer Business Partner Supplier/ Contractor Government 	GRI 307	Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulation (2016)	Law and Regulatory Compliance	57	16.3, 16.5
	✓ Risk and Crisis Management	Employee	<ul style="list-style-type: none"> Shareholder Customer Business Partner 	GRI 102	General Disclosures 2016	102-29	Identifying and managing economic, environmental, and social impacts	Risk and Crisis Management	58	8.2, 16.7
						102-30	Effectiveness of risk management processes			

Material Topics

Material Topics	Impact Boundaries		GRI Standards		GRI Disclosures		Report Contents	Page	SDGs
	Internal	External							
✓ Product and Service Development	Employee	<ul style="list-style-type: none"> Shareholder Customer Business Partner Supplier/ Contractor 	GRI 201	Economic Performance 2016	201-1	Direct economic value generated and distributed	Product and Service Development	66	7b, 8.1, 8.3, 9.1 9.4, 9.5, 17.16, 17.17
✓ Innovation and Digitalization	Employee	<ul style="list-style-type: none"> Customer Business Partner Supplier/ Contractor 	GRI 201	Economic Performance 2016	201-1	Direct economic value generated and distributed			
Strategic Location	Employee	<ul style="list-style-type: none"> Shareholder Business Partner 	GRI 201	Economic Performance 2016	201-1	Direct economic value generated and distributed			
Data Management and Analysis	Employee	<ul style="list-style-type: none"> Shareholder 	GRI 201	Economic Performance 2016	201-1	Direct economic value generated and distributed			
Branding and Trust	Employee	<ul style="list-style-type: none"> Shareholder Customer 	AMATA	Customer Engagement	AMATA	INDICATOR: Customer Satisfaction Score	Customer Relationship Management	77	-
✓ Customer Relationship Management	Employee	<ul style="list-style-type: none"> Customer 	AMATA	Customer Engagement	AMATA	INDICATOR: Customer Satisfaction Score	Customer Relationship Management	77	8.1, 8.2

Economic



	Material Topics	Impact Boundaries		GRI Standards		GRI Disclosures		Report Contents	Page	SDGs
		Internal	External							
Economic	✓ Supply Chain Management	Employee	<ul style="list-style-type: none"> Business Partner Supplier/ Contractor 	GRI 204	Procurement Practices 2016	204-1	Proportion of spending on local suppliers	Sustainable Supply Chain Management	81	8.3, 8.4, 8.8, 11.6, 12.4, 16.1, 16.5
				GRI 308	Supplier Environmental Assessment 2016	308-2	Negative environmental impacts in the supply chain and actions taken			
				GRI 414	Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria.			
						414-2	Negative social impacts in the supply chain and actions taken			
Environmental	✓ Environmental Impact Management	Employee	<ul style="list-style-type: none"> Community Customer Government 	GRI 305	Emission 2016	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Environmental Quality Control	88	6.3, 11.6, 12.4, 12.5, 15.1, 16.3
				GRI 307	Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations			
	✓ Climate Change	Employee	<ul style="list-style-type: none"> Community Customer Supplier/ Contractor Government 	GRI 305	Emission 2016	305-1	Direct (Scope 1) GHG emissions	Greenhouse Gas Emission and Energy Consumption	94	7.2, 7b, 13.1
						305-2	Energy indirect (Scope 2) GHG emissions			
						305-3	Other indirect (Scope 3) GHG emissions			
						305-4	GHG emissions intensity			

	Material Topics	Impact Boundaries		GRI Standards		GRI Disclosures		Report Contents	Page	SDGs
		Internal	External							
Environmental	Energy Management	Employee	<ul style="list-style-type: none"> Supplier/ Contractor 	GRI 302	Energy 2016	302-1	Energy consumption within the organization	Greenhouse Gas Emission and Energy Consumption	94	7.2, 8.4, 12.2, 13.1
	Circular Economy	Employee	<ul style="list-style-type: none"> Community Customer Business Partner Supplier/ Contractor Government 	GRI 303	Water and Effluents 2018	303-1	Interactions with water as a shared resource	Circularity Water Management	101	6.3, 6.4, 12.4, 12.5
						303-2	Management of water discharge-related impacts			
				GRI 306	Waste 2020	306-1	Waste generation and significant waste-related impacts	Solid and Industrial Waste Management	106	12.2, 12.4, 12.5, 13.1
						306-2	Management of significant waste-related impacts			
	Water Management	Employee	<ul style="list-style-type: none"> Community Customer Supplier/ Contractor Government 	GRI 303	Water and Effluents 2018	303-1	Interactions with water as a shared resource	Circularity Water Management	101	6.3, 6.4, 12.4, 12.5
						303-2	Management of water discharge-related impacts			
						303-3	Water withdrawal			
						303-4	Water discharge			
						303-5	Water consumption			

	Material Topics	Impact Boundaries		GRI Standards		GRI Disclosures		Report Contents	Page	SDGs
		Internal	External							
Environmental	Waste Management	Employee	<ul style="list-style-type: none"> Community Customer Business Partner Supplier/ Contractor Government 	GRI 306	Waste 2020	306-1	Waste generation and significant waste-related impacts	Solid and Industrial Waste Management	106	12.2, 12.4, 12.5, 13.1
						306-2	Management of significant waste-related impacts			
						306-3	Waste generated			
						306-4	Waste diverted from disposal			
							Waste directed to disposal			
	Biodiversity	Employee	<ul style="list-style-type: none"> Community 	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	Biodiversity	111	15.1

Material Topics

Material Topics	Impact Boundaries		GRI Standards		GRI Disclosures		Report Contents	Page	SDGs
	Internal	External	GRI 413	Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs			
Social	Social Impact Management	Employee	Community Customer Supplier/ Contractor Government	GRI 413	413-1	Operations with local community engagement, impact assessments, and development programs	Community and Social Development	139	1.4, 6.6, 6b, 11.2, 11.6, 12.5
					413-2	Operations with significant actual and potential negative impacts on local communities	ALL Safe, ALL WIN - Our Response to COVID-19	118	3.6, 3.8, 8.8, 11.2
	Occupational Health and Safety	Employee	Customer Supplier/ Contractor Government	GRI 403	403-1	Occupational health and safety management system	Creating Safety City	122	8.8
					403-9	Work-related injuries	Creating Safety City	122	8.8
	Human Rights	Employee	Community Customer Supplier/ Contractor	GRI 412	412-1	Operations that have been subject to human rights reviews or impact assessment	Human Rights	129	10.2, 10.3
Employee Care and Development	Employee	-	-	GRI 404	404-1	Average hours of training per year per employee	Human Resource Management	132	4.4, 4.5, 10.2, 10.3
	Talent Management and Succession	Employee	-	GRI 401	401-1	New employee hires and employee turnover			
				AMATA	AMATA	INDICATOR: percentage of key positions that have their successors			

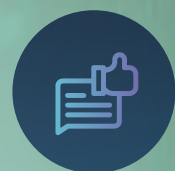
Material Topics	Impact Boundaries		GRI Standards		GRI Disclosures		Report Contents	Page	SDGs
	Internal	External							
Data Privacy and Security	Employee	<ul style="list-style-type: none">ShareholderCustomerBusiness PartnerSupplier/Contractor	GRI 419	Socioeconomic Compliance 2016	419-1	Non-compliance with laws and regulations in the social and economic area (2016)	Law and Regulatory Compliance	57	16.6
 Stakeholder Engagement	Employee	Shareholder	GRI 102	General Disclosures 2016	102-40	List of stakeholder groups	Stakeholder	30	6b, 10.2, 10.3
		Customer			102-42	Identifying and selecting stakeholders			
		Business Partner			102-43	Approach to stakeholder engagement			
		Supplier/Contractor			102-44	Key topics and concerns raised			
		<ul style="list-style-type: none">CommunityGovernment			102-41	Collective bargaining agreements	Human Resource Management	132	
 Community Support and Development	Employee	<ul style="list-style-type: none">CommunityCustomerGovernment	GRI 413	Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Community and Social Development	139	1.4, 3.6, 3.8, 8.3, 9.1, 17.17

Material Topics

FUNDAMENTAL OF CORPORATE SUSTAINABILITY

- 52 Good Corporate Governance
- 55 Business Ethics and Ant-corruption
- 57 Law and Regulatory Compliance
- 58 Risk and Crisis Management

TARGETS



Zero corporate governance-related complaints



Zero economic, social, and environmental noncompliance



100% Coverage of Strategic Priorities in Enterprise Risk Management



Received the
“Excellence Corporate Governance Scoring”,
according to 2021 Corporate Governance
Report of Thai Listed Companies
developed by The Thai Institute
of Directors Association (IOD).



Certified member of Thai Private Sector
Collective Action Against Corruption
(CAC) since September 30, 2020



Received excellent rating with 100/100
full score in the 2021 Annual General
Shareholders' Meeting Assessment.



Number of corporate governance
complaints and number of incidents
of economic, social, and environmental
non-compliance

Good Corporate Governance

Good corporate governance is a crucial foundation of a stable business growth in a long run, thereby affecting the Company's credibility and stakeholders' confidence in the Company. The Board of Directors, therefore, performs a major role in governing business to meet the Company's objectives legally and ethically according to the regulations, policies and principles of good governance, and to be responsible for the stakeholders, society and environment. As such, efficient corporate governance is an important mechanism and process that would lead the Company towards a genuinely sustainable organization.

Board of Directors

In 2021 the Company's Board of Directors consisted of seven members, two of which being executive directors, one being non-executive director and four independent directors. The independent directors accounted for 57.14% of total Board members. All directors passed the selection process based on legal qualification and criteria specified by the Office of the Securities and Exchange Commission (SEC). The Nomination & Remuneration Committee has determined selection criteria and process in order to procure the Board of Directors with diverse qualification, knowledge, capability and experiences according to the Skill Matrix to efficiently govern the Company and to maximize benefit to the firm and all groups of stakeholders.

Board Skills Matrix

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

Background and information of the Board of Directors,
please see 56-1 One Report 2021, Corporate Governance Structure section

Performance

The Board of Directors held meetings to follow up on performance and improve the efficiency of corporate governance mechanisms. This year, the Board of Directors approved the revision of the “Corporate Governance Policy” to take into account the Charter of the newly established Risk Management Committee (Please see 56-1 One Report, “Report of Corporate Governance”)

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

	Board of Directors	Audit Committee	Risk Management Committee	Nomination and Remuneration Committee	Corporate Governance Committee
Number of Meeting	9	5	5	3	2
Meeting Attendance	100%	100%	100%	100%	100%
Performance Assessment	Group 95.56% Individual 99.24%	Average of Sub-committee 98.37%			

(For more details, please see 56-1 One Report, “Report of Corporate Governance”)

Building Capability of the Board of Directors

The Company supports capability development of the Board of Directors by encouraging them to participate in both national and regional training and activities in order to utilize knowledge and experience earned for the benefit of the Company. In 2021, Mr. Viboon Kromadit, Director and Chief Marketing Officer, attended the training on “Corporate Governance and Anti-Corruption” by Thai Institute of Directors; IOD.

Board of Directors' meeting to follow up on the sustainable development for 2021

Two meetings of the Board of Directors were held to follow up on the Company's sustainable development activities. The Chairman of AMATA's Sustainable Development Committee reported progress of various activities to the Board of Directors in order to acknowledge and seek advice on sustainability topics management and to determine the Sustainability Corporate Goals and KPIs which are used as key performance indicators of the Company's leaders and top executives in addition to financial KPIs.

Moreover, three meetings of the sub-committee to consider sustainable performance were held, i.e. two meetings of the Corporate Governance Committee and one meeting of the Risk Management Committee. The Chairman of AMATA's Sustainable Development Committee reported results of materiality determination process to the Corporate Governance Committee in order to seek advice and to consider management approaches on each strategic priority. The material topics which are related to economic, social and environmental risks were reported to the Risk Management Committee in order to select and determine the enterprise risks accordingly.

	Corporate Governance Committee	Risk Management Committee	Board of Directors
Key Agenda	<p>1st meeting 25 June 2021</p> <ul style="list-style-type: none"> Consideration of 2021 Material topics Consideration of the strategic priorities Consideration of ESG indicators and targets of each material topic <p>2nd meeting 9 November 2021</p> <ul style="list-style-type: none"> Following up on the progress of ESG performance in 2021 Acknowledgement of ESG evaluation results from international rating agencies and ESG development approach Consideration of AMATA Sustainable Development Roadmap in 2022 - 2025 	<p>1st meeting 22 February 2021</p> <ul style="list-style-type: none"> Consideration of key ESG risks Consideration of ESG risk controls and mitigation plans Acknowledgement of Impact assessment Consideration of key risk indicators and risk appetite Consideration of risk mitigation plan Acknowledgement of economic, social, and environmental opportunities based on ESG risks 	<p>1st meeting 25 February 2021</p> <ul style="list-style-type: none"> Consideration of key ESG risks <p>2nd meeting 12 November 2021</p> <ul style="list-style-type: none"> Consideration of 2021 Material topics Consideration of sustainable development action plans and targets in 2022 - 2025
Approval	<ul style="list-style-type: none"> 2021 Material topics Strategic priorities and their management approaches AMATA Sustainable Development Roadmap 2022 - 2025 	<ul style="list-style-type: none"> ESG risks ESG risk mitigation plans 	<ul style="list-style-type: none"> Sustainable development targets for 2022 - 2025

Business Ethics and Anti-corruption

The Company places importance on business ethics and anti-corruption in each and every business unit. Any action against moral principles and business ethics, violation of law and other regulations or corruption may directly affect the confidence of stakeholders and the Company's business operation, reputation and image. Additionally, those actions would impede the Company's sustainable growth as well as development of the country.

Management Approach

The Company intends to operate its businesses with integrity by adhering to responsibility to its stakeholders, placing importance on transparency, honesty and in full compliance with laws and regulations and the Company's principles of good corporate governance and business code of ethics which sets the scope and standards of behaviors that all employees of the Company, including the Board of Directors and executives, should act and work in the same direction under the framework of morality.

All executives and employees have a duty to comply with the Company's Code of Ethics policy and manual to promote morality and accountability values to organizational culture. Each executive and employee must adhere to civility and conscious behavior, impartially and fairly consider benefit and effect of the operation to the Company's stakeholders, conduct business with responsibility and establish strong work system to prevent corruption through internal audit system.

The Company has announced the revised policies and guidelines which are more suitable to current business environment and comply with generally accepted criteria and regulations, and also promotes and supports ethical business operations. The Company has disclosed its Good Corporate Governance and Code of Ethics manuals as well as other policies on the website and intranet so that all employees can learn by themselves and use as a guideline for the operations of the Board of Directors, executives and employees of the Company and its subsidiaries.

Performance

The Company is determined to promote knowledge and understanding in business ethics and anti-corruption policies and guidelines to the employees and suppliers through various activities and communication channels. 2021 operating performance is as follows:

1. The Company has adopted and communicated the Supplier Code of Conduct to its suppliers since 2019. To encourage suppliers to conduct business in line with AMATA Code of Conduct for sustainable growth, in 2021, the Company communicated its Supplier Code of Conduct to 71 critical suppliers via email and received 49 acknowledgments, accounting for 69 percent of the total number of critical suppliers.
2. The Company had communicated the NO Gift policy and guideline for accepting and giving gifts during festivals and other occasions to executives, employees, subsidiaries and external parties to be widely acknowledged so that the executives and employees could behave correctly in accepting and giving gifts to avoid conflicts of interest and to establish norms in conducting business fairly and transparently with all relevant parties.
3. The Company had organized a training course on good corporate governance and anti-corruption to 27 new employees in order to have correct knowledge about business ethics, policies, measures and procedures (Disclosure 205-2).

4. The Company organized training on Corporate Governance and Anti-Corruption for employees at all levels to build understanding of good corporate governance and anti-corruption according to the Thai Institute of Director's regulation.
5. The Company required all employees to pass the good corporate governance and business ethics tests every year by scoring more than 80%. In 2021 all employees (100%) attended online tests and 100% employees scored more than 80%.
6. The Company was certified as Thai Private Sector Collective Action against Corruption (CAC) member since 30 September 2020.

Complaint Handling Process (Disclosure 102-7)

The Company has set the **whistleblowing policy** and safe communication channels for its employees and stakeholders to report clues, send any advices or grievances or complaints concerning any wrongdoing that violates the law, rules, regulations, corporate governance principles, code of ethics and anti-corruption policy. The measures to protect the rights of such person were established. The information from petitioners will be kept confidential and accessible only to those responsible for an investigation of the complaint. Such complaint will be proceeded according to the process stipulated in the Good Corporate Governance Book.

Channels to Receive Complaints

Mr. Anucha Sihanatkathakul

Chairman of the Audit Committee



anucha.s@amata.com



AMATA Corporation Public Company Limited
2126 Kromadit Building, New Petchburi
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Mr. Vikrom Kromadit

Chairman & Acting CEO



vikrom.k@amata.com



P.O. Box no.7 Monterey Tower
Bangkapi, Huai Khwang, Bangkok 10323
Thailand

Mr. Manachai Kaoprapan

Head of Company Secretary and Legal



manachai@amata.com



+66 (02) 792 0004

Process of Complaint Management

1. Screen facts and investigate according to Whistleblowing Policy by authorized person.
2. Proceed further, on a case by case basis, by the executives authorized as investigation committee should any wrongdoing be found.
3. Report the summary of complaints and the complaint management results in every Corporate Governance Committee meeting and to the Board of Directors at least once a year as well as disclosing the information in the annual sustainability report.

In 2021, the Company did not receive significant whistleblowing reports or complaints related to corporate governance and corruption. No employees were found to have acted against the Company's rules and regulations. (Disclosure 205-3)

Law and Regulatory Compliance

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

Management Approach

In order for the Company to operate the business lawfully in compliance with various regulations, the Company had formulated the management guidelines based on the risk management process as follows:

1. **Risk Identification:** Analyze and identify the legal and regulatory compliance risks throughout the business value chain by referring to the laws and regulations of each locality or country where the Company enters into the business.
2. **Risk Management:** Assess the risks of international standards non-compliance and legal and regulatory non-compliance, and set the measures to manage risks, including assigning the Legal Department and the Government Agency Coordination Department to closely monitor the changes in laws and regulations of each locality. In addition, the Company has communicated with the employees and stakeholders through various channels such as trainings, meetings, e-mails, intranet to encourage the employees and stakeholders to obtain the knowledge and understanding in the changes and to strictly comply.
3. **Compliance Monitoring:** The executives of all departments are responsible for overseeing the Company's employees and contractors to strictly comply with all respects of the 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 results of the performance of statutory and regulatory compliance, as well as, reporting to the management team, Corporate Governance Committee, Risk Management Committee, and the Board of Directors, respectively, for consideration and determination of the better governance and compliance mechanism and disclosing the results of performance in the Annual Sustainability Report.

Performance

In 2021, the Risk Management Committee identified the risk arising from changes in environmental laws and regulations as a corporate risk. The Company has assigned a unit to be directly responsible for this matter, as well as developed the risk mitigation plan and determined risk appetite to closely monitor and evaluate the risk. This effort has been made because of many newly-enacted environmental laws and changes in international multilateral environmental agreements in recent year, which may affect clients in the industrial estates that are engaged in export activities.

In 2021, the Company had no incidents of non-compliance with laws related to the industrial estate business and no incidents of non-compliance with economic, social, and environmental laws by employees, suppliers, and contractors. The Company continued to abide by laws, regulations, and international standards to create confidence among all stakeholders in its ability to conduct responsible and sustainable business. (Disclosure 307-1, 419-1)

Risk and Crisis Management

Coverage of Strategic Priorities in Enterprise Risk Management

Target

100%

Performance

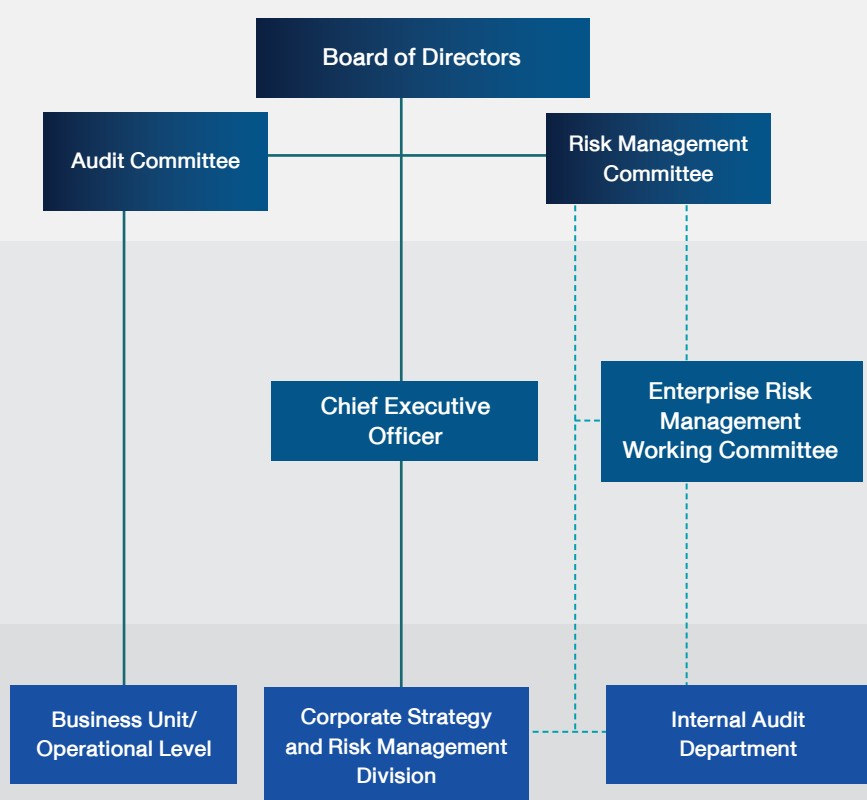
100%



Effective risk management is a key mechanism that helps the Company grow sustainably, quickly sense and respond to any risks from current rapidly changing environment. Therefore, the Company and its subsidiaries place importance on enhancing the systematic and efficient enterprise risk management to control the risks, mitigate their associated consequences to achieve its business goals, and gain business opportunities toward creating sustainable value for the Company its stakeholders

Risk Management Structure (Disclosure 102-30)

The Company's Risk management is under supervision of the Company's Board of Directors whereby the **Risk Management Committee** is responsible for setting up efficient risk management policy and approaches as well as overseeing the Enterprise Risk Management Working Committee to ensure that their operations are appropriate for current business contexts and situations. The Risk Management Committee comprises 7 members from the Company's directors and senior executives with an Independent Director serves as Chairman of Risk Management Committee. (For more details about Risk Management Structure please see 56-1 One Report, "Corporate Governance Structure" and "Risk Management" Section)



- Set effective risk management policies and approaches
- Oversee the Enterprise Risk Management Working Committee to ensure that their operations are appropriate for current business contexts and situations

- 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 Department

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

— Organizational structure
- - - - - Operating structure

In order to enable the Company to drive effective risk management throughout the organization and respond to the Company's risk management and crisis management policy, the Risk Management Committee has appointed the new **Enterprise Risk Management Working Committee** in 2020 consist of management, representatives from various departments and Managing Directors of subsidiary companies totally 24 persons. The Chairperson of the Committee is the Senior Vice President of Accounting, Tax and Finance, Investor Relation, and Information Technology. The roles and responsibilities are as follows:

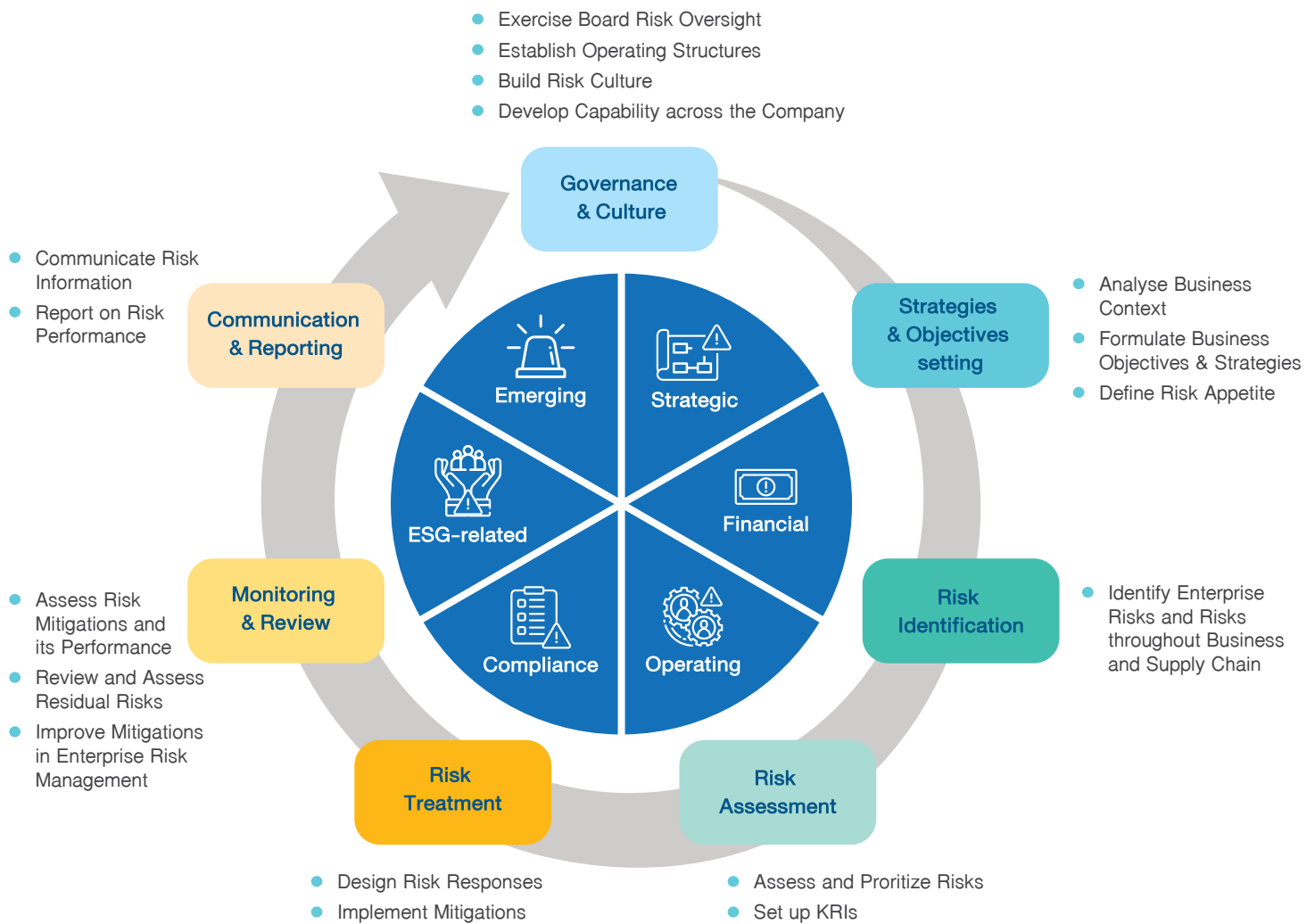
1. Assessing key corporate risks aligned with the Company's business direction and risks in business value chain such as strategic risk, risks from investment and business development in Thailand and other countries, operational risk covering health, safety, social and environmental aspects, financial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

As the Risk management is the responsibility of employees at all levels. The employees must be aware of the existence of risks in the business value chain and their working process and provide the appropriate and sufficient risk management measures. Therefore, all departments in the Company and its subsidiaries have appointed their risk coordinators in operational level working together with the Enterprise Risk Management Working Committee and Corporate Strategy and Risk Management Division in risk identification and assessment, risk mitigation plan preparation and evaluation, and also promoting risk awareness, risk culture and participation of employees in their own departments.

Management Approach

The Company has set the corporate risk management process which is in line with the international standard in order to manage all risks effectively. The risk management must be implemented in the same direction across the organization, including being part of the decision making, strategic planning and business operation. It must also support the achievement of business objectives and goals.

The Company conducts Enterprise Risk Management using the guidelines of the Committee of Sponsoring Organization (COSO). (Disclosure 102-11) The Company conducts corporate risk assessment annually by considering the current risks, emerging risks, economic conditions, business competition, innovations and technology development, government policies and regulations, social and environmental changes that may affect the Company's business operations. After risk identification and assessment, the Company has prepared the appropriate risk mitigation plans, determined key risk indicators (KRI), and risk appetite to monitor risk management performance and effectiveness of risk management measures, and considered business opportunities arisen from these risks. In 2020, the Company paid attention to enterprise risks which are related to environmental, social, and good governance (ESG-related risks) and had assigned the enterprise risk owner to develop their risk management plans and key risk indicators.















The Enterprise Risk Management Working Committee keeps monitoring the result of risk treatment measures and the situations which cause the risks and reports the findings to the Strategic Management Meeting which consist of the Chairman of the Audit Committee, all Chief level, and Managing Directors of subsidiary companies and to the Board of Directors respectively.

In addition, the Company intended to enhance employee participation in risk management, therefore, the Company has provided workshops and trainings on risk management to employee at all levels in order to educate, raise awareness, and develop corporate risk culture in the Company employees.

Performance

In 2021, the Company reassessed the enterprise risks to ensure consistency with Corporate Strategic plans and targets, the trends in global and technology changes as well as changing environmental and social context. The Company has emphasized on the ESG-related risks and emerging risks which are strategically important to the Company. The Enterprise Risk Management Working Team has categorized the risks into 5 categories, namely Strategic Risk, Operational Risk, Compliance Risk, Financial Risk and Emerging Risk and reassessed and reviewed the risk management plans and key risk indicators (KRIs) to follow up and monitor the risks. The Company targets to expand the risk management further down to business unit level across the Company.

	Strategic Risk	Operational Risk	Compliance Risk	Financial Risk	Emerging Risk
Economic and Governance	Domestic and Overseas Investment Risks 	Cybersecurity Risk 		Financial Crisis Risk 	Risk from changing behaviors and demands in the New/Next Normal 
Environmental	Circular Economy Risk   	Climate Change-Induced Flood and Drought Risk  	Risk from Changes in Environmental Law 		
Social	Pandemic Risk 		Risk of Losing Good Relationships with Communities 		

Materialities & Strategic Priorities



Occupational Health & Safety



Innovation & Digitalization



Water Management



Community Support & Development



Waste Management



Products & Services Development



Climate Change

Emerging Risk

The Company's risk assessment result shows one significant emerging risk that may affect the Company's business operations in the next 3-5 years, which is the risk from changing behaviors and demands in the new/next normal due to the pandemic. Although this emerging risk has not directly impacted the Company yet, but the Company is aware of the importance of such risk and has raised it to an enterprise risk which is needed to monitor and assess closely.

Risk from changing behaviors and demands in the New/Next Normal

The new normal refers to changes in the lifestyle, business conduct, attitude, and demand of the Company's stakeholders after the COVID-19 pandemic. It is expected to be a key factor to speed up the changes of global trends in many areas, such as product demand, trade policy, global supply chain, labor-intensive industry, production innovation and technology, and human resource management. These changes may force manufacturers in the industrial estates to adapt to and prepare for future situations. Then the manufacturers have to adjust their business policies, change production processes, delay their investments, or have new requirements for decision making to invest in AMATA City Industrial Estates. Those may affect the Company's revenue and decrease its competitiveness if appropriate response measures have not been set in place.

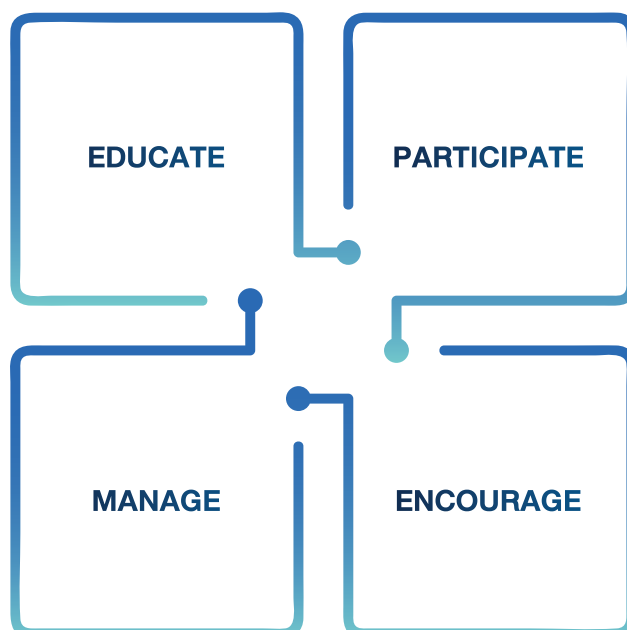
Therefore, the Company has been closely monitoring the global and regional changes, as well as their impacts on our clients in the industrial estates in order to assess the business risk and determine appropriate risk management measures. It has also adjusted its international business model to ensure business continuity. In addition, the Company has been monitoring changes in demands, expectations, and concerns of internal and external stakeholders to analyze and address appropriate responses.

Promotion of Risk Management Culture

The Company places importance to the participation of executives and employees in the Company's risk management, especially the risks in their duties and responsibilities. The Company requires the risk management system to be a part of the daily operation and eventually turn it to become a corporate culture. Besides the executives of each department and subsidiary, there are risk coordinators jointly drive the risk management by attending the meeting with the Enterprise Risk Management Working Committee and transmitting the message to other employees in operation level.

In 2021, the Company determined four approaches to promote corporate risk management culture to all staff level which are

- 1) EDUCATE: Promotion of Knowledge and Understanding
- 2) PARTICIPATE: Promotion of participation
- 3) MANAGE: Systematic Risk Management and
- 4) ENCOURAGE: Integration risk management into daily work.



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

The Company realized that knowledge and understanding of all staff is a key factor that will help bring about the efficient corporate risk management process and achieving the risk management objective and therefore, held workshop and special lecture on topics relevant to each risk category. The Company also set to regularly hold special lectures and trainings every year. The performance in 2021 included the followings:

- On-line Special lecture on “Importance of Corporate Risk Management” by Mr. Tevin Vongvanich, Independent Director and Chairman of Risk Management Committee of AMATA Corporation Public Company Limited, to the Company’s Board of Director and all senior executives (100%) to create mutual awareness and understanding on Corporate Risk Management.

“Importance of Corporate Risk Management”

Mr. Tevin Vongvanich,
Independent Director
Chairman of Risk Management Committee
AMATA Corporation Public Company Limited



- Workshop on “Introduction to Circular Economy” which is one of the corporate risks for staff at operation level who develop and look after the Company’s products and services. The objective of this workshop was to create fundamental understanding on circular economy related to real estate industry, city management as well as product & service design process which fully integrate the circular economy.
- Training on “Cyber Security around YOU” to all staff (100%) in order for the staff to understand the threats and cybercrime occurred by using internet and electronic devices connected to unsafe internet network as well as the way to manage personal security to protect themselves from threats in various forms which might happen.

2. PARTICIPATE: Promotion of participation.

The Company held 24 virtual workshops throughout the year for Enterprise Risk Management Working Team comprising senior executives, department executives and operation staff to promote knowledge and understanding in corporate risk management process, determination of risk indicators and risk appetite. In addition, the Enterprise Risk Management Working Team also prepared risk mitigation plans, determined targets, key risk indicators and continuously followed up on the implementation of risk controls and mitigation plan.

3. MANAGE: Systematic Risk Management

The Company has adopted “The Committee of Sponsoring Organization” or COSO for Enterprise Risk Management approaches and set to have systematic internal control in accordance with the three Lines of Defense concept which consists of 1st Line of Defense (risk owner who is responsible for risk management), 2nd Line of Defense (Corporate Strategy and Risk Management Department who sets guidelines and standards of risk management and follow up the operation), and 3rd Line of Defense (Internal Audit Division who independently audits the efficiency of the enterprise risk management system). The risk management performance will be reported monthly to senior executives and to Risk Management Committee.

In 2021, the Company reported the performance of enterprise risk management to senior executives and Risk Management Committee 12 times and 5 times, respectively.

4. ENCOURAGE: Integration risk management into daily work

The Company has set the achievement of enterprise risk management as key performance indicators of the Company (Corporate KPIs) as well as of senior executives which will be evaluated every 6 months and it also linked to the KPIs of units that are risk owner also.

ECONOMIC GROWTH

- 66 Sustainable Product and Service Development
- 77 Customer Relationship Management
- 81 Sustainable Supply Chain Management



Sustainable Product and Service Development

	Target	performance	
Growth rate of revenues from products and services compared to previous year	+20%	+34.37%	7 AFFORDABLE AND CLEAN ENERGY
Proportion of innovation and technology projects created by employees compared to previous year	+20%	+40.7%	8 DECENT WORK AND ECONOMIC GROWTH
			9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
			17 PARTNERSHIPS FOR THE GOALS

AMATA Industrial Estate in Thailand is home to more than 1,400 manufacturers from 33 countries comprising a wide range of industries generating the 2019 Gross Domestic Product (GDP) of over 1.9 trillion baht, directly affecting the national economy and the distribution of economic value to various stakeholder groups. The continuous development of products and services through innovation and technology on the Company's strategic locations is, therefore, greatly important to its capability to respond to the needs of its customers and related stakeholders that have changed according to the time and global trends in responsibility of ESG impacts and also directly affect the sustainable growth of the Company.

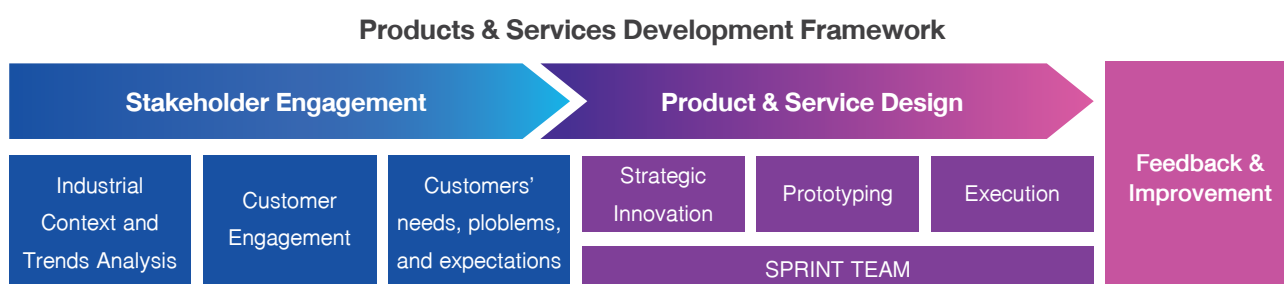
Risks	Opportunities
<p>The Company may lose the business opportunities and competitiveness if unable to develop its products and services responding to the needs of both current customers and future customers whose requirements keep on changing or increasing from their basic requirements.</p> <p>In addition, the high-performance newcomers in the service and utilities business lead to the intense competition in the market which may cause the Company significantly lose its revenues from products and services.</p>	<p>The Company has a wide range of customers who are the leading companies in various industries. The close engagement with customers has resulted the Company to be able to monitor and aware of the changes in customer needs increasing the opportunities to develop its products and services to meet its customers' needs swiftly and comprehensively along with the development of technology and innovative products and services to effectively serve the new S-Curve industries and increase the long-term competitiveness.</p>

Management Approach

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

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

In 2022, the Company has set a goal to develop a SPRINT Team that consists of talent and creative employees to jointly accelerate the development of products and services and to meet the customers’ needs more precisely.



Customer Engagement

The Company has established the Customer Communities to serve as a major channel to engage with the current customers operating in AMATA City industrial estates for strengthening the good relationship and communication in order to survey the opinions, needs and problems of customers. The results obtained will be considered to further develop, improve and extend the products and services. The results of 2021 performance are as follows:

Customer Communities	Customer Needs and Expectations
<p>1. AMATA Japanese Society</p> <p>1. AMATA Japanese Society</p> <p>Objective: To be a center in business communication with Japanese customers in AMATA City Chonburi and AMATA City Rayong Industrial Estate because 63% and 29% of the customers respectively are Japanese.</p> <p>Member: The AMATA Japanese Society had the total of 235 consists of 190 and 45 factory members in AMATA City Chonburi and Rayong, respectively.</p>	<ul style="list-style-type: none"> ● Good quality of after sales services <ul style="list-style-type: none"> • Linking of technological and innovative solutions to support customer manufacturing. • Facilities and Residential area for increasing foreign customers in the industrial estate
	<p style="text-align: center;">Our Response</p> <ul style="list-style-type: none"> ● Hotel Nikko Amata City Chonburi <ul style="list-style-type: none"> • AMATA together with Fujita Corporation Co., Ltd. and Japanese Overseas Infrastructure Investment Corporation for Transport & Urban Development (JOIN), a Japanese government entity, have been developing Hotel Nikko AMATA City Chonburi, a four-star environmental-friendly hotel and facilities to support both Thai and foreign operators and investors in the eastern region as a residence close to workplace. The hotel is expected to operate in 2022.

Customer Communities	Customer Needs and Expectations
<p>2. HR Association of AMATA City Chonburi (HRA)</p> <p>Objective: To be a center for coordinating the activities in human resource management in order to promote study and research and share of the useful academic knowledge in human resource management among factory members in AMATA City Chonburi and other organizations including government entities.</p> <p>Member: There were 325 factory members. HRA organized 5 meetings on professional human resource management.</p>	<ul style="list-style-type: none"> ● Good quality of after sales services <ul style="list-style-type: none"> • Providing information and knowledge about laws and regulatory compliance in factory management ● Waste Management <ul style="list-style-type: none"> • Real-time tracking of waste management route and information <div data-bbox="798 555 1441 622">Our Response</div> <ul style="list-style-type: none"> ● Environment and environmental laws and regulation training service: <ul style="list-style-type: none"> • The seminars on “Environmental management within the factory comply with laws and regulation.” • Training courses “The development of safety officer: Supervisor level.” Class 1 • Online meeting on “flood prevention management and plans in AMATA City Chonburi Industrial Estate 2021.” ● Efficient Waste Management Service <ul style="list-style-type: none"> • AMATA Corporation PCL. and Siam Cement Group (SCG) have developed and implemented “Koom Kah Smart Manifest,” a digital application that will enhance Amata’s smart waste collection system. It will promote sustainable recycling practices, in line with AMATA’s concept of Circular Economy.
Customer Communities	Customer Needs and Expectations
<p>3. AMATA City Chonburi Safety and Environment Group (ASEG)</p> <p>Objective: To advise and provide support and coordination to the members, employers, employees, government agencies and other organizations. This will lead to success in handling problems in safety, occupational health and working environment. ASEG aims to ensure that all workplace have safety, occupational health and working environment standards in accordance with the law.</p> <p>Member: There were 215 members in AMATA City Chonburi.</p>	<ul style="list-style-type: none"> ● Risk and Crisis Management <ul style="list-style-type: none"> • Providing the cleaning and disinfection services with standardized chemical disinfectants to assure the customers’ employees in working at the safe workplaces during COVID-19 crisis. • Training courses that meet customer needs <div data-bbox="798 1637 1441 1704">Our Response</div> <ul style="list-style-type: none"> ● Disinfection Service <ul style="list-style-type: none"> • Providing the cleaning and disinfection services with standardized chemical disinfectants to assure the customers’ employees in working at the safe workplaces during COVID-19 crisis. ● Environmental and Safety Training service <ul style="list-style-type: none"> • Training courses “The development of safety officer: Supervisor level.”

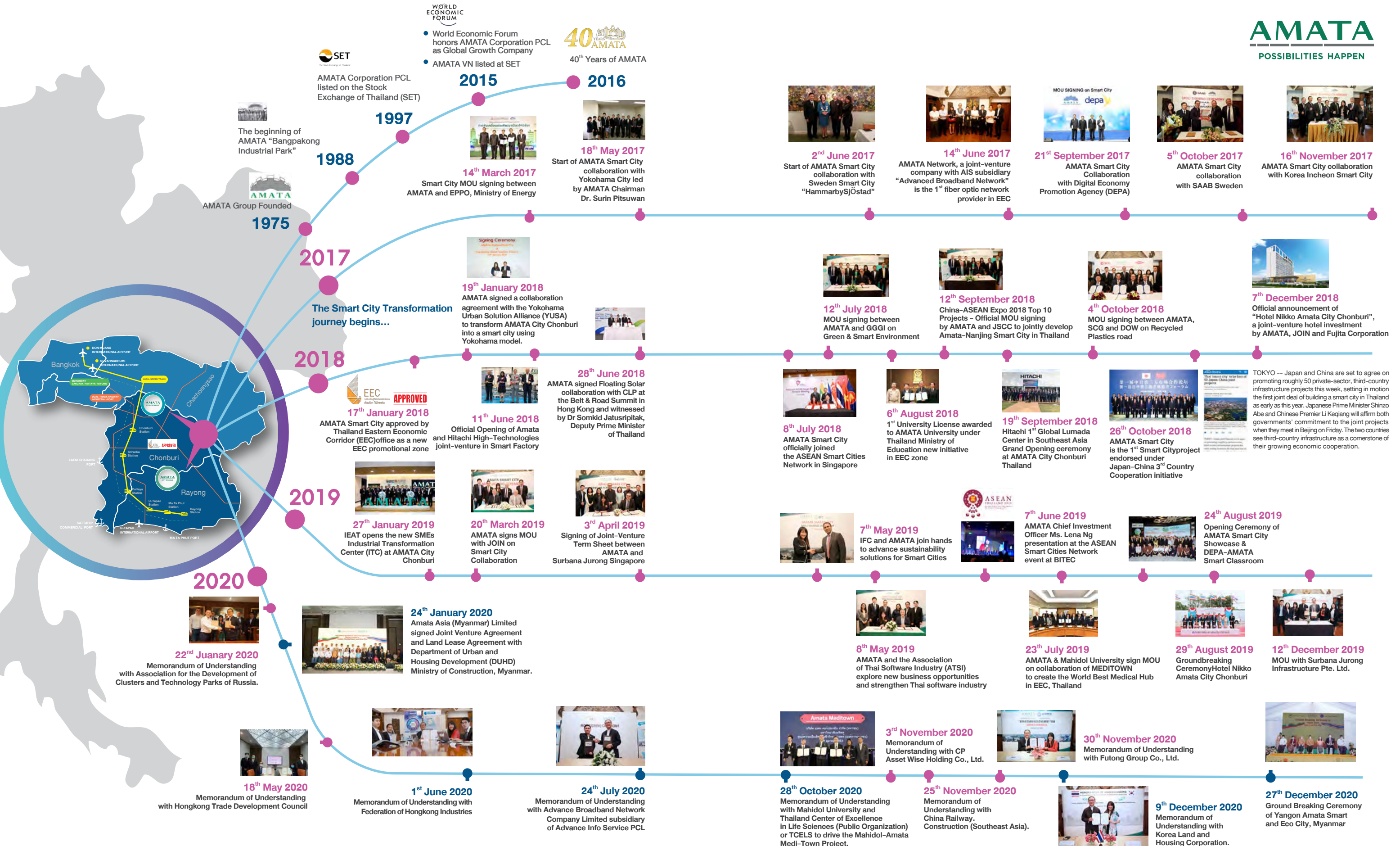
Customer Communities	Customer Needs and Expectations
	<ul style="list-style-type: none"> ● Online-training Service <ul style="list-style-type: none"> • The Company provides various training courses and online trainings.
<p>4. AMATA City Rayong Management Group (ACMG)</p> <p>Objective: To be a center for sharing useful information especially human resources management information and providing consultation and guidance about the operating business in accordance with legal requirements among the factories in the AMATA City Rayong Industrial Estate.</p> <p>Member: There were 117 factory members, which is 28.2% of all factories in AMATA City Rayong and organized 5 meetings in 2021.</p>	<ul style="list-style-type: none"> ● Waste Management <ul style="list-style-type: none"> • Waste management consulting ● Risk and Crisis Management <ul style="list-style-type: none"> • Integrated fire evacuation training and develop an emergency prevention plan <div data-bbox="798 687 1439 754"> <p>Our Response</p> </div> <ul style="list-style-type: none"> ● Evacuation Fire Drill Training service <ul style="list-style-type: none"> • Providing integrated fire evacuation training and develop an emergency prevention plan with customers. ● Waste Management Consulting Service <ul style="list-style-type: none"> • Providing advice on managing various types of waste within the factory by experts to support and encourage customers to comply with environmental laws and regulations.

AMATA Smart City Development

The Company is committed to becoming a Smart City developer to more efficiently respond to the global emerging trends and risks including business development to support economic, social and environmental challenges, as well as, the changing needs of future customers in the New/Next Normal era by development of new investment zones with international standards, social and environmental development, as well as, development of quality workers in order to make AMATA Smart City a perfect investment area in the Eastern Economic Corridor (EEC) and to be a learning center in this region, as well as, to create economic growth in the region and the economic value for Thailand. The concept of AMATA Smart City will begin with the development and level up of the Company's current industrial estates; namely, AMATA City Chonburi Industrial Estate, and extend to other industrial estates of the Company in the future.

AMATA SMART CITY JOURNEY

AMATA
POSSIBILITIES HAPPEN



Business development in foreign countries

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

Projects in Vietnam

In the past several years, Vietnam has been distinguished by the rising foreign direct investment in the manufacturing sector, especially by the investors from China and Japan. Even in the early stage of the COVID-19 pandemic that Vietnam's Gross Domestic Product (GDP) was dropped due to the investment in manufacturing sector had been slow down, the effective epidemic management and control in early 2021 had helped the manufacturing investment ecosystem in Vietnam rebounded during Q3 - Q4 of 2021 and according to the World Bank forecast, the potential Gross Domestic Product (GDP) of Vietnam was forecasted to grow from 2.6% in 2021 to 5.5% in 2022. Vietnam is, therefore, one of the countries in the Greater Mekong Region that we should keep an eye on because of their rapid economic recovery rate after COVID-19 crisis.

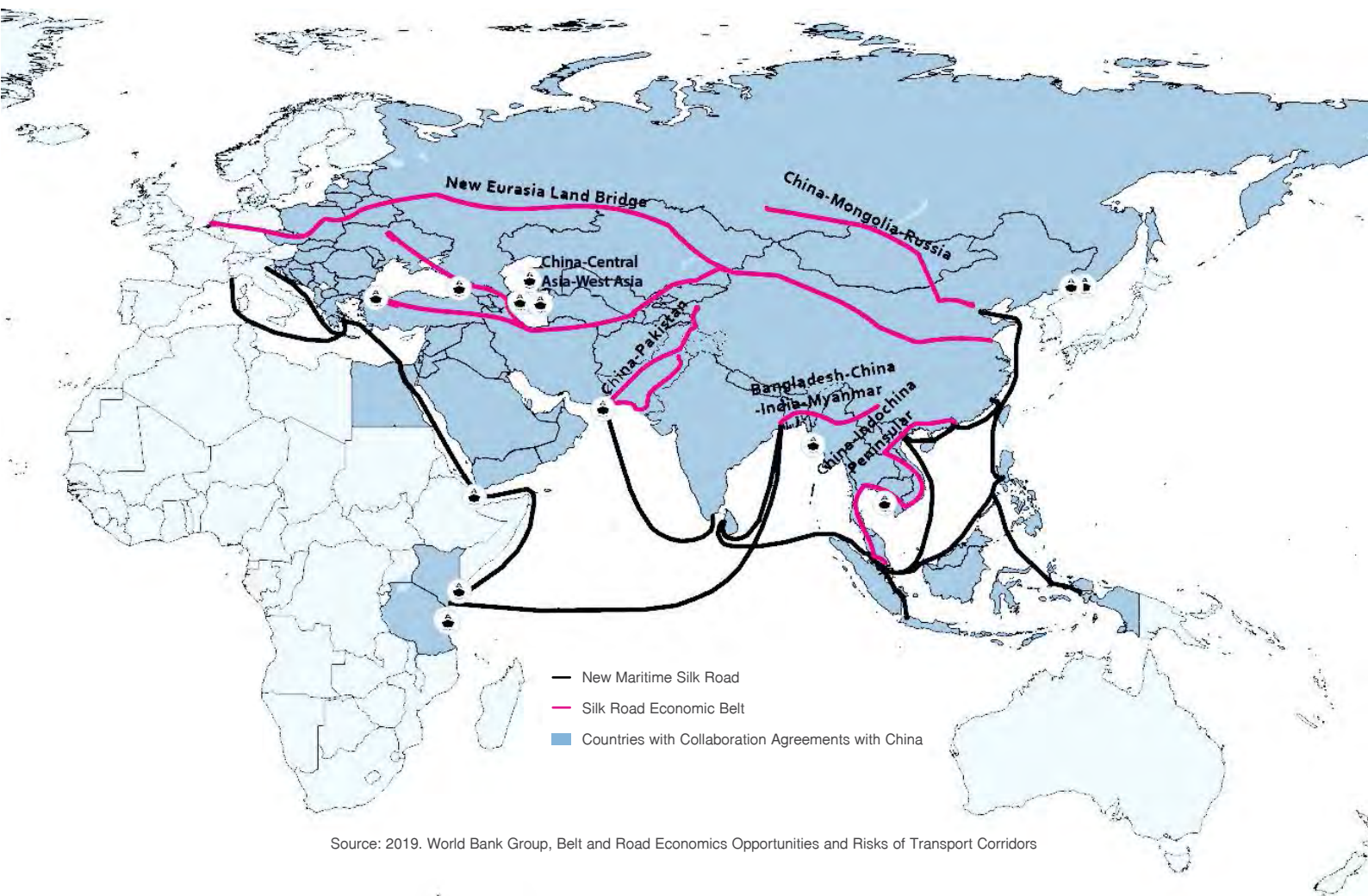
The Company has expanded its investment to Vietnam since 1994, which is considered to be 28 years of investment experience in Vietnam. Presently, the Company has developed 6 industrial estates and cities under the concept of "Perfect Smart City" in Vietnam, covering a total of 2,616 hectares or 16,350 rai of land already approved by the Investment Registration Certificates in the regions of Southern and Northern Vietnam. During 2021, the Company's projects in Vietnam, which are managed by AMATA VN Public Company Limited, have grown up due to the expansion of the technology and clean energy industries that have been positively affected by the change of consumer behaviors during the COVID-19 crisis. In addition, AMATA VN Public Company Limited has joint ventured with local Vietnamese companies to establish AMATA Service City Long Thanh 1 Co., Ltd. and AMATA Service City Long Thanh 2 Co., Ltd. in order to develop commercial city projects to support the expansion in the current Long Thanh Region.

Project in Laos P.D.R.

After China had announced the Belt & Road Initiative (BRI) in 2013 to enhance the connectivity of Chinese economy with various regions of the world, where Laos is one of the land routes connecting the transportation of goods from China passing through Northern Region of Laos to Southeast Asia Region via medium-speed rail, causing the great investment in infrastructure development, especially the China-Laos railway from the town of Boten, which is the border between China and Laos, to the capital Vientiane covering the total distance of over 1,035 kilometers and had started operating in late 2021.

The emergence of the China-Laos railway has provided a great opportunity to connect the high potential economy of both China and Southeast Asian Region inspiring the Company's vision to develop a perfect city that creates opportunities to all groups of stakeholders. Hence, the Company had foreseen many potentials of business development in Laos P.D.R. resulting to the establishment of AMATA City Lao Sole Co., Ltd. in 2020 to develop a Smart and Eco City in Laos which is expected to be able to operate in early 2022.

However, for business development in Laos, the Company has focused on the importance of preserving the quality of environment along with the local economic development. The Company has, therefore, adopted the environmental care and management models of several project areas in Thailand to be applied for the project in Laos such as water and waste management policies, development, green area management, and stakeholder engagement to create a balance of growth according to the Company's ALL WIN business philosophy.



Business Development in Myanmar

The Company has started to develop the Yangon AMATA Smart and Eco City Project located in East and South Dagon Township in the Yangon Region of Myanmar. The first phase of the Project covers an area of approximately 5,508 rai or 8.09 square kilometers, operated by AMATA Asia (Myanmar) Co., Ltd. The Company has driven the Yangon AMATA Smart and Eco City Project in accordance with AMATA Group's sustainability management framework that focuses on the utmost use of resources and effective environmental management to develop the Project to be a "Livable City" facilitating the business operations and living by introducing the technology and the design of smart city. Moreover, this Project has also aligned and supported the Myanmar Sustainable Development Plan under Goal 3 of Pillar 2, that is "Job Creation & Private Sector Led Growth".

However, the volatile political situation in Myanmar in early 2021 have a direct impact on foreign investors invested in Myanmar including the Company. After such circumstance, the Company had immediately implemented a risk and crisis management plan by taking care of the security of its employees as the first priority including implementing the measures to mitigate the financial risks in accordance with the resolution of the Board of Directors and the shareholders to decelerate its investment in Myanmar until the situation returns to normal and to closely monitor the situation.

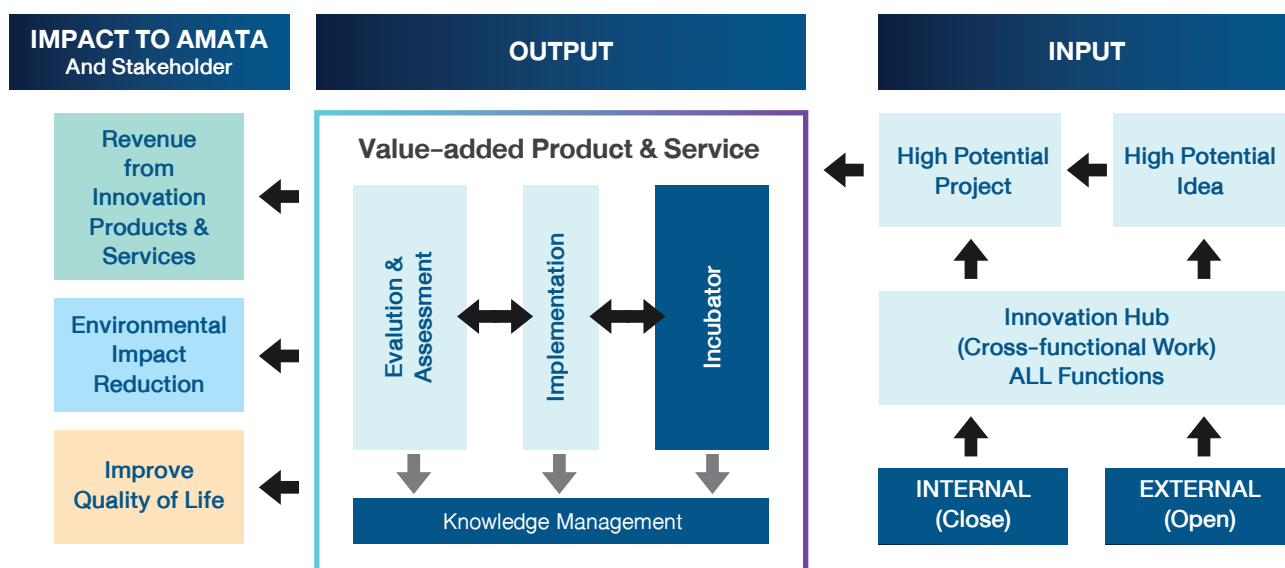
Strategic Innovation Management

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

In 2021, the Company has developed a strategic innovation management process to enable the Company's innovation management to support its business strategy, create value-added products and services, enhance work efficiency and also minimize negative environmental impacts and leverage quality of life of all groups of stakeholders.

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

Strategic Innovation Management Process



1) Collaborating with strategic business partners to develop innovations

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

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

In 2021, the Company had signed a Memorandum of Understandings and agreements with the key strategic business partners as follows:

- On February 19, 2021: Joint Venture Agreement (JVA) was signed between the Company and Sinotech Engineering Consultants Ltd with the objective of developing AMATA Taipei Smart City located in AMATA City Chonburi Project 2. The development concept of AMATA Taipei Smart City consists of smart city, commercial and mixed development with the aim to bring in Taiwanese investors and customers from high-tech industries and showcase Taiwanese technologies, innovation, and cultures.
- On September 13, 2021: Memorandum of Understanding (MOU) is made by and between the Company and Japan Foundation of Cancer Research (JFCR) with the objective of conducting a feasibility study of setting up a cancer center at AMATA City Chonburi. JFCR collaborates with the Company as a project consultant and help to create guidelines for establishing a cancer center in collaboration with world-class cancer institutes and medical universities in many countries.
- On September 16, 2021: Memorandum of Understanding (MOU) is made by and between the Company and Chia Tai Co., Ltd with the objective of studying for business opportunities on AMATA Food City project and/or other potential collaboration in Lao PDR, Thailand, Myanmar and Vietnam.

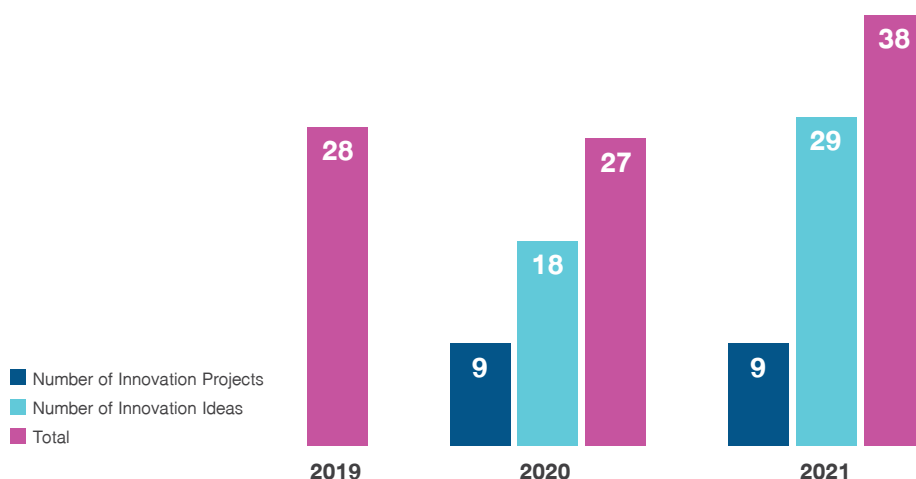


2) Promoting employees to be innovation creator

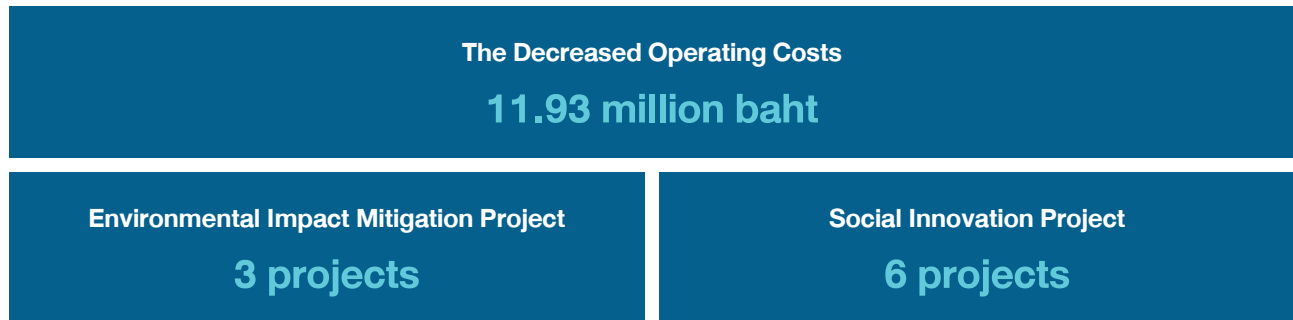
The Company has promoted and given the opportunities to the employees of all levels to demonstrate their potentials and to create innovations for business, society and environment, as well as, to engage in the development and improvement of Company's work procedures. Every year, the Company will organize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

In 2021, the Company had organized a "AMATA INNO Awards 2021" contest of which potential projects had been considered and selected by the committee consisting of the Chief Executive Officer and senior executives for extending the results and further development in the future. The award was supported by a private fund from Mr. Vikrom Kromadit for an amount of 2 million baht to motivate the employees to participate in sending their projects and innovative ideas. This year, 74 employees from 29 teams had participated in the contest comprising of 9 projects and 29 innovation ideas, totally 38 projects. The number of projects and innovative ideas submitted by the employees was 40.7% increased from that of 2020.

Statistics of projects and innovation ideas submitted for contest by employees



According to the information of innovation projects that had been implemented during the 2020-2021, the total operating costs was found reduced by 11.93 million baht resulted from 3 environmental impact mitigation projects and 6 social innovation projects.



Economic Performance

In 2021, the Company had total revenue of 5,841.76 million baht, increased by 34.37% from 2020, and had a net profit of 1,402.29 million baht, increased by 27.08% from 2020. The revenue can be classified into three main sources: revenue from real estate sales of 2,196.28 million baht, revenue from utility and industrial services of 1,976.55 million baht, and revenue from rental and others of 923.98 million baht.



Despite the COVID-19 pandemic, in 2021, the Company's revenue from real estate sales increased by 42.56% from 2020 as a result of increasing land transfers both in Thailand and abroad due to the economic recovery. In addition, the COVID-19 pandemic has changed consumer behaviors, which accelerate the business expansion of certain industries such as data center and electronics in AMATA industrial estates where completely support their needs of high energy security and utility services.

In 2021, the business sector has become more resilient and expedited their production to serve the rising demands. As a result, the Company's revenue from utility services increased by 7.35%, and revenue from rental of ready built factories grew by 12.63% from 2020.

Customer relationship management

	Target	performance	
Customer Satisfaction Scores	more than 80%	Amata City Chonburi 72.81%	Amata City Rayong 72.66%
Proportion of Complaints resolved by 2021	100%	100%	

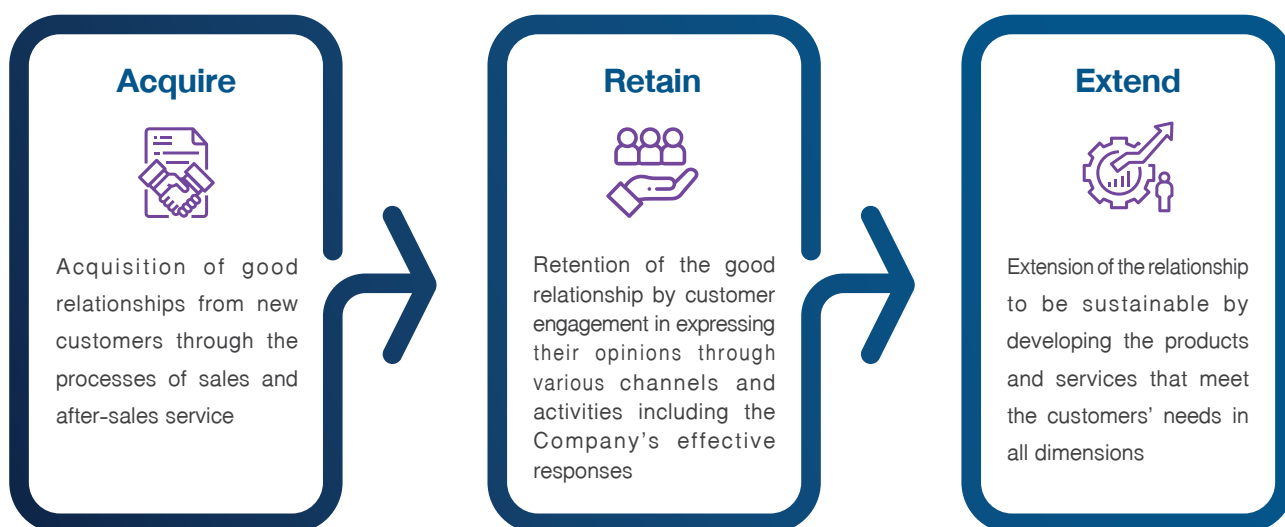


Customer is a key stakeholder group that directly affect the Company's performance and sustainability. The customer relationship management is, therefore, very important to the Company, not only understanding the customers' attitudes and interests towards the products and services which enabling the Company to improve its current products and services, but also helping the Company to catch up with the changing trends of customers' needs in various industries in order to prepare to respond to the future needs of customers in another way.

Risks	Opportunities
If the Company is unable to engage the existing customers to maintain a good relationship with each other, it may affect the customers' confidence in the Company and its reputation regionally and globally due to the current customers are the leaders in many industries having a wide network including their suppliers in the supply chains of various industries globally connected. As a result, it may affect the decisions of the investors and future customers to invest in the industrial estates operated by the Company both in Thailand and other countries.	Building a good relationship with customers and creating satisfaction with the Company's products and services will increase the business opportunities by convincing to repeat the purchases of products and services, giving referrals and building the reputation and confidence to the Company which lead to continuous and sustainable growth.

Management Approach

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



Customer Relationship Building and Retention

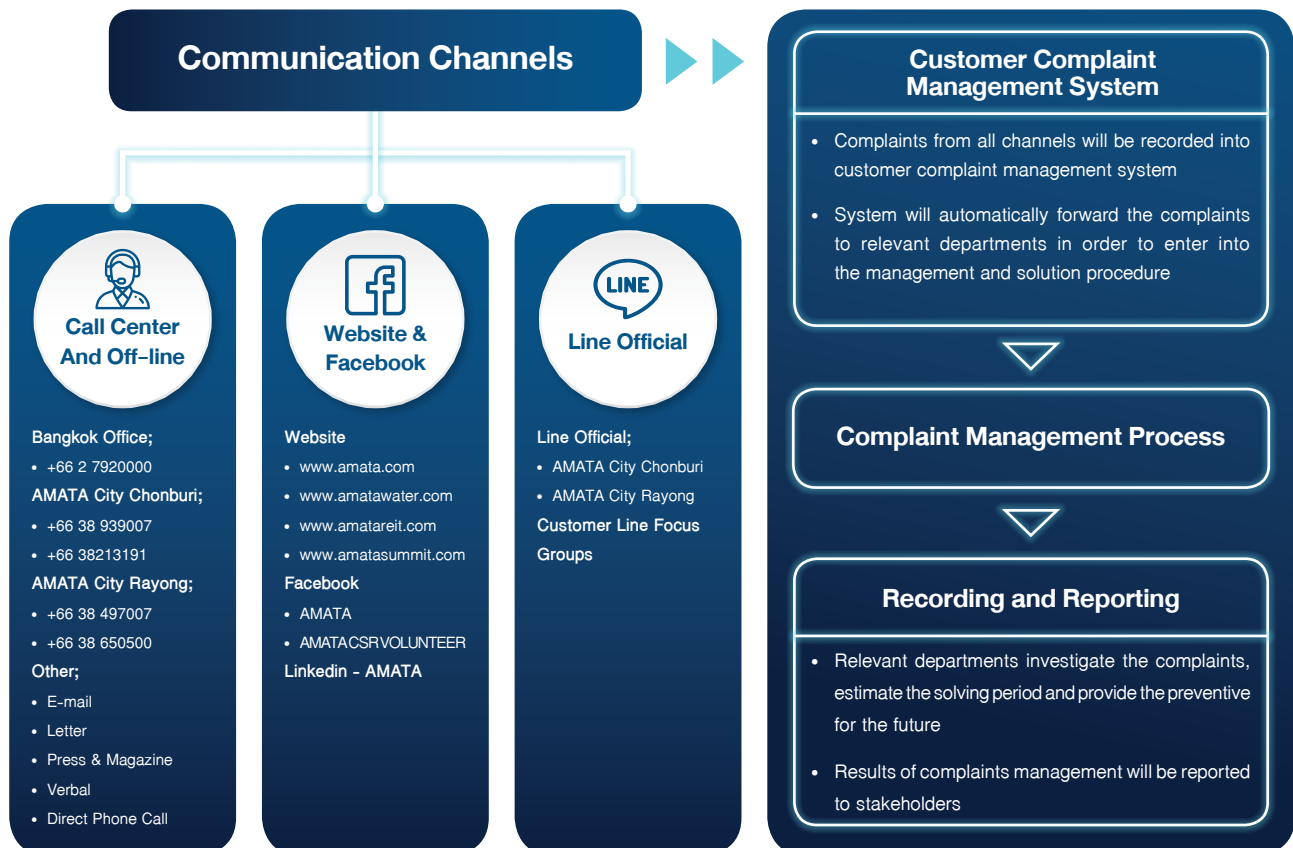
The success of customers or manufacturing operators in AMATA City industrial estates is considered to be an integral part that supports the Company's long-term economic growth. The Company is, therefore, committed to build and manage the good relationships with customers through various participatory channels in order to strengthen the relationships and confidence as the partners committing to grow and achieve the business success together. In 2021, even it was still under the COVID-19 pandemic situation, the Company has kept implementing the activities to build the good relationships with its customers as follows:

Activities	2021 Performance	
	No. of Activities	No. of Participants
1. Meeting between the Company and customers		
• AMATA Japanese Society	5 meetings	235 companies
• HR Association of AMATA City Chonburi (HRA)	5 meetings	325 companies
• AMATA City Chonburi Safety and Environment Group (ASEG)	1 meeting	215 companies
• AMATA City Rayong Management Group (ACMG)	5 meetings	117 companies
• Waste management meeting	1 meeting	300 companies
• Water management meeting	1 meeting	264 companies
• AMATA Fights COVID Meeting by Mr. Vikrom Kromadit	3 meetings	700 companies
2. Activities to build relationships with communities		
• CSR AMATA City Chonburi	4 meetings	184 companies
• CSR Volunteer AMATA City Rayong	2 activities	65 companies

Customer Complaint Management

In addition, the Company has provided various channels for receiving customer complaints which are easy to access and developed the customer complaint management system in accordance with ISO 14001: 2015 standard for its customers in order to inform the Company directly and receive the resolutions within the specified period.

Customer Complaint Management Process



In 2021, the Company had received totally 216 complaints about utilities and industrial services, categorized into 170 complaints about the problems of raw water, water supply and wastewater management systems, representing 78.7% of total complaints, followed by 24 complaints about utilities, 16 complaints about traffic problems and 6 complaints about other issues, representing 11.1%, 7.4% and 2.8%, respectively. All complaints had been 100% resolved and replied to the customers.

Customer satisfaction

The Company had conducted a customer satisfaction survey by sending the questionnaires to the customers along with having marketing staff to contact the customers directly in order for the Company to really know the problems and customers' needs, as well as, to build the good relationships with customers. Customer satisfaction scores including the problems and suggestions had been presented to the management meeting to consider further improvements of Company's products, services and work procedures. In 2021, the Company had set the target of customer satisfaction based on the results of the Industrial Estate Authority of Thailand's survey and the results of the Company's survey not to be less than 90%.

In 2021, the Company had conducted a customer satisfaction survey of which customer satisfaction score of AMATA City Industrial Estate Chonburi were 72.81% and the scores of AMATA City Rayong Industrial Estate were 72.66%, both scores were increased from 2020. However, the Company did not achieve the set 2021 target. The Company, therefore, has planned to improve its customer relationship management process through the establishment of more diverse and specific Customer Communities for closely surveying the customers' needs and expectations, including improve the efficiency of complaint management process that enhance the product and service satisfaction.

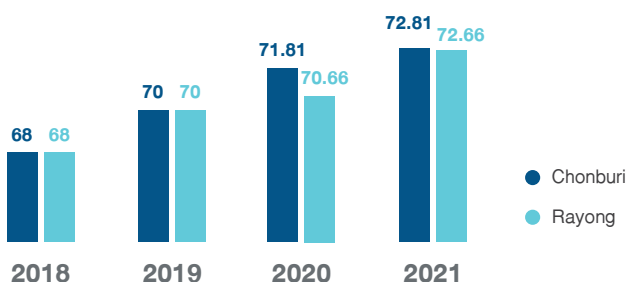
In addition, the Industrial Estate Authority of Thailand had conducted the customer satisfaction surveys in 40 industrial estates across the country. The results of the survey showed that AMATA City Chonburi Industrial Estate had received an average satisfaction score of 90.6% and AMATA City Rayong had received an average satisfaction score of 91.8%.



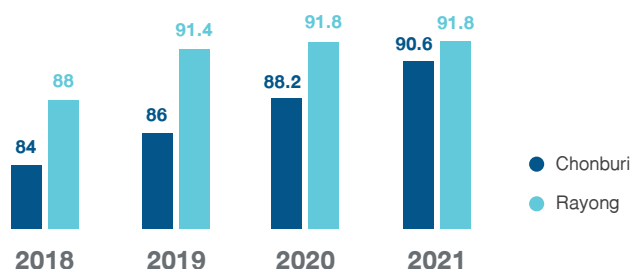
Proportion of customers answered to satisfaction surveys in 2021 (%)



Customer Satisfaction Score conducted by the Company (%)



Customer Satisfaction Score conducted by the Industrial Estate Authority of Thailand (%)



Sustainable Supply Chain Management

	Target	Performance
Proportion of new suppliers assessed for ESG risksu	100%	100%
Proportion of critical suppliers assessed for ESG risks	100%	100%



The Company has purchased products and procured services from suppliers and contractors for the main and supporting activities of industrial estates. As such, the quality of products and performance of suppliers and contractors can have both positive and negative impacts on the Company. Moreover, management of relationships with suppliers and contractors is also essential to promote and build long-term growth together.

Risk	Opportunity
Suppliers and contractors having substandard performance or high ESG risks are likely to cause non-compliance to laws and regulations or create negative social and environmental impacts such as safety, waste management, labor practices, which in turn puts the Company's image and credibility at risk.	Conducting business with suppliers who operate with fairness and transparency and uphold social and environmental responsibilities will help the Company reduce supply chain risks and negative impacts from business operations in the short and long terms, as well as increase the quality and efficiency of the Company's performance

Management Approach

The Company had appointed AMATA Procurement Working Committee chaired by the Senior Vice President - Accounting & Tax, Finance & Treasury, Investor Relations and Information Technology. The Working Committee, consisting of the senior executives of the Company and its subsidiary companies, has the duty and responsibility in developing the procurement best practices in compliance with the international and ethical standards in order to set the procurement standards of AMATA Group, as well as, preparing and disseminating the Supplier Code of Conduct to communicate the intent of the Company in doing the business ethically with responsibility by taking economic, social and environmental impacts into consideration. As well as a ESG risk assessment within the Company's supply chain. That covers all suppliers and contractors in good corporate governance, economy, society, and environment. Setting the management guidelines and strategies suitable for each group of suppliers and contractors and arranging for development and enhancement of suppliers and contractors' potential to reduce the sustainability risk and impact from business operations both in the short and long term.

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



Performance

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

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

In 2021, 69% of critical suppliers have responded to the Supplier Code of Conduct Acknowledgment. Procurement processes were undertaken according to the Amata Group Procurement Manual as follows:

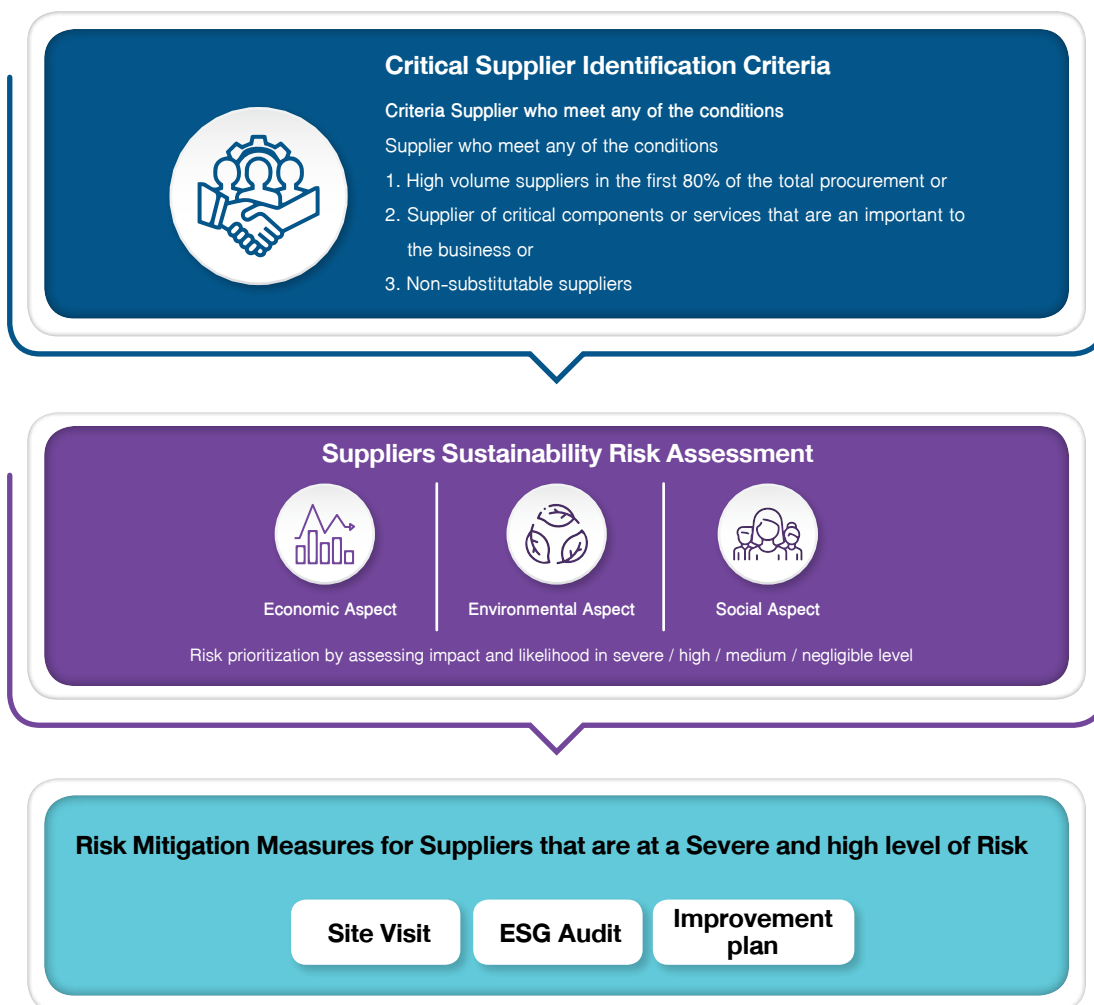
1. Critical Supplier Identification

In 2021, the Company has identified critical tier-1 suppliers from existing 932 tier-1 suppliers and contractors in its supply chain by using the following criteria:

- 1) High-volume suppliers in the top 80% of total procurement value
- 2) Suppliers of critical components or services that are important to the Company
- 3) Non-substitutable suppliers

In 2021, it was found that there were 71 critical tier-1 suppliers and contractors, accounting for 87% of the total procurement value. Among these, there were 6 suppliers in the real estate and rental business and 65 suppliers in the utility services business, representing the procurement value of 20 and 80 percent, respectively.

2. Risk Assessment in supply chain (Disclosure 308-2, 414-2)



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

The Company has set a target to assess all critical and new suppliers for ESG risk. In 2021, the Company conducted the ESG risk assessment of 71 critical suppliers and contractors (100%) and eight new suppliers (100%). There were no critical suppliers with high and critical environmental, social, governance, or economic risk. The Company has determined risk management measures for individual critical suppliers, and also provided them some supplier development activities in order to reduce likelihood and impacts of such risks. However, the Company has not yet terminated business relationships with any suppliers and contractors that were assessed (0%). (Disclosure 308-2, 414-2)

	2021		2020	
	Supplier	%	Supplier	%
Critical suppliers that were assessed for ESG risks	71	100%	81	100%
New suppliers that were assessed for ESG risks	8	100%	10	100%
Critical suppliers with high and critical ESG risks	0		1	
Suppliers that received on-site audits	56	80%	47	58%

3. Supplier Audit / Evaluation

Every supplier and contractor will be annually evaluated their performance and assessed their relationship by the Company. Critical suppliers that have passed a ESG risk assessment, covering economic, social, and environmental dimension, will receive an on-site ESG audit of which details and frequency depend on the risk level of individual suppliers as required by the Company and ISO14001 Standard. The supplier audit and evaluation can be performed by examination of reference documents, self-assessment questionnaire, and on-site audit by the Amata Group's procurement working team.

In 2021, the Company has set a target to conduct an on-site ESG audit of not less than 80% of the total number of critical suppliers. It was able to audit 56 suppliers, accounting for 80 percent of critical suppliers.

4. New Supplier Registration

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

In 2021, the Company had eight new suppliers, all of which (100%) have successfully completed the selection process.

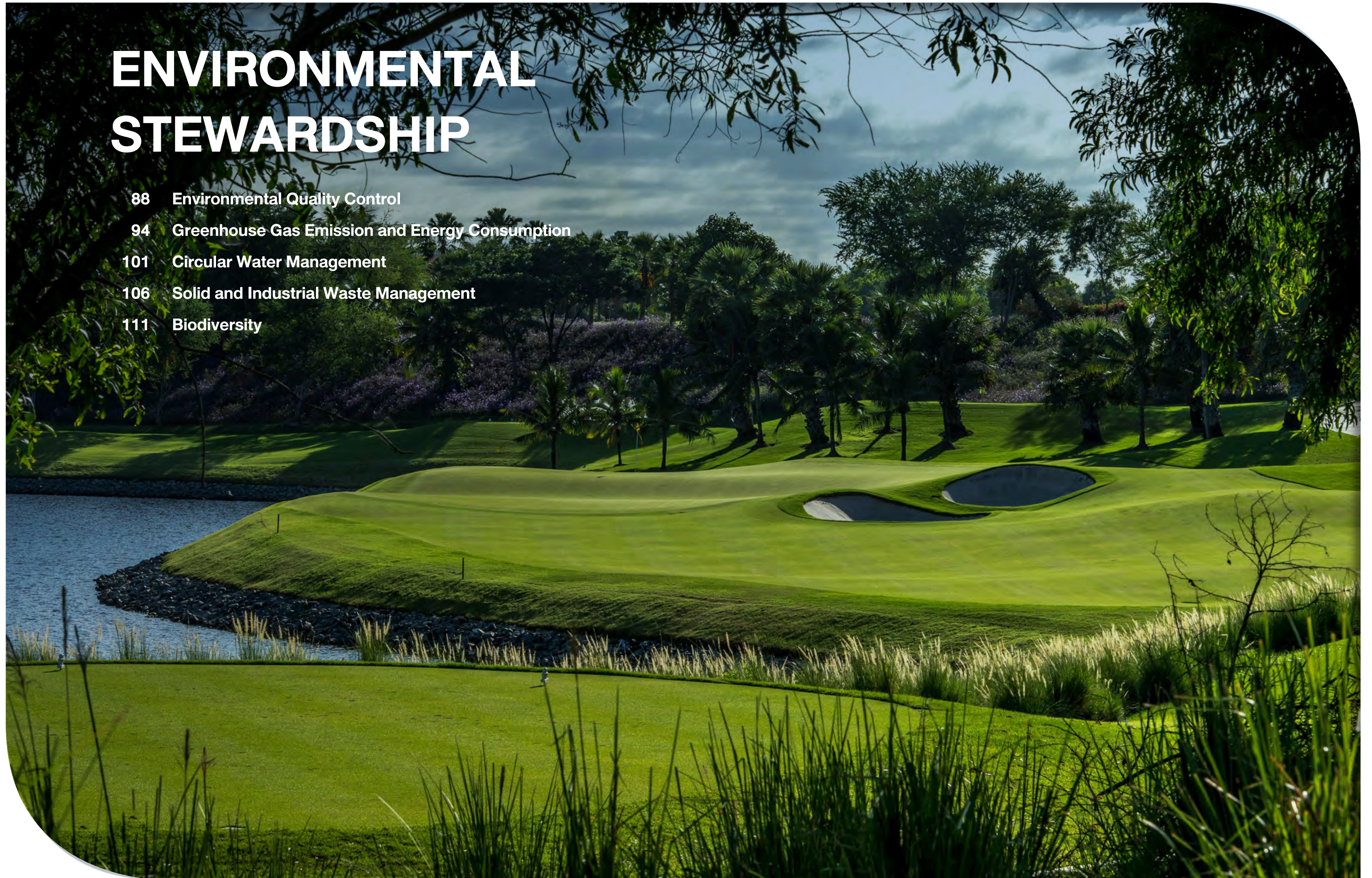
5. Supplier Development

The Company has emphasized on the development of suppliers and contractors in its supply chain, especially critical suppliers of utility and industrial services, to reduce the social and environmental risks and impacts as well as compliance risks. It also encourages suppliers and contractors to improve their performance in line with the Company's standards. For example, it supports suppliers and contractors of critical products and services to develop business processes and obtain international management system certifications, such as ISO 9001, ISO 14001, ISO 17025, and OSHA 18000.

- On 30 March 2021, Amata Water Co., Ltd. held a meeting on the establishment of a water user association under the Water Resources Act B.E. 2561 together with critical suppliers of raw water to discuss the Water Resources Act B.E. 2561 and how to establish a water user association.
- Amata Water Co., Ltd. provided information and advice to suppliers to prepare them for the ISO 9001 certification audit.
- On 2 October 2021, Amata Facility Services Co., Ltd. organized solid waste spill recovery and clean up training for waste collecting and sorting staff of its contractors to improve their waste separation process and enhance environmental management knowledge and skills to leverage their safety and efficiency.
- Between 18-19 October 2021, Amata Facility Services Co., Ltd. organized training on waste separation and infectious waste sorting for waste sorting staff of its contractors to ensure proper and safe waste disposal process.
- On 6 November 2021, Amata Facility Services Co., Ltd. organized training on basic firefighting and evacuation for employees of its contractors working in the Company's industrial estates.

ENVIRONMENTAL STEWARDSHIP

- 88 Environmental Quality Control
- 94 Greenhouse Gas Emission and Energy Consumption
- 101 Circular Water Management
- 106 Solid and Industrial Waste Management
- 111 Biodiversity



Environmental Quality Control

	Target	Performance
Certified Eco-Industrial Town by the Industrial Estate Authority of Thailand	Two Certified Eco-Industrial Towns at Eco-Excellence level	Both AMATA Industrial Estates being certified at Eco-Excellence: E2 (the highest level)
Number of non-compliances with social and environmental laws	0	0
Proportion of environmental complaints resolved within the specified time period	100%	100%



Industrial estate development is a business that can directly cause negative environmental impact if operating without good management. The Company, therefore, places importance on the environmental impact management as it is one of the Company's material topics.

Risk	Opportunity
Inefficient management of negative environmental impact directly affect the quality of ecosystem and the quality of life of people working in the industrial estates and living in surrounding communities. This will destroy trust of all stakeholders and lead to losing social license to operate for future expansion. In the worst case, the Company's business licenses can be revoked.	The efforts to manage and control the environmental quality in large industrial estates enables the Company to develop new products and services by adopting modern and efficient innovation and technology to ensure that the environment will be closely monitored, thereby increasing the level of stakeholder trust in the Company's operation and the satisfaction of those customers who place importance on such matter. Additionally, the Company can contribute the knowledge of the environmental management to the society and the country in which it is operating.

The Company has assessed the risks and impacts from business activities throughout the supply chain and keeps overseeing the activities of factory operators in both AMATA Industrial Estates that may cause a negative impact on the Company's stakeholders. The environmental risk assessment shows that the concerned environmental impacts are air pollution, waste, and water pollution. Therefore, the Company focuses on good and efficient pollution management by using appropriate technologies and strictly complying with the laws prescribed under the Environmental Laws related to business operations in the industrial estates, measures from EIA report, and environmental standards.

Implementation according to measures specified in the EIA report

The Company, in collaboration with the Industrial Estate Authority of Thailand (IEAT), oversees and monitors both AMATA's industrial estates to ensure that their operations and policies comply with the laws, rules and regulations and minimize negative impacts on society and the environment. The Company adheres to the measures specified in the EIA report regarding the prevention, correction, and monitoring of environmental impact in the industrial estates to build community trust in the industrial estate's environmental management and to promote environmental management guidelines of the industrial estates based on environmental governance principles. The measures are as follows:

1. Environmental Monitoring and Control Center: EMCC

The Environmental Monitoring and Control Centers (EMCC) were established since 2013 and have been operating to continuously monitor and control environmental quality in AMATA's two Industrial estates areas. The real-time environmental quality data from both areas are synced and shown on a 24-hour online display system. The structure of the Environmental Monitoring and Control Center consists of 5 systems, i.e.:

- 1) **The central industrial estate database system** is working as an information center by collecting environmental data from the entire industrial estates and the factories operating in the industrial estates, such as water consumption, wastewater volume, wastewater quality, industrial waste volume and air quality, etc.
- 2) **The monitoring and controlling system** of the effluent quality after being treated in the central wastewater treatment plant monitors BOD values and online linked to EMCC. If the BOD online shows that the effluent quality exceeds the standards as specified in the Notification of the Ministry of Natural Resources and Environment regarding standards for wastewater quality from industrial plants, industrial estates and industrial zones dated 29 March 2016 and the Notification of Ministry of Industry regarding Industrial Effluent Standards B.E. 2560 dated 30 May 2017, the EMCC will notify the central wastewater control center to analyze, identify the causes and solve the problems immediately.
- 3) **The Air Quality Monitoring Station (AQMS) is an air quality monitoring system.** There are four AQMS at the AMATA City Chonburi Industrial Estate area covering the surrounding community areas of U Tapao Temple, Mab Sam Kleow Temple, Panthong Ratchanupatham School and Omkaew Temple. There are two AQMS at AMATA City Rayong Industrial Estate covering the surrounding community areas of Health Promotion Hospital, Tumbon Mabyangporn and Pananikom Temple. The AQMSs measure air pollutants which are the total suspended particulates (TSP), particulate matter up to 10 microns (PM10), particulate matter up to 2.5 microns (PM2.5), sulfur dioxide (SO₂), nitrogen dioxide (NO₂), and wind speed/ wind direction. The AQMSs also measure wind speed and direction to analyze the trend of pollution spreading and the source of any air pollution. The AQMSs also continuously measure the rainfall and temperature to precisely predict the precipitation and lowest-highest temperature in the area to assess the local climate for environmental management planning. (Disclosure 305-7)
- 4) **The monitoring and controlling system of air quality emitted from factory smokestacks.** This online system monitors and controls environmental quality by linking the emission inventory of each factory and Continuous Emission Monitoring System (CEMS) to I-EA-T's EMCC. If the factory is found that its air emission quality exceeds the standards, the EMCC will notify the factory to inspect, report the causes, and immediately make corrections and improvement. (Disclosure 305-7)
- 5) **The security and environmental surveillance by Close Circuit Television (CCTV) system** to process information used for safety planning, traffic management and environmental monitoring within the AMATA industrial estates.

Continuous monitoring of environmental quality at EMCC makes stakeholders feel confident that the Company has emphasized the environmental impact management and earnestly kept monitoring the environmental quality, allowing prompt response and solution of the environmental problems in AMATA industrial estates. In 2021, there was no incident caused by the Company and factories in both industrial estates which violated the environmental laws and regulations.

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

The Company discloses the environmental performance according to the environmental impact preventive and corrective measures in the Environmental Impact Assessment (EIA) Monitoring Report which is submitted to the Office of National Resources and Environmental Policy Planning (ONEP), Industrial Estate Authority of Thailand (IEAT), Regional Environment Office 13 (Chonburi), and Provincial Offices of Natural Resources and Environment every 6 months. The report discloses the performance after the implementation of preventive and corrective measures stated in the Environmental Impact Assessment report in both AMATA City Chonburi and Rayong Industrial Estate. The Company also presents the EIA Monitoring reports every 6 months to the Environmental Quality Audit Committee of both industrial estates, which consists of the Industrial Estate Authority of Thailand (I-EA-T), AMATA environmental officers, local government representatives, local community representatives, and representatives from manufacturing operators in AMATA Industrial Estate, for their acknowledgement.

In 2021 the Company had presented the results of the EIA Monitoring Report to the Environmental Quality Audit Committee of both industrial estates in four meetings with an objective to allow the Committee 1. to provide opinions and suggestions on the environmental management of the industrial estate, environmental impacts caused by the industrial estate and complaints concerning the environment, 2. to acknowledge the results of the environmental quality monitoring within and outside the industrial estates, and 3. to help distribute correct knowledge and understanding of the environmental management and to build community trust in industrial estate management. The Environmental Quality Audit Committee of both industrial estates did not have any suggestions concerning environmental impact caused by the Company's operation. However, there were some suggestions for the Company to increase the efficiency in the operation management of both industrial estates:

Suggestions from the Environmental Quality Audit Committees	
AMATA City Chonburi	AMATA City Rayong
<ul style="list-style-type: none"> Request for knowledge and understanding in the wastewater treatment to people in the communities to jointly help mitigate community wastewater problem which may affect the quality of surface water. For instance, Nong Mai Daeng Community Pilot Project regarding sustainable wastewater and refuse management should be expanded to other communities around AMATA industrial estates. 	<ul style="list-style-type: none"> Request for training activities to educate the operators in the industrial estates, foreign operators in particular, on environmental laws for the business operation in the industrial estate in order to minimize the opportunity of causing environmental problem from the factory, e.g. air, odor and noise pollution which may affect the community.
<ul style="list-style-type: none"> Request for the traffic problem solving especially at the connecting areas between industrial estate and community to enhance the efficient traffic draining. The committee also suggests an application be used to monitor incidents occurred within the industrial estate, traffic and accidents in particular, in conjunction with CCTV as Smart Safety industrial city. 	<ul style="list-style-type: none"> Request for the traffic problem solving during rush hour, to open up the area connecting the industrial estate and community to enhance efficient traffic draining, and to facilitate traffic during rush hour for the community.
<ul style="list-style-type: none"> Request AMATA to expand Farm to Factory project to other communities so that their local products can reach buyers or consumers in the factories, and to help support and promote this project to factories in the industrial estates to expand new market 	
<ul style="list-style-type: none"> Request AMATA to help support and expand Eco School project to other schools near the industrial estates in order to provide knowledge and understanding in environmental protection and safety to the youth and people in the community as well as to encourage them to have more participation with the factories. 	

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 to be Eco-industrial Town according to the government policy. The guideline of development plan is 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, factories' employees and local government authorities. There are three levels of Eco-industrial Town development, namely Eco-Champion, Eco-Excellence and Eco-World Class. The Company has targeted to upgrade its two AMATA Industrial Estates to achieve Eco-World Class levels in 2024.

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



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 the 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 by the representatives from the Industrial Estate Authority of Thailand and the experts for free of charge. The representatives from local governmental authorities and community leaders also participated in the factory assessment and site visits in order to be transparent transparency and to nurture accurate understanding to the local communities. The Environmental Governance - Green Star Award Project consists of five dimensions and 13 topics as follows:

Physical Dimension 	<ol style="list-style-type: none"> 1. Green area management and maintenance within the factory. 2. Completely separation of rainwater drainage and wastewater systems.
Economic Dimension 	<ol style="list-style-type: none"> 3. Promotion of local community economy.
Environmental Dimension 	<ol style="list-style-type: none"> 4. Water and effluent management and wastewater treatment systems control system within the factory 5. Management of industrial waste, sewage, and solid waste 6. Air quality management 7. Management of chemical vapors 8. Occupational health and safety 9. Accident and emergency management 10. Complaint management
Social Dimension 	<ol style="list-style-type: none"> 11. Quality of life and society of employees in the factory 12. Quality of life and society of surrounding communities
Management Dimension 	<ol style="list-style-type: none"> 13. Factory management system

In 2021, four factories in AMATA City Chonburi Industrial Estate participated in the assessment. Due to COVID-19 pandemic in Rayong province, no assessment was conducted in AMATA City Rayong Industrial Estate last year. One representative from the Company joined the factory assessment regulatory committee. It was found that all factories participated in the assessment of the Environmental Governance (Green Star Award) Project passed the assessment criteria by more than 80% which was categorized as good - excellent level

Social and Environmental Complaints Management

The Company has focused on management of the impacts of business operations towards all groups of stakeholders by providing various complaint channels that are easily accessible to all stakeholders and has developed a complaint management system in accordance with ISO 14001: 2015 in order for the stakeholders to be able to directly report the information such as via Line Official: @AMATACityChonburi, @AMATACityRayong, Tel. 038-213-191 or 038-213-009 or the meetings of various committees, and having the complaints management procedure as follows:

Complaint Channel	Record and Assessment	Management and Solution	Result Reporting
<p>Online channel:</p> <ul style="list-style-type: none"> Line@: @AmataCityChonburi, @AmataCity Rayong Facebook: AmataCorp Tel.: 038-213-191, 038-213-009 <p>Offline channel:</p> <ul style="list-style-type: none"> Community committee meetings Meetings of customer and manufacturing operators in industrial estates 	<ul style="list-style-type: none"> Complaints from all channels will be recorded into Stakeholder Complaint Tracking System System will automatically forward the complaints to relevant departments in order to enter into the management and solution procedure 	<ul style="list-style-type: none"> Relevant departments investigate the complaints and estimate the solving period Complaints have been resolved until completion 	<ul style="list-style-type: none"> Results of complaints management will be reported to stakeholders Summary of complaint management will be reported to the management regularly Complaints management information will be disclosed in the Annual Sustainability Report

The Company's social and environmental complaints management will emphasize on the engagement of various stakeholders by taking into account the rules, regulations or related laws as the solution guidelines including cause analysis in order to find the preventive measures at the source, of which management procedure can be divided into 2 levels:

- 1) **Consultation:** If a complaint is found arising from the working process in the customer's plant or in the common area of the industrial estate, the Company will consider to dispatch an environmental staff or related departments to explore the site in order to advise its customer how to improve the working process and the primary problem-solving guidelines including seeking the advice from specialists or experts from government agencies for 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.

Performance

In 2021 the Company received 12 environmental complaints through various channels, ten of which being complaints between factories and two being complaints between community and factory. There were no significant environmental and social complaints regarding the Company's operation from the stakeholders.

The environmental complaints received were odor and wastewater concerns. No complaint on significant environmental incidents or being fined from environmental non-compliance. Those complaints were managed in accordance with ISO 14001: 2015 standard by the Company, the Industrial Estate Authority of Thailand, and community representatives jointly investigating the reported areas to solve the problems and prevent the recurrence. 100% of 12 complaints were resolved within 2021.

Greenhouse Gas Emission and Energy Consumption

Greenhouse gas emissions
(Scope 1&2) intensity
against 2019 baseline

Target

30%

Reduction
By 2030

Performance

↓ 28.2%



Energy consumption intensity
against 2019 baseline

10%

Reduction

↓ 16%

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

Risk	Opportunity
Climate change is a challenge to the Company's operation. For example, change in the pattern and volume of rainfall in the eastern region of Thailand causes drought or flood in certain years, causing an increase in the Company's operating cost and risk of water management which is a major component of the industrial estate operation which requires them to consistently provide standardized clean water for the factory operators in the industrial estate. The consequence of climate change also affects a number of stakeholders in value chain, such as the factory operation, the living and well-being of factory staff and surrounding communities which potentially leads to the conflicts over water.	The Company sees an opportunity in developing products and services that can cope with and prevent the impact of a climate change, as well as responding to current and future needs of the customers such as clean energy production within the industrial estate, technology which helps increase the energy efficiency etc. Such opportunity will help mitigate the effect on the industrial sector, build confidence and generate income and competitiveness to the Company accordingly.

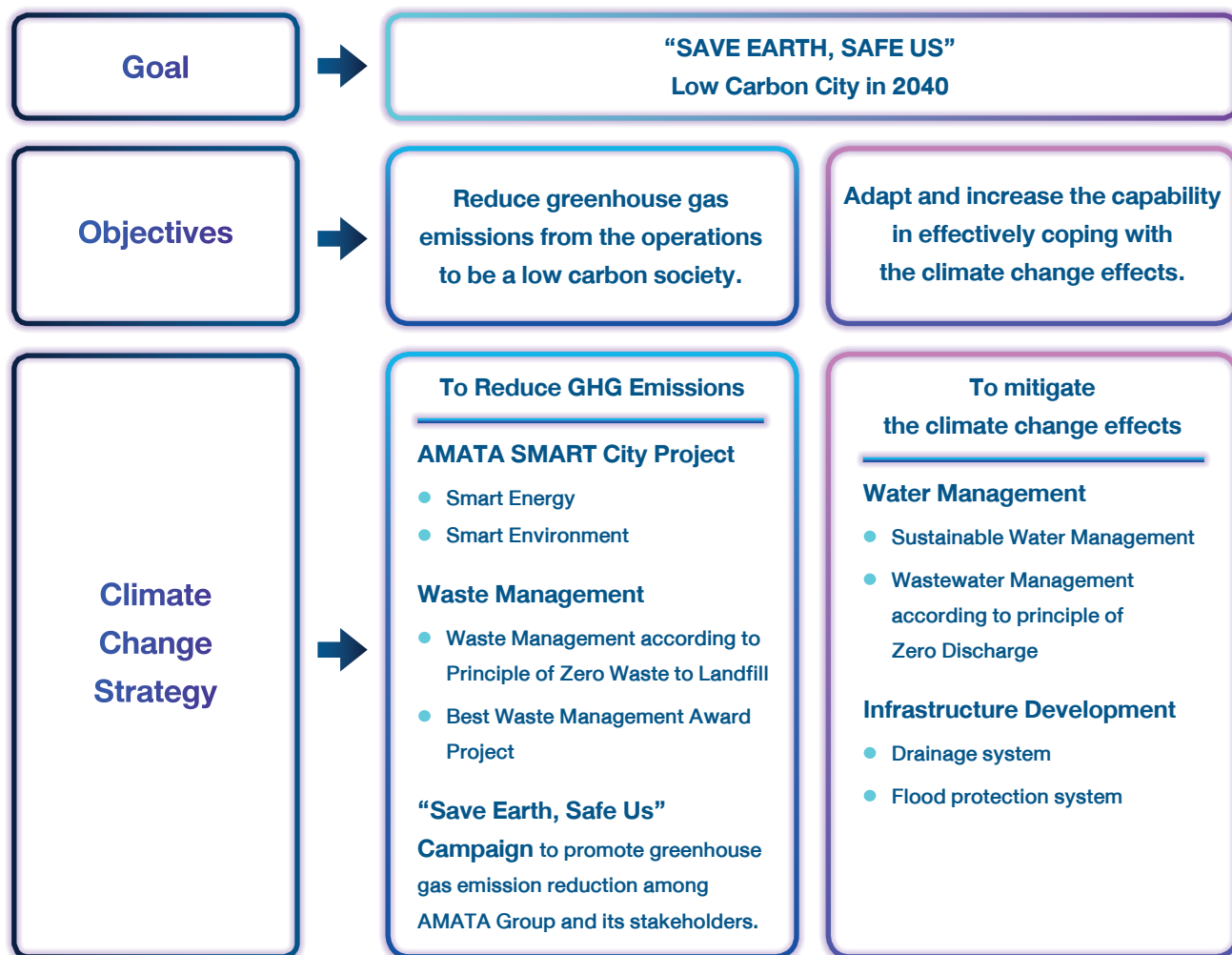
Management Approach

Climate change is a topic that the Company considers material and is committed to taking part in reducing the climate change effects. In 2019, the Company had officially announced the intention of AMATA Group to reduce the greenhouse gas emissions and had formulated the policies and the management approaches to reduce the greenhouse gas emissions from the operations and to tackle the climate change problem under "Save Earth, Safe Us" campaign.

The Company has thus set the strategies and management approaches to deal with the climate change by dividing into two areas, which are:

1. **To mitigate the climate change effects.** The Company has considered the sustainable management of all types of water as a very significant issue, i.e. raw water, consumption water, wastewater and flood, by continuously developing the water management project for each type of water including the provision of raw water reserves to be at least 150% more than the demand for consumption in the industrial estates, the reuse of treated wastewater for the utmost use in order to reduce the reliance on the raw water from natural water resources, the development of public utility system for the preparation and prevention of flood and encouraging all stakeholder groups to realize the sustainable water management through AMATA Learning Center of Water Management and the Development of Model Community in Water Management Project.

2. **To reduce the greenhouse gas emissions.** The Company is well aware of the importance of the collaboration of all sectors in jointly reduce the greenhouse gas emissions. The Company, therefore, has integrated the climate change management policy into the Company's business development plan aiming to be a low carbon city by driving AMATA Smart City Project that focuses on energy efficiency through the adoption of technology and low carbon energy resources, as well as application of the principles of circular economy to the work process and business development of AMATA Group and its related stakeholders.



The Company is well aware of the importance of a cooperation amongst all sectors to reduce the greenhouse gas emission. As such, it has integrated a “Climate Change Management Policy” into the determination of the Company's goals and business plan toward a low carbon city which focuses on energy efficiency by 2040 and a reduction of direct and indirect greenhouse gas emission (Scope 1 & 2) intensity by 30%, compared to the 2019 base year, within 2030.

Performance

1. Greenhouse Gas Emission of Organization

The Company has reported the direct greenhouse gas emission (Scope 1), indirect greenhouse gas emission from energy use (Scope 2) and other indirect greenhouse gas emission (Scope 3) data referring to the Approved Consolidated Methodology from the Carbon Footprint for Organization of Thailand Greenhouse Gas Management Organization (Public Organization). In this regard, the greenhouse gases used in the calculation consisted of Carbon dioxide (CO₂), Methane (CH₄), Nitrous oxide (N₂O), Hydrofluorocarbon (HFC_g), Perfluorocarbon (PFCs), Sulfur hexafluoride (SF₆) and Nitrogen fluoride (NF₃). The Company collected the greenhouse gas emission data for carbon footprint calculation once a year. The scope of disclosure covered the activities in three offices of the Company and in the common areas of AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate which are under the responsibility of the Company.

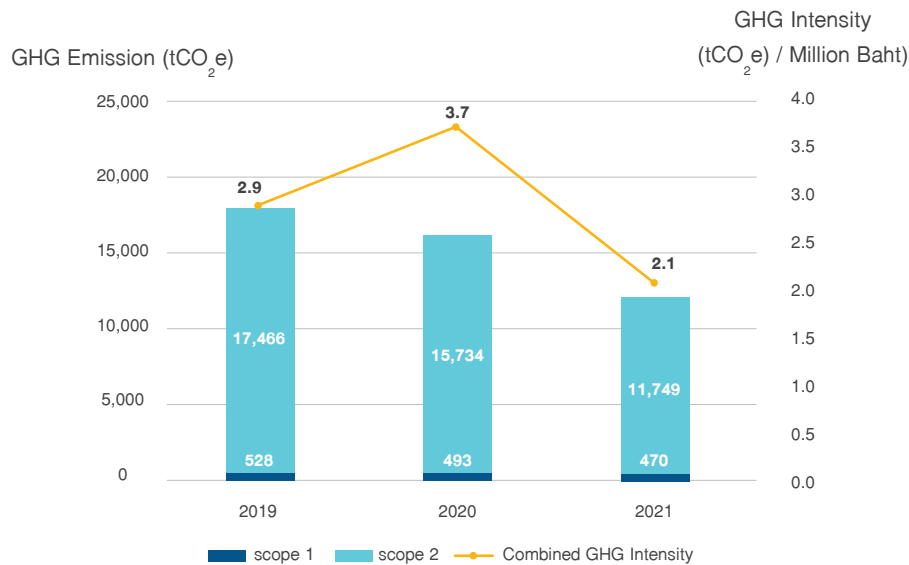
In 2021 the Company's 2020 carbon footprint of the organization (CFO) was certified by Thailand Greenhouse Gas Management Organization (Public Organization) for the second year.

In 2021 the Company emitted 12,219 tons of carbon dioxide equivalent (tCO₂e) of direct and indirect greenhouse gas (Scope 1&2), comprising 470 tons of carbon dioxide equivalent of direct greenhouse gas (Scope 1) and 11,749 tons of carbon dioxide equivalent of indirect greenhouse gas from energy use (Scope 2). Such emission decreased by 24.7% compared to the previous year, and by 32.1% compared to 2019 base year. The 2021 greenhouse gas emission data are still under review by the Centre of Excellence on Environmental Strategy for Green Business (VGREEN), Kasetsart University. It is expected to complete by the 2nd quarter of 2022.

The combined greenhouse gas emission (scope 1&2) intensity in 2021 stood at 2.1 tons of carbon dioxide equivalent per million Baht, a 28.2% reduction compared to that in 2019 base year. A decrease in combined greenhouse gas emission intensity resulted from the Company's Work-from-Home measure during COVID-19 pandemic which lowered the use of electricity and gas for transportation, and significantly increasing use of renewable energy in AMATA Industrial Estates aimed to reduce the use of electricity bought from external parties.



Direct and Indirect (Scope 1&2) Greenhouse Gas Emission



The Company is aware of the importance of a reduction in greenhouse gas emission, especially indirect greenhouse gas emission from purchased electricity (Scope 2) used in its main activities. As such, the following operational guidelines for a reduction in purchased electricity consumption in main activities are determined:

Activities	Operational guidelines
electricity consumption in common areas of the industrial estates	<ul style="list-style-type: none"> Increased the use of electricity from clean energy in the Company's common areas Changed bulbs of streetlamps to energy-saving LED light bulbs Installed automatic street light control system
electricity consumption in water pumping and sprinkler systems	<ul style="list-style-type: none"> Increased the efficiency of energy use by inspecting and improving high-energy consumption machines in water pumping system Increased the use of electricity from clean energy in water pumping system
electricity consumption in office buildings	<ul style="list-style-type: none"> Encouraged staff to help save the energy while working

In 2021 the Company emitted 19,534 tons of carbon dioxide equivalent of other indirect greenhouse gas (Scope 3), or decreased by 8.7% from that in 2020. Such other indirect greenhouse gas emission (Scope 3) resulted from contractors' works in various activities as follows:

Other Indirect (Scope 3) Greenhouse Gas Emission (tCO ₂ e) by Suppliers and Contractors Activities				
2021 289 2020 698	2021 7,027 2020 7,834	2021 6,211 2020 5,825	2021 4,001 2020 4,061	2021 2,009 2020 2,985
Waste Management	Tap water production	Water Reclamation	Wastewater Treatment	Others

Therefore, the Company has encouraged contractors to apply innovations and technology in the reduction of fossil fuel consumption and supported the use of renewable energy in the maintenance of its utility system to reduce the purchased electricity consumption.

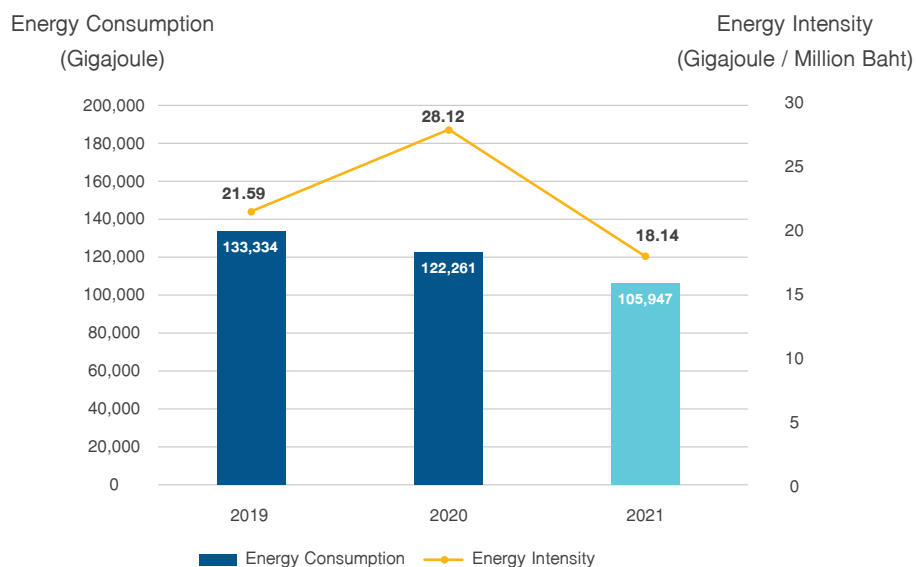
2. Energy Management

The key energy-consuming activities in the Company are as below:

Key Activity	Energy Source				
	Benzene	Diesel	LPG	Solar	Purchased Electricity
Utility system		✓		✓	✓
Lighting system in common areas					✓
Electricity systems in office buildings					✓
Transportation in business activities	✓	✓			
Support activities			✓		✓

In 2021, the Company consumed a total of 105,947 gigajoules of energy, a decline of 16,314 gigajoules or 13.3% from that in 2020. Energy consumption intensity in 2021 was 18.14 gigajoules per million Baht, a decrease of 16% from that in 2020 due to a significant drop in the activities which consumed energy within the Company such as fuel used in transportation and the use of electricity in office buildings, etc.

Energy Consumption in Organization



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

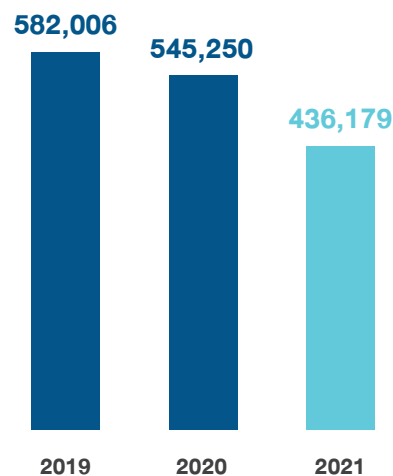


2.1 Energy Saving in Office Building

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

In 2021, the Company's office buildings had a total electricity consumption of 436,179 kWh, or a decrease of 20% from that in 2020 as a result of work-from-home measure during COVID-19 pandemic and the change in patterns of work whereby the employees can work from anywhere.

Electricity Consumption in Office Building (kWh)



2.2 Energy Saving in Common Areas

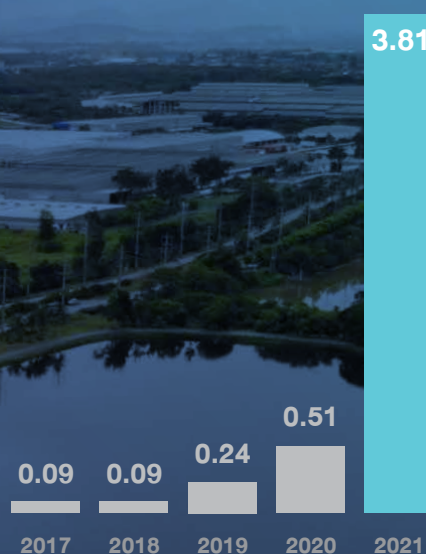
In term of common areas of the industrial estates, the Company is responsible for all road lighting systems within the industrial estates. In 2021, energy consumption in common areas increased by 7.29% due to an expansion of new developed areas. All lighting systems in common areas of both industrial estates are LED light bulbs (100%). Smart control system was installed in lighting control boxes to enhance the efficiency of lighting system. Additionally, the Company installed solar traffic lights in 112 locations in AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate for energy conservation.

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

The Company has encouraged its subsidiaries within supply chain to increase the energy efficiency and to reduce purchased electricity consumption particularly in water system for industrial use which consumes the highest amount of energy. AMATA Water Co., Ltd., in charge of water and wastewater management in AMATA Industrial Estates, has studied on how to adopt solar energy to replace the electricity power in the operational process. It has commenced the installation of solar roof system at the water supply production plant with water reclamation system since 2017.

In 2021, AMATA Water Co., Ltd. had installed three additional solar panels consist of one ground-mounted solar panel and two floating solar panels in the reservoirs at AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate. As a result, total capacity of electricity generation from solar cells was increased by 2,152 kWh, accounting for 426.28% of total capacity in 2020. Total self-generated electricity in 2021 was 3.81 million kWh meanwhile the greenhouse gas emissions were reduced by 1,647.28 tons of carbon dioxide equivalent per year.

**Self-generated electricity
(Million kWh) per Year in AMATA City Industrial Estates**



Circular Water Management

Proportion of recycled water utilized
within the industrial estates

Target

100%

Performance

100%



Proportion of surface water used
in water supply production process

59%

59%

Water is a major resource for industrial sector and all lives on earth for living. Therefore, increasing demand of future water consumption due to the industrial growth in the eastern region together with rapid growth of population and climate change which leads to water crisis cause the risks and challenges in the Company's business operation. Besides water supply, the Company and its stakeholders also place importance to wastewater management because it would negatively affect the environment if there is mismanagement. Therefore, the wastewater management is always a material sustainability topic to the Company and stakeholders.

Risk	Opportunity
Dependency on raw surface water in water stress areas for tap water production in the industrial estates puts the Company at high risk of water shortages during droughts, which will directly affect the manufacturing process of clients within the industrial estates. Moreover, ineffective wastewater management or the inability to control the effluent discharged by the factories will increase the risk of effluent leakage out of the industrial estates, which not only affects the environment and surrounding communities but also stakeholder trust in the Company.	Adopting the circular economy approach and innovations in water management for the industrial estates will help reduce the Company's operating costs and create water security for all related stakeholders which is a key factor in building trust among stakeholders and investors and the Company's competitiveness in this industry.

Management Approach

The Company realizes the importance of efficient water management prevention and correction by establishing the Water Management Committee comprising the Chief Executive Officer and the working group of engineering department and subsidiary companies, i.e. AMATA Water Co., Ltd. and AMATA Facility Services Co., Ltd. to be responsible for water management within AMATA Industrial Estates and reporting directly to the Chief Executive Officer.

The Company strictly complies with relevant laws under the Industrial Estate Authority of Thailand Act, B.E.2522 (1979), 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 6 months. Business operators in the industrial estates are also supervised to ensure their compliance with the regulations of the Industrial Estate Authority of Thailand to prevent problems and mitigate the social and environmental impacts.

The Company has planned the sustainable natural resources consumption by using water resources with the highest efficiency and set the Company's goal of wastewater management not to discharge wastewater outside the industrial estates, or "Zero Discharge", since the commencement of business and to regularly monitor quality of water sources used as raw water in the industry and wastewater to ensure that the Company's water management is efficient and does not affect the stakeholders both in a short and long run.

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

Water Withdrawal and Reservoir Development for Industrial Water Management

Water is greatly required for the Company's supply chain to support the production process of factories in the industrial estates. The Company had completed the studies of the social and environmental impacts occurred from the industrial estates' water consumption prior to the commencement of business operation in order to assess the opportunities and risks from sharing water resources with the communities.

Both AMATA Industrial Estates are located in the eastern region which is drought prone area with water stress. A drought impact assessment conducted by the Company found that both industrial estates have different drought impacts. AMATA City Chonburi Industrial Estate is located at the downstream of catchment area before flowing into the Gulf of Thailand, posing a risk of insufficient water reserve in the industrial estate. The Company has had water management plan in order to efficiently manage inside and outside water reservoirs and maximize recycled water utilization.

AMATA City Rayong Industrial Estate where is located at the upstream of catchment area has risks in water management relating to watershed conservation and the confidence of surrounding communities in the Company's ability to reserve water supply. The Company has built reservoirs within the industrial estate and secured water reserve from outside suppliers 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 set a policy and targets that the volume of raw water stored in the reservoirs inside and outside the industrial estates must not be less than 150 percent of the total demand of industrial estates in order to respond to unpredictably changing climates at present. As a result, the Company has never experienced a water supply shortage in AMATA Industrial Estates in the past 30 years.

In 2021, the demand for raw water in AMATA Industrial Estates was 31 million cubic meters per year. the Company has 19 reservoirs in both AMATA Industrial Estates, with a total storage capacity of 61.4 million cubic meters and secures water supply from suppliers. This meant that the volume of stored surface water was more than 150 percent of the total water demand in AMATA Industrial Estates per year.

Responsible Water Consumption

Wastewater Management in Industrial Estates

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

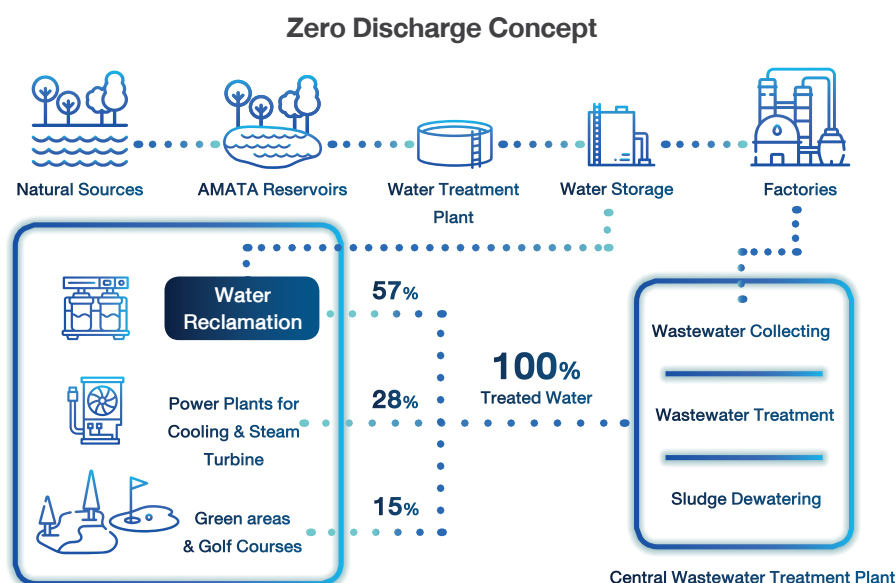
The factories must deliver the preliminary treated wastewater with quality according to the regulations set by the Industrial Estate Authority of Thailand to the central wastewater collection center of such industrial estate to perform the treatment according to the standard set under the announcement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

Circular Water Management

The Company is aware of the importance of efficient and cost-effective water management. Then it intends to fully utilize the wastewater in the industrial estates according to Zero Discharge concept. The Company has set the 2021 target aiming to reduce the use of surface raw water to 59% of total water supply consumption in order to reduce the dependence on natural water resources and to increase the utilization of treated wastewater.

Due to the continuous development of wastewater treatment systems and quality control of wastewater management, the wastewater treated from the central wastewater treatment plant meets the standard according to the Ministry of Industry's announcement, can be utilized in total (100 percent). The utilization of treated wastewater can be classified into 3 types, including common green areas, used in the power plants' cooling system in AMATA Industrial Estates, and sent to the reclamation system to produce high-quality water using the Reverse Osmosis method.

In 2021, 21.3 million cubic meters of wastewater were treated by the central wastewater treatment system. All treated wastewater (100%) was reused in the industrial estates, 57% of which was used to produce high-quality water through the water reclamation system, 28% was used in the cooling system of power plants, and 15% was used in green area.

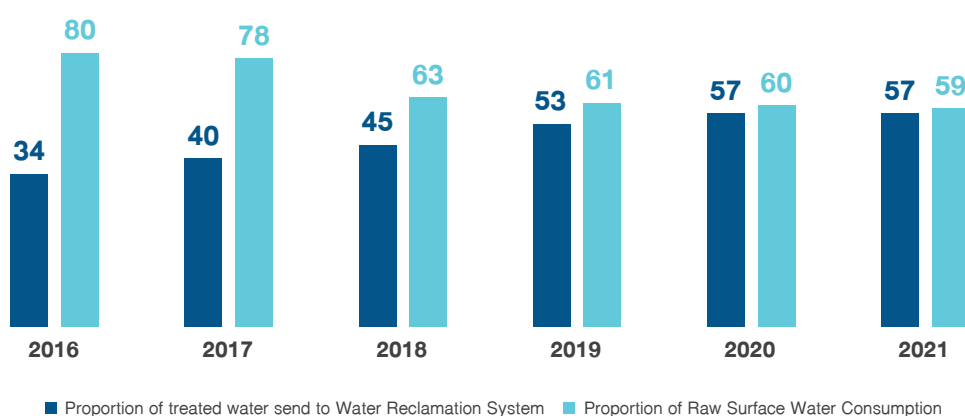


Reducing Dependency on Raw Surface Water

The Company has invested in developing high-quality water production process by using the reclamation system with reverse osmosis technology since 2008 and continuously expanded the production capacity of high-quality water. The high-quality water produced was used to replace natural raw water in tap water production process for industrial purposes.

In 2021, the Company targeted to reduce the proportion of raw water consumption to 59% of total water consumption in tap water production. the current capacity of reclamation system is 35,360 cubic meters per day which enabled the Company to reduce raw water consumption in tap water production to 31 million cubic meters (Disclosure 303-1). or representing 59% of total water consumption in 2021, decreased from 60% in 2020 and also saved the cost of raw water sourcing by Baht 76.5 million per year.

Proportion of treated water send to Water Reclamation System and Raw Surface Water Consumption (%)



As a result, the Company's raw water reserved for consumption could be extended by 5 months. It also reduced the risk of water shortage and could help support local communities if needed in drought crisis. An expansion of reclamation system capacity also helped increase the confidence of the customers and local communities surrounding the industrial estates in water resources sufficiency and sustainable water management in the industrial estates including reduce the negative impacts and the possibility of contamination on public water sources and the environment.



Promotion of Sustainable Water Management

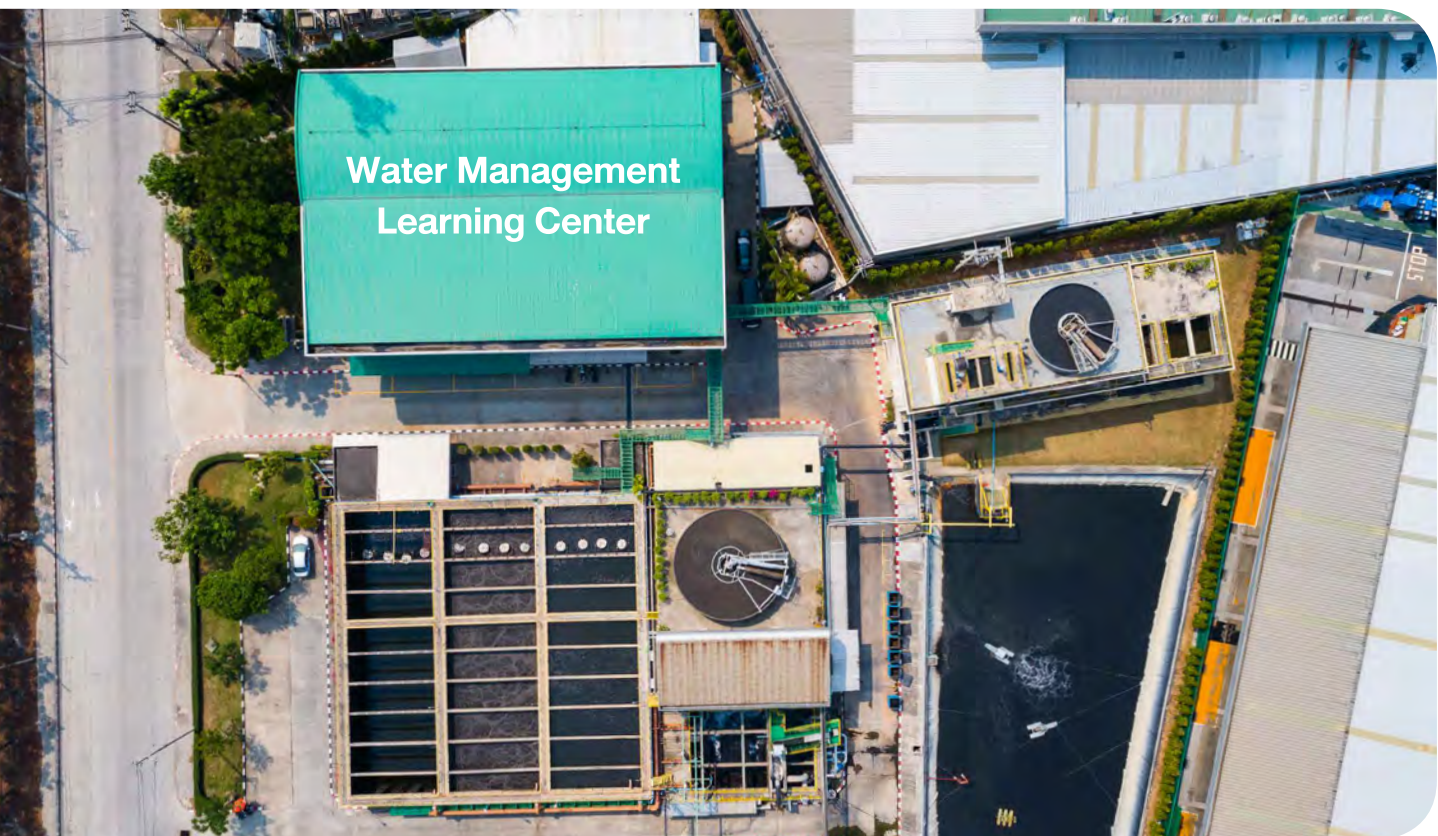
Water Management Learning Center

Water is one of the most important resources for all industries and communities. The Company, therefore, encouraged all stakeholders to be aware of sustainable water management. The Company thus has established a learning center for water management in AMATA City Chonburi Industrial Estate and opened to local communities and public to visit and learn the pattern of water management in the industrial estates to disseminate the knowledge of water management from the Company's business operations as well as instilling consciousness and cooperation of water resource conservation to all visitors for the benefits of government agencies, communities, schools and factories in both of the Company's industrial estates.

Since the commencement of the Water Management Learning Center in AMATA City Chonburi Industrial Estate in 2009, the center has welcomed 336 visiting groups with a total of 10,7845 visitors.

The Company has targeted to encourage its key stakeholders such as customers and local communities to have a better understanding of water management of AMATA Industrial Estates. It opens for general visitors, and organizations, who are interested in visiting the Water Management Learning Center can submit their requests to AMATA Water Co., Ltd. or AMATA Corporation PCL.

In 2021, due to the COVID-19 pandemic, there were 80 visitors to the Water Management Learning Center in AMATA City Chonburi Industrial Estate, including a group of industrial estate operators and seven groups of the interested public.



Solid and Industrial Waste Management

Proportion of solid waste disposed
by landfill method to total amount
of solid waste

Target

0%

Performance

0.06%



Proportion of waste disposed by
incineration with energy recovery
(refuse-derived fuel)

90%

89.65%

Proportion of recycle waste sorted
from solid waste

10%

10.29%

Over 1,000 industrial plants are located in AMATA Industrial Estates in Thailand. Together, they are running their operations with a combined workforce of more than 300,000 employees and generating a large amount of solid waste and industrial waste each year. Therefore, effective waste disposal from factory production process including solid waste management from offices and employees is matter to the Company and all stakeholders as always.

Risk	Opportunity
If the management of solid wastes and industrial wastes from the factories in the industrial estate does not comply with the law, it will negatively affect health and sanitation of waste operators, environment and surrounding communities both in a short and long run. It may also affect business license application for future expansion of the Company.	Efficient waste management and value addition to waste using circular economy principles provide business opportunity for the Company to develop new products and services which lower its cost and increase revenue while building confidence to the stakeholders and being recognized by local community.

Solid and Industrial Waste Management Approach

The Company is well aware of the responsibility for waste management as an industrial estate developer. The Company has therefore set a Waste Management Policy to minimize the environmental impact which may be caused by operations within its industrial estates by strictly complying with applicable laws related to waste management, environmental standards and academic principles as well as encouraging all factories in the industrial estates to recycle and reuse their waste and apply innovation and modern technology to reduce solid waste and industrial waste.

The Company has assigned AMATA Facility Services Company Limited (AFS) to manage different types of waste from the factories in the industrial estates in accordance with the relevant laws under the Industrial Estate Authority of Thailand Act, B.E.2522 (1979), the Factory Act, B.E.2535 (1992), and the Public Health Act, B.E.2535 (1992), and according to the scope of responsibility in waste management. Recently, 553 factories in AMATA City Chonburi and 198 factories in AMATA City Rayong Industrial Estates, 80% and 58%, respectively, have hired the Company to manage their solid waste and non-hazardous waste. The factories are responsible for managing their own hazardous waste themselves in keeping with the 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).

Zero Waste to Landfill

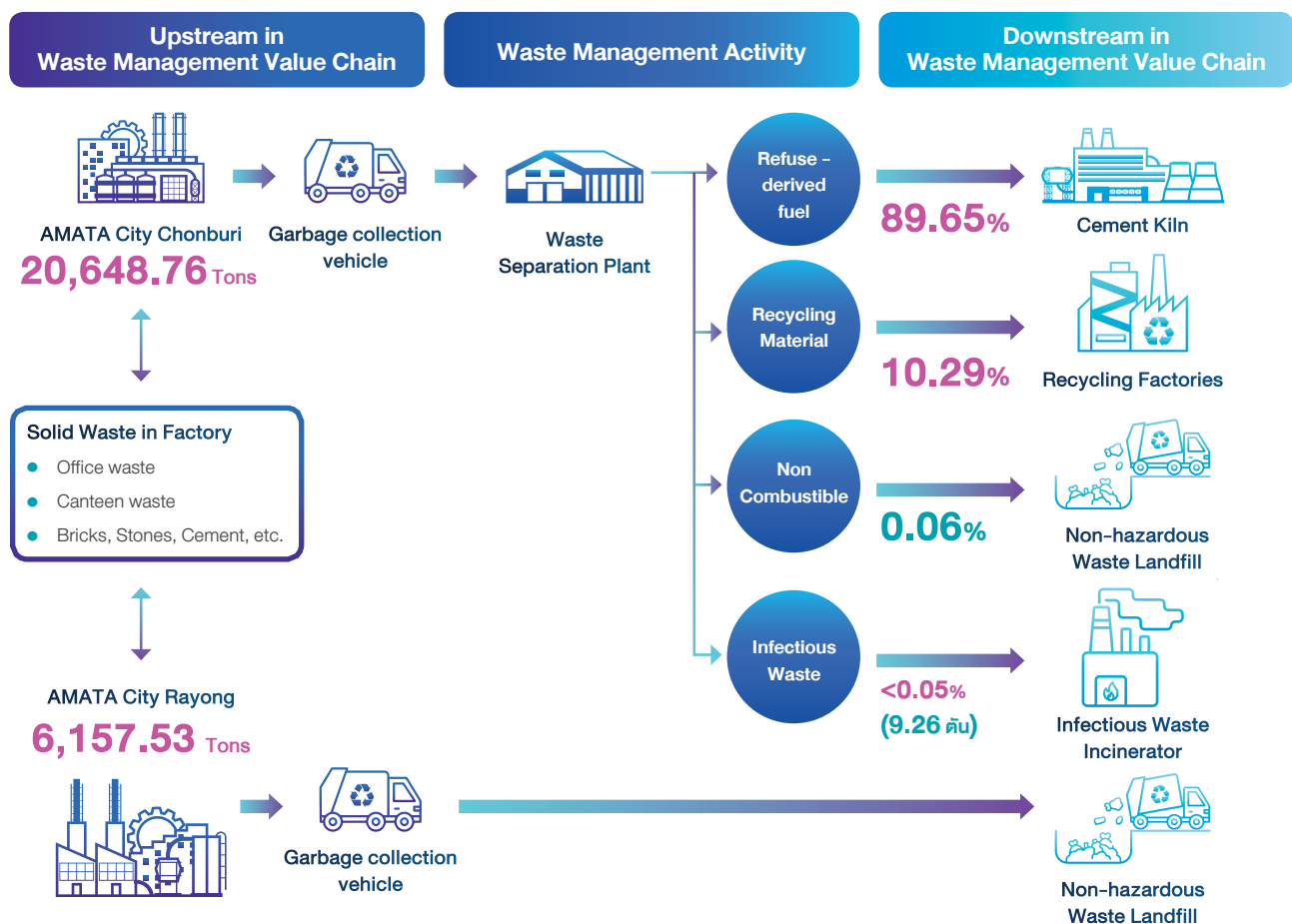
The Company is aware of the impact of waste disposal by landfill method because it produces greenhouse gases which is the main cause of climate change. Then the Company has set its target to reduce solid waste to landfill as much as possible by using circular economy concept that aimed to achieve zero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

The solid waste separation process at the waste separation plant operated by the Company's contractors according to the 3Rs (Reduce, Reuse, Recycle) principle. The sorted solid waste was sent out and disposed by various methods by skilled and licensed contractors. Moreover, the Company encouraged the factories to sort and classify their solid waste before sending them to the waste separation plant. Then the Company received better quality waste for RDF production and waste recycling and minimized the non-usable waste to be disposed by landfill method. (Disclosure 306-2)

Performance

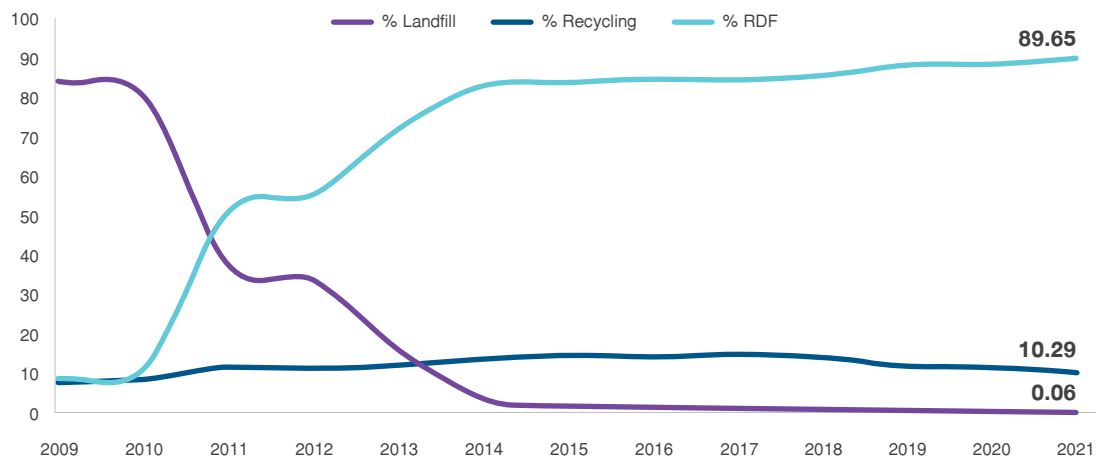
Solid Waste Management in AMATA City Industrial Estates

In 2021, the Company provided solid waste management services to factories in both industrial estates, totally 26,806.29 tons of waste. It was divided into 20,648.76 tons generated by factories in AMATA City Chonburi Industrial Estate and 6,157.53 tons generated by factories in AMATA City Rayong Industrial Estate. In order to achieve the Company's goal of reducing waste disposal by landfill method, the Company therefore focused on increasing the efficiency of waste separation staff, improving the waste disposal methods from sending waste to landfill to turning waste to an alternative fuel in form of Refuse-derived fuel or RDF which will be sent to the cement plant kilns.



Solid waste generated by factories in AMATA City Chonburi Industrial Estate was separated in the Company's waste separation plant. In 2021, there were 10.29% of recyclable waste and 89.65% of solid waste turned to alternative fuel or Refuse-derived fuel (RDF). This allowed the Company to reduce the amount of waste disposal by landfill method to 0.06% of the total solid waste generated by factories in AMATA City Chonburi. However, some types of solid waste still required disposal by landfill method, viz. non-combustible waste such as bricks, stones, cement, sand, food waste, etc.

Waste Management in Amata City Chonburi Industrial Estate



COVID-19 pandemic in Thailand in 2020-2021 significantly causes an increase in infectious waste due to self-protection measures in the Company's offices and the customers' factories such as face mask and ATK (Rapid Antigen Test Kit). Although the proportion of such infectious waste is small compared with the total amount of solid wastes the Company manages for customers, the Company still needs certified and licensed contractors for infectious waste disposal services. While self-managed waste disposal in the factories causes them higher operational cost, so that. The demand of infectious waste disposal, a new waste management service, has increased significantly recently. The Company, therefore, has developed its infectious waste disposal services by selecting qualified and authorized contractors to serve its customers in both AMATA City Industrial Estates. The Company oversees and monitors infectious waste disposal by using GPS tracker in garbage trucks from departure to infectious waste incinerator as well as providing real-time transportation route report to the customers to build their trust. In 2021, 9.26 tons of infectious wastes, accounting for less than 0.05% of total wastes the Company managed in 2021, were disposed.

Waste management according to Zero Waste to Landfill concept allowed the Company to save waste management costs by 2.4 million baht in 2021 and 80% of factory operators who use Company's waste management service expressed satisfaction in the Company's waste management service and expressed confidence that the waste was properly handled according to laws and regulations. The communities surrounding AMATA City Chonburi Industrial Estate were more confident in the waste management of the factories located in industrial estates. In addition, using circular economy concepts aiming to achieve zero waste to landfill improves resource utilization on optimization and efficiency and helps reduce the greenhouse gas emissions from the landfill as well.

Promoting customers' awareness of industrial waste management

The Company realized that the participation of factories in its industrial estates can help reduce negative social and environmental impact. The Company therefore intends to promote knowledge and understanding inside factories in AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate regarding solid waste management and industrial waste so its factories shall be in line with the law as set. The Company has organized the project "AMATA Best Waste Management Awards" for industrial waste and solid waste management which is an annual event starting from 2014 and continuing to the present. The project promotes and supports factories in increasing the efficiency of industrial waste management in the category of non-hazardous solid waste and sewage in the factory by applying the 3Rs (Reduce-Reuse-Recycle) principle to waste management, which results in the factories' being able to reduce their production cost. The Company aimed to enhance the capability of the factories in solid waste and industrial waste management before sending their waste to the waste separation plant. Then the Company could have more quality waste for RDF production and waste recycling.

In 2021, there were 72 factories voluntarily joined the project. The number of factories from AMATA City Chonburi and AMATA City Rayong Industrial Estate decreased from 2020. Due to COVID-19 crisis, the Company had to change the audit and assessment method from site visit to documentation. However, the Company continued to promote the importance of industrial waste management and enhance the capability in waste management of the factory, and their participation in reducing the negative impact on the environment and society.

In 2021 due to the pandemic, the Company have changed the channel for application and explanation of criteria and conditions to online meetings. A submission of application forms and references was made through electronic filing system. Evaluation consultation and interview were taken online instead of onsite process.

	Total number of Award-winning factories in 2020	Award-winning factories in 2021 (company)		
		Total number of Award-winning factories	AMATA City Chonburi I.E.	AMATA City Rayong I.E.
Silver Level Awards	15	15	12	3
Gold Level Awards	18	22	16	6
Platinum Level Awards	43	35	26	9
Total	76	72	54	18

Number of Factories Joining AMATA Best Waste Management Awards

	2014	2015	2016	2017	2018	2019	2020	2021
AMATA City Chonburi	53	60	51	50	68	62	59	54
AMATA City Rayong	0	5	18	15	19	22	17	18

Waste Management Using Technology & Innovation

- The Company promotes and supports value creation of plastic wastes according to circular economy principle. Sorted plastic waste are reused as a “plastic road” construction component in AMATA City Chonburi Industrial Estate. At present, three plastic roads were constructed with a total distance of 1,990 meters using 16.89 tons of plastic waste.



- In collaboration with SCG Chemicals business, the Company has developed “KoomKah Smart Manifest” system, a smart waste recording system that enhances capability in waste collection data management within the industrial estates by using technology, helps upgrade the transportation service providers and provides customers real-time data of waste collected for transparency and trust in the Company’s waste management, leading to smart environment city. Additionally, with COVID-19 pandemic, online approval system helps reduce document contact between the transporters and customers. In 2021, 100% of AMATA City Chonburi Industrial Estate’s customers adopts the system. It will expand this service to AMATA City Rayong Industrial Estate in the near future.



- According to the circular economy concept, the Company promotes paper waste recycling. The Company cooperated with SCG Packaging Public Company Limited to develop the “Paper X Project” to promote recycling paper. To reduce the environmental impact and create a circular economy for the organization for sustainability.



Biodiversity



Proportion of Green Area to Developed
Area in AMATA City Industrial Estates

Target
>10%

Performance
AMATA City Chonburi **11.06%**
AMATA City Rayong **10.36%**



In spite of its positive effect on the economic growth of the local community and the country as a whole, industrial estate development may also negatively affect biodiversity and ecosystem as a result of change in land use and urbanization to support growth of the industrial sector. The Company, therefore, emphasizes on the protection and rehabilitation of ecosystem and biodiversity and has managed to mitigate the risk of negative impact on biodiversity to give confidence to all groups of stakeholders, as well as rehabilitating the ecosystem to help slow down climate change through the absorbance of carbon dioxide.

Risk	Opportunity
biodiversity loss increases the risk in unbalanced ecosystem which affects the abundance of natural resources used as major raw materials of business operation such as water, and affects overall environmental quality as well as the quality of life of the stakeholders living in and benefiting from the natural resources in this area.	The Company has an opportunity in transforming the industrial estate into the city that its economic growth and social and environmental conservation are balanced. This will allow the industrial sector to live in unity with surrounding communities. The conservation of the quality and balance of biodiversity will result in a hand over of sufficient resources vital to the economic, social and environmental quality of life of the stakeholders to the next generation sustainably.

Management Approach

The Company is determined to conduct its business simultaneously with preserving natural resources and environment rigorously. As a result, it sets out a policy on biodiversity with the objective of preventing damage and mitigating impact on biodiversity in AMATA Industrial Estate, as well as supporting and promoting the stakeholders in the area to jointly nurturing, rehabilitating and conserving biodiversity in both AMATA Industrial Estates.

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

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

Performance

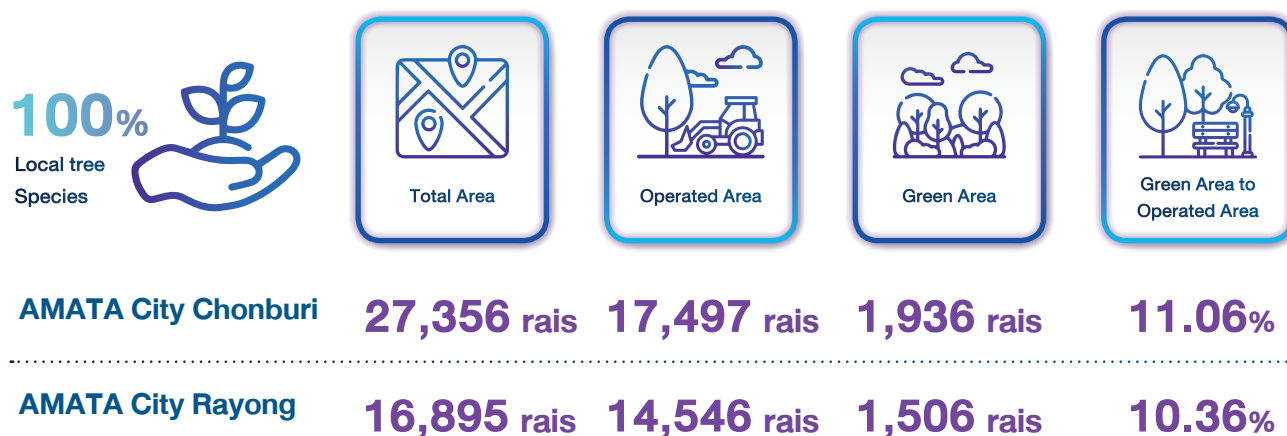
The Company has operated two industrial estates in Thailand, i.e. AMATA City Chonburi and AMATA City Rayong Industrial Estate covering the area of 27,356 rais (43.30 km²) and 16,895 rais (27.03 km²), respectively. Both areas are situated in the industrial estates pursuant to Town Planning Act B.E. 2562 without conservation and protection area according to the announcement of the natural resource governmental agencies, or ecologically critical area notified to be established both domestically and internationally within a 5-km radius (Disclosure 304-1).

However, the improvement of both of the Company's industrial estates may negatively affect biodiversity directly or indirectly, e.g. effect from a change in land use, an urbanization around the industrial estates, pollution caused by activities within the industrial estates and the effect from the operation of the Company's suppliers and contractors, etc. Such impact could arise from the Company's land development process until the land is completely developed into industrial estate.

The Company has conducted following projects to avoid and minimize impact, as well as rehabilitating and offsetting negative impact which may arise from its business operation in AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate. (Disclosure 304-3)

1) Management of Green Area in AMATA Industrial Estates

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



- **AMATA City Chonburi Industrial Estate**

AMATA City Chonburi Industrial Estate covers the area of 27,356 rais and operated area of 17,497 rais, 11.06% of operated area or 1,936 rais being green area. In 2021 the Company planted 5,000 trees in AMATA City Chonburi Industrial Estate with a survival rate at 80%. 100% of trees planted were native tree species found in Chonburi categorized as mixed-deciduous and dry evergreen species, according to the report of the Royal Forest Department e.g. *dalbergia cochinchinensis*, *dipterocarpus alatus*, *lagerstroemia calyculata*, *cassia grandis*, *cassia surattensis*, *peltophorum pterocarpum*, *lagerstroemia speciosa*, *dolichandrone serrulate*, *swietenia macrophylla*, *pterocarpus macrocarpus*, *tamarindus indica*, *pithecellobium dulce*, etc.

- **AMATA City Rayong Industrial Estate**

AMATA City Rayong Industrial Estate covers the area of 16,895 rais and operated area of 14,546 rais, 10.36% of operated area or 1,506 rais being green area. In 2021 the Company planted 10,000 trees in AMATA City Rayong Industrial Estate with a survival rate of 85%. Dead and dying plant would be replaced continually. 100% of trees planted were native tree species found in Rayong categorized as mixed-deciduous and dry evergreen species, according to the report of the Royal Forest Department, e.g. *afzelia xylocarpa*, *eugenia cumini*, *dipterocarpus alatus*, *shorea roxburghii*, *lagerstroemia calyculata*, *senna siamea*, etc.

2) Restoration of a Public Area in AMATA Industrial Estates

In cooperation with the factory operators in AMATA industrial estates, the Company arranges a project to rehabilitate neglected area into green space by growing local trees, namely "Forest for Life" Project in collaboration with Tokai Rika (Thailand) Co., Ltd. to rehabilitate the degraded forest which is a 12-rai public area in AMATA City Rayong Industrial Estate for four years commencing from 2019 to 2022. At present totally 11,600 trees were planted in the area of six rais. 5,800 trees were planted in the area of three rais in 2019 and 5,800 trees in the area of three rais in 2020. Planting of trees in all areas of 12 rais is targeted to complete in 2022.



3) Conservation of Local Aquatic Animals at AMATA City Rayong

AMATA City Rayong Industrial Estate is located at the mid-stream of watershed. Pusai Stream flows from Khao Mai Kaeo Watershed runs through the Industrial Estate before reaching Dok Krai Reservoir, a large reservoir with a capacity of more than 79 million cubic meters covering the area of over 1,300 rais (2.08 km²) in Rayong. Although Dok Krai Reservoir is located outside of a 5-km radius from AMATA City Rayong Industrial Estate, it is crucial in term of freshwater ecosystem and economic resource of the community as it is an aquatic animal nursery and local fishery area for more than 500 households in Nikhom Phatthana District. The local community is thus concerned with the potential impact on water quality and aquatic animals which is a major source of traditional occupation of the community.

Therefore, the Company, in cooperation with Rayong Fisheries Provincial Office, Dok Krai Reservoir Freshwater Resources Management Committee, community committee supervising and controlling the use of reservoir, and various groups of alliance such as local entities and factory operators in AMATA City Rayong Industrial Estate, has carried out “Sustainable Watershed Management Project” to nurture and rehabilitate water resources and to conserve local aquatic animals which, in addition to occupational and food resources for community, they could effectively be water quality index.

In 2021 the Company had released 314,000 aquatic animals or 10 species found in the reservoir area by Rayong Fisheries Provincial Office such as common barb, spotted featherback, seven-stripped carp, striped catfish, carp, etc., worth THB 100,000. And in collaboration with the Rayong Fisheries Office, releasing 500,000 lobsters.

As a result of the projects conducted, in addition to conserving local species and increasing the abundance of aquatic species in Dok Krai Reservoir. The local community can be ensured of water quality running through AMATA City Rayong Industrial Estate has carefully managed, controlled and monitored water quality. In the future it plans to conduct a survey on a diversity of freshwater species in Dok Krai Reservoir in collaboration with Rayong Fisheries Provincial Office and Dok Krai Reservoir Freshwater Resources Management Committee to be used as basis data for biodiversity conservation and water quality index in the future.

CREATING VALUE FOR SOCIETY

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ALL SAFE, ALL WIN

Our Response to COVID-19 Crisis



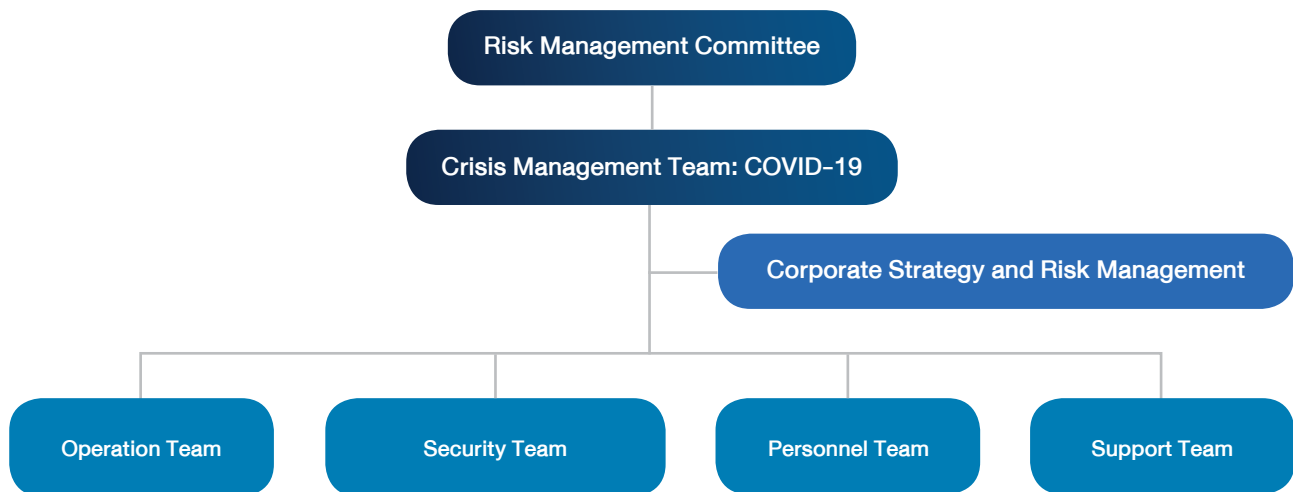
	Target	Performance	
Number of employees got infected with COVID-19	0	8	3 GOOD HEALTH AND WELL-BEING
Number of factories in AMATA City Industrial Estates temporarily suspended the operations due to the pandemic	0	0	8 DECENT WORK AND ECONOMIC GROWTH
			11 SUSTAINABLE CITIES AND COMMUNITIES
			12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Since 2020, the COVID-19 outbreak has become a global pandemic with severe and far-reaching impacts on society, economy and the environment causing numerous challenges in management to deal with this outbreak, both in public health to contain the spread of the disease, the management of waste and rubbish from various protective equipment including the challenge to business sector affected by the global and national economic slowdown. Due to this crisis, the Company had realized that its commitment to build a perfect city that benefits all stakeholder groups under Company's "ALL WIN" philosophy had become more important than ever because the development of industrial estate business in both areas of Thailand involving a large number of people and being an important basis that helps driving the manufacturing sector of the country. The Company, therefore, has focused on the importance to cooperate with all sectors to manage this crisis so that all stakeholders will be safe and able to go through this crisis together.

Risks	Opportunities
If the Company has not prepared to tackle or prevent the spread of COVID-19 in its operating areas, the pandemic will be widely spreading in the Company's offices and the factories in industrial estates due to the high density of people working in and living around the industrial estates resulting to the great impact on business continuity of both the Company and its customers that may have to temporarily suspend their operations in order to prevent the spread of COVID-19.	The Company has an opportunity to show the ability of the Company and its hospital business alliance in prompt response to the patients and efficient crisis management to prevent the spread of COVID-19. Consequently, all factories in both AMATA Industrial Estates will be able to continue their operation result in the stability of the country's economy and the increase of trust in the Company, as well as, the acceptance of all groups of stakeholders.

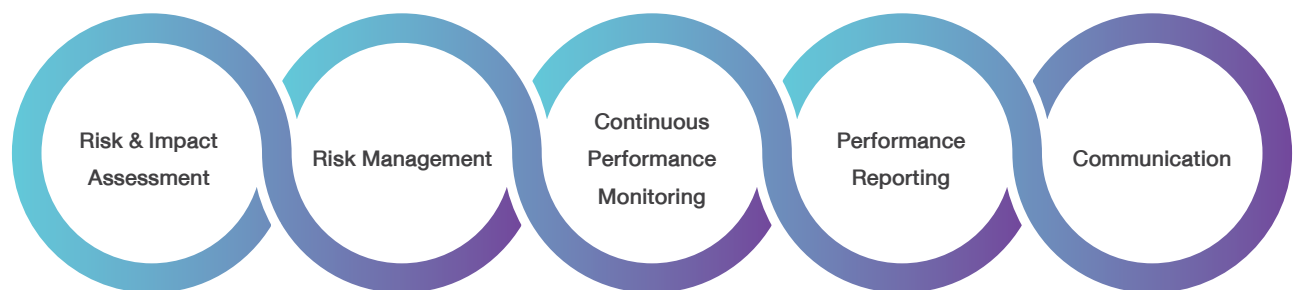
COVID-19 Crisis Management Structure

The COVID-19 pandemic is an emerging risk of the Company. To tackle with the crisis, the Company has set the measures to manage this risk by establishing a crisis management structure comprising of the Board of Directors level, the executive level and the operational level by appointing a Crisis Management Team: COVID-19 to manage the risk of emerging epidemic affecting the Company and the key stakeholders and has set the short-term and long-term measures to prevent, take care and mitigate the potential impacts, as well as, has worked closely with the government agencies such as the Industrial Estate Authority of Thailand and the Provincial Public Health Offices, etc.



Management Approach




The Company's crisis management approach consists of 1) risk and impact assessment 2) risk management to mitigate and prevent potential impacts 3) continuous performance monitoring 4) performance reporting to relevant agencies and 5) communication to stakeholders.




The Company has identified key stakeholder groups who have got direct impacts from the COVID-19 crisis by the management and employees who directly involve with. Then identified the stakeholders' risks by using the insights from external organizations, government agencies, analysis reports from reliable institutions and determined the appropriate measures and actions for each group of stakeholders. The key stakeholders during the COVID-19 crisis are divided into 4 groups: employees, customers, communities, and suppliers and contractors.



1. Risk and Impacts Assessment and response

Stakeholder Group	Stakeholder's Risks	Impacts on Stakeholders	Impacts on the Company	Company's Responses
Employees 	<ul style="list-style-type: none"> Employees infected 	<ul style="list-style-type: none"> Being unable to work or to service the customers Increase expense for medical treatment 	<ul style="list-style-type: none"> Transmission in the office Increase the colleagues' workload Business interruption Unable to service the customers 	<ul style="list-style-type: none"> Set measure of screening before entering the office Set Working From Home (WFH) measure Provided COVID-19 insurance premiums for all employees Supported online platform for WFH Provided medical support for employees
Customers 	<ul style="list-style-type: none"> Factory workers infected Risk of global supply chain disruption 	<ul style="list-style-type: none"> Temporarily or fully suspension of factory operation reduce production capacity/stop production at some intervals/close the business Revenue loss due to operation suspension 	<ul style="list-style-type: none"> Decrease of Company's recurring incomes due to temporarily suspension of factory operations 	<ul style="list-style-type: none"> Communicated facts and reliable information to the factory operators for their efficient management Supported the pandemic control measures in surrounding community Provided customers a flexible payment for service fees - utilities and rental Provided cleaning service and disinfection in office
Communities 	<ul style="list-style-type: none"> Outbreak in communities where Company's employees and factory workers live 	<ul style="list-style-type: none"> Unable to work Transmission from infected people in communities to employees of AMATA, factories and suppliers/contractors/building tenants Lack of income due to termination of employment suspension of factory production 	<ul style="list-style-type: none"> Decrease of Company's recurring incomes due to temporarily suspension of factory operation 	<ul style="list-style-type: none"> Supported self-protection equipment to local and national health authorities Set up a waiting center and a field hospital to separate infected people from the communities Supported of Relief supplies bags for local community members affected by unemployment Supported of knowledge of community area protection

Stakeholder Group	Stakeholder's Risks	Impacts on Stakeholders	Impacts on the Company	Company's Responses
Suppliers/ Contractors 	<ul style="list-style-type: none"> Employees of suppliers/ contractors becoming infected 	<ul style="list-style-type: none"> Unable to work Being fined due to the delay of product and services delivery 	<ul style="list-style-type: none"> Have unsatisfied customer services due to delay of supplier's products and services Transmission from Contractor's infected employee to AMATA's employees 	<ul style="list-style-type: none"> Set measure of screening before entering the working areas Set WFH measure for supplier if applicable Supported online platform for working Arranged of contractor meetings to clarify important measures

2. Continuous performance monitoring

The Company has determined the risk of business operations during the pandemic as one of the enterprise risks that must be managed and monitored closely by setting the Key Risk Indicators (KRIs) covering the potential risks in all 4 key stakeholder groups. the Crisis Management Team: COVID-19 has monitored the pandemic information of both industrial estates through the HR Association of AMATA City Chonburi (HRA) and AMATA City Rayong Management Group (ACMG) together with the Offices of Industrial Estate Authority of Thailand in AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate. In 2021, about 6,000 factory workers in both AMATA industrial estates were infected, but none of the factories temporarily suspended their operations due to control measures.

3. Performance reporting

The Company has regularly reported the performance on COVID-19 crisis control and management in accordance with the measures and requirements of the Department of Disease Control, Ministry of Public Health by requiring the Personnel Team to collect the infection statistics of the Company's and contractors' employees, as well as, to prepare the timelines of those infected and to deliver to the Provincial Public Health Office in the project areas within 24 hours after the infected people were found. In 2021, the Company had found a total of 8 employees infected with COVID-19 and none of the employees of suppliers and contractors were found infected. In this regard, the Company had completely delivered the information and timelines of those infected to the Provincial Public Health Office (100%).

4. Communication

Mr. Vikrom Kromadit, as the Company's leader, has greatly emphasized on the effective communication with all stakeholder groups during the COVID-19 crisis. In 2021, the Company had arranged an online meeting called CEO Day once a month in order to be a communication channel for employees to report the problems encountered during Work From Home measure and other problems to Mr. Vikrom Kromadit directly so that the Crisis Management Team: COVID-19 would be assigned to take corrective action immediately.

In addition, the Company has organized quarterly online meetings, chaired by Mr. Vikrom Kromadit, for customers from both AMATA industrial estates to receive customers' problems and comments. There were the Company's senior executives and representatives of relevant government agencies such as the Industrial Estate Authority of Thailand, the Provincial Public Health Office, the executives of Vibharam AMATA Nakorn Hospital, and more than 700 factories in both AMATA industrial estates participated in the meeting.

Building A Safe Society

	Target	Performance
Number of lost time accidents of employees and contractors	0	0
Lost Time Injury Frequency Rate (LTIFR) per million work hours	0	0
Number of road accidents in AMATA City Industrial Estates compared to 2020	- 50%	- 57.46%
Number of road traffic fatality in AMATA City Industrial Estates compared to 2020	- 50%	- 66.66%



The Company and its stakeholders have always emphasized on the importance of occupational health and safety due to the large scale of industrial estates large where hundreds of industrial factories are located in and more than 200,000 people are working and traveling in these areas every day. Therefore, there are risks of various accidents and emergencies, such as traffic accidents, fires, chemical leaks inside the factories, etc., causing the impacts on stakeholders including the Company's employees, contractors, customers and communities surrounding both industrial estates.

Risks	Opportunities
Accidents or emergencies in the areas of an industrial estate can lead to a large-scale loss to life and property of all groups of stakeholders and directly affect the stakeholder trust.	Management with a commitment to becoming a Safety City, Smart City can build trust among the Company's stakeholders while building sustainable safe society by educating and enhancing capability of people in these areas.

Management Approachs

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

The Company has the policies on safety, occupational health and working environment and the guidelines of occupational health and safety standards for its employees, customers and contractors working in the Company's areas to strictly comply with the rules, regulations and laws relevant to safety management in the industrial estates, such as the Labor Protection Act B.E. 2541 (1998) and Occupational Safety, Health and Environment Act B.E. 2554 (2011) including the adoption of international standards in management of the areas; for instance, ISO 14001:2015, etc., and having regularly conducted the occupational safety risk assessment and analysis of the effectiveness of occupational health and safety control measures (Disclosure 403-1).

The Company has also applied the principles of zero accidents to manage the workplace safety related to its employees and contractors along with the safety management in its industrial estates and surrounding areas under "Safety City, Smart City" Project started in 2019 by using the areas of AMATA City Chonburi Industrial Estate as a pilot project. In addition, the Company has adopted the modern technology in planning the safety management for further generating the benefits to the Company's areas.

Occupational Health and Safety of Employees

The Company has given the importance to compliance with relevant laws by its employees and instilling the culture of occupational health and safety practice to its executives and employees of all levels through its occupational health and safety policies by targeting to reduce the injury frequency rate to zero accidents.

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

1. Occupational Health and Safety Risk Assessment (Disclosure 403-2)

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

2. Reporting and Investigating Unusual Incident or Accident

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

3. Employee Health Promotion (Disclosure 403-3, 403-6)

- The Company has provided all employees suitable working environments that are not harmful to their health by regularly measuring the working environment according to the risk factors of each area, such as air quality, light, noise; and has improved them to meet the standards and necessities of each job.
- Also, the Company has surveyed the areas in the office building where may be at risk of occupational injury and fire and has improved by installing additional equipment or replace the equipment for ready-to-use condition, as well as, has regularly inspected the equipment to ensure that they are in good working condition, such as Non-CFC extinguishers, backup torches installed at emergency exits, safety signs, etc.
- The Company has provided health check-up for new employees since joining, the annual health check-up, the support of medical expenses and health consultation by a Company's nurse for all employees (100%).
- In 2021, the Company had provided the vaccination against COVID-19 through Section 33 of the Social Security Office for the insured and has acquired the allocation of additional alternative vaccines of both basic and booster vaccines to immunize the Company's executives and employees in order to reduce the risk of serious illness in accordance with the standards and recommendations of the Ministry of Public Health.

- The Company has annually provided the Quadrivalent Influenza Vaccine for its executives and employees to boost up the immunity and reduce the rate of illness that may cause infectious complications as well.
- The Company had organized the online training to educate the employees about COVID-19 and preventive vaccines, as well as, self-protection methods by a medical instructor from the Faculty of Medicine of Siriraj Hospital.
- The Company has supported the activities to promote the employee health, both physical and mental health, by establishing a health club, sports clubs according to employees' interests including a meditation club and various sports clubs such as yoga, running, badminton, football, aerobics, etc.

4. Employee Occupational Health and Safety training (Disclosure 403-5)

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

In 2021, none of Company's employees had work-related injury which results in them being off work. So that the Lost Time Injury Frequency Rate (LTIFR) of employees was 0 per million work hours.



Contractor Occupational Safety

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

In 2021, the Company had assessed the occupational safety risks of suppliers and contractors which cover the standard operations and supervision of occupational health and safety of employees of suppliers and contractors. Also, the Company had arranged the occupational health and safety training for its contractors which covered practicing the management of solid waste spillage, sorting of waste materials and sorting of infectious wastes for proper and safe disposal to the workers in charge of collecting and sorting the waste at the contractor's waste sorting plant including basic firefighting and fire evacuation training and drills.

In 2021, none of the contractors' employees were found obtaining an accident resulted to work absence or death and the Lost Time Accident Rate (LTIFR) of contractors' employees working in the Company's areas was 0 per million work hours.

Emergency Management in AMATA City Industrial Estates

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

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

In 2021, the Company had suppressed fire incidents for the customers in both industrial estates totally 89 times. Furthermore, the Company had implemented the activities to promote occupational health and safety in the areas of AMATA City Industrial Estates as follows:

- The Company had organized both onsite and online training courses in basic firefighting, firefighting drills, fire evacuation drills and other safety related courses for the factories in both industrial estates totally 349 batches with 52,993 factory employees trained.
- In collaborated with AMATA City Chonburi Industrial Estate Office and AMATA City Rayong Industrial Estate Office, the Company had organized the online 2021 annual drill for emergency control plans (Chemical spills, gas spills and transportation fires) for the Emergency Response Centers to enhance their skills and capability in response to emergencies, including communication and use of equipment, etc. in order to control and suppress the incidents in time resulting in minimizing loss of life and property of factory operators and people in nearby communities.



Road Safety in AMATA City Industrial Estates

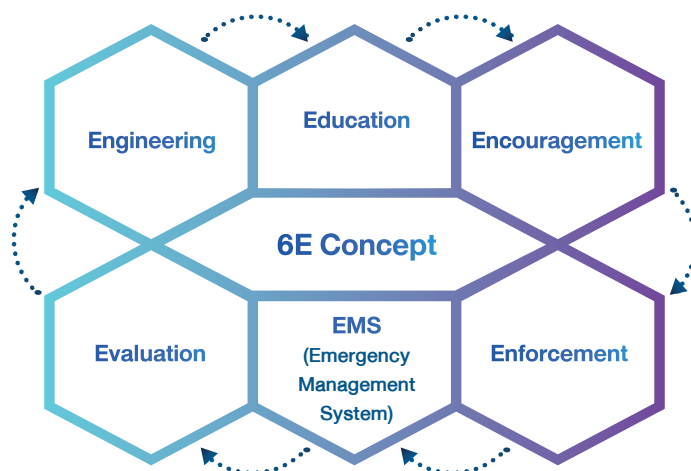
Both of AMATA City Industrial Estates have approximately 300,000 employees working in the areas. According to the results of the surveys of using roads within AMATA City Industrial Estates, more than 116,800 vehicles were found using the routes in the areas per day, categorized into 1,800 employee shuttle buses, 48,000 private passenger cars and 67,000 motorcycles, resulting to high risks of road accidents. The Company, therefore, has been focusing on the strict traffic management and has set up a road safety management plan that all sectors jointly contribute to the traffic management within AMATA City Industrial Estates.

The Company has set a short-term goal (1 year) in reducing the number of all types of road accidents in AMATA City Industrial Estates compared to the previous year, and a long-term plan (5 years) aiming to reduce the number of road accidents and deaths by 50% by 2022 compared to base year 2017.

Safety City, Smart City

In 2019, the Company had initiated the Safety City, Smart City Project, which had been established by the cooperation among the Company, government agencies, communities and factory operators in AMATA City Industrial Estates to jointly set the roadmap and goals for traffic management within AMATA City Industrial Estates. In addition, the Safety City, Smart City Project also has objectives in communicating, transferring and organizing the trainings to educate the knowledge and understanding in road safety to the factory employees working in AMATA City Industrial Estates, nearby schools and communities within a radius of 5 kilometers from AMATA City Industrial Estate. In this regard, the Company had assigned its subsidiary, AMATA Facility Services Co., Ltd., to be responsible for the Project.

Furthermore, the Company had initiated a road safety management approach '6E Concept', which is one of the innovations to address the social impacts and to benefit all groups of stakeholders. This concept had been awarded as "The Best Practice in Road Accident Management by 6E Innovation" by the Senate of Thailand in 2021.



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

Besides, the Company had also collected the statistics of accidents in the past 5 years in order to identify the locations with high risks and their hazard physical elements to improve the road structures, traffic patterns and route patterns. In 2021, the Company had used the analyzed data to design a solution by improving the traffic patterns from crossroads to roundabouts for 5 high-risk locations in AMATA City Chonburi Industrial Estate's areas by spending a total budget of 10 million baht resulting to a significant reduction of accident statistics in the renovated areas and no fatal accidents since the construction of the roundabouts.

In addition, the Company had also constructed and installed the traffic lights at the intersection in front of AMATA City Rayong Industrial Estate, which is a public area with heavy traffic, in order to reduce road accidents by supporting the budget about 2 million baht for construction and installation of traffic lights.





- **Education:** Understanding the road safety is an important factor in reducing accidents and the severity of impacts to be incurred if an accident occurs to road users. The Company, therefore, had campaigned to build the awareness in compliance with traffic laws, wearing the helmets, fastening the seat belts and driving on the roads with knowledge of traffic rules and kindness. Additionally, the Company had also taken a proactive action to raise the awareness of road safety in the communities and schools in the surrounding areas. In 2021, the Company had organized the training on road discipline and had donated helmets to the students of Wat Ban Kao School of Ban Kao Subdistrict, Phan Thong District, Chonburi Province and Ban Phu Sai School of Khao Mai Kaew Subdistrict, Bang Lamung District, Chonburi Province.

- **Encouragement:** The Company has promoted and supported the factories in both AMATA City Industrial Estates to engage and join hands in road safety management in AMATA City Industrial Estates. In 2021, the Company had organized a signing of a Memorandum of Understanding to create organizational standards for road safety within AMATA City Chonburi Industrial Estate by having 8 factory operators with a large number of employees in AMATA City Chonburi Industrial Estate jointly signed the MOU.



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

The Company had set up a Traffic Solving Committee (TSC) consisting of representatives of government agencies, police traffic officers, local leaders and factory representatives to jointly determine the measures for driving and using the roads within the areas of AMATA City Industrial Estates by setting the implementation plan and listening to the participatory opinions of relevant stakeholders. In 2021, the Traffic Solving Committee (TSC) had organized 2 meetings to monitor the progress of road safety operation (1 time in AMATA City Chonburi and 1 time in AMATA City Rayong).

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

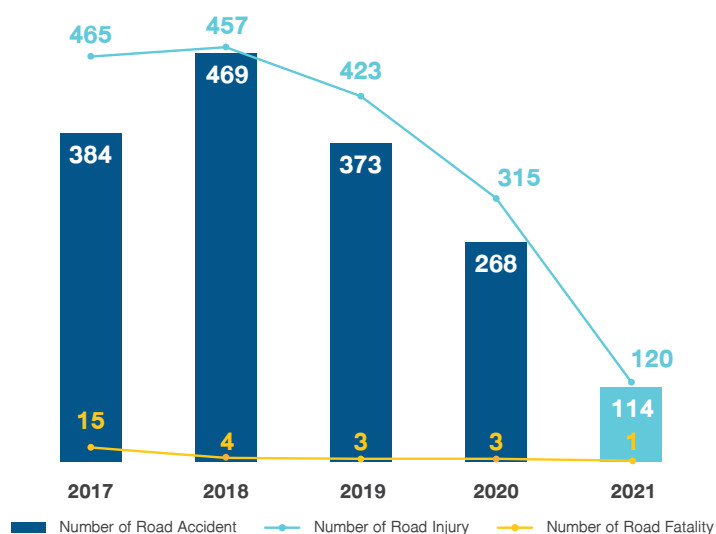


- **Evaluation:** Owing to data management and analysis of accident statistics over the past period, the Company was able to lay the operation plan efficiently causing the Company to provide the information management training to its security staff to store the data of accidents occurred throughout the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

According to the results of implementation of 6E concept innovation in Safety City, Smart City Project, it was found that in 2021 there were 144 accidents causing 120 injuries and 1 fatality.

The number of road accidents, injuries and fatalities had decreased 57.46%, 61.9% and 66.66%, respectively compared to 2020 and the number of all types of road accident were found reduced by more than 50% compared to base year 2017; that is, accidents had decreased 70.3%, injuries had decreased 74.19% and fatalities had decreased 93.33%.

Road Accident Statistic at AMATA City Industrial Estates (incident)



Safety in surrounding areas of AMATA City Industrial Estates

Due to the density of communities and residents surrounding AMATA City Industrial Estates, there are the risks of safety, both fire and traffic accidents. The Company, therefore, has cooperated with the customers in its industrial estates and the Industrial Estate Authority of Thailand in developing various projects to reduce negative impacts and create a safe society in the areas surrounding the industrial estates.

In 2021, the Company had helped extinguishing fire incidents in the communities surrounding its industrial estates 21 times, divided into 12 times for extinguishing fires in communities in the areas around AMATA City Chonburi Industrial Estate and 9 times around AMATA City Rayong Industrial Estate. In this regard, the Company had supported all fire suppression expenses totally 50,000 baht. In addition, the Company had established the committees to solve traffic problems in both industrial estates consisting of representatives of both central and local government agencies and representatives of factories in industrial estates to brainstorm the opinions, recommend the traffic and road safety management approaches, reduce traffic problems and accidents, as well as, build confidence and prevent crime within the areas of industrial estates and nearby communities.

Human Rights

Number of significant human rights complaints due to the Company's operations

Target

0

Performance

0



Nowadays, all sectors have increasingly emphasized on human rights. The Company is also well aware of the potential impacts of human rights due to being quite a sensitive issue and can be linked to other issues that can affect the Company's business operations. The Company, therefore, has emphasized on respecting the human rights of its stakeholders in all activities of its core business throughout its value chain and has established the business operation guidelines to be consistent to the international human rights principles. The Company is well aware that the human dignity and value must be protected so the Company has always adhered to human rights in its business operations.

Risk	Opportunity
The Company is operating large-scale industrial cities that involve a huge number of stakeholders. Ineffective human rights risk assessment process throughout its value chain, the Company could be implicated in the human rights violations, and thereby directly affect its image and investor trust both domestically and internationally.	Effective human rights risk assessment throughout value chain will help reduce the risk in human rights violations in the activities of the Company, its suppliers, and contractors, positively reflect the Company's image and maintain stakeholder trust.

Management Approach

The Company has emphasized on human rights principles and has announced the "Human Rights Policy" as a guideline for practice for its Board of Directors, executives and employees of all levels to perform their duties by adhering to human rights principles in all business activities throughout the value chain including the communication and embedding respect for human rights at the corporate culture level in order to prevent the human rights violations of its employees, customers, suppliers, contractors and local communities due to their business operations throughout the value chain. In addition to the announcement of human rights policy as a formal practice guideline, the Company has complied with both domestic and international laws where the Company has the business operations and has applied the international human rights principles, humanitarian principles, the rights of International Labor Organization and the principles of the United Nations Global Compact (UNGC) as the guidelines for its implementation.

Furthermore, the Company has required its Board of Directors, executives and employees of all levels to be aware of the importance and the respect of human rights in all aspects of all individuals, either the employees, customers, suppliers, contractors, communities or society as a whole, as well as, the compliance with the laws of each country where the Company operating the business; and to support the compliance with the treaties that each country is obligated including avoiding the acts and participation in human rights violations or building negative impacts on human rights.

Additionally, the Company has extended the human rights accountability to its business partners, suppliers and contractors by encouraging its business partners, suppliers and contractors in its value chain to also respect the human rights and conduct their businesses according to the principles specified in its Supplier Code of Conduct.

The Company also has a “Whistleblowing Policy” together with various communication channels to provide the opportunities for its employees and stakeholders to be able to report clues or complaints related to any human rights violations which the Company has a prudent, fair and transparent procedure for considering and managing the complaints (Please see: Complaint procedures, Page XX). An employee breaching the human rights is considered violation of Company’s ethics and will be subject to disciplinary action according to the specified regulations and the legal punishment if such act is unlawful.

In 2021, the Company identified human rights issues that were important to stakeholders throughout the value chain and covered 90 percent of business activities. Although actions were taken to respond to or prevent human rights impacts arising from these issues, human rights due diligence has not completely been conducted in accordance with the UN Guiding Principles on Business and Human Rights yet. The Company plans to do this in 2023 to ensure that services, labor practices, treatment of business partners and suppliers, work environment, and joint investments will not have negative human rights impacts on stakeholders and to express our social and environmental accountabilities in another way.

Implementation of Human Rights

Stakeholder	Human Rights Issue	Company’s Implementation of Human Rights Impact Reduction
Employee 	Statutory labor rights <ul style="list-style-type: none"> Equality Occupational safety Freedom of association and negotiation 	<ul style="list-style-type: none"> Treating employees with regard to human rights principle, statutory labor rights of the country where the Company operating the business and international human rights principles, especially for employee treatment with equality and non-discrimination in all dimensions Providing occupational health and safety supervision in accordance with the occupational safety, health and environment policy Establishing a welfare committee having employees as members of committee
Customer 	Customer statutory rights <ul style="list-style-type: none"> Product quality and services Safety Customer confidentiality 	<ul style="list-style-type: none"> Delivering quality, standard, safe and traceable products and services Providing customer complaint channels and complaints management procedure Strictly complying with the laws and safety regulations Establishing customer confidentiality protection policy and measures
Supplier and Contractor 	Supplier and contractor statutory rights <ul style="list-style-type: none"> Health and safety Community participation 	<ul style="list-style-type: none"> Strictly complying with the laws and safety regulations Treating suppliers with equality, fairness, transparency and non-discrimination Announcing Amata’s Supplier Code of Conduct together with conducting human rights due diligence for each supplier’s and contractor’s business operations and establishing prevention measures and accountability for the impact of potential human rights violations

Framework on Children's Rights Management

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



The Company adopted "Children's Rights and Business Principles" (CRBP) defined by the United Nations Children's Fund (UNICEF) as guidelines on business operation which respects children's rights. It comprised four principles that the business would affect children, i.e. 1) Support of children's survival; 2) Protection of children from violence; 3) Appropriate development; and 4) Opportunity for the children to participate. Operational framework was determined to become a perfect city which provides opportunities for the children and responds to CRBP principle as follows:

Safety City: to create a society which jointly protects and supports a safe survival: The Company announced the policy and supplier code of conduct which strictly prevent the use of child labor as well as has developed process of business operation which mitigates environmental effect on the society children are residing in, e.g. the development of a smart environment which helps mitigate greenhouse gas emissions, efficient waste management, and zero waste to landfill, etc.

Opportunities City: The Company has developed various infrastructure and facilities to provide equal opportunities for the children in the surrounding community to access the 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. water management learning center, smart classroom, and recreational public parks.

Performance

In 2021, there were no significant human rights complaints due to business activities from stakeholders and no human rights violations reported by suppliers, contractors, and customers. The Human Resources Management Committee has reported progress on human rights performance and human rights complaints collected from various channels to the Corporate Governance Committee and Board of Directors.

In addition, training on "Business and Human Rights" was held on 11 March 2021 by speakers from the National Human Rights Commission to educate employees about basic human rights principles and human rights practices related to business. The training was attended by 101 executives and employees, accounting for 54.6 percent of the total employees.

Human Resource Management

	Target	Performance	
Employee Engagement Score	>67%	59%	4 QUALITY EDUCATION
Employee Turn Over Rate	<10%	10.2%	6 CLEAN WATER AND SANITATION
			10 REDUCED INEQUALITIES

Human resource plays an important role in driving business success towards sustainable development goals. Human resource management amidst current environment of change and intense competition poses a challenge to the Company. Hence, the Company emphasizes the importance of efficient human resource management that encompasses recruitment, caring and retention, and human resource development in order to respond to the employees' needs and expectations and also cultivate strong employee engagement. The Company has applied the principles of holistic care to the employees, both body and mind, for their good physical and mental health resulting in a better quality of life which will enhance their work efficiency and help them grow together with the Company, which leads to sustainable business achievement accordingly.

Risk	Opportunity
Ineffective human resource management and treating employees poorly or with no regard to the human rights principles, especially in areas of equality and respect for employee rights, may put the Company at risk of losing talent and affect its business continuity or competitiveness in the future. Moreover, if the Company's does not provide new skills and knowledge development for employees to enhance their ability in responding to the rapidly changing business environment and customer needs, it will be at risk of losing business opportunities or unable to deliver beneficial products and services that meet customer needs.	If the Company has effective human resource management, treats employees equally and fairly, protects and respects employee rights, promote employee development, employees will perform happily and efficiently and will be more engaged with the Company resulting in the better quality of the products and services which allow it to achieve sustainable growth.

Management Approach

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

Performance

Recruitment and Employment (Disclosure 401-1)

The Company emphasizes the importance of recruitment selection and hiring employees to join the Company in order to employ the right personnel that suits well with the Company business strategy and has potential for further development to help drive the organization according to AMATA DNA: DRIVE culture. The Company has to seek for the right candidates with suitable qualifications from both within the group and outside based on equitability, transparency, and non-discrimination principle. In 2021, the Company targeted to achieve 70% of 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 guideline to recruit the staff that match with the corporate culture whereby every new staff will have a chance to converse and interview with Chief Executive Office to evaluate the corporate culture fit.
2. Strengthen branding via on-line media to attract new generations	<ul style="list-style-type: none"> The Company has expanded communication channels through on-line social media i.e. Facebook/AmataCorp and LinkedIn/AmataCorp to strengthen the corporate image and to better access the new generations. The Company has organized the Internship Program which open for the college student in Thailand to intern and learn the work skill with the Company. In 2021, 2 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 opportunity for the staff to work in other functions of their interest in addition to their current position for 6 months in order to enhance their competency according to their interest and also to learn the work in other functions within the Company. In 2021, 2 staff have transferred to other functions within the Company.

Recruitment and Employment Performance

In 2021, the Company had 36 positions of job openings and was able to fill in 27 positions or 75% recruitment succession rate. As on 31 December 2021, the Company had 265 employees with the following details:

	2018	2019	2020	2021
1. Total number of employees	257	268	269	265
2. New employees	43	44	35	27
3. Job Opening (Position)	48	57	55	36
4. Recruitment Rate (%) (% Target)	89.6 (70%)	77.2 (70%)	63.63 (70%)	75 (70%)

Employee Care

Employee Performance Evaluation and Remuneration (Disclosure 401-2)

The Company provides the opportunities for each employee to involve in determining their work plans and performance indicators with their supervisors to be consistent with the goals of the department and the Corporate KPIs. The performance evaluation will be conducted twice a year i.e. mid-year and year-end. The Company encourages two-way communication between supervisors and their employees in order to improve work efficiency and drive the Company towards achieving the set goals as well as to enhance good relations between supervisors and the employees which will bring about employee engagement. In 2021, all employees and executives within the organization (100%) were evaluated based on three categories:

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

The Company is well aware of retaining the talents who are the driving force to help the Company grow sustainably. The Company, therefore, provides fair compensation and proper welfare according to their performance and awards those outstanding performers to attract, retain and groom them to be future leaders. The Company has participated in the salary and welfare survey arranged by the credible institution in order to continuously benchmark among comparable industries and considered the compensation management in accordance with the needs of the new generation in order to be competitive in the market and able to recruit more talents to join the Company.

Employee Compensation Proportion (Female : Male)

Management Level



1:1.40

Operation Level



1:0.78

Performance Evaluation and Remuneration for Senior Executives

The Company sets the performance evaluation for senior executives twice a year and the evaluation result of 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% 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 goals on sustainability. 25% allocation is given to the behavioral assessment through AMATA DNA.

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

Performance Evaluation and Remuneration for Chief Executive Officer

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

Welfare Provisioning according to the Need

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

In 2021, the Company provided a COVID-19 insurance package and alternative vaccines to all executives, full-time employees, and contract employees (100%) to prevent severe symptoms and continue work with confidence.

The Company clearly informs the employees of the available welfare and benefits provided since the first day of employment. The employees are also allowed to participate in the welfare program to improve and create additional activities for the benefit of the public. The Company has appointed the Welfare Committee consisting of 18 employee representatives selected by the employees and 6 representatives of the Company. The Welfare Committee holds a meeting every two months with an aim to promote better quality of life at work which would enhance the employees' performance accordingly as well as to be one of the channels for receiving opinion, suggestion and complaint from the employees.

Provident Fund

To promote long-term financial and retirement planning, the Company has established a provident fund, which has 140 members, accounting for 53% of the total number of employees. Since 2020, the Company has diversified investment risks by appointing two asset management companies to manage the provident fund in order to maximize benefits for the employees. Moreover, financial experts have been invited to educate employees about economic conditions, investment, and tax incentives.

Re-Employment

The Company has set the Retirement Policy which allows voluntary re-employment of the retired employee. As the Company is well aware that certain retired employees are still healthy and able to work efficiently and provide value to the Company by passing on work experience to the younger generation, the Company then provides an opportunity for re-employments of the retired employee taking into consideration qualification of the retired employee and appropriateness of work requirement in each year. The re-employed employee will receive proper compensation according to the policy and will also receive benefit close to full-time employees. There were 3 retirees in 2021 and the total number of retired employees hired was four persons.

Employee Care During COVID-19 Pandemic

Employees are not only the key linchpins of successful business operation, but also the important force in driving the Company's business sustainably. Keeping the employees safe and reducing the infection risk during the COVID-19 pandemic are the Company's first priorities. The Company, therefore, has implemented the followings to support the health and safety of the employees:

- **Promotion of the use of technology:** In 2021, the Company allowed some employees to work from home to reduce the risk of infection at work. Works, meetings, workshops, and customer meetings were all done online. It was found that working remotely from home was not only productive but also reduced meeting time without traveling to the office and made both employees and customers satisfied.
- **Employee Safety and Welfares:** The Company has supported adequate protective equipment such as face masks, hand sanitizers, gloves, etc. to the employees. In addition, the Company has allocated the areas for local quarantine as recommended by the Provincial Public Health Office for the employees who are at the high risk of infection but not convenient to quarantine at their houses. Also, the Company has arranged the coronavirus insurances and vaccines against COVID-19 for all employees, both permanent and contract employees.
- **Communication:** The Company has regularly organized the online employee meetings in order to communicate the important preventive measures, the knowledge about the disease and self-protection by a medical professional as well as the quarterly meeting of top management with employees.

Performance on Employee Care & Retention

The Company has set the turnover rate target to not exceed the industry average which surveyed by the Personnel Management Association of Thailand. In 2021, the set turnover rate target was not more than 10%. However, the actual voluntary turnover rate was 10.2% which was similar to that in 2020 but slightly higher than the target. The Company has conducted study the need and expectation of the employee in order to further respond appropriately.

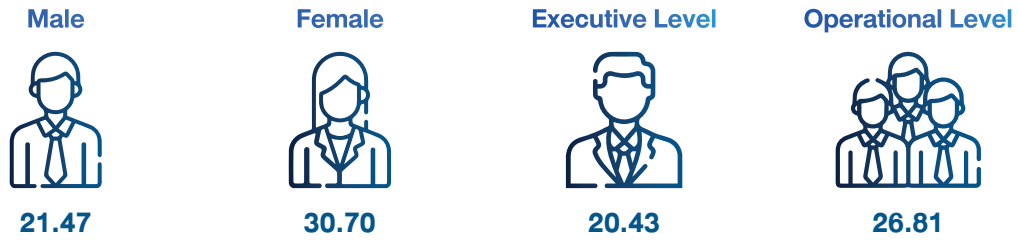
	2017	2018	2019	2020	2021
Voluntary Employee Turnover Rate (%)	19.0	12.5	12.7	9.7	10.2
Industry Average Employee Turnover Rate (%)	20.5	21.6	22.6	22.6	20
Corporate Target (%)	10	10	10	10	10

Employee Development

The Company recognizes the importance of employee development in potential, knowledge, and competency in diverse professions and positions in order to accommodate future business opportunities and challenges and drive towards a high-performance organization. In 2021, the Chairman of the Board and Acting Chief Executive Officer established and announced a set of core competency, and communicated by internal speakers to all existing and new employees (100%). In addition, the Leadership Competency Program was introduced to build future leaders and search for AMATA rising stars.

In 2021, the average training hour per employee was targeted at 18 hours. The Company has developed training course in both off-line and on-line format in which 92% of all management and employee attended the training. The total average training hour per employee in 2021 was 25.72 hours while the management level was trained average at 20.43 hours and operation level was trained average at 26.81 hours.

Average Training Hour



AMATA Rising Stars Project

The Company has initiated the Rising Start Project aiming to find high and talented performers called the Rising Star in order to develop and groom them to become future leaders for driving business expansion and creating sustainable growth. In 2021, the Company revised the selection criteria to be more aligned with the business strategy and defined five potential factors of rising stars concluded from the views of top management.



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

Succession Plan Development

For business continuity and to be prepared for business expansion, the Company has recruited and developed successors to replace the executives who are reaching their retirement or exposing to other risks which may cause discontinuity of business. The priority is given to internal recruitment before external recruitment to increase the opportunity of job advancement to highly capable employees with continuously decent performance.

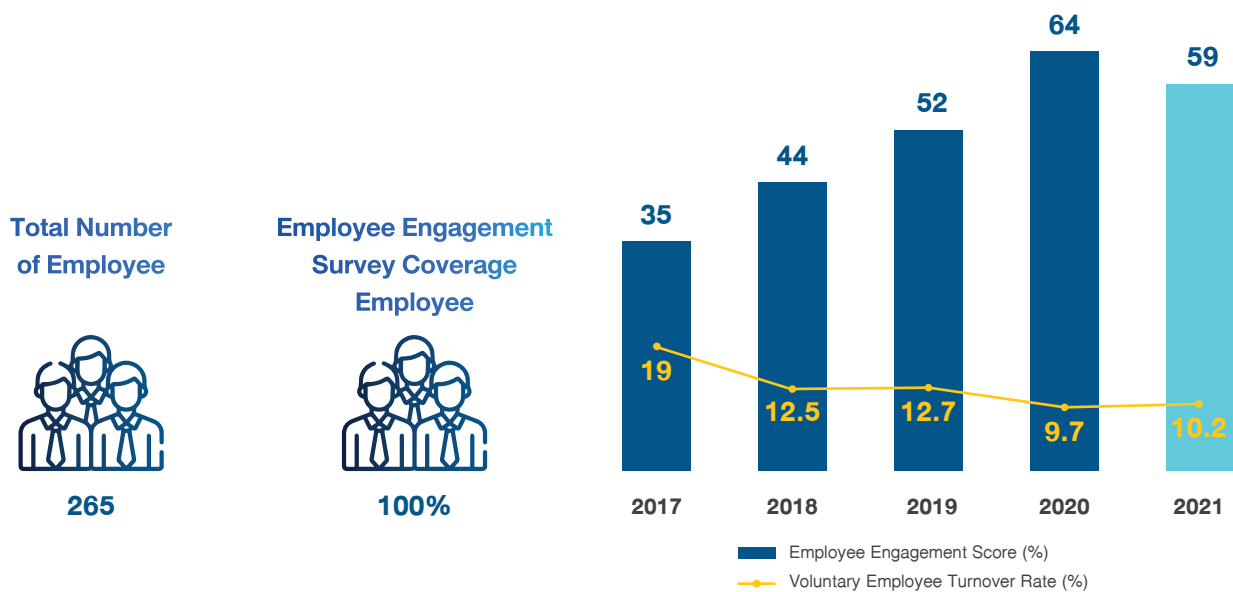
Beside the core competency, the Company has defined leadership competency in developing future leaders. In 2021, a list of successors was prepared for 26.3% of senior management positions with a priority given to internal recruitment in order to formulate individual development plans (IDP) for them aiming to replace executives who are about to retire in the next 1-3 years.

Employee Engagement

The Company has conducted the employee engagement survey every year to collect opinion, suggestion and complaints from employee for further management and consideration by the Human Resource Committee.

The Company communicated the result of employee engagement survey with employee and informed the progress of actions taken according to the issues from the previous years survey results as well as suggestions from employees in 2021 on regular basis at the quarterly employee meeting as well as through the employee representatives in the Welfare Committee in order to further improve the employee care programs accordingly.

In 2021, the employee engagement score was 59%, which was declined from the previous year and failed to meet the target. Career path development to retain talent and improvement of salary structure to reflect the current situation suggested by employees are the urgent issues that the Company is working on.



Community and Social Development



**Community satisfaction scores
surveyed by Industrial Estate
Authority of Thailand**

Target	Performance	
	AMATA City Chonburi	AMATA City Rayong
>85%	91%	85.2%



The Company has developed the industrial estates to support the expansion of the industrial sector which is the foundation of the country's economic growth; meantime, the growth of industrial estates has brought both positive and negative impacts on society and local communities either economic, social, occupational health and safety or environmental aspects. Local communities and Company have paid great attention to the management of social impacts and supporting social development so the Company have determined to create a participation process of the stakeholders within and around AMATA Industrial Estates to jointly develop AMATA's industrial estates to become the perfect cities that the surrounding local communities can coexist with the industrial estates happily and jointly create the shared values.

Risks	Opportunities
<p>If the communities surrounding the industrial estates are not taken care of and prevented the impacts from the Company's business operations, there may be risks of losing the good relationships between the Company and communities resulting to the conflicts and resistance from the communities against the Company's future expansion of business, as well as, affecting the investors' confidence and decision-making.</p>	<p>Community development in various dimensions by aiming to ensure the communities to be safe and have better quality of life through adequate access to quality basic services will help to obtain the social license to operate including building trust to all groups of stakeholders enabling the Company to continue operating the business smoothly. Besides, the implementation of community and social development projects to help improving the quality of education will enable the Company to have skilled local workers to continuously support the customers' needs. This will help creating jobs and occupations to community people along with developing the local economy, as well as, continuously supporting the growth of Company's customers.</p>

Management Approach

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

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

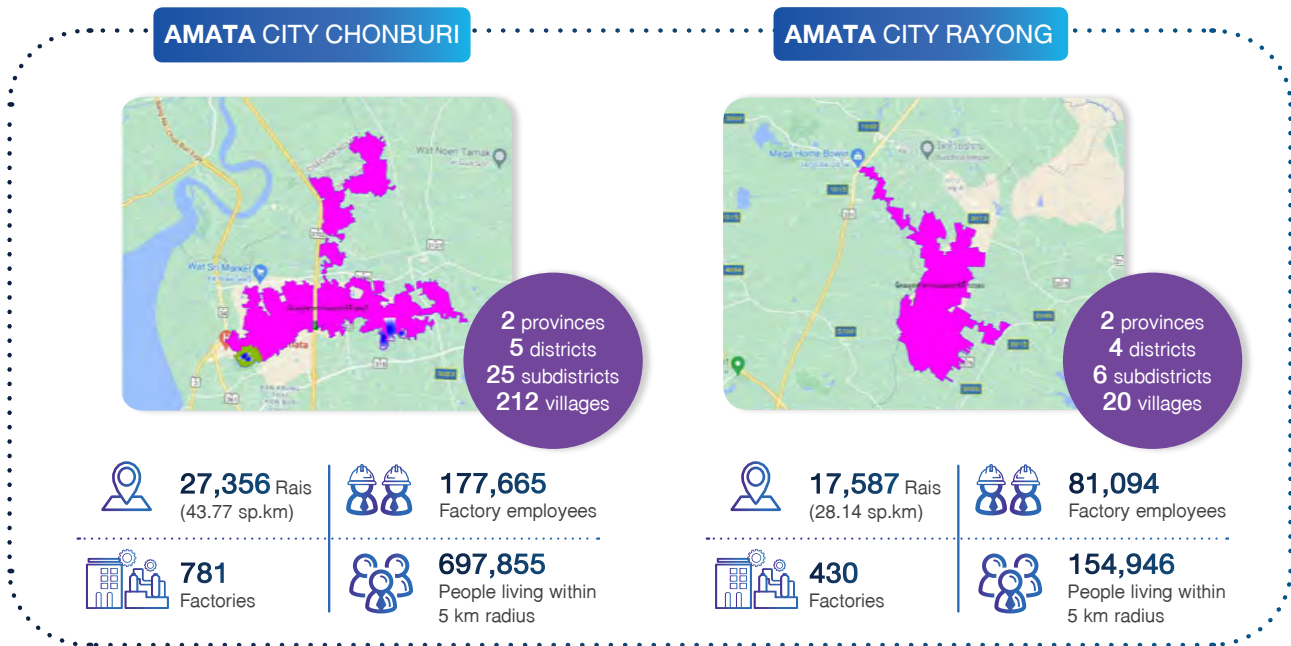
The Company has set up the Community Relations and Social Responsibility Working Committee since 2014 to drive the projects under its sustainable development goals which link with community and social development and to efficiently supervise and monitor community development projects. The Company conducted a survey about problems, needs and expectation of local community through stakeholder engagement process and developed material topics on sustainability into the Company’s strategy and activities target.

Currently, AMATA has been developing two industrial estates in Thailand with over 70 square kilometer of area covering three provinces, i.e. Chonburi, Chachoengsao, and Rayong. There are more than 300,000 factory employees working in AMATA’s industrial estates and more than 840,000 people living in the surrounding communities. The industrial estate expansion has affected the surrounding communities and society such as increasing population density and traffic congestion, urbanization caused by migrant labor, road safety, etc. Consequently, social impact management is a material sustainability issue that both the Company and stakeholders place importance on. The Company has therefore established a social impact and community support and development management approach as follows:



1. Identify target groups and community survey

People in surrounding communities are directly affected by the Company's business operations. The Company, therefore, places importance on supervision of the local communities located within a radius of 5 kilometers from the AMATA Industrial Estates in order to mitigate potential negative impacts and to foster good relationships with each other to live together sustainably.



AMATA City Chonburi Industrial Estate currently operates in the areas of over 43 square kilometers covering the areas of 24 subdistricts of 5 districts in Chonburi Province and Chachoengsao Province. There are communities in 212 villages surrounding the industrial estate within a radius of 5 kilometers from the edge of project area covering the areas of over 260 square kilometers with the census registered population in the surrounding communities of approximately 318,527 people, but the total population including the non-registered population relocated to work in these areas is approximately 697,855 people (Source: Statistics Report on Population and Housing for the year 2021, Department of Provincial Administration, Ministry of Interior). The number of employees working in various industrial factories in AMATA City Chonburi Industrial Estate as of 31st December 2021 is more than 177,665 people.

AMATA City Rayong Industrial Estate currently operates in the areas of 27 square kilometers covering the areas of 6 subdistricts of 4 districts in Chonburi Province and Rayong Province. There are communities in 20 villages surrounding the industrial estate within a radius of 5 kilometers from the edge of project area. There are the census registered population of approximately 84,370 people in the surrounding communities, but the total population including the non-registered population relocated to work in these areas is approximately 154,946 people. (Source: Official Statistics Registration Systems for the year 2021, Department of Provincial Administration, Ministry of Interior). The number of employees working in various industrial factories in AMATA City Rayong Industrial Estate as of 31st December 2021 is more than 81,094 people.

2. Create community engagement

The Company has established various community committees as a channel to receive and respond to problems, expectations, and community suggestions for better improvement, as well as to provide facts and efficiently resolve complaints in order to make the Company's major stakeholders, i.e. communities and government agencies governing the Company, get better understanding of its business operations and to build confidence, trust, and relationship.

Tripartite Committees, or committees whose members are representatives from the communities, government agencies and the Company, i.e. the Committee for Surrounding Community Development, Eco-Green Network and the Tripartite Council of Klong Luang Basin, etc., are established. Each committee has a responsibility relating to the development of the community surrounding both industrial estates of the Company, and to address the community's concerns or complaints stemming from the Company's operation.

Committee	Objectives	2021 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 one meeting in 2021. ● The Committees of both industrial estates expressed satisfaction and confidence in the Company's environmental management in accordance with set standards. ● The Committee of AMATA City Rayong Industrial Estate expressed an interest in the traffic, wastewater management and income distribution to the community.
<p>Eco-Green Network: A working group formed to develop and link the operational network called "CSR + ECO + Environment & Safety + CG or Eco-Green Network" in AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate</p> <p>The working group consists of representatives from the Company, factories in the industrial estates, local communities, local government entities, hospitals and schools</p>	<ul style="list-style-type: none"> ● Elevating and developing Eco-Industrial City for both industrial estates by creating five dimensional harmonies in physical, economic, environmental, social and management attributes ● Encouraging and supporting participation of all stakeholders, especially factories, local communities and local government entities in advancing AMATA industrial estates to be Eco-Industrial City ● 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 2021. ● A 2021 action plan and projects to develop an Eco-Industrial City concept for the industrial estates were discussed. ● The working group of AMATA City Chonburi Industrial Estate expressed an interest, in particular, in wastewater management, flood prevention and traffic problem. ● The working group of AMATA City Rayong Industrial Estate expressed particular interest in wastewater management, traffic problem and community occupational support.
<p>Tripartite Council of Klong Luang Basin</p>	<ul style="list-style-type: none"> ● Promoting and supporting the collaboration among government agencies, business sectors and local people to create a management system for the conservation, restoration and preservation of natural resources and the ecology of Klong Luang Basin ● Effectively managing the use of natural resources in the Basin 	<ul style="list-style-type: none"> ● One meeting were held in 2021. ● Emergency plans to help communities in the event of natural disasters were adopted. ● Similar to 2020, the Council expressed an expectation of flood monitoring and prevention.

3. Community Impact Assessment

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

According to the results of the survey of community attitudes and expectations of various community committees in 2021, the social impacts could be concluded into 2 issues: 1) traffic problem and 2) community economic problem. In addition, the communities had the expectations of caring for the environment including wastewater management as well.

4. Design project/activity to respond to the community

The Company has laid the community development strategies and activities in consistent to the needs and expectations of each stakeholder group appropriately in collaboration with the Company's customers operating in the industrial estates, government sector, local authorities and communities under 5 areas of community development framework that also supports the UN Sustainable Development Goals (UN SDGs) by setting the community development goal in 2021 that the community satisfaction scores towards AMATA must not less than 85%.



In 2021, the Company had implemented a total of 81 projects and activities by spending social investment budget of 18.52 million Baht (excluding donation). There were 125,000 participants joining the activities and more than 1.1 million people were directly and indirectly benefited by these projects and activities.

	AMATA City Chonburi		AMATA City Rayong	
	Communities (subdistricts)	Factories in the industrial estate	Communities (subdistricts)	Factories in the industrial estate
Target groups	31	781	6	430
Number of participated communities / factories	31	61	6	36
Percentage of participated communities / factories	100	7.8	100	8.4
Number of participants (persons)	56,920	254	31,768	110
Social investment (million Baht) in 2021	16.52		2.0	

* the Company has set the target groups of community wider than the EIA regulations

Scope 1: Community Economic Development

The growth of the industrial estates has both positive and negative effects towards economic system of local community, e.g. income distribution, increasing demand for labor or the creation of demand for goods or services, while urbanization increases cost of living. Accordingly, the Company places importance on the growth of local community in parallel with its expansion by using strategy on creating economic opportunities to all groups of stakeholders in the community, e.g. local business operators, working age labor, senior citizens and the underprivileged, through the support of local employment and project arrangement to respond to the needs and to develop stakeholders in such community so that they could have jobs and income for their own independence sustainably.

Farm to Factory Project

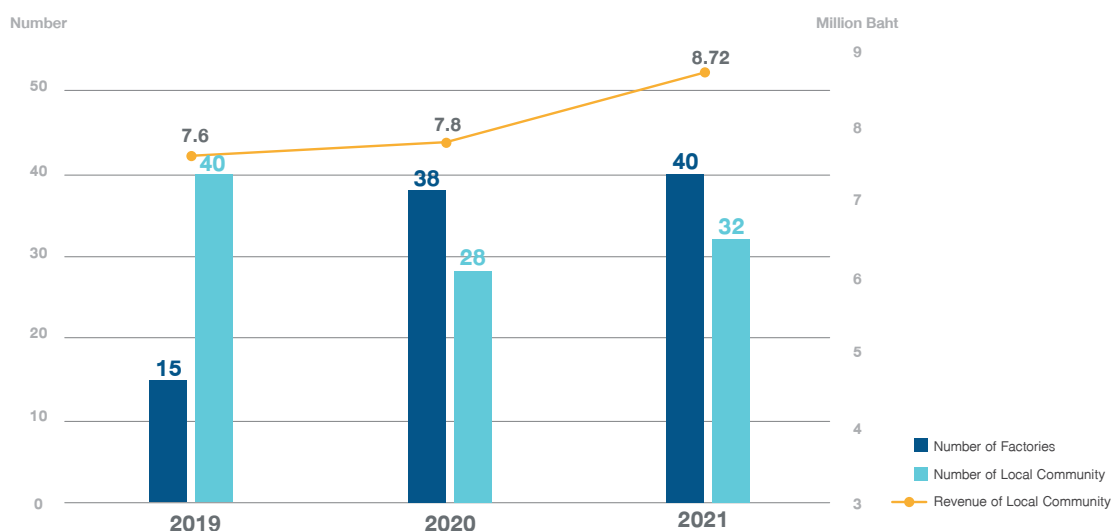
According to the results of the Company's local community survey, the community was found to have many agricultural and processed products that need marketing support. The Company foresees that many factories in the industrial estates and their employees are the target purchasers having great demand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

In 2018, the Company started the Farm to Factory Project in collaboration with the Industrial Estate Authority of Thailand (IEAT) by using AMATA City Chonburi Industrial Estate as a pilot area. The Company acted as a facilitator between the local communities and the factories in the industrial estate in trading of agricultural products. The Company and the Industrial Estate Authority of Thailand had also stepped in to help upgrading the standards of the products to meet the purchasers' requirements.

The Company aimed to provide the community enterprises in the targeted communities nearby AMATA City Chonburi Industrial Estate to have a trading channel for their products and generate income to the enterprise members. In 2021, there were 40 factories in AMATA City Chonburi Industrial Estate and 32 local communities from Chachoengsao and Chonburi provinces joining the "Farm to Factory" Project where the market was opened on an average of 1 time per month, generating sales revenue of Baht 8.72 Million Baht in total.

In addition, the Company has also developed a channel to sell community products online on the website: <https://amatachuanshop.com/> to increase the sales channel for community products. As a result, the community products of more than 18 items of both AMATA City Chonburi and AMATA City Rayong have already been publicized for sale on the website.

Statistics of Farm to Factory Project



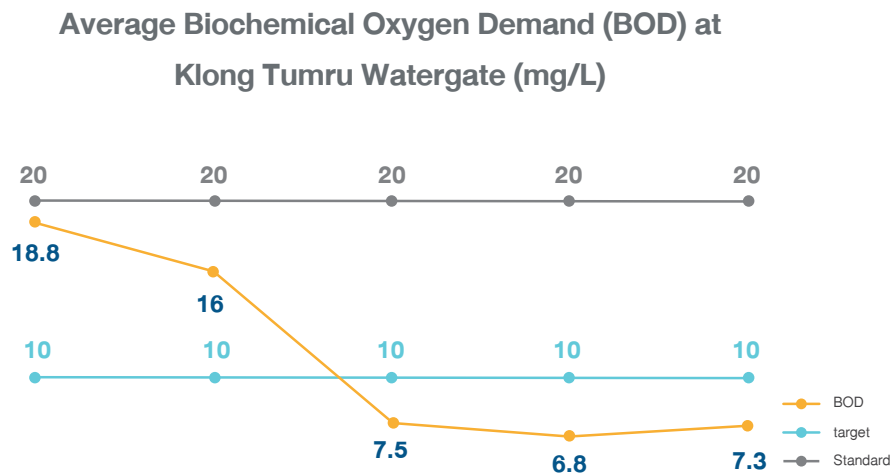


Scope 2: Environmental Stewardship

Sustainable Water and Waste Management Model Community Project

The Company does not only focus on water and waste management within the industrial estates but is also aware of nurturing the communities surrounding the industrial estates affected by the Company's operations due to the expansion of its business which causes those communities to become crowded. As a result, the Company initiates a pilot community in sustainable water and waste management project 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 3Rs principles in order to utilize waste efficiently and to add value according to the circular economy principles. 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 a 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, etc.

In 2021, the water quality in natural water resources in the community using BOD (Biochemical Oxygen Demand) value which was targeted to not exceed 10 mg/L (better than PCD standard value not exceeding 20 mg/L) at Klong Tumru Watergate. The result showed that the mean value of BOD was 7.3 mg/L, which has been steadily declining since 2017.



Scope 3: Community Safety and Health Support

Road Safety Management

There are approximately 300,000 employees working in the areas of both AMATA Industrial Estates. According to the results of the survey of using roads within AMATA Industrial Estates, more than 116,800 vehicles were found using the routes in the areas per day, categorized into 1,800 employee shuttle buses, 48,000 private passenger cars and 67,000 motorcycles, resulting to high risks of road accidents. The Company, therefore, has to strictly manage the traffic and provide a road safety management plan that integrates all sectors to jointly manage the traffic within AMATA Industrial Estates.

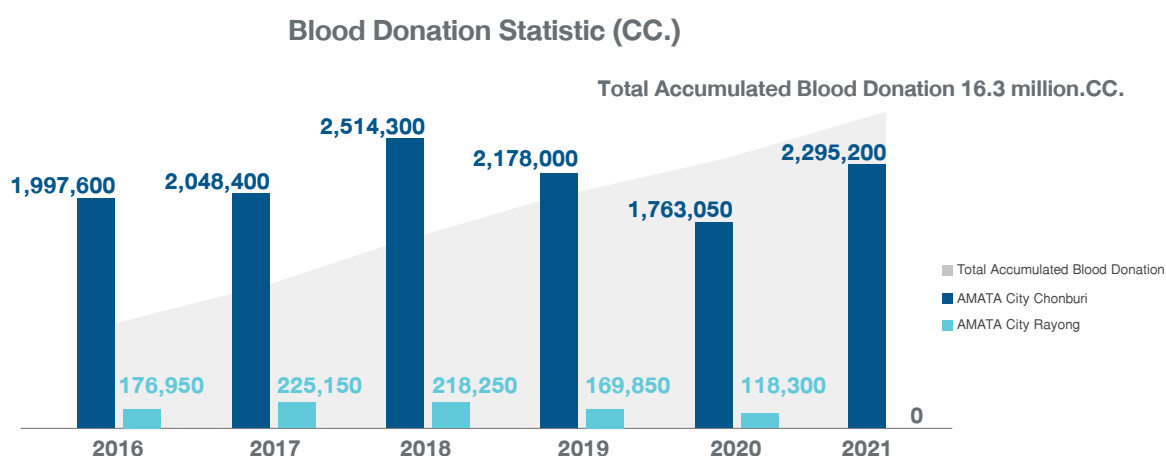
The Company had brought the statistics data of road accidents such as the causes and types of accidents to analyze for using in management process and solving the problems, especially the problems arising from the road structure and the pattern of the traffic lanes. In 2021, the Company had improved the traffic pattern of the roads within AMATA City Chonburi Industrial Estate by changing the pattern of crossroads with heavy traffic and statistics of many car accidents in each year into roundabouts at 2 locations. So far until now, there are 5 roundabouts completely constructed by the Company enabling to reduce the road accidents by 57.46% from 2020 and 70.3% from the base year of 2017.



Blood Donation

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

The company targets to receive blood donations of at least 1 million cc to the Thai Red Cross Society by organizing continuous activities annually. In 2021, the 10th year of the Company's blood donation activities, there were 5,738 blood donors from the Company's employees and workers of the factories in both industrial estates. 2,295,200 cc of blood was collected. Total accumulated blood donated during this ten-year period amounted to more than 16.3 million cc which could assist more than 122,250 patients.



AMATA Fights COVID-19 Project

In 2021, the COVID-19 pandemic has still continued spreading affecting the health and safety of community people, especially the increased number of infected people in Chonburi Province and Rayong Province, where the Company's projects are located, causing the shortage of patient beds in hospitals to accommodate the infected people or a place for separating infected people from the community to prevent further spread and other social impacts such as the decreased incomes of community people due to inability to go to work, etc. The Company, therefore, has cooperated with the Company's stakeholders such as government agencies and state enterprises, customers, business strategic partners, suppliers and contractors, and community leaders to jointly carry out various projects in order to reduce the impacts caused by the COVID-19 pandemic crisis as follows:

- **Establishment of Field Hospitals to Support COVID-19 Patients**

In collaboration with Pluak Daeng Public Health Office, Pluak Daeng Hospital, Map Yang Phon Subdistrict Administrative Organization and AMATA City Rayong Industrial Estate Office, the Company had established Map Yang Phon field hospital with the capacity of 300 beds and had collaborated with AMATA City Chonburi Industrial Estate Office to establish AMATA City Chonburi Community Isolation Center with the capacity of 300 beds, becoming 600 beds in total, to accommodate the groups of asymptomatic cases or showing mild symptoms (Green-Yellow group) by having the doctors and nurses from Pluak Daeng Hospital and Vibharam Amata Nakorn Hospital stationed at the field hospital and the center 24 hours a day. In this regard, the prefabricated factory buildings for rent had been supported by Frasers Property (Thailand) Public Company Limited, located in the area of AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate, to establish a field hospital and an isolation center and the paper beds had been supported by SCG Packaging Public Company Limited, as well as, the equipment and utensils to be used in field hospitals such as mattresses, blankets, table fans and snacks had been supported by more than 100 factories in AMATA Industrial Estates.

In 2021, Map Yang Phon field hospital in AMATA City Rayong Industrial Estate and isolation center in AMATA City Chonburi Industrial Estate had been able to accommodate the patients totally 600 beds by having started the operation since 4th August 2021 and having taken care of totally 1,828 patients.



● Establishment of a COVID-19 Vaccination Center

AMATA City Chonburi Industrial Estate is an area that had been allocated the vaccines against COVID-19 for the insured under Section 33 by the Ministry of Labor. The Company, therefore, had supported the area in AMATA Castle building for being a vaccination center from July to October 2021, totally 4 months, and had obtained the support of medical personnel from Vibharam Amata Nakorn Hospital for giving vaccinations to the insured under Section 33. As a result, the vaccinations of 1st shot and 2nd shot had been given totally 95,381 doses to 48,518 employees in AMATA City Chonburi Industrial Estate. As for AMATA City Rayong Industrial Estate, the vaccines of 4,633 doses were allocated under the quota of the Eastern Economic Corridor (EEC) area by the Ministry of Labor and 1,655 people had received the vaccinations from this program.



- Community Support During the COVID-19 Crisis

The emergence of COVID-19 pandemic has the continuous impacts on the economic conditions of the surrounding communities due to some local workers have been affected, such as having to stop working or being laid off resulting to lack of incomes during such period. The Company, therefore, had established “AMATA Fights COVID-19” Project to urgently mitigate the impacts on the communities by donating the survival bags, each consisting of 5 kilograms of rice, eggs, household medicines and dry food, to the affected target groups by distributing the survival bags directly to the unemployed workers, people with low income, people with disabilities in the communities or bedridden patients.

Owing to the past activities, the Company had supported the products of nearby communities to be arranged for the total of 15,810 survival bags worth more than 2.4 million baht. The Company had delivered those survival bags to people affected by the COVID-19 crisis including the elderly, the handicapped and the bedridden patients. As a result, the total of 47,430 people had been benefited.



In addition, the Company had supported the medical personnel to be able to perform their duties safely because they are the important persons to cope with and directly take care of the infectious patients. During the past period, the Company had supported the self-protection equipment, such as surgical masks, face shields and rubbing alcohol, to the public health agencies and had support Andrographis paniculata to 29 isolation centers and field hospitals in the communities, valued 380,000 baht. Also, the Company had collaborated with 35 entrepreneurs in AMATA Industrial Estates to jointly support the self-protection equipment for medical personnel as well.

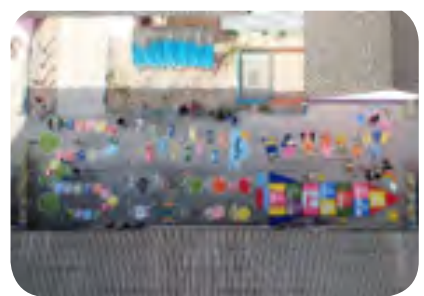


Scope 4: Educational Support

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

Brain Based Learning Area Development Project

The Company had cooperated with the Industrial Estate Authority of Thailand and Amata CSR Volunteer Club of AMATA City Rayong Industrial Estate to organize a learning development project in Ban Map Yang Phon School, Map Yang Phon Subdistrict, Pluak Daeng District, Rayong Province, for total 1,572 students in order to promote outside classroom learning thru drawing on an area of over 440 square meters by using brain-based methodology or Brain-Based Learning.



Scope 5: Local Traditional and cultural support

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

In 2021, the Company's executives and employees had participated in an activity of kaphin offerings at Map Sam Kliao Temple, Chonburi Province and had joined exhibiting the booth in a traditional activity of Songkran and Elderly Day organized by the Subdistrict Administrative Organization by giving the souvenirs and consumer goods to the elderly of Khao Mai Kaew Subdistrict, Bang Lamung District, Chonburi Province and Pluak Daeng Subdistrict.



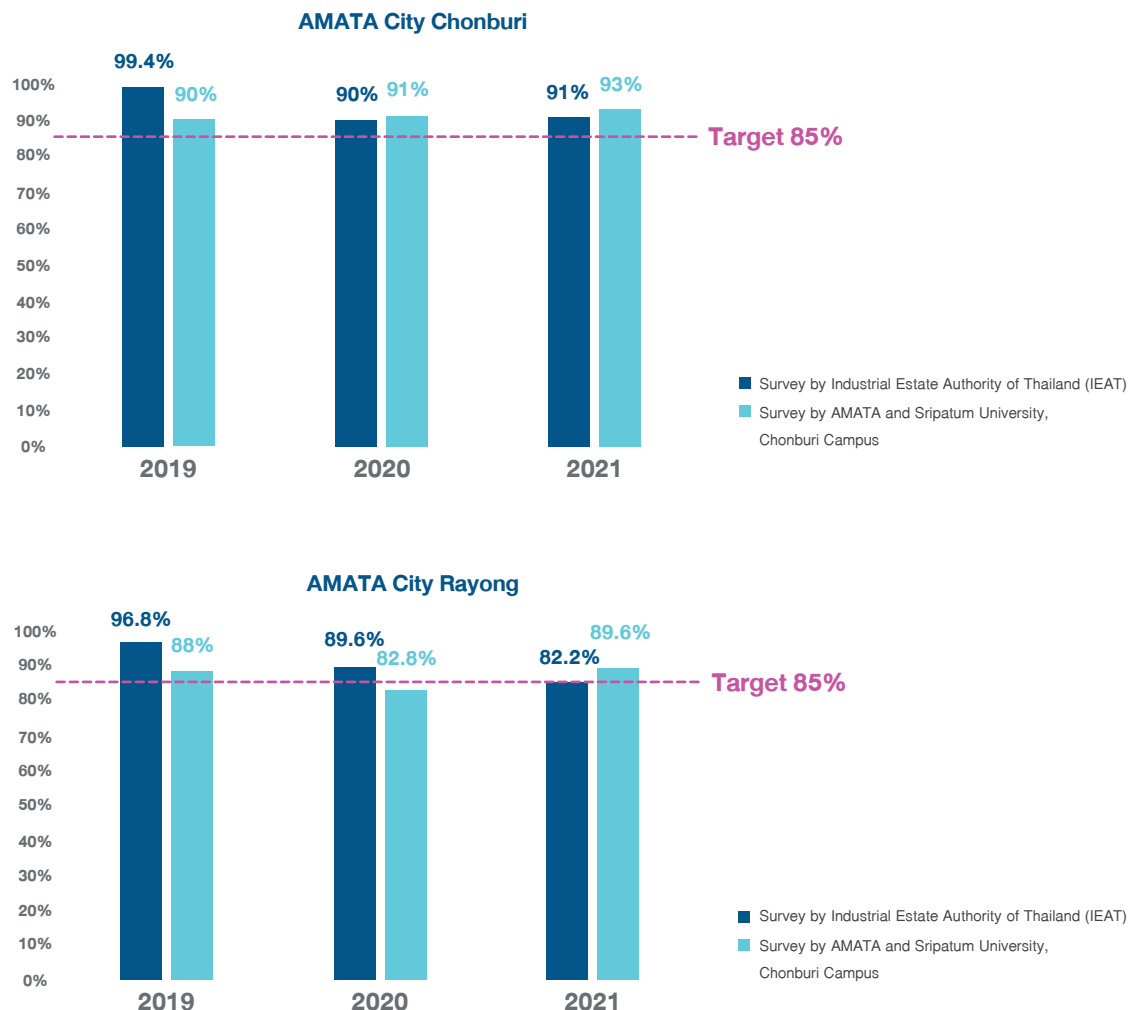
5. Regularly monitor project/activity performance

The Industrial Estate Authority of Thailand (IEAT) organizes the annual satisfaction survey of the communities towards the industrial estates at 33 industrial estates and jointly conducts the community satisfaction survey with the Company in both AMATA industrial estates. In 2021, the result showed that AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate received 91% and 85.2% satisfaction scores, respectively.

In addition, in 2021 the Working Group of Community Relations and Corporate Social Responsibility of the Company conducted a satisfaction survey of the communities surrounding both AMATA industrial estates jointly with the Faculty of Communication Arts, Sripatum University, Chonburi Campus, to gain an insight on the communities' satisfaction towards the Company's community development projects as well as clear need and expectation of the communities. It targeted a level of satisfaction of more than 85%. AMATA City Chonburi Industrial Estate received 93% satisfaction scores while AMATA City Rayong Industrial Estate received 89.6% satisfaction scores.

The Company obtains recommendations from the communities' satisfaction survey surrounding both AMATA industrial estates and analyzes and plans the implementation of activities to support and develop the communities next year. The Community Relations and Social Responsibility Working Committee also takes a field trip to conduct an in-depth interview to obtain source of problems and expectations of the community towards the Company. The information will be used as a basis for further activities in the future.

Community Satisfaction Score Results



2021 PERFORMANCE DATA



Economic Performance

Consolidated Financial Statements for the Year ended 31 December	2018	2019	2020	2021
Common Share Information (THB)				
Par value	1	1	1	1
Book value per share	12.03	13.17	13.61	15.41
Earnings per share	0.95	1.63	1.02	1.22
Dividend per share	0.40	0.37	0.35	0.30
Economic Performance (THB, million) (Disclosure 201-1)				
Revenue from sales and services	4,353.81	5,914.28	4,202.28	5,096.81
Total revenue	4,576.33	6,175.77	4,347.44	5,841.76
Net profit	1,018.22	1,742.06	1,103.44	1,402.29
Financial Position (THB, million)				
Current assets	10,290.91	10,245.51	10,314.91	12,443.54
Total assets	33,021.43	36,397.40	40,221.65	45,470.85
Current liabilities	3,866.22	5,179.19	3,909.84	8,304.17
Total liabilities	17,452.34	19,420.95	21,469.12	23,462.42
Registered and paid-up capital	1,067.00	1,067.00	1,150.00	1,150.00
Total shareholders' equity attributable to owners of the Company	15,569.09	16,976.46	18,752.53	22,008.43
Financial Ratios				
Return of equity (%)	7.98	12.89	7.43	8.40
Return on assets (%)	5.92	8.16	5.23	6.55
Gross margin (%)	51.75	50.67	50.84	45.67
Current ratio (times)	2.66	1.97	2.64	1.50
Debt to equity ratio (times)	1.35	1.38	1.37	1.32
Value Distribution to Stakeholders (THB, million)				
Domestic procurement ⁽¹⁾	2,377.62	2,482.00	1,546.00	1,546.00
Tax paid to the state and local authorities ⁽¹⁾	271.28	314.19	163.88	351.59
Effective Tax Rate (%) ⁽²⁾	17	13	10	15
Financial cost ⁽¹⁾	245.82	329.90	435.92	493.53

Consolidated Financial Statements for the Year ended 31 December	2018	2019	2020	2021
Dividend to shareholders	426.80	394.76	373.44	344.99
Employee compensation ⁽³⁾	268.41	308.65	302.40	333.61
Directors' remuneration	42.46	34.85	37.15	37.14
Social activities	12.96	11.03	9.53	6.91
Social investment excl. donation	67.21	32.97	6.55	9.48
Donation	4.71	3.70	4.02	15.77
Business ethics				
Numbers of complaints of violation against business ethics through whistleblowing system	1	0	0	0
• Corruption	1	0	0	0
• Insider Trading	0	0	0	0
• Bribery	0	0	0	0
• Human Rights	0	0	0	0
• Taxation	0	0	0	0
• Others	0	0	0	0
Number of confirmed cases of violation against business ethics	0	1	0	0
Supply Chain Management (Disclosure 204-1, 308-1, 414-1)				
Percentage of Local purchases of goods and services ⁽⁴⁾	100	100	100	100
Critical Suppliers	NA	NA	81	71
Number of suppliers that are assessed for ESG risk				
• Critical Tier-1 Suppliers	NA	NA	81	71
• New Suppliers	NA	NA	10	8

Remark

NA = Not Available

⁽¹⁾ The information from the consolidated financial statements of AMATA Corporation Public Company Limited and its subsidiaries 2021

⁽²⁾ Income tax rate is 20%, The Group in Thailand have received promotional privileges from the Board of Investment (BOI).

⁽³⁾ Consist of Salary, bonus, wage, welfare, provident fund, social security, personal development expense

⁽⁴⁾ Local purchasing in Thailand

Environmental Performance

1. Energy (Disclosure 302-1, 302-3)

	Unit	2019	2020	2021
Total energy consumption within the organization	GJ	133,334	122,261	105,947
Non-renewable energy consumed	GJ	132,461	120,411	92,234
• Fossil fuel	GJ	6,686	6,248	5,934
• Electricity purchased	GJ	125,775	114,163	86,300
• Steam, heating, and cooling	GJ	-	-	-
Renewable energy consumed	GJ	873	1,850	13,712
• Renewable fuel	GJ	-	-	-
• Electricity purchased	GJ	-	-	-
• Electricity Self-generated	GJ	873	1,850	13,712
Non-renewable sold	GJ	0	0	0
Renewable sold	GJ	0	0	0
Energy intensity	GJ per Million Baht	21.59	28.12	18.14

2. Water (Disclosure 303-3, 303-4, 303-5)

	Unit	Standard	2019	2020	2021
Water withdrawal (Disclosure 303-3)					
Water withdrawal from all areas	m ³	-	41,997,600	41,997,778	43,186,617
• Surface water ⁽⁵⁾	m ³	-	29,854,852	30,420,578	31,036,511
• Groundwater	m ³	-	0	0	0
• Produced water ⁽⁶⁾	m ³	-	12,549,600	11,577,200	12,150,106
• Third-party water ⁽⁷⁾	m ³	-	0	0	0
Water withdrawal from water stress areas	m ³	-	29,854,852	30,420,578	31,036,511
• Surface water	m ³	-	29,854,852	30,420,578	31,036,511
• Groundwater	m ³	-	0	0	0

	Unit	Standard	2019	2020	2021
● Produced water	m ³	-	0	0	0
● Third-party water	m ³	-	0	0	0
Water (Disclosure 303-4)					
Water Discharge to all areas	m ³	-	0	0	0
● Surface water	m ³	-	0	0	0
● Groundwater	m ³	-	0	0	0
● Seawater	m ³	-	0	0	0
● Third-party water	m ³	-	0	0	0
Water discharge to water stress areas	m ³	-	0	0	0
● Surface water	m ³	-	0	0	0
● Groundwater	m ³	-	0	0	0
● Seawater	m ³	-	0	0	0
● Third-party water	m ³	-	0	0	0
Water Discharge	m ³	-	0	0	0
● Freshwater (≤1,000 mg/L Total Dissolved Solids)	m ³	-	0	0	0
● Other water (> 1,000 mg/L Total Dissolved Solids)	m ³	-	0	0	0
Water consumption (Disclosure 303-5)					
Total water consumption	m ³	-	41,997,600	41,997,778	43,186,617
Water consumption intensity	m ³ /million Baht	-	6,800.38	9,660.35	7,392.74
Reused and Recycled water	m ³	-	22,896,000	20,341,200	21,300,060
Percentage of water recycled and reused to total water consumption	%	-	39	40	41

	Unit	Standard	2019	2020	2021
Quality of Effluent discharged from central wastewater treatment plant ^{(8) (9) (10)} (Disclosure 303-4)					
AMATA City Chonburi Industrial Estate					
pH		5.5-9.0	6.6-8.0	6.8-7.9	6.9-7.9
Temperature	°C	≤ 40	29-36	29-35	29-35
Biochemical Oxygen Demand (BOD ₅)	mg/L	≤ 20	<2.0-17.9	ND, <2.0-16.2	<2.0-17.7
Chemical Oxygen Demand (COD)	mg/L	≤ 120	<40-77	<40-95	<40-92
Grease and Oil	mg/L	≤ 5	ND, <3.0	ND, <3.0	<3.0
Suspended Solid (SS)	mg/L	≤ 50	<5-41	5-43	<5-41
Total Dissolved Solid (TDS)	mg/L	≤ 3000	688-1,560	768-1,548	524-1,416
Total Kjeldahl Nitrogen (TKN)	mg/L	≤ 100	ND, <5-33	<5-55	<5-42
Mercury (Hg)	mg/L	≤ 0.005	ND, <0.0010	ND	<0.0010
Selenium (Se)	mg/L	≤ 0.02	ND, <0.0020	ND, <0.0020	ND
Cadmium (Cd)	mg/L	≤ 0.03	ND	ND	<0.03
Lead (Pb)	mg/L	≤ 0.2	ND, <0.10	ND, <0.10	ND, <0.10
Arsenic (As)	mg/L	≤ 0.25	<0.0020-0.0069	<0.0020-0.0071	<0.0020-0.0056
Chromium (Cr ³⁺)	mg/L	≤ 0.75	ND	ND, <0.10	<0.10-0.24
Chromium (Cr ⁶⁺)	mg/L	≤ 0.25	ND, <0.10-0.11	ND, <0.10	<0.050-0.12
Barium (Ba)	mg/L	≤ 1.0	ND, <0.02-0.07	ND, <0.02-0.07	<0.03-0.11
Nickel (Ni)	mg/L	≤ 1.0	ND, <0.10-0.71	ND, <0.10-0.54	<0.10-0.89
Copper (Cu)	mg/L	≤ 2.0	ND, <0.10-0.11	ND, <0.10	<0.10-0.30
Zinc (Zn)	mg/L	≤ 5.0	0.12-0.52	0.16-0.64	0.05-1.60
Sulfide as H ₂ S	mg/L	≤ 1.0	ND, <0.53	ND, <0.53-0.80	<0.53-0.80
Cyanide as HCN	mg/L	≤ 0.2	ND, <0.020	ND	<0.020-0.033
Chloride as Cl ₂	mg/L	≤ 1.0	ND, <0.1-0.8	<0.1-0.4	<0.1-0.4
AMATA City Rayong Industrial Estate					
pH		5.5-9.0	6.4-7.8	6.3-7.6	6.7-7.6
Temperature	°C	≤ 40	28-33	27-34	27-35
Biochemical Oxygen Demand (BOD ₅)	mg/L	≤ 20	<2.0-11.8	4.4-8.6	<2.0-11.4
Chemical Oxygen Demand (COD)	mg/L	≤ 120	<40-94	<40-61	<40-57

	Unit	Standard	2019	2020	2021
Grease and Oil	mg/L	≤ 5	ND, <3.0	ND	<3.0
Suspended Solid (SS)	mg/L	≤ 50	<5-20	5-24	<5-20
Total Dissolve Solid (TDS)	mg/L	≤ 3000	1,020-2,460	1,268-2,148	896-1,913
Total Kjeldahl Nitrogen (TKN)	mg/L	≤ 100	<5-31	5-18	<5-18
Mercury (Hg)	mg/L	≤ 0.005	ND	ND	<0.0010
Selenium (Se)	mg/L	≤ 0.02	ND, <0.10, <0.0020- 0.0026	<0.0020	ND
Cadmium (Cd)	mg/L	≤ 0.03	ND	ND	<0.03
Lead (Pb)	mg/L	≤ 0.2	ND	ND, <0.10	<0.03, <0.10
Arsenic (As)	mg/L	≤ 0.25	0.0020- 0.0075	0.0033- 0.0110	<0.0020- 0.0132
Chromium (Cr ³⁺)	mg/L	≤ 0.75	ND	ND	<0.10
Chromium (Cr ⁶⁺)	mg/L	≤ 0.25	ND	ND	<0.050
Barium (Ba)	mg/L	≤ 1.0	0.05-0.14	0.07-0.12	0.04-0.09
Nickel (Ni)	mg/L	≤ 1.0	<0.10-0.14	ND, <0.10	<0.10-0.18
Copper (Cu)	mg/L	≤ 2.0	ND, <0.10	ND, <0.10	<0.03, <0.10
Zinc (Zn)	mg/L	≤ 5.0	0.06-0.44	0.09-0.47	0.14-1.68
Sulfide as H ₂ S	mg/L	≤ 1.0	ND, <0.53	ND, <0.53	<0.53-0.63
Cyanide as HCN	mg/L	≤ 0.2	ND, <0.020-0.29	ND	<0.020
Chloride as Cl ₂	mg/L	≤ 1.0	ND, <0.10-0.30	0.1-0.3	<0.1-0.4

Remark

ND = Not Detected

⁽⁵⁾ Surface Water is the natural source from lake, stream, or river

⁽⁶⁾ High Quality Water produced by water reclamation system

⁽⁷⁾ Tap water supplied by Provincial Waterworks Authority of Thailand

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

⁽⁹⁾ 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

⁽¹⁰⁾ 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)

3. Air Emission (Disclosure 305-1, 305-2, 305-3, 305-4)

	Unit	Standard	2019	2020	2021
Greenhouse Gas Emission (Disclosure 305-1, 305-2, 305-3)					
Total Greenhouse Gas Emission ⁽¹¹⁾	tons CO ₂ e	-	27,058	37,628	31,753
Direct GHG emission (Scope 1)	tons CO ₂ e	-	528	493	470
Indirect GHG emission (Scope 2)	tons CO ₂ e	-	17,466	15,734	11,749
Total direct and indirect GHG emission (Scope 1 & 2)	tons CO ₂ e	-	17,994	16,227	12,219
Other indirect GHG emission (Scope 3)	tons CO ₂ e	-	9,064	21,401 (12)	19,534
Direct and indirect GHG emission (Scope 1 & 2) intensity per revenue	tons CO ₂ e ต่อล้านบาท	-	2.9	3.7	2.1
Other Air Emission ⁽¹³⁾ (Disclosure 305-7)					
AMATA City Chonburi Industrial Estate					
Location 1: Boonyarasri Temple (A1)					
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	0.001-0.040	<0.001-0.005	0.008-0.045
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	0.001-0.009	0.005-0.011	0.029-0.040
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.025-0.126	0.037-0.090	0.065-0.125
PM 10	mg/m ³	≤ 0.12	0.010-0.078	0.016-0.032	0.038-0.067
Location 2: Ban Yan Sue School (A2)					
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	0.002-0.049	0.001-0.031	<0.001-0.025
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	0.001-0.007	0.010-0.015	0.002-0.018
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.035-0.084	0.032-0.062	0.026-0.113
PM 10	mg/m ³	≤ 0.12	0.032-0.090	0.018-0.033	0.016-0.070

	Unit	Standard	2019	2020	2021
Location 3: Map Sam Kliaw Temple (A3)					
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	0.003-0.039	0.003-0.034	0.003-0.086
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	0.001-0.010	<0.001-0.004	0.001-0.011
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.013-0.045	0.017-0.034	0.031-0.134
PM 10	mg/m ³	≤ 0.12	0.007-0.034	0.010-0.024	0.021-0.104
PM 2.5	mg/m ³	≤ 0.05	0.004-0.035	0.004-0.039	0.003-0.038
Location 4: Pan Thong Sapachanupathum School (A4)					
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	0.002-0.060	0.003-0.046	<0.001-0.065
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	0.001-0.005	0.002-0.005	<0.001-0.015
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.046-0.145	0.044-0.180	0.044-0.170
PM 10	mg/m ³	≤ 0.12	0.024-0.070	0.025-0.081	0.026-0.111
PM 2.5	mg/m ³	≤ 0.05	0.007-0.045	0.005-0.048	0.008-0.040
Location 5: Don Damrongtham Temple (A5)					
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	<0.001-0.042	0.007-0.024	0.003-0.048
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	0.002-0.015	0.009-0.011	0.002-0.014
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.043-0.112	0.043-0.081	0.090-0.182
PM 10	mg/m ³	≤ 0.12	0.023-0.065	0.030-0.045	0.057-0.098
Location 6: Pan Thong Science-Based Technology Vocational College (Chonburi) (A6)					
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	<0.001-0.030	0.001-0.002	<0.001-0.025
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	0.003-0.018	0.001-0.010	0.003-0.014
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.021-0.080	0.032-0.044	0.086-0.122
PM 10	mg/m ³	≤ 0.12	0.011-0.045	0.013-0.026	0.049-0.075
Location 7: U Ta Pao Temple (A7)					
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	0.001-0.037	0.002-0.026	0.003-0.064
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	<0.001-0.006	0.002-0.006	<0.001-0.013
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.020-0.056	0.021-0.038	<0.033-0.123
PM 10	mg/m ³	≤ 0.12	0.013-0.038	0.012-0.024	0.026-0.102
PM 2.5	mg/m ³	≤ 0.05	0.005-0.049	0.005-0.047	0.004-0.048

	Unit	Standard	2019	2020	2021
Location 8: Ban Map Sam Kliaw (A8)					
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	<0.001-0.032	<0.001-0.031	0.010-0.040
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	0.002-0.007	0.006-0.010	0.009-0.023
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.034-0.077	0.025-0.061	0.068-0.110
PM 10	mg/m ³	≤ 0.12	0.024-0.054	0.017-0.022	0.025-0.078
Location 9: Charoenwat Village (A9)					
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	0.001-0.036	0.002-0.015	<0.001-0.091
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	0.001-0.013	<0.001-0.002	0.001-0.014
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.021-0.049	0.026-0.045	0.033-0.088
PM 10	mg/m ³	≤ 0.12	0.019-0.059	0.021-0.030	0.018-0.069
Location 10: Ban Ngio Temple (A10)					
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	<0.001-0.030	0.002-0.038	0.002-0.040
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	0.001-0.015	0.009-0.011	0.001-0.017
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.029-0.032	0.031-0.051	0.098-0.141
PM 10	mg/m ³	≤ 0.12	0.025-0.076	0.026-0.045	0.053-0.085
Location 11: Orm Kaew Temple (A11)					
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	0.002-0.028	0.004-0.021	0.002-0.051
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	<0.001-0.010	0.002-0.008	<0.001-0.017
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.016-0.059	0.015-0.029	0.025-0.102
PM 10	mg/m ³	≤ 0.12	0.009-0.037	0.008-0.021	0.015-0.068
PM 2.5	mg/m ³	≤ 0.05	0.004-0.057	0.003-0.047	0.002-0.049
AMATA City Rayong Industrial Estate					
Location 1: Ban Wang Tanmon (A1)					
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	0.002-0.055	0.001-0.035	<0.001-0.016
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	<0.001-0.003	0.013-0.031	0.001-0.031
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.093-0.086	0.035-0.065	0.027-0.309
PM 10	mg/m ³	≤ 0.12	0.052-0.071	0.031-0.041	0.012-0.114

	Unit	Standard	2019	2020	2021
Location 2: Rat Atsadaram Temple (A2)					
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	0.003-0.057	0.002-0.008	<0.001-0.009
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	0.001-0.012	0.002-0.018	<0.001-0.030
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.063-0.185	0.082-0.125	0.049-0.206
PM 10	mg/m ³	≤ 0.12	0.034-0.103	0.038-0.080	0.035-0.108
Location 3: Ban Phusai School (A3)					
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	<0.001-0.018	<0.001-0.009	<0.001-0.040
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	0.001-0.005	<0.001-0.011	<0.001-0.014
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.028-0.127	0.033-0.061	0.051-0.176
PM 10	mg/m ³	≤ 0.12	0.012-0.089	0.023-0.110	0.034-0.114
Location 4: Phananikhom Temple (A4)					
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	<0.001-0.058	0.001-0.030	<0.001-0.027
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	<0.001-0.023	0.001-0.005	<0.001-0.020
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.013-0.085	0.020-0.056	0.013-0.057
PM 10	mg/m ³	≤ 0.12	0.008-0.065	0.012-0.035	0.008-0.044
PM 2.5	mg/m ³	≤ 0.05	0.004-0.039	0.005-0.048	0.004-0.045
Location 5: Ban Mapyangphon Health Center (A5)					
Nitrogen Dioxide: NO ₂	mg/m ³	≤ 0.17	<0.001-0.047	0.001-0.031	<0.001-0.043
Sulfur Dioxide: SO ₂	mg/m ³	≤ 0.30	<0.001-0.027	0.001-0.006	<0.001-0.015
Total Suspended Particulates: TSP	mg/m ³	≤ 0.33	0.014-0.130	0.021-0.068	0.023-0.182
PM 10	mg/m ³	≤ 0.12	0.004-0.095	0.013-0.047	0.015-0.093
PM 2.5	mg/m ³	≤ 0.05	0.002-0.044	0.004-0.046	0.005-0.042

Remark

⁽¹¹⁾ The calculation methodology of GHG emission and emission factor (EF) based on Thailand Greenhouse Gas Management Organization (TGO)

⁽¹²⁾ Increasing values due to changes in calculation parameters of the other indirect GHG emission (Scope 3) set by Thailand Greenhouse Gas Management Organization (TGO) and published in the updated version carbon footprint of organization manual

⁽¹³⁾ The quality of air emission within 1 hour standard set under the Notification of the Ministry of Natural Resources and Environment issue 33, B.E. 2552 (2009) and 24, B.E. 2547 (2004)

4. Waste (Disclosure 306-3, 306-4, 306-5)

	2018	2019	2020	2021
Waste Generated				
Amount of waste generated (Tons)	27,912.27	26,842.88	24,500.61	26,806.29
• Hazardous waste	-	-	-	-
• Non-hazardous waste				
• AMATA City Chonburi	23,296.41	21,644.96	18,990.51	20,648.76
• AMATA City Rayong	4,615.86	5,197.92	5,510.10	6,157.53
Waste diverted from disposal				
Amount of waste diverted from disposal (Tons)	3,303.08	2,215.10	2,597.00	2,124.57
• Hazardous waste (Tons)				
• Reuse	-	-	-	-
- onsite	-	-	-	-
- offsite	-	-	-	-
• Recycle	-	-	-	-
- onsite	-	-	-	-
- offsite	-	-	-	-
• Non-hazardous waste (Tons)				
• Reuse	-	-	-	-
- onsite	-	-	-	-
- offsite	-	-	-	-
• Recycle	3,303.08	2,215.10	2,597.00	2,124.57
- onsite	-	-	-	-
- offsite	3,303.08	2,215.10	2,597.00	2,124.57
Waste directed to disposal				
Amount of waste directed to disposal (tons)	24,609.19	24,595.99	21,935.41	24,681.71
• Non-hazardous waste	24,609.19	24,595.99	21,935.41	24,681.71
• Incineration without energy recovery	-	-	-	-
- onsite	-	-	-	-
- offsite	-	-	-	-

	2018	2019	2020	2021
• Incineration with energy recovery	19,844.83	19,018.94	16,708.47	18,512.00
- onsite	-	-	-	-
- offsite	19,844.83	19,018.94	16,708.47	18,512.00
• Landfilling	4,764.36	5,577.05	5,226.94	6,169.71
- onsite	-	-	-	-
- offsite				
Chonburi Province	148.50	29.02	66.95	12.18
Rayong Province	4,615.86	5,197.92	5,510.10	6,157.53

5. Environmental Compliance (Disclosure 307-1)

	2018	2019	2020	2021
Number of Environmental non-compliance incidents	0	0	0	0
Number / Monetary Value of significant fines associated with environmental law violation (Baht)	0	0	0	0

Social Performance

1. Employee

Employment (Disclosure 102-8)	2018		2019		2020		2021	
	Person	%	Person	%	Person	%	Person	%
Total number of employees on 31 December	257	100.0%	268	100.0%	269	100.0%	265	100.0%
By Gender								
• Male	144	56.0%	154	57.5%	152	56.5%	148	55.8%
• Female	113	44.0%	114	42.5%	117	43.5%	117	44.2%
By Level								
Top Management (level 9 — 12)	16	6.2%	17	6.3%	16	5.9%	14	5.3%
• Male	9	56.3%	9	52.9%	9	56.3%	8	57.1%
• Female	7	43.8%	8	47.1%	7	43.8%	6	42.9%
Middle Management (level 6 – 8)	37	14.4%	42	15.7%	40	14.9%	45	17.0%
• Male	20	54.1%	23	54.8%	23	57.5%	25	55.6%
• Female	17	45.9%	19	45.2%	17	42.5%	20	44.4%
First-line Management (level 4 — 5)	69	26.8%	70	26.1%	75	27.9%	76	28.7%
• Male	28	40.6%	30	42.9%	32	42.7%	32	42.1%
• Female	41	59.4%	40	57.1%	43	57.3%	44	57.9%
Operational level (level 1 — 3)	135	52.5%	139	51.9%	138	51.3%	130	49.1%
• Male	87	64.4%	92	66.2%	88	63.8%	83	63.8%
• Female	48	35.6%	47	33.8%	50	36.2%	47	36.2%
By Age								
less than 30 years old	59	22.96%	59	22.01%	55	20.45%	43	16.2%
• Male	28	47.5%	29	49.2%	24	43.6%	18	41.9%
• Female	31	52.5%	30	50.8%	31	56.4%	25	58.1%
30-50 years old	155	60.31%	167	62.31%	171	63.57%	174	65.7%
• Male	90	58.1%	100	59.9%	101	59.1%	97	55.7%
• Female	65	41.9%	67	40.1%	70	40.9%	77	44.3%

Employment (Disclosure 102-8)	2018		2019		2020		2021	
	Person	%	Person	%	Person	%	Person	%
over 50 years old	43	16.73%	42	15.67%	43	15.99%	48	18.1%
• Male	26	60.5%	25	59.5%	27	62.8%	33	68.8%
• Female	17	39.5%	17	40.5%	16	37.2%	15	31.3%
By Employment Contract								
Permanent employees	145	56.4%	155	57.8%	160	59.5%	158	59.6%
• Male	70	48.3%	71	45.8%	73	45.6%	73	46.2%
• Female	75	51.7%	84	54.2%	87	54.4%	85	53.8%
Yearly Contract Employees	37	14.4%	41	15.3%	41	15.2%	42	15.8%
• Male	18	48.6%	25	61.0%	25	61.0%	23	54.8%
• Female	19	51.4%	16	39.0%	16	39.0%	19	45.2%
Temporary employees (outsource)	75	29.2%	72	26.9%	68	25.3%	65	24.5%
• Male	56	74.7%	58	80.6%	54	79.4%	52	80.0%
• Female	19	25.3%	14	19.4%	14	20.6%	13	20.0%
By Employment Type								
Full-time Employee	256	99.6%	267	99.6%	269	100.0%	265	100.0%
• Male	144	56.3%	154	57.7%	152	56.5%	148	55.8%
• Female	112	43.8%	113	42.3%	117	43.5%	117	44.2%
Part-time Employee	1	0.4%	1	0.4%	0	0.0%	0	0.0%
• Male	0	0.0%	0	0.0%	0	0.0%	0	0.0%
• Female	1	100.0%	1	100.0%	0	0.0%	0	0.0%
By Location								
Bangkok Office	76	29.57%	83	30.97%	88	32.71%	87	32.8%
• Permanent employees	43	56.6%	44	53.0%	51	58.0%	48	55.2%
• Yearly Contract Employees	11	14.5%	18	21.7%	18	20.5%	19	21.8%
• Temporary employees (outsource)	22	28.9%	21	25.3%	19	21.6%	20	23.0%

Employment (Disclosure 102-8)	2018		2019		2020		2021	
	Person	%	Person	%	Person	%	Person	%
AMATA City Chonburi Office	142	55.25%	144	53.73%	138	51.30%	138	52.1%
• Yearly Contract Employees	82	57.7%	89	61.8%	87	63.0%	90	65.2%
• Yearly Contract Employees	24	16.9%	20	13.9%	20	14.5%	21	15.2%
• Temporary employees (outsourse)	36	25.4%	35	24.3%	31	22.5%	27	19.6%
AMATA City Rayong Office	39	15.18%	41	15.30%	43	15.99%	40	15.1%
• Yearly Contract Employees	20	51.3%	22	53.7%	22	51.2%	20	50.0%
• Yearly Contract Employees	2	5.1%	3	7.3%	3	7.0%	2	5.0%
• Temporary employees (outsourse)	17	43.6%	16	39.0%	18	41.9%	18	45.0%
By Hometown								
• Bangkok	66	25.7%	69	25.7%	70	26.0%	71	26.8%
• Central region	35	13.6%	40	14.9%	28	10.4%	27	10.2%
• Eastern region	87	33.9%	84	31.2%	92	34.2%	90	34.0%
• Western region	8	3.1%	9	3.3%	10	3.7%	8	3.0%
• Southern region	9	3.5%	6	2.2%	6	2.2%	5	1.9%
• Northern region	20	7.8%	18	6.7%	20	7.4%	19	7.2%
• North-Eastern region	32	12.5%	42	15.6%	43	16.0%	45	17.0%
By Nationality								
• Thai	243	94.6%	249	92.6%	245	91.1%	240	90.6%
• Canadian	1	0.4%	1	0.4%	1	0.4%	2	0.8%
• Chinese	3	1.2%	3	1.1%	3	1.1%	3	1.1%
• Singaporean	1	0.4%	1	0.4%	1	0.4%	1	0.4%
• Japanese	4	1.6%	4	1.5%	4	1.5%	3	1.1%
• Vietnamese	1	0.4%	1	0.4%	1	0.4%	1	0.4%
• Burmese	4	1.6%	7	2.6%	9	3.3%	9	3.4%
• Laos			2	0.7%	5	1.9%	6	2.3%
Employees with disabilities	1	0.4%	1	0.4%	1	0.4%	1	0.4%
• 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 (Disclosure 401-1)	2018		2019		2020		2021	
	Person	%	Person	%	Person	%	Person	%
New employees	43	16.7%	44	16.4%	35	13.0%	27	10.2%
By Gender								
• Male	27	62.8%	28	63.6%	18	51.4%	9	33.3%
• Female	16	37.2%	16	36.4%	17	48.6%	18	66.7%
By Age								
• less than 30 years old	18	41.9%	23	52.3%	19	54.3%	13	48.1%
• 30-50 years old	24	55.8%	20	45.5%	15	42.9%	12	44.4%
• over 50 years old	1	2.3%	1	2.3%	1	2.9%	2	7.4%

Employee Turnover (Disclosure 401-1)	2018		2019		2020		2021	
	Person	%	Person	%	Person	%	Person	%
Employee Turnover Rate	42	16.3%	34	12.7%	30	11.2%	30	11.3%
By Gender								
• Male	24	57.1%	18	52.9%	16	53.3%	10	33.3%
• Female	18	42.9%	16	47.1%	14	46.7%	20	66.7%
By Age								
• less than 30 years old	18	42.9%	16	47.1%	6	20.0%	12	40.0%
• 30-50 years old	23	54.8%	18	52.9%	22	73.3%	17	56.7%
• over 50 years old	1	2.4%	0	0.0%	2	6.7%	1	3.3%
Voluntary employee turnover rate	32	12.5%	34	12.7%	26	9.7%	27	10.2%

Parental Leave (Disclosure 401-3)	2018		2019		2020		2021	
	Person	%	Person	%	Person	%	Person	%
Parental leave	2	1.76	3	2.63	3	2.56	1	0.35
Employee back to work after parental leave	1	50	3	100	3	100	1	100

Employee Development (Disclosure 404-1)	2018	2019	2020	2021
	hours/person	hours/person	hours/person	hours/person
Total average training hours per person per year	27.21	18.34	8.18	25.72
By Gender				
• Male	19.33	11.53	7.74	21.47
• Female	34.42	14.32	8.74	30.70
By Level				
• Executive Level	26.4	24.1	16.47	20.43
• Operational Level	27.4	16.87	6.85	26.81

Human Rights	2018	2019	2020	2021
Labour Practices and Human rights Complaints (Case)	0	0	0	0
Employee Engagement Score (Percentage)	44	52	64	59

2. Occupational Health & Safety

Work-related illness and injury (Disclosure 403-9)	2018		2019		2020		2021	
	Male	Female	Male	Female	Male	Female	Male	Female
Number of hour worked	NA		624,232.16		607,926.98		606,768.10	
• Employee	NA	NA	383,300.40	239,163.76	364,533.95	241,041.03	359,112.45	243,431.65
• Contractor	NA	NA	1,768	0	2,352	0	4,224	0
Number of employees with work-related illness (persons)	0	0	0	0	0	0	0	0
• Employee	0	0	0	0	0	0	0	0
• Contractor	0	0	0	0	0	0	0	0

Work-related illness and injury (Disclosure 403-9)	2018		2019		2020		2021	
	Male	Female	Male	Female	Male	Female	Male	Female
Number of employees with work-related injury (persons)	0	0	1	0	0	0	0	0
Injured but no workday lost	0	0	0	0	0	0	0	0
• Employee	0	0	0	0	0	0	0	0
• Contractor	0	0	0	0	0	0	0	0
Injured with workday lost	0	0	1	0	0	0	0	0
• Employee	0	0	1	0	0	0	0	0
• Contractor	0	0	0	0	0	0	0	0
Death from work-related accident	0	0	0	0	0	0	0	0
• Employee	0	0	0	0	0	0	0	0
• Contractor	0	0	0	0	0	0	0	0
Severe injuries resulting in disabilities	0	0	0	0	0	0	0	0
• Employee	0	0	0	0	0	0	0	0
• Contractor	0	0	0	0	0	0	0	0
Lost Time Injury Frequency Rate (LTIFR) (person/million man-hour)							0	0
• Employee	NA	NA	1.61	0	0	0	0	0
• Contractor	NA	NA	0	0	0	0	0	0
Sick leave								
Average sick days per employee (days)	1.34		1.33		2.53		1.16	
Total Absentee Rate (%)	0		0		0		0	

3. Socioeconomic Compliance (Disclosure 419-1)

	2018	2019	2020	2021
Number of significant socioeconomic non-compliance	0	0	0	0
Significant fines for socioeconomic non-compliance (Baht)	0	0	0	0

Membership (Disclosure 102-13)

AMATA Corporation Public Company Limited

Organization	Status
Australian - Thai Chamber of Commerce	Member
British Chamber of Commerce Thailand	Member
German - Thai Chamber of Commerce	Member
Korean - Thai Chamber of Commerce	Member
Malaysian - Thai Chamber of Commerce	Member
Singapore - Thai Chamber of Commerce	Member
The American Chamber of Commerce in Thailand	Member
Thai - Japanese Association	Member
Thai Industrial Estate and Strategic Partner Association	Member
Thai Listed Companies Association	Member
The Federation of Thai Industries	Member
Personnel Management Association of Thailand	Member

Subsidiaries

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

GRI Content Index

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GRI 102: General Disclosure 2016					
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	102-2	Activities, brands, products, and services	13, 14-15		
	102-3	Location of headquarters	12		
	102-4	Location of operations	11-12		
	102-5	Ownership and legal form	Form 56-1 One Report 2021		
	102-6	Markets served	13		
	102-7	Scale of the organization	12, 166-169		
	102-8	Information on employees and other workers	166-168		
	102-9	Supply chain	14-15		
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	STRATEGY				
	102-14	Statement from senior decision-maker	6-7		
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	102-17	Mechanisms for advice and concerns about ethics	52-63		
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	102-18	Governance structure	Form 56-1 One Report 2021		
	102-19	Delegating authority	16-19 Form 56-1 One Report 2021		

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	102-20	Executive-level responsibility for economic, environmental, and social topics	18-19, 58, 81, 101, 119, 132, 140		
	102-29	Identifying and managing economic, environmental, and social impacts	58-63, 88-93, 140-151		
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	102-40	List of stakeholder groups	30		
	102-41	Collective bargaining agreements	134		
	102-42	Identifying and selecting stakeholders	30		
	102-43	Approach to stakeholder engagement	31-38		
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	102-45	Entities included in the consolidated financial statements	4		
	102-46	Defining report content and topic boundaries	4		
	102-47	List of material topics	4		
	102-48	Restatements of information	4		No Restatement in 2021
	102-49	Changes in reporting	4		
	102-50	Reporting period	4		
	102-51	Date of most recent report	4		
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	102-53	Contact point for questions regarding the report	4		
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	103-2	The management approach and its components			
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GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	76, 154-155		
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GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	81-82		
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GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	52, 55, 57		
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GRI 205: Anti-Corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	55-56		
	205-3	Confirmed incidents of corruption and actions taken	56, 57, 155		

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	103-3	Evaluation of the management approach			
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	103-104		
	303-2	Management of water discharge-related impacts	103-104		
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	103-2	The management approach and its components			
	103-3	Evaluation of the management approach			

GRI Standard	GRI Disclosure		Page number	Omission	External Assurance
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GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	88-93, 94-97		
	103-2	The management approach and its components			
	103-3	Evaluation of the management approach			
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	96-97		Yes
	305-2	Energy indirect (Scope 2) GHG emissions	96-97		Yes
	305-3	Other indirect (Scope 3) GHG emission	97		Yes
	305-4	GHG emission intensity	97		Yes
	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	160-163		
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GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	106-107		
	103-2	The management approach and its components			
	103-3	Evaluation of the management approach			
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	106-107		
	306-2	Management of significant waste-related impacts	107-108		
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	306-4	Waste diverted from disposal	107-108		
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GRI 307: Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations	93		
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GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	81-85, 88-93		
	103-2	The management approach and its components			
	103-3	Evaluation of the management approach			
GRI 308: Supplier Environmental Assessment 2016	308-2	Negative environmental impacts in the supply chain and actions taken	81-85, 88-93		

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GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	132-138		
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	103-2	The management approach and its components			
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GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	129-131		
	103-2	The management approach and its components			
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GRI 412: Human Rights Assessment 2016	412-1	Operations that have been subject to human rights reviews or impact assessments	129-131		
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GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	139-151		
	103-2	The management approach and its components			
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GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	81-85		
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Feedback Form for Sustainability Report 2021

1. Your basic information

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

2. Which stakeholder group do you belong to?

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

3. How did you receive the sustainability report?

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

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

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

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

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

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

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

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



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