AMATA

ALL WIN

AMATA CORPORATION PUBLIC COMPANY LIMITED

Continuing the Dream: Growth and Gratification for All



SUSTAINABILITY REPORT 2025

“ALL WIN”

Everyone SUCCEEDS
Friendly to ENVIRONMENT
Responsible to SOCIETY
Walking TOGETHER

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

Vision

Creating Perfect Cities
Where Possibilities Happen

Mission

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



Core Values
AMATA DNA

D Dependable for Success	Professional Ethical Credible Reliable
R Responsive	Prompt and accurate Stakeholder- and environment-conscious
I Innovative	Innovative in products, services, and work processes
V Visionary	Forward-looking Opportunity-creating
E Efficient	Standards-driven Team excellence-oriented

About this report

AMATA Corporation Public Company Limited ("the Company") prepares its Sustainability Report on an annual basis to disclose its commitment to conducting business in a sustainable manner. The report presents the Company's strategies and management approaches, together with its performance across key dimensions of sustainability, encompassing economic, social, environmental, and governance aspects. The disclosures are intended to address material topics relevant to the Company's operations and to respond to the information needs and expectations of the Company's stakeholders. In addition, the report reflects the Company's role in supporting the achievement of the United Nations Sustainable Development Goals (SDGs) through its business operations and value creation activities.

This report represents the Company's 12th Sustainability Report and covers the reporting period from 1 January 2025 to 31 December 2025. The Company prepares this report in accordance with the GRI Standards 2021 and applies relevant GRI Topic Standards issued by the Global Reporting Initiative (GRI), while also taking into consideration the disclosure guidance under the IFRS Sustainability Disclosure Standards, with the aim of further enhancing the quality and decision-usefulness of sustainability information. The disclosures are designed to provide transparent, comprehensive, and balanced information, reflecting both the Company's impacts on the economy, environment, and people and sustainability-related risks and opportunities that may affect business operations and the Company's long-term value creation. In preparing this report, the Company emphasizes key common principles shared by the GRI and IFRS frameworks, including accuracy, completeness, balance, consistency, and verifiability, to ensure that sustainability disclosures are transparent, reliable, and credible for stakeholders.

The information disclosed in this report comprehensively covers governance, strategy, risk management, and performance related to material sustainability topics, to support stakeholders and users of financial information in understanding the Company's management approach toward stable and sustainable growth.

Reporting Scope

The Company determines the scope of its sustainability reporting by considering the nature of operations of each entity within the Group, the level of operational control, the availability of reliable underlying data, as well as the relevance of material topics to its impacts on the economy, environment, and people. The scope of disclosure for each material topic may therefore vary according to the nature of each business and the underlying data available for each entity. Details of the reporting scope and topic-specific coverage are presented in the Reporting Scope Table in this report.

Reporting Entities	Shareholding (%)	Operations	GHG Emissions	Air Emissions	Energy	Water	Waste	Employees	Occupational Health and Safety	Supply Chain Management
AMATA Corporation Public Company Limited	100%	●	●	●	●	●	●	●	●	●
Real Estate Development Business Group										
AMATA City Rayong Company Limited	86%	●	●	●	●	●	●	●	●	●
AMATA Summit Ready Built Company Limited	49%		●		●	●	●	●	●	●
AMATA VN Public Company Limited	73%		●							
AMATA City Lao Company Limited	93%		●							
Thai-Chinese Rayong Industrial Realty Development Company Limited	47%		●							
Utilities Business Group										
AMATA U Company Limited	98%	●	●		●	●	●	●	●	●
AMATA U Lao Company Limited	97%		●							
Services Business Group										
AMATA Facility Services Company Limited	89%	●	●		●	●	●	●	●	●
Real Estate Investment Trust (REIT) Management Business Group										
AMATA Summit REITs Management Company Limited	49%		●							

The scope of this Sustainability Report covers the operations of five entities, representing approximately 77% of the total revenue of the AMATA Group, based on information disclosed in the 2025 Annual Report (Form 56-1 One Report), pages 199-301. The scope includes AMATA Corporation Public Company Limited and four subsidiaries in Thailand, which the Company either holds more than 50% of the shares in or over which it exercises significant operational and managerial control. These entities conduct their principal operations exclusively within AMATA industrial estates in Thailand, namely AMATA City Chonburi Industrial Estate, AMATA City Rayong Industrial Estate, AMATA Smart City Chonburi Industrial Estate, and AMATA City Chonburi 2 Industrial Estate.

To ensure that greenhouse gas (GHG) emissions information comprehensively reflects the overall impacts of the Group's operations, the Company has defined the disclosure scope for GHG emissions to cover ten entities operating in Thailand and overseas, in line with the consolidated financial statements. This expanded scope represents approximately 91% of the AMATA Group's total revenue. The approach demonstrates the Company's commitment to transparent climate-related disclosure across the Group's value chain and supports alignment with international sustainability and climate reporting standards.

For overseas operations and entities in which the Company holds, directly or indirectly, less than 50% ownership and does not exercise direct management or operational control, such entities are not included in the reporting scope of this Sustainability Report, in accordance with the operational control approach. Nevertheless, the Company continues to place importance on monitoring and promoting sustainable practices in these entities through its governance mechanisms as a shareholder, including the appointment of representatives to the boards of such entities, in order to monitor progress and support their sustainable development.

Changes in Targets and Reporting Approach

During the 2025 reporting period, the Company reviewed and refined its targets and reporting approaches for certain material topics to better align with the current operational scope and data collection and preparation methodologies. These changes include the establishment of new targets and the expansion of reporting scope for certain disclosures, and are considered changes to the Company's policies, targets, and disclosure approach. Where information from prior reporting periods has been adjusted to ensure comparability across reporting periods, the Company has disclosed the relevant details separately under the section "Restatement of Information".

Topic	Item	Nature of Change	Disclosure Notes
Energy	Baseline year for the 2030 energy target.	The baseline year was revised from 2019 to 2024.	This change reflects a revision to the target and baseline year to align with the current reporting scope. Details of the related restatement of historical energy data are disclosed separately in the "Restatement of Information" section.
Greenhouse Gas Emissions	Baseline year for the 2030 target on greenhouse gas emissions intensity reduction per unit of operational area.	The baseline year was revised from 2019 to 2024.	This change reflects a revision to the target and baseline year to align with the current reporting scope. Details of the related restatement of historical greenhouse gas emissions data are disclosed separately in the "Restatement of Information" section.
Greenhouse Gas Emissions	Absolute greenhouse gas emissions reduction target.	A new target was introduced to reduce direct (Scope 1) and indirect (Scope 2) greenhouse gas emissions by 20% compared with the 2024 base year.	This represents the introduction of a new target in the 2025 reporting year and does not constitute a restatement of previously disclosed information.
Waste	Reporting of industrial waste volumes generated from waste management services provided by AMATA Facility Services Co., Ltd..	Expansion of reported data to cover a broader range of waste management service activities.	This represents an expansion of the reporting scope in the current reporting year to ensure more comprehensive disclosure of waste management service activities.

Restatement of Information

During the 2025 reporting period, the Company reviewed and revised certain prior-year performance data to ensure consistency with the data collection approaches, calculation methodologies, item classifications, and reporting scope applied in the current reporting year. These revisions resulted from the Company's ongoing enhancement of its internal data management systems, together with considerations arising from observations and recommendations identified through the independent third-party assurance process. The purpose of these adjustments is to enhance the accuracy, completeness, reliability, and comparability of information across reporting periods. The key information restated is summarized below.

1. Energy Data

Item Subject to Restatement	Nature of the Restatement	Reason for the Restatement	Impact of the Restatement	Reporting Periods Affected
Baseline year for the 2030 energy target	Revision of the baseline year from 2019 to 2024.	To ensure alignment with the most recently reviewed and assured data and current data collection methodologies.	The baseline year and comparative reference data have been restated from previously reported information to enable long-term target tracking and better reflect actual performance based on the most accurate and current data.	2019 (previous baseline year) and 2024
Renewable energy consumption	Reclassification of electricity consumption from "Self-generated Renewable Energy" to "Purchased Electricity from Renewable Energy Sources".	To ensure accurate representation, the solar electricity used in the industrial water systems is reported as externally purchased electricity from renewable energy sources and not as renewable energy generated by the Company.	Comparative energy consumption data by energy type have been restated.	2021-2024
Non-renewable energy consumption	Revision of the calculation methodology to separately account for electricity sold to contractors and tenants, exclude such electricity from energy consumption in business operations, and report it under resale of purchased non-renewable electricity.	To ensure that the reporting more accurately reflects the nature of energy consumption within the organization and related energy sales.	Comparative non-renewable energy consumption and related energy sales data have been restated.	2021-2024
Total energy consumption and energy intensity per operational area	Revision of the data collection process and recalculation of historical energy data align with the updated methodology.	To ensure consistency with the calculation methodology applied in 2025 and to improve data accuracy.	Comparative total energy consumption and energy intensity per operational area data have been restated.	2021-2024
Coverage of electricity consumption data for office buildings presented in the graph	Expansion of the reporting scope to include the Chonburi Customs Office building at Chonburi and AMATA signage and recalculation of historical data based on the revised scope.	To ensure that the reporting scope accurately and completely reflects actual conditions.	Comparative electricity consumption data for office buildings have been restated.	2020-2024
Electricity consumption for lighting systems in common areas	Expansion of the reporting scope to encompass lighting systems in the common areas of both AMATA City Chonburi and AMATA City Rayong Industrial Estates.	To ensure that the reporting scope accurately and completely reflects actual conditions.	Comparative electricity consumption data for lighting systems in common areas have been restated.	2021-2024

2. Greenhouse Gas Emissions Data

Item Subject to Restatement	Nature of the Restatement	Reason for the Restatement	Impact of the Restatement	Reporting Periods Affected
Baseline year for the 2030 target on greenhouse gas emission intensity reduction per unit of operational area	Revision of the baseline year from 2019 to 2024.	To ensure alignment with the newly reviewed greenhouse gas emissions data and the current reporting scope.	The baseline values and reference data used to track progress against the greenhouse gas emission emissions intensity reduction target per unit of operational area have been restated to reflect performance based on the latest verified data.	2019 (previous baseline year) and 2024
Scope of greenhouse gas emissions data collection	Expansion of the reporting scope to cover additional entities and operating sites.	To ensure that the reporting scope is aligned with the current data set and comprehensively more reflects the Group's overall greenhouse gas emissions.	Greenhouse gas emissions data have been restated due to the expansion of the reporting scope, resulting in differences from previously reported information. Comparative data for the 2024 reporting year have also been restated to align with the revised reporting scope.	2024 and related comparative information

3. Water Data

Item Subject to Restatement	Nature of the Restatement	Reason for the Restatement	Impact of the Restatement	Reporting Periods Affected
Classification and recording of surface water and third-party water supply data	Revision of the data recording methodology to align with the approach adopted in 2025.	To improve water source classification.	Surface water and third-party water supply data have been restated to reflect the revised data recording methodology; however, the restatement does not affect the total volume of water withdrawal.	2022-2024

4. Employee-related Data

Item Subject to Restatement	Nature of the Restatement	Reason for the Restatement	Impact of the Restatement	Reporting Periods Affected
Total number of employees and their classification by employee category	Revision of employee data to ensure accuracy and alignment with the current reporting scope, which covers five entities.	To ensure that the information accurately reflects actual circumstances.	The total number of employees and their classification by employee category, including related rates and proportions derived from the total workforce, have been restated.	2017-2024

5. Social Data

Item Subject to Restatement	Nature of the Restatement	Reason for the Restatement	Impact of the Restatement	Reporting Periods Affected
Road accident statistics within the two AMATA Industrial Estates	Expansion of the data collection scope to include accident data from AMATA City Rayong Industrial Estate.	To ensure comprehensive reporting, alignment with the updated reporting scope, and year-to-year comparability.	Comparative data on accidents, injuries, and fatalities have been restated.	2022-2024

6. Economic Data

Item Subject to Restatement	Nature of the Restatement	Reason for the Restatement	Impact of the Restatement	Reporting Periods Affected
Consolidated financial performance for the year ended 31 December 2024	Recalculation and reclassification of financial statement items to align with the 2025 financial reporting approach.	To align the classification and presentation of financial statement items with the 2025 financial reporting approach and to ensure comparability.	Information relating to common share data, economic performance, financial position, financial ratios, and value distribution to stakeholders has been restated from previously reported information. However, such restatements do not have a material impact on the overall financial position and operating results of the Company and its subsidiaries.	2024



Assurance of this Report

The key content and material information disclosed in this report have been reviewed and validated by the Company's sustainability working committee, together with senior management of relevant functions and subsidiaries, to help ensure that the disclosed information is accurate, complete, balanced, and aligned with the Company's material sustainability topics.

In 2025, the Company engaged PricewaterhouseCoopers ABAS Ltd., an independent third-party assurance provider with expertise in verification and assurance services, to conduct a Limited Assurance engagement on selected sustainability performance data. The assurance was performed in accordance with the relevant GRI Topic Standards to verify the accuracy and consistency of disclosed information and to further enhance the credibility and transparency of the reported information.

The scope of the Limited Assurance covered data relating to energy consumption within the organization, water withdrawal, water consumption, wastewater discharge, waste generation, waste diverted from disposal, waste directed to disposal, the number of employees or contractors covered by occupational health and safety management systems, as well as work-related injuries and work-related ill health, in accordance with the following GRI Topic Disclosures: GRI 302-1, GRI 303-3, GRI 303-4, GRI 303-5, GRI 306-3, GRI 306-4, GRI 306-5, GRI 403-8, GRI 403-9, and GRI 403-10. Details of the assurance scope, methodology, findings, and the independent assurer's statement are presented on pages 281-287 of this report.

With respect to greenhouse gas (GHG) emissions, although such data are not included within the scope of the Limited Assurance engagement described above, the Company's Carbon Footprint for Organization (CFO) for the 2025 reporting year, as disclosed in this Sustainability Report, is currently undergoing verification by an assurance body registered with the Thailand Greenhouse Gas Management Organization (Public Organization). The verification aims to confirm the accuracy of the data and calculation methodologies in accordance with applicable criteria and is expected to be completed and registered within the second quarter of 2026. Looking ahead, the Company plans to further enhance its data collection and verification processes to support climate-related assurance in future reporting periods.

Accessibility

This report has been prepared and published exclusively in digital format. The current edition as well as previous editions can be accessed on the Company's website at www.amata.com.

Contact Information

For further information, inquiries, or suggestions regarding this report, please contact:

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Chairman's Message



For more than five decades, AMATA has remained committed to the "ALL WIN" philosophy as a guiding principle in conducting business. We are dedicated to developing environmentally friendly smart cities that support Thailand's economic growth while maintaining a balanced coexistence between the industrial sector and surrounding communities. This approach aims to ensure shared prosperity, equitable opportunities, and long-term value creation for all stakeholders. Our accumulated expertise, extensive experience, and the readiness of our integrated business ecosystem have been key factors enabling AMATA's continued expansion amid global challenges and transformations over the past fifty years.

In 2025, the global business landscape continued to undergo significant structural change, driven by the restructuring of industrial sectors, technological advancement, and shifts in global supply chains. These changes were influenced by geopolitical dynamics, increasingly stringent trade and environmental regulations, and the ongoing transition toward a low-carbon economy. Such developments have had a clear impact on investment decisions, demand for utilities and supporting services, as well as expectations among industrial customers. At the same time, these structural shifts may also present new prospects for organizations that are well positioned to respond to evolving needs. With a strong foundation in operations and management, AMATA is confident not only in its ability to address these challenges, but also in its capacity to build upon emerging business opportunities to support sustainable growth in the future.

Key Progress of the four core sustainability strategies integrated into the business strategies in 2025.

A. Responsible and Sustainable Consumption Strategy

The Company places strong emphasis on the efficient use of natural resources and the effective circulation of resources to generate economic value in line with circular economy principles. AMATA has continuously implemented Zero Discharge water management practices, reusing treated wastewater as a substitute for surface water in power plant cooling systems and further developing the production of high-quality reclaimed water. These efforts have helped reduce reliance on natural freshwater sources and enhance long-term water security, resulting in annual cost savings of THB 111.48 million in raw water procurement.

In parallel, the Company enhanced the waste management capabilities of the AMATA Circular Waste Management Excellence Center through improved recyclable waste segregation efficiency, infrastructure and compaction equipment upgrades, and collaboration with local partners. As a result, total revenue from waste management activities in 2025 amounted to THB 109.26 million, representing an 8% increase compared with 2024

B. Climate Change Strategy

Recognizing the urgency of both physical climate risks and the transition toward a low-carbon economy, the Company reviewed and improved its greenhouse gas (GHG) data collection processes in 2025. The organizational GHG inventory boundary was redefined to cover the AMATA Group more comprehensively, and 2024 was established as a new base year to ensure greater alignment between target setting, performance tracking, and the current business structure.

In addition, the Company installed a 52-kilowatt-peak rooftop solar photovoltaic system at a waste sorting facility and is in the process of developing additional installations across office and commercial buildings in Chonburi and Rayong provinces, with a total planned capacity of 620.53 kilowatts-peak. These initiatives support the increased use of renewable energy and contribute to GHG emission reduction.

AMATA also continued to promote collaboration and engagement among business partners in the transition toward a low-carbon society through the AMATA Carbon Neutral Network (ACNN). As of the end of 2025, the network comprised 113 member companies, representing a 52.7% increase from the previous year.

C. Innovation Strategy to Uplift Product and Service Quality

The application of technology and innovation remains a key enabler in enhancing the quality of the Company's products and services to better meet customer needs. In 2025, AMATA integrated digital technologies and artificial intelligence (AI) into infrastructure management, security systems, and industrial estate operations to support monitoring, surveillance, and data-driven decision-making. Examples include online energy monitoring systems for anomaly detection and AI-enabled smart cameras for traffic management and risk behavior detection, such as helmet non-compliance.

At the same time, the Company continued to develop employee capabilities in innovation and digital competencies, enabling personnel to apply technology more effectively in their work. These efforts contribute to operational efficiency, risk reduction, and the ongoing development of products and services aligned with customer expectations and future trends.

D. Strategy for Enhancing Shared Value Creation and Collective Impact

AMATA acts as a platform for multi-stakeholder collaboration to enhance the quality of life in surrounding communities and generate broader social benefits across economic, educational, environmental, safety, and health dimensions. In 2025, the Company partnered with industrial stakeholders to implement the AMATA Re-No-WASTE: From PET Plastic Bottles to School Bags Project, transforming PET plastic bottles collected from enterprises in AMATA City Chonburi and AMATA City Rayong industrial estates into more than 3,000 school bags for distribution to local schools. The project contributed to plastic waste reduction, GHG emission mitigation, and alleviated educational expenses for families.

In addition, the Company continued its model community program for integrated water and waste management with business partners for the eighth consecutive year, promoting waste segregation and wastewater management practices within communities. These efforts contributed to a continuous decline in average community water BOD levels to 5.2 milligrams per liter in 2025.

AMATA also remained committed to its long-standing blood donation initiative, "100 Million CC of AMATA Blood for the Thai Red Cross Society." Over the past 14 years, the cumulative blood donation volume has reached 33.38 million cubic centimeters.

Performance Outcomes and Recognition

The integration of business strategy with sustainability across environmental, social, and governance dimensions contributed to clear performance progress in 2025. In addition to a net profit increase of 18.54% compared with 2024, the Company continued to receive recognition from leading institutions. These included its eighth consecutive inclusion in the list of Thailand Sustainable Stocks, achieving the highest SET ESG Ratings level of AAA, the Sustainability Awards of Honor for the third consecutive year, an "Excellent" Corporate Governance (CG Scoring) assessment, an FTSE Russell ESG Score of 4.2 out of 5.0, and the continued certification of both AMATA industrial estates in Thailand as Eco-Excellence (E2) Eco-Industrial Towns.

On behalf of the Board of Directors, management, and all employees, I would like to express my sincere appreciation to all stakeholders for their continued trust and support. The Company remains committed to conducting its business responsibly, guided by the "ALL WIN" philosophy, to deliver sustained growth while contributing positively to society and the environment over the long term.



Mr. Vikrom Kromadit

Chairman of the Board and Acting Chief Executive Officer

Sustainability Recognitions in 2025

2025 Sustainability Awards of Honor

Awarded by the Stock Exchange of Thailand for the third consecutive year.This honor is presented to listed companies that have received the Best Sustainability Awards for three or more consecutive years.



FTSE Russell ESG Scores for 2025

Received an assessment score of 4.2 out of 5.0, ranking in the 96th percentile compared with peers in the Real Estate industry.

"AAA" in SET ESG Rating 2025

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



Excellence CG Scoring

Received the CG scores of "Excellent" level from the Thai Institute of Directors for the eighth consecutive year.



CAC Member

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

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Sustainability Disclosure Award



Received the 2025 Sustainability Disclosure Award from Thaipat Institute for the sixth consecutive year.

Outstanding REIT Performance Awards 2025



Received the Outstanding REIT Performance Awards in the Business Excellence category from the Stock Exchange of Thailand.

AGM Checklist

Received 100 full score or excellent rating from the 2025 Annual General Meeting of Shareholders Checklist assessment conducted by the Thai Investors Association.

AMCHAM CSR Excellence Recognition

Received a Silver Recognition Award at the AMCHAM Corporate Impact Awards 2025, from the American Chamber of Commerce in Thailand (AMCHAM) for the fourth consecutive year.



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



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

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



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

About AMATA

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

Company Name	**AMATA Corporation Public Company Limited**
Offices	**Head Office** 2126 Kromadit Building, New Petchburi Road, Bang Kapi, Huai Khwang, Bangkok 10310, Thailand
	Office at AMATA City Chonburi Industrial Estate 700 Bangna-Trad Highway, Km. 57, Tambon Khlong Tamru, Amphoe Mueang Chonburi, Chonburi 20000, Thailand
	Office at AMATA City Rayong Industrial Estate 7 Highway No. 331, Moo 3, Tambon Bo Win, Amphoe Si Racha, Chonburi 20230, Thailand
Registered Capital	1,150,000,000 Baht
Paid-up Capital	1,150,000,000 Baht
Number of Employees (all categories)*	298 persons
Total Revenue*	14,524.34 million Baht

* Data as of 31 December 2025



Location of our projects



16 Projects in **4** Countries

1,613 Factories and tenants from **31** nationalities

152.95* square kilometers in total area

*Remark: 1 sq.km. = 625 Rai

369,400 People working in factories across all industrial estates

THAILAND

AMATA City Chonburi

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

No. of factories and tenants: 862 **No. of factories' employees: 195,000**

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

AMATA City Rayong

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

No. of factories and tenants: 524 **No. of factories' employees: 115,000**

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

AMATA Smart City Chonburi

Area: 8.57 sq.km. (5,354 Rai) **Status: Under Development**

AMATA City Chonburi 2

Area: 3.11 sq.km. (1,941 Rai) **Status: Under Development**

Nong Lalok *

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

*Nong Lalok Industrial Estate is operated and managed by Thai-Chinese Rayong Industrial Realty Development Company Limited. It is not included in the reporting scope of this Sustainability Report.

VIETNAM

AMATA City Bien Hoa

Area: 5.32 sq.km. (3,325 Rai)

No. of factories and tenants: 200 **No. of factories' employees: 54,400**

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

AMATA Township Long Thanh

Area: 7.22 sq.km. (4,510 Rai) **Status: Under Development**

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

AMATA City Long Thanh

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

No. of factories and tenants: 5

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

AMATA Service City Long Thanh 1

Area: 0.55 sq.km. (344 Rai) **Status: Under Development**

AMATA Service City Long Thanh 2

Area: 0.52 sq.km. (325 Rai) **Status: Under Development**

AMATA City Ha Long

Area: 6.87 sq.km. (4,293 Rai)

No. of factories and tenants: 22 **No. of factories' employees: 5,000**

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

Quang Tri Project

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

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

AMATA City Phu Tho

Area: 4.76 sq.km. (2,975 Rai) **Status: Under Development**

Located along the Kunming–Hanoi–Hai Phong Economic Corridor, a strategic route linking trade and investment between southern China and northern Vietnam, the area benefits from well-developed infrastructure and comprehensive transportation connectivity. It is 55 kilometers from Viet Tri Port and 80 kilometers from Noi Bai International Airport.

LAOS

AMATA Smart & Eco City Laos (Natuey)

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

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

AMATA Smart & Eco City Laos (Namor)

Area: 31.5 sq.km. (19,688 Rai) **Status: Under Development**

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

MYANMAR

Yangon AMATA Smart & Eco City

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

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

Our Business

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

Industrial Estate and Urban Development

Industrial Estate Development

- AMATA City Chonburi
- AMATA Smart City Chonburi
- AMATA City Rayong
- Nong Lalok
- AMATA City Chonburi 2 (Banbueng)
- AMATA City Bien Hoa
- AMATA City Long Thanh
- AMATA City Ha Long
- AMATA City Phu Tho
- Quang Tri Project
- Yangon AMATA Smart & Eco City
- AMATA Smart & Eco City Namor
- AMATA Smart & Eco City Natuey

Urban Development

- AMATA Township Long Thanh
- AMATA Service City Long Thanh 1
- AMATA Service City Long Thanh 2

Utilities

- Power plant
- Industrial water supply production plant and distribution
- Wastewater treatment plant
- Industrial natural gas network and control station
- Industrial gas business
- Fiber optics network
- Renewable energy business

Services in Industrial Estates

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

Investment

- AMATA Asia
- AMATA VN
- AMATA Global
- AMATA Energy
- AMATA Asia (Myanmar)

Infrastructure and Utilities at AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate

Infrastructure and Utilities



AMATA Power Plant

10 blocks: 1,365 MW



Power Substation of PEA

9 Substations: 1,700 MVA



Natural Gas Supply

4 OTS: 130,000 m^3/hour



Rental Factories

Total area of ready built factories: 330,000 m^2



Waste Water Treatment Plant

7 Plants: 96,600 m^3/day



Water Supply & Sources

Total raw water supply: 61 million m^3



Fiber Optic Network

All area in AMATA City Chonburi



Data Center Park

Area with Dedicated, Flood-Resilient Infrastructure

Facilities



AMATA Vibharam Hospital

a 200-bed hospital with specialist services



AMATA Mansion

a 5-storey condominium with 168 units



Satit Kaset Laboratory School

Grade 1-12



Financial Street

9 Major Banks and leasing companies



AMATA Singapore International School

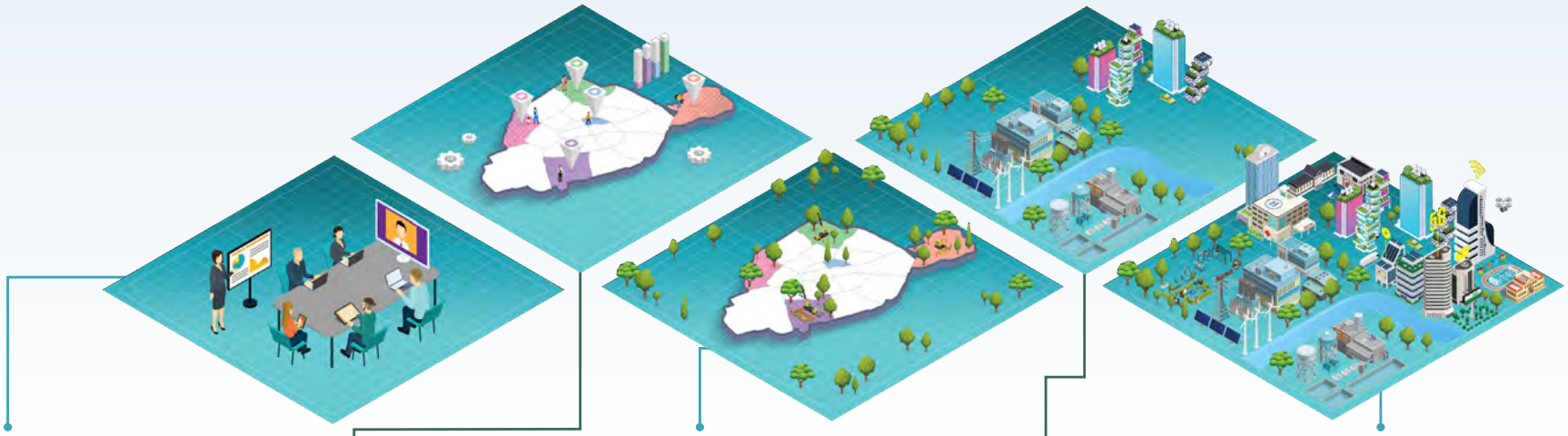
English Program for Grades 1-6



AMATA Spring Country Club

18-hole World-Class Golf Club

Business Value Chain



01 Business Development

Developing real estates, utilities and services, and other related businesses and building collaborations with strategic business partners in the development of innovation and technology for smart city in order to become a perfect city which creates opportunities for all stakeholder groups.

stakeholder:

Employee, Bussiness Partner, Government Agency

02 Land & Resource Acquisition

Acquiring land and resources related to product and service development, such as natural resources, financial resources and human resources, etc., through fair and transparent procurement processes in compliance with the economic, social and environmental laws and regulations including human rights of related stakeholders.

stakeholder:

Employee, Local Community, Government Agency, Shareholder, Creditor

03 Product & Service Development

Creating products and services which are sustainably beneficial to the Company and stakeholders through the development of innovative eco-friendly industrial city and value-added services to fulfill and balance expectations of all stakeholder groups.

stakeholder:

Employee, Bussiness Partner, Supplier / Contractor, Customer, Local Community, Government Agency

04 Value Creation and Delivery Through Products and Services

Delivering high quality products and services, and providing precise and accurate information for customers' decision making, giving advices and consultations to enhance and sustain customers' business growth and listening to their voices through various channels for further improvement and value addition.

stakeholder:

Employee, Customer, Supplier / Contractor, Local Community

05 Stakeholders Relationship Management

Creating and strengthening the relation between the Company and its internal and external stakeholders through stakeholders engagement process and effective grievance and complaint management system to create peaceful co-existence between the industrial manufacturers and communities.

stakeholder:

Employee, Customer, Local Community, Government Agency, Shareholder, Supplier / Contractor, Competitor

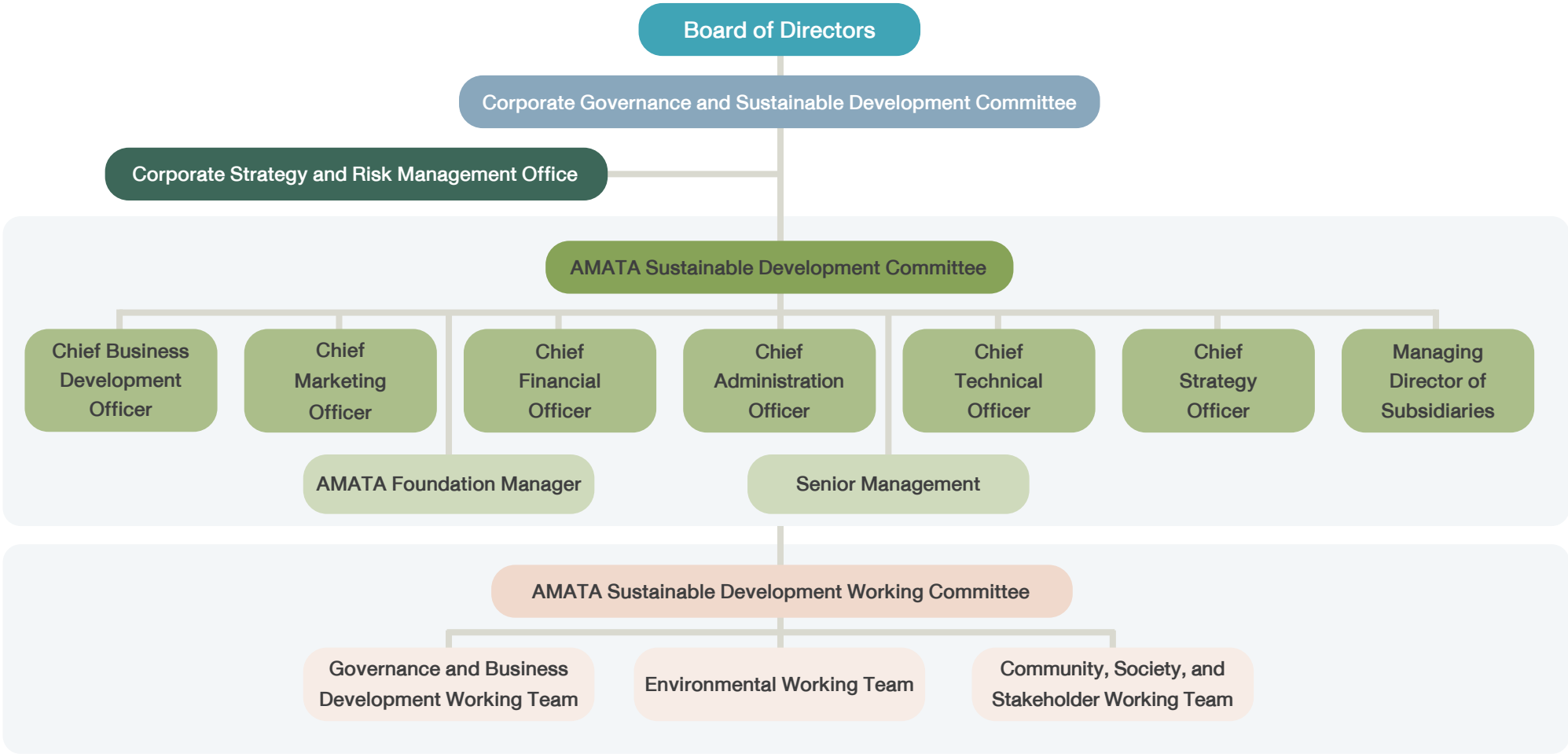
AMATA Sustainability



AMATA Sustainable Development Structure

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

To drive sustainable development, the Company has a sustainable development structure under the supervision of the Corporate Governance and Sustainable Development Committee, as follows:



Sustainability Governance

The Board of Directors is responsible for overseeing the Company's sustainability governance, including sustainability due diligence, stakeholder engagement with both internal and external stakeholders, and other processes for the systematic identification, assessment, and management of impacts on the economy, environment, and people. This includes both positive and negative impacts across the value chain, as well as climate-related and other sustainability-related risks and opportunities. The Board assigns management to implement these processes and report regularly on assessment results, key issues raised through stakeholder engagement, and the related management responses. This information supports the Board's consideration of corporate strategy, risk management, the prioritization of material topics, the setting of environmental and greenhouse gas emissions reduction targets, and significant investment and operational decisions.

The Board of Directors and relevant Board committees review the adequacy and effectiveness of these processes at least annually to ensure that the Company's sustainability governance remains appropriate to the business context, emerging challenges, and evolving stakeholder expectations. The outcomes of these reviews are used to strengthen governance mechanisms and further enhance the Company's sustainability performance.

The Company has established the **AMATA Sustainable Development Committee**, which comprises management from the departmental level upwards, and the **AMATA Sustainable Development Working Committee**, which includes representatives from all departments of the Company and its subsidiaries. These committees work collectively to implement sustainability initiatives. Additionally, the Corporate Strategy and Risk Management Office, which reports directly to the Chief Executive Officer, is responsible for monitoring all sustainability-related activities. This integrated approach ensures sustainability considerations are embedded in risk management and strategic planning for maximum effectiveness. Progress and performance are then reported in sequence to senior management and to the Board of Directors, fostering a coordinated effort toward the Company's sustainability goals.

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

Roles and Responsibilities of the Committees and Working Team

Board of Directors

- Establish sustainable development policies, sustainability framework, strategies and targets covering economic, social, environmental and governance aspects.
- Oversee and monitor the progress and performance of the Company's ESG implementation.

Corporate Governance and Sustainable Development Committee

- Oversee and provide advice and direction on appropriate responses to material topics and stakeholders' needs and expectations.
- Review and approve material topics.
- Review and endorse an annual sustainability report.

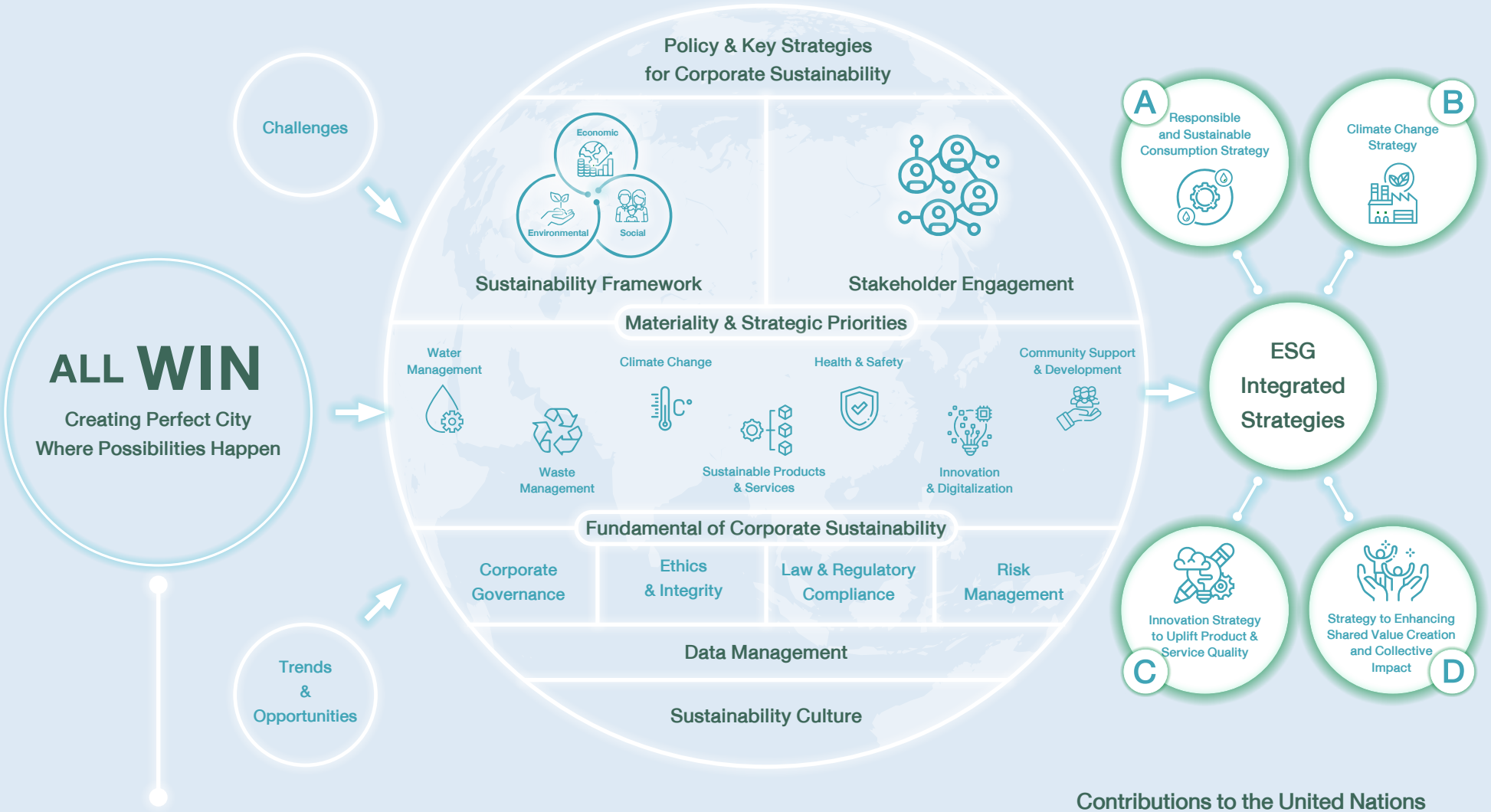
Sustainable Development Committee

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

Sustainable Development Working Team

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

Corporate Sustainability Management



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

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



Sustainable Development Policy

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

Demonstrating Organizational Leadership Commitment

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

Conducting Business with Integrity in Accordance with Corporate Governance Principles

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

Enhancing Business Value Through Innovation and Quality

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

Upholding Human Rights in Employment

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

Promoting Stakeholder Engagement and Inclusivity

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

Elevating Environmental Stewardship and Resource Management

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

Respecting Community Rights and Improving Quality of Life

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

Scan the QR code for more details on our sustainable development policy

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

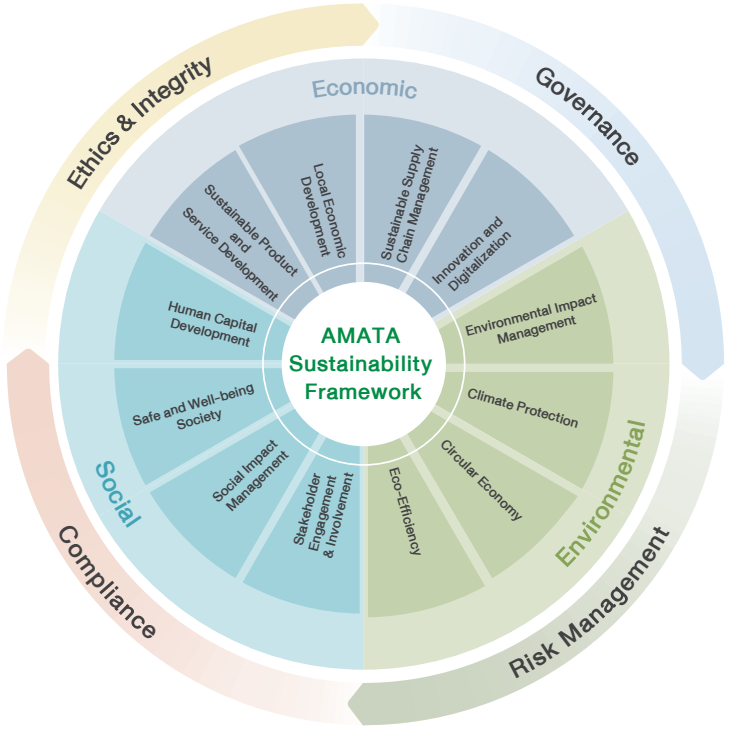
The Company recognizes that strong core values are key to driving long-term sustainability. "AMATA DNA" serves as the foundation of these values, embodying five core principles: Dependable building trust through integrity and reliability; Responsive - acting with agility and adaptability; Innovative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

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

AMATA Sustainability Framework

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

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



Key Strategies for AMATA Sustainability

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



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

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

Corporate Goals	Strategic Directions
• Become a Carbon-neutral city by 2040 • Reduce Scope 1 and Scope 2 greenhouse gas emissions intensity per operational area by 20% by 2030, compared with the 2024 base year • Reduce energy consumption intensity per operational area by 15% by 2030, compared with the 2024 base year	• Develop a leading smart city in in the Eastern Region to meet the needs of customers investing in the Eastern Economic Corridor (EEC) • Enhance climate resilience and strengthen the capability to cope with climate change by reducing greenhouse gas emissions and increasing carbon capture across various activities • Increase the use of clean energy and efficiency of energy management

2nd Strategy: Growing through strategic business partnerships

Developing new smart city-related businesses to rapidly address customer needs and expectations while ensuring sustainable and high-quality growth. This will be achieved through strategic investments with leading and reputable business partners who bring expertise across various industries. These collaborations will drive innovation, delivering high-value products and services that effectively meet customer demands, generate additional revenue streams, and mitigate risks associated with the core business.

Corporate Goals	Strategic Directions
• Offer products and services that contribute to the Company's long-term economic growth while generating positive social and environmental impact • Drive innovations that minimize environmental and social footprints • Achieve customer satisfaction scores exceeding 95%	• Develop new businesses that efficiently utilize natural resources and energy • Co-create quality products and services with strategic business partners who are leaders from diverse business sectors and accountable to society and the environment

3rd Strategy: Building a safe and environmentally responsible society

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

Corporate Goals	Strategic Directions
• Achieve zero lost time injury frequency rate (LTIFR) • Achieve zero road accidents within AMATA's industrial estates • Achieve zero cases of environmental and social non-compliance by employees, suppliers, and contractors • Achieve zero waste to landfill • Achieve zero effluent discharge from AMATA's industrial estates • Reduce dependency on natural surface water • Assess 100% of critical suppliers and new suppliers for ESG risks	• Promote the safety of life and property of all major stakeholders involved throughout the supply chain • Manage resources and waste efficiently by applying innovation and circular economy principles • Prevent and reduce negative impacts caused by the Company and its suppliers or contractors • Protect and restore natural resources both inside and outside the Company • Transparently disclose business practices and natural resource and environmental management • Support and promote road safety both within the industrial estates and connecting public areas • Participate in improving environmental quality and promoting knowledge about safety and the environment

4th Strategy: Creating opportunities for stakeholders

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

Corporate Goals	Strategic Directions
• Achieve zero cases of significant human rights violations across the Company's value chain • Achieve an average of at least 25 training hours per employee per year • Achieve AMATA's employee engagement score exceeding 90% • Achieve voluntary employee turnover rate below 5%	• Conduct comprehensive Human Rights Due Diligence throughout the supply chain • Develop employees' technical and soft skills, as well as promote career advancement, to support future business growth • Foster a positive workplace culture that enhances employee well-being and job satisfaction • Facilitate broader access to quality essential services, such as healthcare and education, for both residents within and outside the industrial estate • Create jobs for people and local businesses to enhance the ability of community economic development to improve their income and quality of life

5th Strategy: Creating a decent civil society for the benefit of society as a whole

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

Corporate Goals	Strategic Directions
• Achieve zero confirmed incidents of corruption • Resolve 100% of complaints within the specified timeframe • Enhance community engagement in all sub-districts within a 5-kilometer radius through the Company's community and social development initiatives • Strengthen collaboration with local communities and government agencies to effectively manage social impacts and implement systemic solutions. • Promote collaborative activities and projects among the Company and factories in the industrial estates for the benefit of the local community and society • Initate projects that support community enterprises and generate sustainable income for community members • Achieve community satisfaction scores exceeding 95%	• Uphold effective corporate governance with integrity, ethics, and fairness • Establish and maintain accessible, transparent, and effective grievance mechanisms, including robust whistleblowing channels to uphold accountability and ethical business practices • Promote equal and fair participation of all major stakeholders in managing issues for mutual benefit • Facilitate stakeholder collaboration through various initiatives and joint development projects, fostering positive social impact and improving the quality of life in local communities

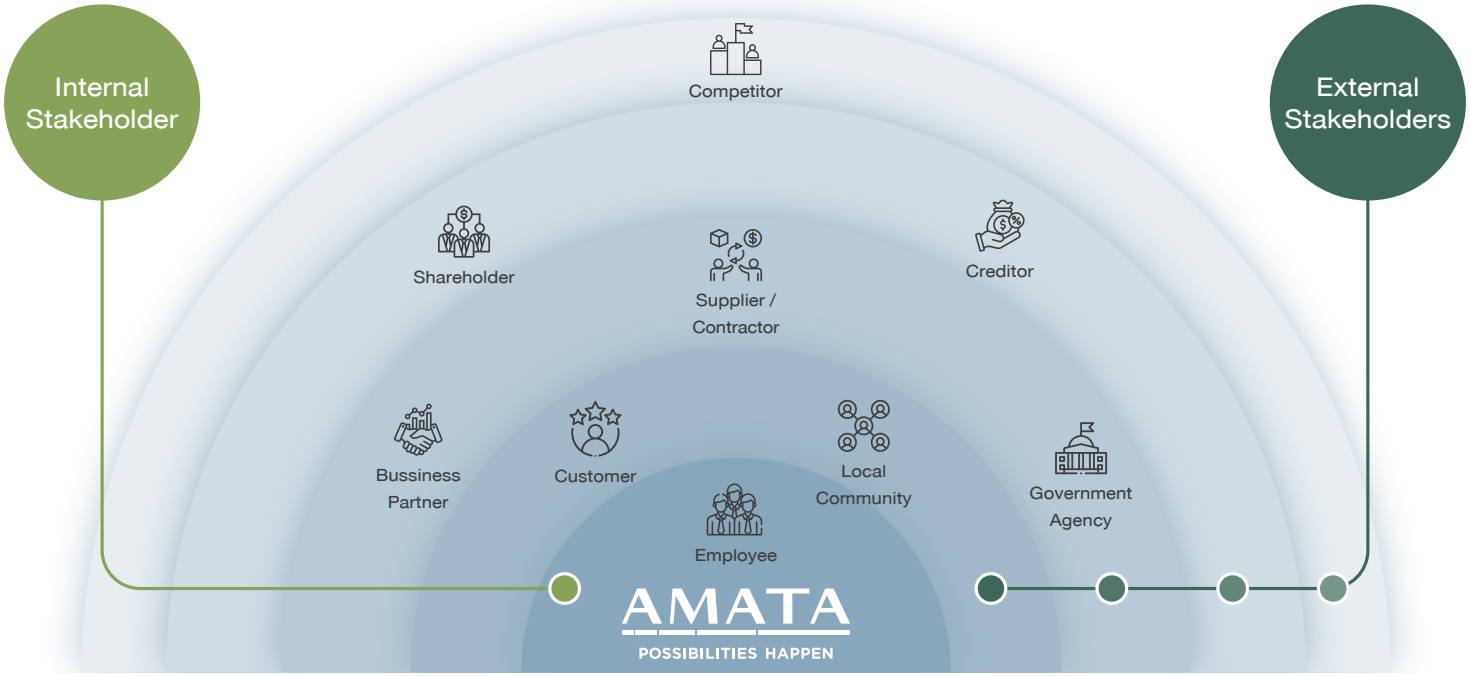
Contribution to the United Nations Sustainable Development Goals (UN SDGs)

Integration into core business strategies									
									
4.3, 4.4, 4.5	6.3, 6.4, 6.6, 6.b	7.2, 7.3 7.b	8.1, 8.2, 8.3, 8.4 8.5, 8.6, 8.8	9.1, 9.2, 9.4	11.2, 11.6	12.2, 12.4, 12.5	13.1	16.1, 16.3, 16.5, 16.6, 16.7	17.16, 17.17
Collaboration with other stakeholder groups									
									
1.4	3.4, 3.6, 3.8, 3.9	10.2, 10.3	15.1						

Stakeholder Engagement

The Company undertakes stakeholder engagement based on the AA1000 AccountAbility Principles (2018) to promote an inclusive and transparent process that supports informed decision-making. The Company has established policies and guidelines for the systematic engagement of all stakeholder groups, guided by the principle of Inclusivity, to ensure that stakeholders relevant to the Company's business activities across the value chain are given appropriate and equitable opportunities to participate. This covers both internal and external stakeholders, including groups that may be directly or indirectly affected by the Company's operations. The Company has assigned responsible functions for each stakeholder group and put in place systematic approaches to identify stakeholder needs and expectations through various communication channels. Engagement is carried out by the functions responsible for each stakeholder group.

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



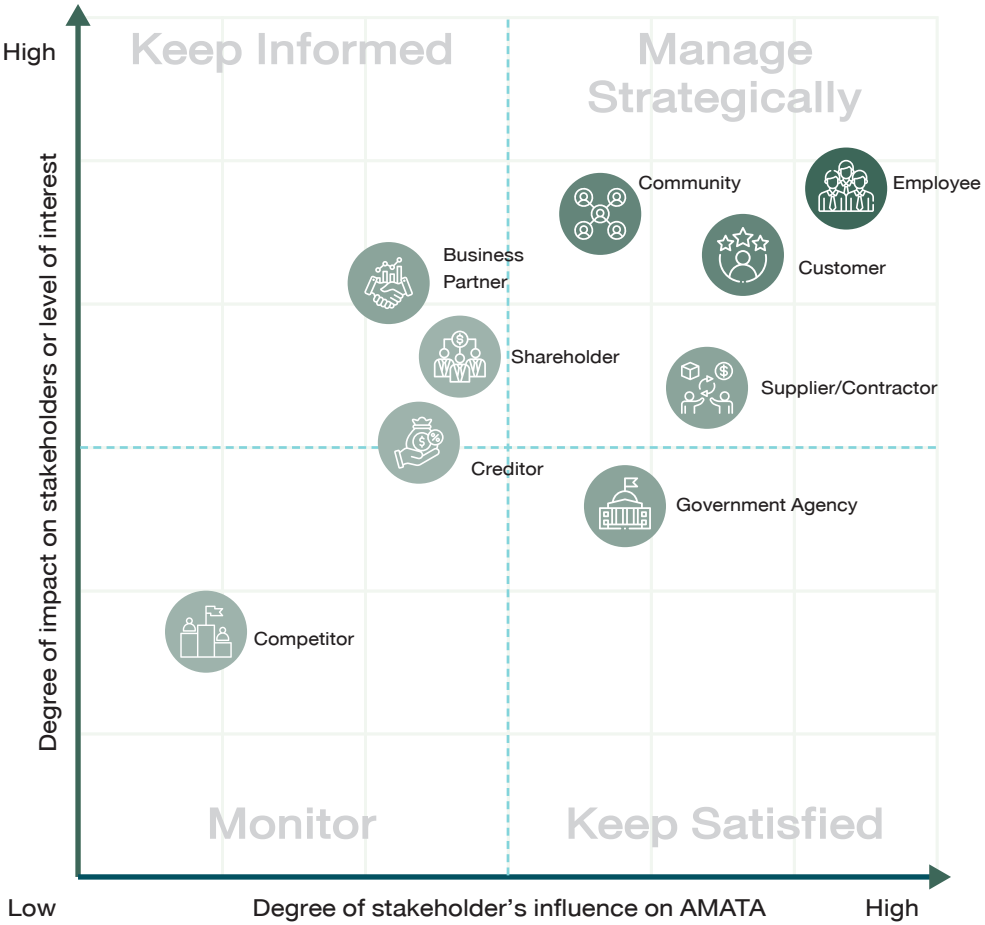
The Company identifies and categorizes stakeholders based on the impact of its operations across economic, social, environmental, and human rights dimensions, as well as the level of stakeholder interest and influence on the Company. This process informs the development of stakeholder engagement strategies,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

Keep Informed

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

Monitor

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



Manage Strategically

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

Keep Satisfied

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

The purpose of this stakeholder engagement is to identify and assess the positive and negative impacts that each stakeholder group has experienced, or may experience, as a result of the Company's business activities across the economic, social, and environmental dimensions. This includes both actual and potential impacts, as well as human rights-related issues. The process also enables the Company to understand stakeholders' expectations, needs, and concerns through a variety of channels and methods at least annually, in order to obtain comprehensive information that appropriately reflects stakeholder perspectives.

The Company uses information and feedback obtained through stakeholder engagement to analyze and prioritize material topics, taking into consideration both the significance of impacts on stakeholders and the significance of such matters to the Company's business. The Company also places importance on responsiveness to significant issues and concerns by establishing appropriate measures and management approaches, and by integrating these matters into relevant strategies, plans, and operational processes.

All stakeholder engagement processes are conducted under the oversight of AMATA's Sustainable Development Committee to ensure that the Company's actions are carried out effectively and transparently, create long-term value for stakeholder groups in a balanced manner, and contribute to the Company's overall sustainable development.

For the year 2025, details of the Company's stakeholder engagement, relationship-building efforts, and ongoing initiatives are outlined as follows:

Stakeholder Engagement Outcomes and Responses

Employee

Engagement Method	Concerns and Expectations	Our Responses
1) Annual meeting between top executives and employees 2) Quarterly staff meetings 3) Quarterly meeting of the Welfare Committee 4) Online communication, intranet, and email 5) Direct grievance and whistleblowing channels to CEO for employee's complaint and suggestions 6) Annual employee engagement survey 7) Monthly CEO Day Meeting	• Appropriate compensation and welfare	• Provided proper compensation and welfare
	• Fair performance evaluation	• Improved efficiency and transparency of performance evaluation
	• Job security and career advancement	• Promoted employee's advancement in various positions and fields within the AMATA Group
	• Good working environment and atmosphere	• Provided adequate working equipment and promoted a safe and happy working environment • Improved the workplace environment by ensuring cleanliness and proper organization, providing a recreation room for employees to relax, and equipping the space with exercise facilities
	• Development of an employee's capability, knowledge, and ability	• Organized training courses to meet business needs and adapt to a changing world
	• Health and Safety at Work	• Assessed the occupational health and safety risks of each position, and put corrective and preventive measures in place • Provided professional medical consultants to give health advice to employees

Customer

Engagement Method	Concerns and Expectations	Our Responses
1) Annual customer satisfaction survey 2) Marketing and customer relations activities 3) Meeting with AMATA's employees and meeting with customers directly 4) Online or email communications 5) Complaints and whistleblowing channels 6) Line Official: @Amatacity and @AmataCityRayong	• High-quality after-sales services	• Enhanced the after-sales service team's ability to provide one-stop services to customers • Organized activities to support customers' operations, such as training programs for customers to keep up with worldwide trends and current affairs, as well as the capability to operate a company in compliance with changing legal requirements
	• Customer relationship management	• Improved communication channels, complaint handling processes, and management to respond to customer complaints efficiently
	• Solving traffic and road safety issues	• Collaborated with the public and private sectors to solve traffic problems and develop traffic management technology • Improved road surfaces and accident-prone locations
	• Compliance with environmental laws, such as wastewater and solid waste management	• Provided high-quality waste management services in accordance with environmental laws • Disclosed operation data in a transparent manner
	• Water security within the industrial estates	• Ensured industrial water users have access to secure water by expanding internal reservoirs in the industrial estates and implementing sustainable water management systems
	• Promoting the use of renewable energy in the industrial estates	• Generated renewable energy in the Company's areas • Encouraged the use and production of renewable energy in the factories
	• Risk and emergency management in the industrial estates	• Assessed and managed risks in all aspects, practiced emergency drills, as well as provided competent personnel and necessary tools and equipment sufficient for the area's size and the number of factories in the industrial estates
	• Maintaining business confidentiality	• Strictly adhered to the Company's policies and business ethics
	• Information on greenhouse gas emissions per product unit of utilities within the industrial estates	• Publicly disclosed information on the Company's greenhouse gas emissions and its improvements to reduce greenhouse gas emissions

Local Community

Engagement Method	Concerns and Expectations	Our Responses
1) Organizing public hearings and various committee meetings with the Company 2) Organizing community relations activities 3) Annual and activity-based satisfaction survey of communities surrounding the industrial estates 4) Site visits 5) Meeting in person with AMATA employee 6) Online or email communication 7) Complaints and whistleblowing channels	• Solving traffic problems	• Collaborated with the public and private sectors to solve traffic problems and develop traffic management technology • Organized activities with local communities to raise awareness and strengthen safety networks in the area
	• Water security and quality of surface water	• Developed and enhanced the capacity of the water reclamation system to reduce the dependence on natural surface water • Collaborated with communities on water conservation and upstream ecosystem restoration projects • Arranged an on-site visit to the AMATA industrial water management learning center to gain the trust of the local communities • Promoted water conservation and its value among youth through community engagement activities like 'Khru Arsa' (volunteer teacher) and AMATA Youth Environmental Stewardship activities, to raise awareness and understanding
	• Environmental impact management for both the Company and factories in industrial estates	• Disclosed waste management information in a transparent manner • Encouraged factory operators in the industrial estates to manage waste properly and efficiently • Developed projects to protect and restore ecosystems in the connecting areas
	• Environmental law and regulatory compliance of both the Company and the factories in industrial estates	• Strictly complied with environmental laws and regulations • Encouraged and kept monitoring the factory operators in the industrial estates to strictly comply with environmental laws
	• Community and social development	• Created and supported initiatives that enhance the quality of life and economic well-being of local communities and society, such as strengthening livelihood development, upgrading local products to recognized standards, and expanding access to a wider range of sales channels • Encouraged and provided opportunities for people in local communities to access education and skill development • Created a collaborative network with other stakeholders to jointly develop local communities and society at large
	• Community participation	• Set up committees with representatives from local communities to express their opinions and acknowledge the Company's performance in managing social and environmental impacts • Provided easily accessible communication channels and responded to community complaints efficiently
	• Safety	• Notified the communities about the industrial estates' emergency response plan and safety measures • Educated and enhanced community capabilities to cope with various emergency situations

Supplier and Contractor

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

Business Partner

Engagement Method	Concerns and Expectations	Our Responses
1) Meetings of the boards of directors of subsidiaries and affiliated companies 2) Meetings with business partners and investors 3) Online or email communication 4) Complaints and whistleblowing channels 5) Site visits	• Integrity, fairness, and transparency in business	• Adhered to the code of business ethics • Developed a fair joint venture agreement in a transparent manner
	• Business confidentiality	• Securing and maintaining the confidentiality of business partner information

Government Agency

Engagement Method	Concerns and Expectations	Our Responses
1) Meeting with government agencies on various agendas 2) Participating in various projects organized by the government sectors 3) Participating in various working committees of government agencies 4) Site visits 5) Online or email communication 6) Disclosure or reporting as required	• Compliance with laws and regulations	• Strictly complied with relevant laws and regulations
	• Management of social and environmental impacts of the Company's operations	• Regularly monitored social and environmental impacts and timely submitted reports to government agencies • Developed work processes or implemented corrective actions to reduce the social and environmental impacts of the Company's operations, in accordance with the specified measures
	• Good Corporate Governance	• Carried out business in a transparent manner and adhered to the corporate governance policy • Governed to ensure compliance with established policies, rules, and regulations
	• Creating economic and social value	• Engaged with local communities and authorities and supported social and environmental development
	• Disclosure of the Company's performance	• Disclosed financial and sustainability performance transparently through various channels, such as timely submissions to government agencies and public disclosure
	• Disclosure of corporate greenhouse gas emissions	• Disclosed corporate greenhouse gas emissions data that was verified by accredited organizations

Shareholder

Engagement Method	Concerns and Expectations	Our Responses
1) Annual shareholders' general meeting and extraordinary general meeting 2) Subsidiaries' and associated companies' shareholders' meetings 3) Investor roadshow 4) Quarterly investor meetings 5) Online or email communication 6) Complaints and whistleblowing channels	• Profitable and good performance • Business growth • Transparent and verifiable disclosure of the Company's performance	• Developed new businesses to generate long-term revenue • Developed innovation and technology in the production, services, and work processes that improve efficiency and cost management • Disclosed business information, operating performance, and financial position in a transparent, complete, accurate, and timely manner
	• Good Corporate Governance	• Strictly complied with laws and regulations • Conducted business transparently while adhering to good governance and anti-corruption • Improved the system of governance, risk management, and compliance (GRC system) to connect and work together efficiently and effectively
	• Effective risk management	• Implemented a risk management process covering economic, social, environmental, and human rights aspects

Creditor

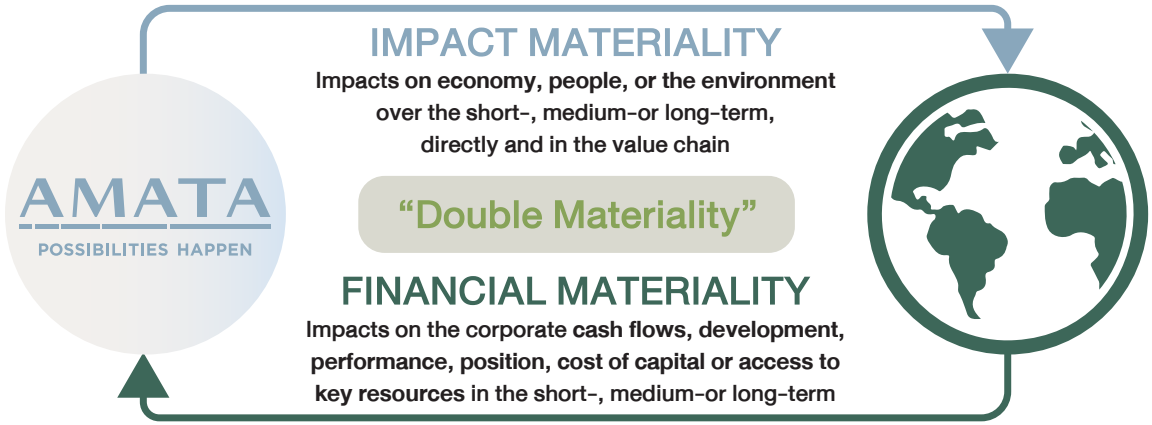
Engagement Method	Concerns and Expectations	Our Responses
1) Meetings with creditors 2) Site visits 3) Online or email communication	• Compliance with applicable laws and regulations, as well as the conditions of loan and debenture agreements	• Strictly followed the terms and conditions of the loan agreement and debenture • Disclosed material business and financial information accurately and completely
	• Effective risk management	• Implemented a risk management process covering economic, social, environmental, and human rights aspects • Established key internal controls for accounts payable, including accounts payable reconciliation, segregation of duties between posting accounts payable and making creditors' payments, as well as preparing corresponding letters confirming creditor balances for each accounting period • Refrained from collaborating with or supporting any individuals or organizations involved in unlawful business activities or posing risks to society and economic stability
	• Managing an appropriate capital structure	• Developed innovation and technology in the production, services, and work processes that improve efficiency and cost management • Consider funding sources with financing costs and repayment terms that are appropriate for the investment plan
	• On-time debt payments	• Paid debt installments on time • Dedicated to maintaining sustainable relationships with creditors and fostering mutual trust

Competitor

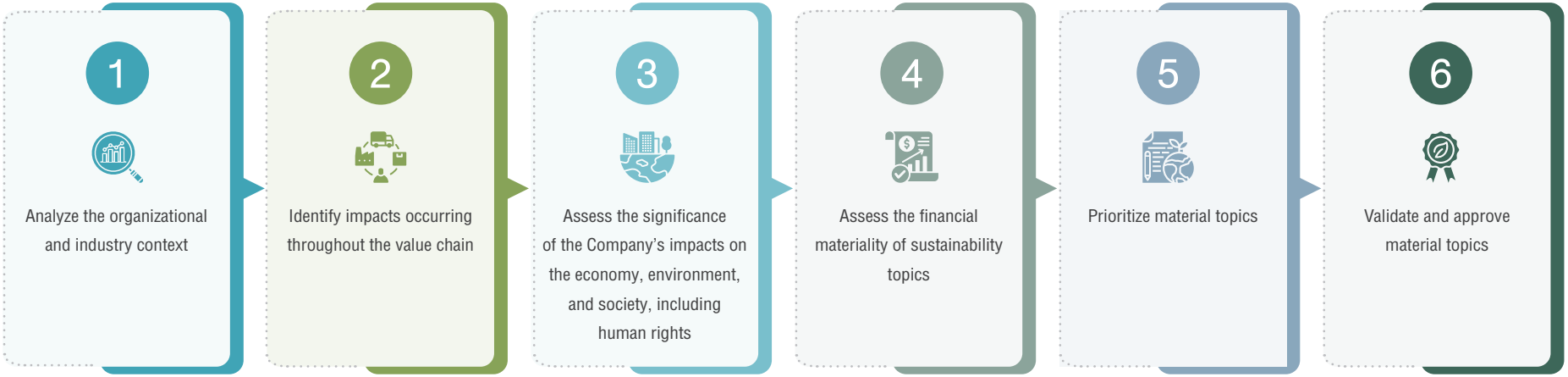
Engagement Method	Concerns and Expectations	Our Responses
1) Meetings arranged by industry associations or organizations 2) Collaborative projects at the request of the government sectors	• Legal and fair competition	• Conducted business with ethics and integrity • Cooperated in activities that were beneficial to investors, entrepreneurs, or consumers

Materiality Assessment

In 2025, the Company reviewed and assessed the material topics identified in 2024, covering both impact materiality and financial materiality. The assessment was conducted with reference to the GRI Universal Standards 2021, particularly GRI 3: Material Topics 2021, and the double materiality approach under the European Sustainability Reporting Standards (ESRS) issued by the European Financial Reporting Advisory Group (EFRAG). The Company also took into consideration the OECD Due Diligence Guidance for Responsible Business Conduct, applying a risk-based due diligence approach and a multi-stakeholder approach. This enabled the Company to gain a comprehensive view of the impacts of its business activities on stakeholders, society, and the environment (outward impacts), as well as the effects of sustainability matters on the business (inward impacts), including financial effects and implications for the Company's ability to create long-term value.



This review and assessment of material sustainability topics was carried out by management and subject-matter specialists from relevant internal functions, together with an external sustainability consultant. The process for identifying the material topics is outlined below.



[1] EFRAG IG 1: Materiality Assessment Implementation Guidance

1 Analyze the organizational and industry context

- Studied and analyzed the Company's business goals, operational direction, and supply chain activities, including business relationships.
- Analyzed the external context and related factors, including global trends and economic, environmental, human rights, and social challenges at the local, regional, and global levels that are relevant to the Company and its business relationships, and that may affect the Company over the short and long term.

2 Identify impacts occurring throughout the value chain

- Identified and reviewed actual and potential impacts on the economy, environment, and people, including human rights impacts, arising from the Company's own operations as well as from the activities of business partners, such as customers, suppliers, and contractors. This covers both negative and positive impacts, short- and long-term impacts, intended and unintended impacts, as well as reversible and irreversible impacts. The assessment draws on a range of inputs and methods, including brainstorming sessions, in-depth interviews, stakeholder satisfaction survey results, complaints, relevant performance data and statistics, and input from subject-matter experts in each area.

3 Assess the significance of the Company's impacts on the economy, environment, and society, including human rights

- Assessed the significance of its impacts on the economy, environment, people, and society, including human rights, covering both negative and positive aspects. This impact materiality assessment was carried out by executives and subject matter experts from relevant departments within the Company, incorporating perspectives from both internal and external stakeholders through various engagement channels. The significance of these impacts was determined based on their severity, using the criteria of scale, scope, and irremediable character. For potential impacts, the assessment also considered the likelihood of occurrence and the Company's ability to mitigate or manage it.

4 Assess the financial materiality of sustainability topics

- Grouped impacts on the economy, environment, society, and human rights into sustainability topics and identify additional likely material topics from benchmarking against industry peers, leading sustainability indices, and global sustainability assessment frameworks to ensure a comprehensive and holistic perspective across all dimensions.
- Assessed the financial materiality of sustainability topics by the senior management team, taking into account the risks and opportunities associated with each topic, and evaluating the severity of their effects on the Company's operating performance, financial position, cash flows, and growth potential over the short, medium, and long term, as well as the likelihood of occurrence.

5 Prioritize material topics

- Prioritized the topics by establishing thresholds or criteria to determine the level of materiality of each sustainability topic and present the results in a materiality matrix.

  The vertical axis (Y-axis) represents financial materiality, or the significance of financial effects on AMATA's financial performance and position.

  The horizontal axis (X-axis) represents impact materiality, or the level of significance of AMATA's impacts on the economy, society, and the environment arising from its business operations.

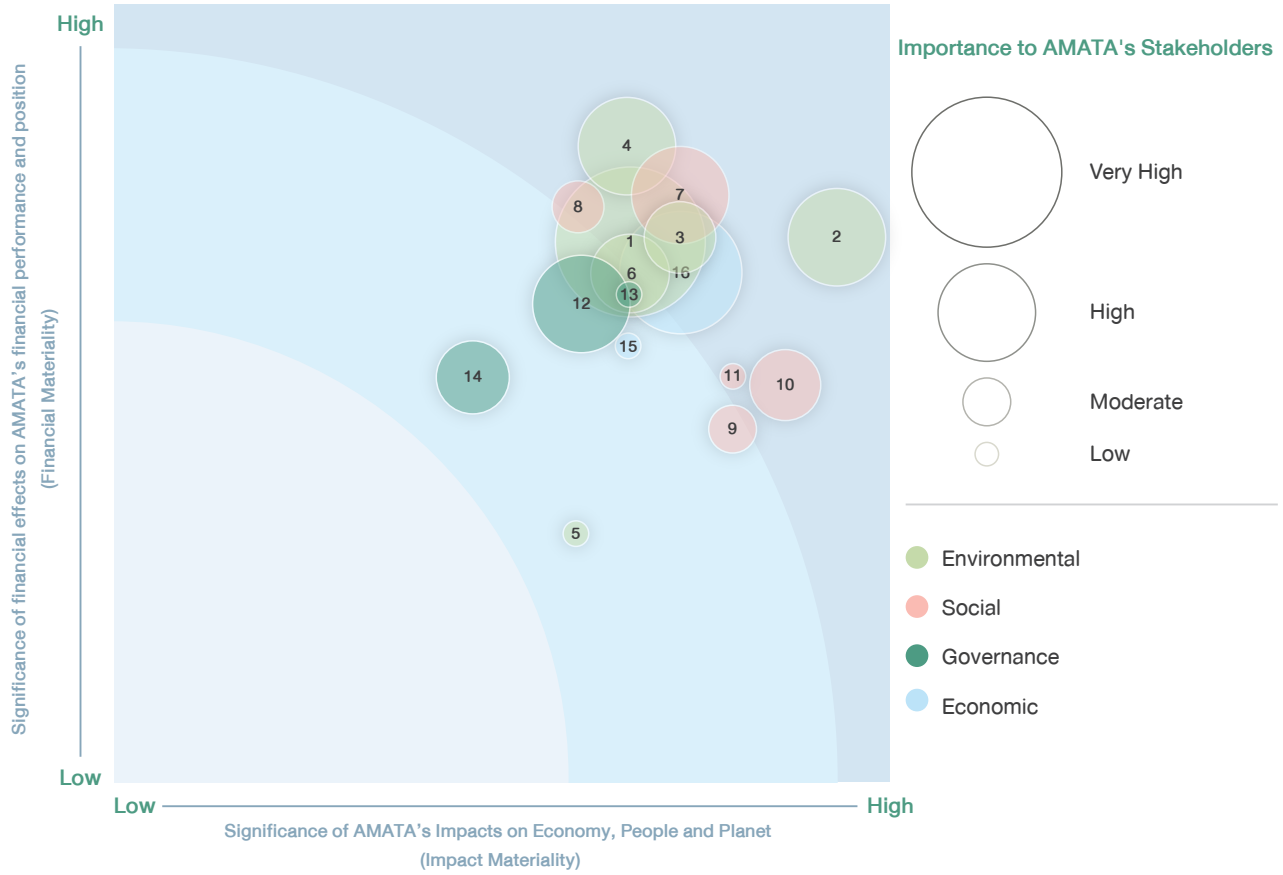
  The bubble size represents the importance of each topic to AMATA's stakeholders.

6 Validate and approve material topics

- Reviewed the prioritization and the validity of the materiality assessment process with the AMATA Sustainable Development Committee and external sustainability experts, then obtained approval of the material topics from the Corporate Governance and Sustainable Development Committee and subsequently from the Board of Directors.

Material Topics

Following the review and reassessment of the material topics identified in 2024, the Company determined that there were no changes to its material sustainability topics. A total of 16 material topics were retained, comprising 9 high-priority topics and 7 medium-priority topics. All material topics were found to be linked to human rights impacts on stakeholders. Accordingly, the Company did not identify human rights as a separate standalone topic. Instead, the impact assessment undertaken as part of the materiality determination process was also used as an input into the Company's Human Rights Due Diligence process.



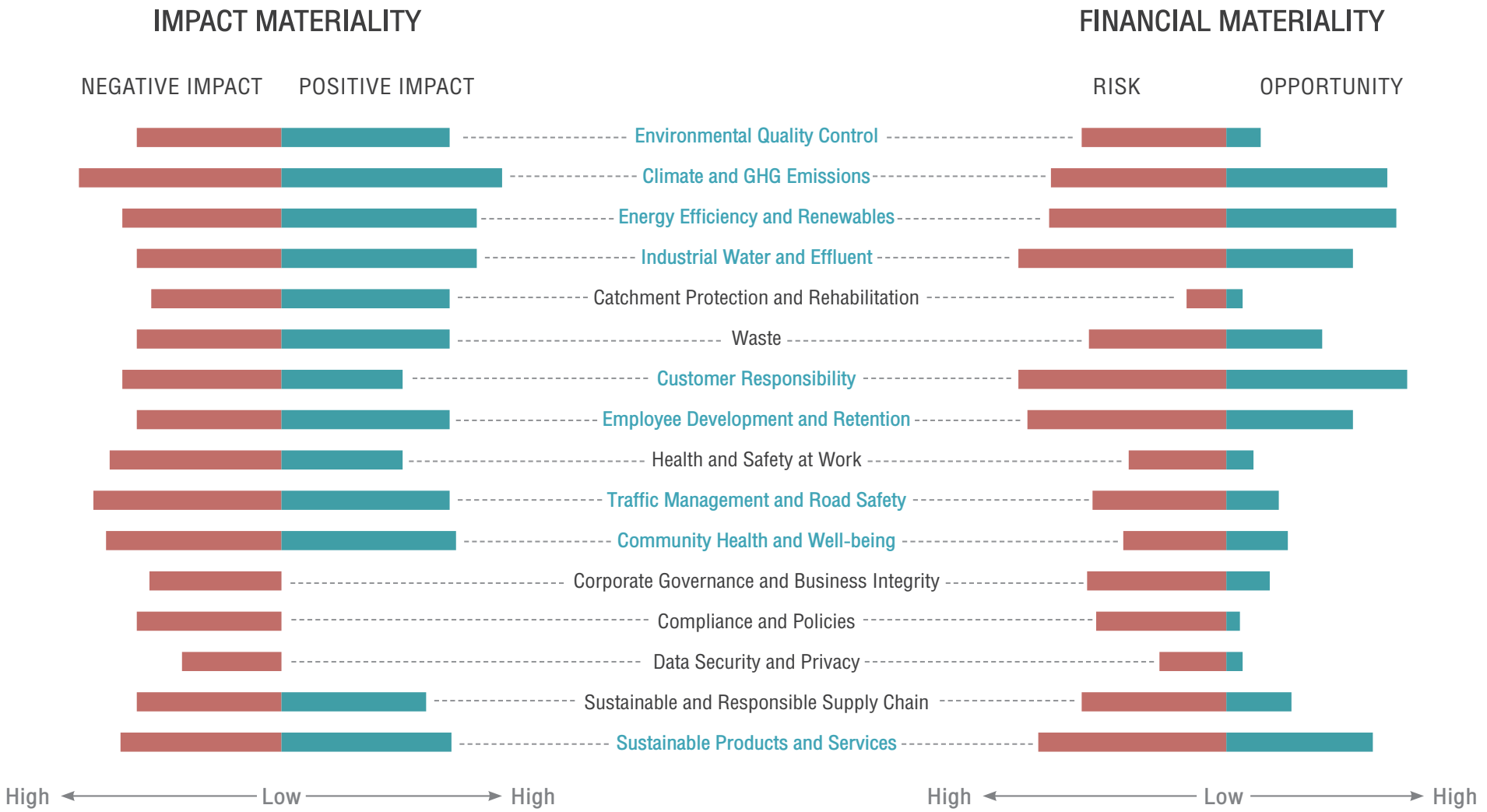
Topics with High Materiality

- 1 Environmental Quality Control
- 2 Climate and GHG Emissions
- 3 Energy Efficiency and Renewables
- 4 Industrial Water and Effluent
- 7 Customer Responsibility
- 8 Employee Development and Retention
- 10 Traffic Management and Road Safety
- 11 Community Health and Well-being
- 16 Sustainable Products and Services

Topics with Moderate Materiality

- 5 Catchment Protection and Rehabilitation
- 6 Waste
- 9 Health and Safety at Work
- 12 Corporate Governance and Business Integrity
- 13 Compliance and Policies
- 14 Data Security and Privacy
- 15 Sustainable and Responsible Supply Chain

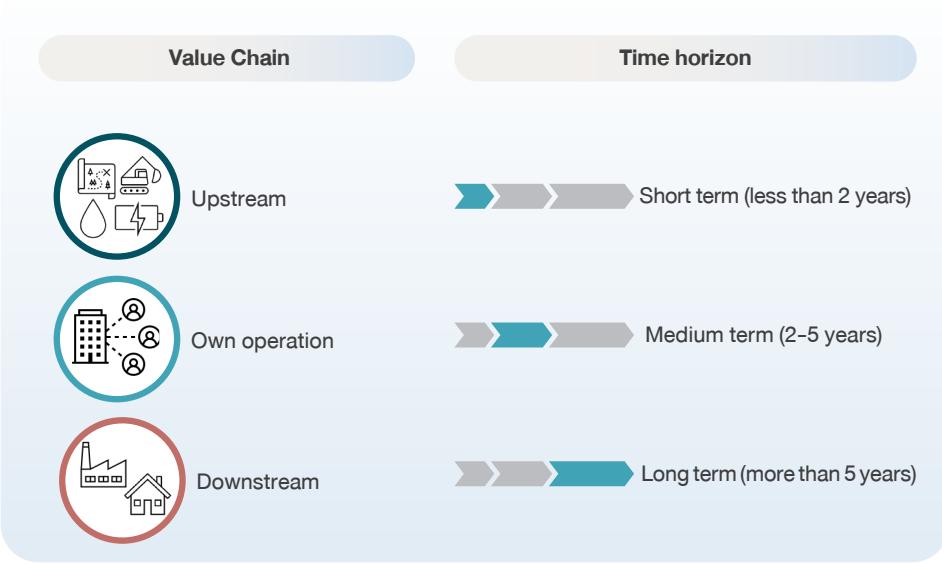
The Company places importance on assessing the materiality of sustainability topics from both dimensions of double materiality, namely Impact Materiality and Financial Materiality. The results of the assessment are presented in the diagram below to clearly show, separately, the significance of impacts arising from the Company's business activities and the significance of the related risks and opportunities for the Company. This distinction is important because a sustainability topic may be material from one dimension, while having a different level of significance in the other dimension. In conducting the assessment, the Company considered the principles of the GRI Standards and the double materiality approach under the ESRS, under which a sustainability topic may be considered material if it results in significant impacts on the economy, environment, and people, including impacts on human rights, even where it does not have a direct financial effect on the Company.



From an impact materiality perspective, the assessment shows that topics related to the environment, energy use, resource management, safety, health, and stakeholders' quality of life involve both positive and negative impacts at a moderate to high level. This reflects the Company's potential to create positive value that contributes to the United Nations Sustainable Development Goals (SDGs). At the same time, the Company recognizes the need to carefully manage the risk of adverse impacts on stakeholders and the environment, particularly in areas where there may be heightened risks of human rights impacts.

From a financial materiality perspective, the Company identified a number of topics associated with significant financial risks and opportunities, particularly those relating to operational efficiency, resource use, supply chain management, safety, and sustainable products or services. This highlights the need for the Company to strengthen its risk management systems and processes to ensure that sustainability-related matters are effectively addressed. Sustainability topics are therefore not only matters of corporate responsibility, but also matters that directly affect financial performance, competitiveness, and the Company's ability to create long-term value.

Further information on the Company's material impacts, risks, and opportunities is provided in the table below and in the dedicated section for each material topic.



Topics of high materiality	Subtopics	Impacts, Risks, Opportunities (IROs)		Value Chain	Time horizon
1 Environmental Quality Control	• Air quality • Non-GHG emission • Noise & odor exposure • Environmental governance	Actual negative impacts	Inadequate environmental governance and environmental quality control may lead to the discharge or leakage of wastewater, improper waste disposal, air pollution, excessive noise, or odour levels exceeding regulatory limits. These may adversely affect the health, safety, and quality of life of surrounding communities, contribute to the degradation of ecosystems and natural resources, and increase the risk of long-term environmental damage.	Own operation	Medium term
		Actual positive impacts	Effective environmental quality control helps reduce pollutant emissions to water, air, and surrounding areas, thereby supporting public health and well-being (SDG 3) and enhancing the liveability and safety of communities surrounding the industrial estates (SDG 11).	Downstream	Long term
		Financial risks	Inadequate environmental quality control may result in regulatory fines and penalties, environmental remediation and restoration costs, and loss of revenue arising from reputational damage and reduced customer and tenant confidence, including the potential loss of related revenue streams. These impacts may adversely affect revenue, profitability, and asset value.	Own operation	Short term

Topics of high materiality	Subtopics	Impacts, Risks, Opportunities (IROs)		Value Chain	Time horizon
2 Climate and GHG Emissions	• GHG emissions • Climate-related law and regulations • Climate-related risks • Climate resilience • Low-carbon economy	Actual negative impacts	Greenhouse gas emissions from activities within the industrial estates and from operators located in the area contribute to climate change and may adversely affect the environment, public health, and the frequency and severity of extreme weather events affecting surrounding communities and ecosystems.	Own operation - Downstream 	Long term 
		Actual positive impacts	Effective collaboration to reduce greenhouse gas emissions through the responsible use of energy and resources can help mitigate the severity of climate change, directly support the achievement of climate goals (SDG 13), and generate co-benefits for community health and well-being (SDG 3) as well as sustainable cities and communities (SDG 11).	Own operation - Downstream 	Long term 
		Financial risks	Inadequate management of greenhouse gas emissions may lead to higher costs to comply with climate-related laws and regulations, reduce the industrial estate's ability to attract and retain customers or tenants with greenhouse gas reduction targets or ESG requirements from parent companies and international markets, and adversely affect occupancy rates, long-term revenue, asset value, and corporate reputation. Physical climate-related events, such as floods, heatwaves, droughts, or storms, may also damage estate assets, utility systems, and infrastructure, disrupt services provided to tenants, and increase repair, prevention, insurance, and emergency response costs.	Upstream - Own operation 	Medium term 
		Opportunities	The development and management of low-carbon industrial estates, including the use of renewable energy, energy-efficient utility systems, and support for customers in reducing greenhouse gas emissions, together with climate-resilient infrastructure and flexible utility systems such as electricity, water, and essential services that can withstand extreme weather events, regulatory changes, and rising demand while maintaining service continuity, can reduce the risk of business disruption and support long-term estate growth. These measures can also enhance competitiveness, attract customers and tenants with strong ESG commitments, and improve access to green finance and climate-related support programs.	Upstream - Own operation 	Medium to long term 

Topics of high materiality	Subtopics	Impacts, Risks, Opportunities (IROs)		Value Chain	Time horizon
3 Energy Efficiency and Renewables	• Energy efficiency • Renewable energy • Energy efficiency technologies • Energy transition	Actual positive impacts	Improving energy efficiency and promoting the use of renewable energy within the industrial estates help reduce greenhouse gas emissions and air pollution, support affordable and clean energy (SDG 7) and climate action (SDG 13), and enhance the quality of life and liveability of surrounding communities (SDG 11).	Own operation - Downstream 	Short to medium term 
		Financial risks	Failure to improve energy efficiency and continued reliance on fossil-based energy may increase energy costs for central utility systems, particularly during periods of energy price volatility or in response to more stringent carbon- and energy-related regulations. It may also weaken the industrial estate's ability to meet customer expectations for cost competitiveness and ESG performance, thereby reducing its ability to attract new customers or tenants and retain existing ones. This may result in lower occupancy rates, reduced long-term revenue, lower asset value, and increased reputational risk, as well as reduced access to green finance.	Own operation 	Medium term 
		Opportunities	Investment in high-efficiency energy systems and alternative energy solutions, such as solar power, energy storage systems, and smart energy management, can reduce long-term energy costs, improve the stability of utility systems, strengthen the industrial estate's competitive advantage in attracting customers and tenants with decarbonization targets, and increase access to green finance and clean energy support programs.	Own operation 	Medium to long term 
4 Industrial Water and Effluent	• Water security • Raw water quality and supply • Water use and efficiency • Water reuse and recirculation • Wastewater treatment	Potential negative impacts	Inefficient water use and ineffective wastewater management in the industrial estate's central utility systems may result in excessive water withdrawal, the discharge of wastewater below required quality standards, and the degradation of water sources. These impacts may affect community access to water, environmental quality, and surrounding ecosystems.	Upstream - Own operation 	Long term 
		Actual positive impacts	Effective water management, including efficient water use, water reuse, wastewater quality control, and improvement of water source quality around the industrial estates, supports access to clean water and sanitation (SDG 6), promotes public health and well-being (SDG 3), and enhances the sustainability and liveability of surrounding communities (SDG 11).	Own operation 	Medium term 

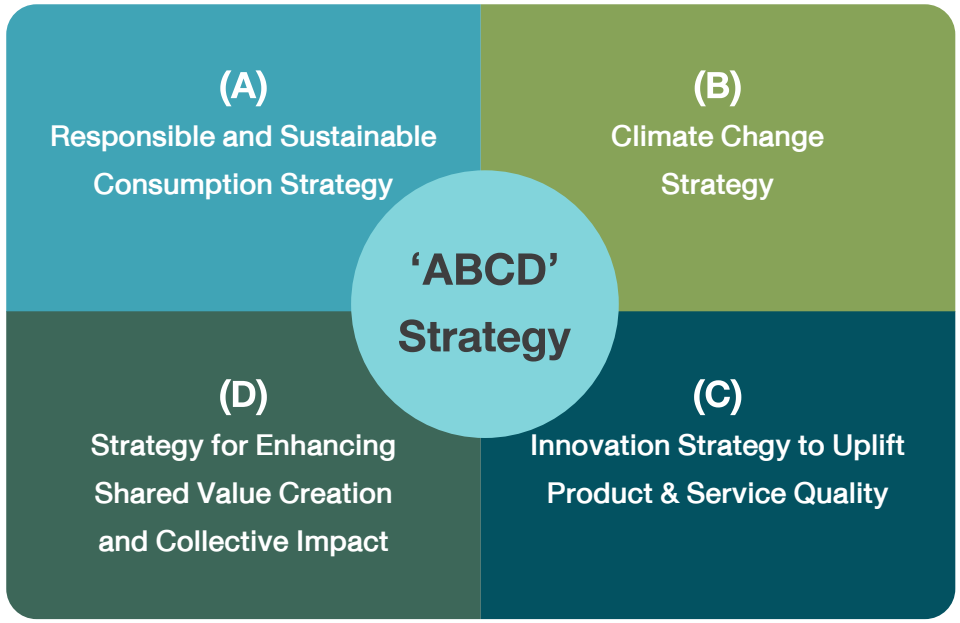
Topics of high materiality	Subtopics	Impacts, Risks, Opportunities (IROs)		Value Chain	Time horizon
		Financial risks	Water shortages may directly affect the Company's ability to provide sufficient water of the required quality to customers and tenants, resulting in higher water supply management costs, additional investment in water infrastructure and backup water sources, and the risk of operational disruption for customers and tenants, which may trigger contractual penalties. Such conditions may weaken the industrial estate's ability to attract and retain customers and tenants, and adversely affect revenue from water and utility services as well as long-term asset value.	Own operation 	Long term 
		Opportunities	Investment in water infrastructure, such as backup raw water sources, water production and storage systems, reclaimed water systems, and smart water quality monitoring systems, can strengthen water security, reduce long-term costs, and enhance the industrial estate's ability to serve customers and tenants with water-related requirements or high ESG expectations. It may also create opportunities to develop new water-related service business models.	Own operation 	Medium to long term 
7 Customer Responsibility	• Product and service quality • Customer health and safety • Communication and response • Time efficiency • Accessibility to information • Customer relationship management	Potential negative impacts	Ineffective service and customer or tenant relationship management, such as inconsistent utility service quality, inadequate health and safety management, unclear communication, or delayed response to problems, may affect customer safety, operations, and confidence, and increase the risk of business interruption or operational discontinuity for customers and tenants.	Own operation 	Short term 
		Financial risks	If the Company is unable to maintain standards of product and service quality, utility reliability, safety, and effective communication with customers and tenants, this may lead to complaints, contract terminations, or non-renewal of lease agreements. As a result, rental and utility service income may decline, while additional costs may arise from corrective actions, compensation, and remedial measures. These issues may also create reputational risk, undermine investor and target customer confidence, and adversely affect the long-term asset value of the industrial estates.	Own operation 	Medium term 
		Opportunities	Enhancing product and service quality, together with strengthening customer relationship management (CRM), enables the Company to identify customer and tenant issues, needs, and expectations in a timely manner. Proactive communication and transparent disclosure, such as information relating to utility services, risk management, and emergency situations, help reduce operational uncertainty for customers and tenants, strengthen confidence in the management of the industrial estates, and reduce complaints or disputes. This, in turn, supports recurring revenue and improves the Company's ability to attract new target customers and tenants.	Own operation 	Short to medium term 

Topics of high materiality	Subtopics	Impacts, Risks, Opportunities (IROs)		Value Chain	Time horizon
8 Employee Development and Retention	• Employee well-being • Compensation and benefits • Training and education • Talent attraction and retention • Employee engagement • Company culture	Actual negative impacts	Insufficient employee development and retention may result in excessive workloads, stress, and limited opportunities for skills development. This may adversely affect safety, morale, quality of work, and the continuity of services within the industrial estates, and may in turn affect customers, tenants, service users, and other relevant stakeholders.	Own operation	Short term
		Actual positive impacts	Continuous employee development and retention help enhance employees' skills, capabilities, and employment stability, enabling them to pursue career growth, maintain a good quality of life, and remain motivated at work (SDG 8). Equitable employee development also helps reduce inequality in access to learning and career advancement opportunities within the organization (SDG 10).	Own operation	Medium term
		Financial risks	An insufficient number of personnel with the necessary skills and experience increases the risk of operational disruption and errors in utility systems and services. This may lead to corrective costs, remediation expenses, penalties arising from service interruptions, and disruption to services provided to customers and tenants, thereby affecting customer satisfaction and long-term revenue from utilities and rental income. In addition, an inability to retain employees with specialized skills may increase ongoing recruitment and training costs, as well as indirect costs associated with workforce gaps and reduced efficiency during personnel transitions.	Own operation	Short term
		Opportunities	Investing in employee development and retention can reduce recruitment and training costs and improve customer and tenant satisfaction. A skilled and capable workforce also enables the Company to expand service offerings, strengthen utility operations, and develop new projects in line with its business strategy.	Own operation	Medium to long term
10 Traffic Management and Road Safety	• Traffic congestion • Road surface quality • Road obstruction and streetlighting • Law enforcement • Driver behavior	Actual negative impacts	Traffic congestion, poor road surface conditions, obstacles, inadequate lighting, weak law enforcement, and unsafe driving behaviour may increase the risk of accidents, injuries, and fatalities. These impacts may directly affect road users within the industrial estates, including Company employees, customers' employees, transport operators, and shared road users such as surrounding communities. They may also cause travel and logistics delays, increase stress and insecurity in commuting, reduce stakeholders' quality of life, and contribute to conflicts with local communities and public authorities in the area.	Own operation - Downstream	Short term
		Financial risks	Ineffective traffic and road safety management may give rise to a range of business risks. Delays in the transport of raw materials and goods into and out of the industrial estates may affect the operational efficiency of customers and tenants and may lead to complaints or claims for damages. Traffic and road safety issues may also reduce the attractiveness of the industrial estates for attracting and retaining customers and tenants, thereby affecting occupancy rates, land sales revenue, rental and service income, as well as asset value and the reputation of the industrial estates among investors and stakeholders.	Own operation	Medium term

Topics of high materiality	Subtopics	Impacts, Risks, Opportunities (IROs)		Value Chain	Time horizon
11 Community Health and Well-being	• Local economic development • Community health and safety • Community relations and engagement • Social and environmental impact on community • Collaborative partnerships • Education and outreach	Potential negative impacts	If impacts arising from industrial estate operations are not adequately managed, both environmental and social impacts may occur, including air, water, noise, or odor pollution, as well as risks associated with accidents and traffic. These may adversely affect the physical and mental health and quality of life of surrounding communities, and may increase public health issues and community conflict over the longer term.	Own operation	Short to medium term
		Actual positive impacts	The proactive role of the industrial estates in area development and collaboration with communities, such as joint planning on health and safety, support for community infrastructure, preventive communication, and engagement with local authorities, helps strengthen community capacity to manage health, safety, and other risks. This contributes to improved quality of life and well-being for people in the area (SDG 3), and promotes the resilience, liveability, and long-term sustainability of communities surrounding the industrial estates (SDG 11).	Own operation	Medium to long term
		Financial risks	If the Company is unable to appropriately manage impacts on the health and well-being of surrounding communities, this may lead to complaints, community opposition, scrutiny by public authorities, or restrictions on project expansion. As a result, additional costs may arise from corrective actions, remediation, and infrastructure improvements, while project development may be delayed. Weak long-term community relations may also affect reputation, investor confidence, and the Company's ability to attract new customers and tenants, with corresponding impacts on occupancy rates, land sales revenue, rental and service income, as well as the asset value of the industrial estates.	Own operation	Short to medium term
16 Sustainable Products and Services	• Product and service development • Innovation and technology • Strategic business partners • Circular economy	Actual positive impacts	The development and provision of sustainability-related products and services, particularly decarbonization solutions, such as energy-efficient utility systems, renewable energy, clean energy generation and distribution systems, water and wastewater management systems that help reduce greenhouse gas emissions, and services supporting carbon reduction and ESG data management, can reduce greenhouse gas emissions from activities within the industrial estates. These offerings also support customers' and tenants' operations in reducing the carbon footprint of their production processes, enable them to respond to climate-related and low-carbon supply chain requirements from customers and international markets, support the transition to a low-carbon economy, and create positive effects for the environment, communities, and the local economy over the long term.	Own operation	Medium term
		Financial risks	If the Company is unable to adequately develop and provide low-carbon products and services, the industrial estates may be unable to meet the needs of customers and tenants with greenhouse gas reduction targets, such as net zero or science-based targets, or carbon-related requirements from parent companies, customers, and export markets. This may reduce the Company's ability to attract and retain customers and tenants, result in lost revenue or missed opportunities to attract leading tenants, and increase reputational risk as an industrial estate that is not supporting the transition to a low-carbon economy.	Own operation	Medium to long term

Following approval of the Company's material topics for 2025 by the Board of Directors, those assessed as having high materiality and classified as strategic priorities were embedded into its corporate goals, strategic directions, and management approaches. Sustainability-related risks identified in connection with these topics were also used as an input to the annual enterprise risk management review in order to define appropriate risk control measures.

These strategic priorities also served as an important foundation for the development of the Company's **"ABCD"** strategy and for guiding the overall direction of the Company's business, which comprises:



(A) Responsible and Sustainable Consumption Strategy: focuses on the responsible and sustainable utilization of natural resources, emphasizing integrated and sustainable management to minimize environmental risks and impacts. This commitment not only promotes stability in business operations but also instills confidence among all stakeholders.

(B) Climate Change Strategy: strives towards carbon neutrality by 2040 through enhanced energy efficiency and expanded use of renewable energy, minimizing waste sent to landfills, promoting greenhouse gas reduction across the entire value chain, and building a climate-resilient city.

(C) Innovation Strategy to Uplift Product & Service Quality: focuses on developing new products and services that minimize impacts on stakeholders and the environment while also reducing costs and generating additional revenue by fostering innovation both internally and through external collaborations, to enhance industrial services and meet the evolving needs of customers in a rapidly changing landscape.

(D) Strategy for Enhancing Shared Value Creation and Collective Impact: focuses on improving the quality of life within society, particularly for communities located within a 5 kilometer radius of AMATA industrial estates. In collaboration with factory operators, government agencies, and local authorities, this joint effort aims to support community development and create positive impact on society at large.

Strategic priorities and other material sustainability topics were used to establish ESG-related key performance indicators (KPIs) linked to performance outcomes at the corporate, functional, and project levels. These KPIs were also integrated into the performance assessment of the Chief Executive Officer, senior executives, and relevant employees at various levels across the Company, in order to drive effective implementation and foster a corporate culture committed to sustainable development.

Material Topic Management

Material Topics (🔴 with high materiality)	Impacted Stakeholders	GRI Topic Standards	GRI Topic Disclosures	Report Chapter	Contributions to SDGs	Page
🔴 Environmental Quality Control	• Employee • Community • Customer • Supplier/Contractor • Government Agency	GRI 2 General Disclosures 2021	2-27 Compliance with laws and regulations	Environmental Quality Control	 3.9, 6.3, 11.6, 12.4, 15.1, 16.3	110
		GRI 305 Emission 2016	305-7 Nitrogen oxides (NO_x), sulfur oxides (SO_x), and other significant air emissions			
🔴 Climate and GHG Emissions	• Employee • Community • Customer • Business Partner • Shareholder • Supplier/Contractor • Government Agency	GRI 102 Climate Change 2025	102-1 Transition plan for climate change mitigation disclosure 102-2 Climate change adaptation plan 102-3 Just transition 102-4 GHG emissions reduction targets and progress 102-5 Scope 1 GHG emissions 102-6 Scope 2 GHG emissions 102-7 Scope 3 GHG emissions 102-8 GHG emissions intensity	Climate Resilience	 3.9, 7.2, 7.b, 13.1	120
🔴 Energy Efficiency and Renewables	• Customer • Business Partner • Supplier/Contractor • Government Agency	GRI 103 Energy 2025	103-1 Energy policies and commitments 103-2 Energy consumption and self-generation within the organization 103-3 Upstream and downstream energy consumption 103-4 Energy intensity 103-5 Reduction in energy consumption	Energy Management	 7.2, 7.3, 8.4, 12.2, 13.1	139

Material Topics (● with high materiality)	Impacted Stakeholders	GRI Topic Standards	GRI Topic Disclosures	Report Chapter	Contributions to SDGs	Page
		GRI 302 Energy 2016	302-1 Energy consumption within the organization 302-2 Energy consumption outside of the organization 302-3 Energy intensity 302-4 Reduction of energy consumption			
● Industrial Water and Effluent	• Community • Customer • Supplier/Contractor • Government Agency	GRI 303 Water and Effluents 2018	303-1 Interactions with water as a shared resource 303-2 Management of water discharge-related impacts 303-3 Water withdrawal 303-4 Water discharge 303-5 Water consumption	Sustainable Water Management	 6.3, 6.4, 12.2, 12.4, 12.5	151
Catchment Protection and Rehabilitation	• Community • Customer • Government Agency	GRI 303 Water and Effluents 2018	303-1 Interactions with water as a shared resource 303-3 Water withdrawal	Sustainable Water Management	 6.3, 6.4, 6.6, 15.1	151
		GRI 101 Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss 101-2 Management of biodiversity impacts 101-4 Identification of biodiversity impacts 101-5 Locations with biodiversity impacts 101-6 Direct drivers of biodiversity loss 101-7 Changes to the state of biodiversity 101-8 Ecosystem services	Natural Resources Protection and Restoration		161

Material Topics (● with high materiality)	Impacted Stakeholders	GRI Topic Standards	GRI Topic Disclosures	Report Chapter	Contributions to SDGs	Page
Waste	• Community • Customer • Business Partner • Supplier/Contractor • Government Agency	GRI 306 Waste 2020	306-1 Waste generation and significant waste-related impacts 306-2 Management of significant waste-related impacts 306-3 Waste generated 306-4 Waste diverted from disposal 306-5 Waste directed to disposal	Solid Waste and Industrial Waste Management	 3.9, 11.6, 12.2, 12.4, 12.5	170
● Customer Responsibility	• Employee • Shareholder • Customer • Business Partner	GRI 418 Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Information Security and Data Privacy	 3.6, 8.1, 8.2, 9.4, 12.2, 16.3, 16.7	83
		AMATA: Customer Engagement	Indicator: Customer Satisfaction Score	Building Better Customer Experience		194
● Employee Development and Retention	• Employee • Customer • Shareholder	GRI 401 Employment 2016	401-1 New employee hires and employee turnover 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees 401-3 Parental leave	Employee Care, Development and Retention	 4.4, 4.5, 8.5, 8.8, 10.2, 10.3	203
		GRI 404 Training and Education 2016	404-1 Average hours of training per year per employee 404-2 Programs for upgrading employee skills and transition assistance programs 404-3 Percentage of employees receiving regular performance and career development reviews			

Material Topics (● with high materiality)	Impacted Stakeholders	GRI Topic Standards	GRI Topic Disclosures	Report Chapter	Contributions to SDGs	Page
Health and Safety at Work	• Employee • Customer • Supplier/Contractor • Government Agency	GRI 403 Occupational Health and Safety 2018	403-1 Occupational health and safety management system 403-2 Hazard identification, risk assessment, and incident investigation 403-3 Occupational health services 403-4 Worker participation, consultation, and communication on occupational health and safety 403-5 Worker training on occupational health and safety 403-6 Promotion of worker health 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships 403-8 Workers covered by an occupational health and safety management system 403-9 Work-related injuries 403-10 Work-related ill health	Employee Care, Development and Retention Building A Safe Society	 3.4, 3.6, 8.8, 16.1	203 217
● Traffic Management and Road Safety	• Employee • Community • Customer • Supplier/Contractor • Government Agency	GRI 413 Local Communities 2016	413-2 Operations with significant actual and potential negative impacts on local communities	Building A Safe Society	 3.6, 11.2	217

Material Topics (● with high materiality)	Impacted Stakeholders	GRI Topic Standards	GRI Topic Disclosures	Report Chapter	Contributions to SDGs	Page
● Community Health and Well-being	• Employee • Community • Customer • Business Partner • Government Agency	GRI 413 Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs 413-2 Operations with significant actual and potential negative impacts on local communities	Community and Social Development Building A Safe Society	 1.4, 3.6, 3.9, 6.6, 6.b, 8.5, 9.2, 10.2, 10.3, 11.2, 11.6, 12.5, 17.17	229 217
Corporate Governance and Business Integrity	• Employee • Community • Customer • Shareholder • Business Partner • Supplier/Contractor • Government Agency • Competitor	GRI 205 Anti-Corruption 2016	205-1 Operations assessed for risks related to corruption 205-2 Communication and training about anti-corruption policies and procedures 205-3 Confirmed incidents of corruption and actions taken	Good Corporate Governance Business Ethic and Anti-corruption	 16.3, 16.5	56 61
Compliance and Policies	• Employee • Community • Customer • Shareholder • Business Partner • Supplier/Contractor • Government Agency	GRI 2 General Disclosures 2021	2-27 Compliance with laws and regulations	Law and Regulatory Compliance	 16.3, 16.5	67
Data Security and Privacy	• Employee • Community • Customer • Shareholder • Business Partner • Supplier/Contractor • Government Agency	GRI 418 Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Information Security and Data Privacy	 16.3, 16.10	83

Material Topics (● with high materiality)	Impacted Stakeholders	GRI Topic Standards	GRI Topic Disclosures	Report Chapter	Contributions to SDGs	Page
Sustainable and Responsible Supply Chain	• Community • Customer • Business Partner • Supplier/Contractor	GRI 204 Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Sustainable Supply Chain	 3.9, 8.3, 8.4, 8.8, 10.3, 11.6, 12.4, 16.5, 16.6	100
		GRI 308 Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria 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			
● Sustainable Products and Services	• Shareholder • Community • Customer • Business Partner • Supplier/Contractor • Government Agency • Creditor	GRI 201 Economic Performance 2016	201-1 Direct economic value generated and distributed 201-2 Financial implications and other risks and opportunities due to climate change	Sustainable Products and Services	 7.2, 7.b, 9.4, 13.1	182

Fundamental
of Sustainable Development

Good Corporate Governance	56
Business Ethics and Anti-corruption	61
Law and Regulatory Compliance	67
Risk and Crisis Management	71
Information Security and Data Privacy	83
Human Rights in Business Operation	87
Sustainable Supply Chain	100





Fundamental of Sustainable Development	SDG Targets	Management Approach	2030 Targets	2025 Targets
Good Corporate Governance	16.3, 16.5	Efficiently supervise, manage, monitor, and verify all aspects of business operations, ensuring transparency and accountability. Establish whistleblowing mechanisms and communication channels to report and address any concerns regarding business operations.	• Achieve zero significant complaints regarding corporate governance.	• Achieve zero significant complaints regarding corporate governance.
Business Ethics and Anti-corruption	16.3, 16.5	Conduct business with integrity, honesty, transparency, and accountability to internal and external stakeholders, using frameworks and principles that are aligned with corporate governance and human rights as the standard guidelines for the Board of Directors, executives, and employees.	• Achieve zero confirmed incidents of corruption or fraud. • Achieve zero business ethics violations.	• Achieve zero confirmed incidents of corruption or fraud. • Achieve zero business ethics violations.
Law and Regulatory Compliance	16.3, 16.5	Comply with all domestic and international laws and regulations related to conducting business, including strict adherence to contractual terms and conditions.	• Achieve zero significant violations of economic, social, and environmental laws and regulations related to the Company's operations.	• Achieve zero significant violations of economic, social, and environmental laws and regulations related to the Company's operations.
Risk and Crisis Management	11.5, 13.1, 16.5, 16.6	Manage uncertainty events that have the potential to occur and may have an impact on the achievement of the Company's objectives and goals, including crisis and emergency management and business continuity management.	• Cover 100% of strategic priorities in enterprise risk management plans.	• Cover 100% of strategic priorities in enterprise risk management plans.
Information Security and Data Privacy	16.3, 16.10	Reduce risks by minimizing both the likelihood and impact of potential incidents arising from human negligence, security system vulnerabilities, and cyberattacks targeting the company's information technology systems.	• Achieve zero substantiated complaints concerning personal data breaches and breaches of business confidentiality.	• Achieve zero substantiated complaints concerning personal data breaches and breaches of business confidentiality.
Human Rights in Business Operation	3.9, 6.3, 6.4, 8.4, 8.5, 11.6, 12.2, 12.4, 12.5, 13.2, 16,2	Prioritize and respect all aspects of human rights for every individual, in accordance with the laws of each country where the Company operates. Striving to avoid actions or involvement in any human rights violations or activities that may result in adverse human rights impacts.	• Achieve zero significant human rights complaints related to the Company's operations.	• Achieve zero significant human rights complaints related to the Company's operations.
Sustainable Supply Chain	3.9, 8.3, 8.4, 8.8, 10.3, 11.6, 12.4, 16.5, 16.6	Manage the supply chain responsibly and sustainably to mitigate operational risks posed by contractors and suppliers that may impact the business, the environment, and people including impact on their human rights.	• Conduct ESG risk assessments for 100% of new suppliers. • Conduct ESG risk assessments for 100% of critical suppliers.	• Conduct ESG risk assessments for 100% of new suppliers. • Conduct ESG risk assessments for 100% of critical suppliers.

Good Corporate Governance

Material Topic with Moderate Materiality

12. Corporate Governance and Business Integrity

- Corporate governance

Contribution to SDGs



16.3, 16.5

Risk

Ineffective corporate governance can have a significant impact on many key stakeholders, resulting in negative social and environmental consequences. This will have a negative impact on the Company's reputation and ability to generate future value, as well as the trust of the affected stakeholders.

Opportunity

Ensuring ethical, transparent, and responsible business operations toward all stakeholders is a crucial foundation for instilling confidence among the stakeholders. This impacts the Company's credibility and ability to achieve long-term sustainable growth.

	2030 Target	2025 Target	2025 Performance
Significant complaints regarding corporate governance (cases)	0	0	0

Board of Directors

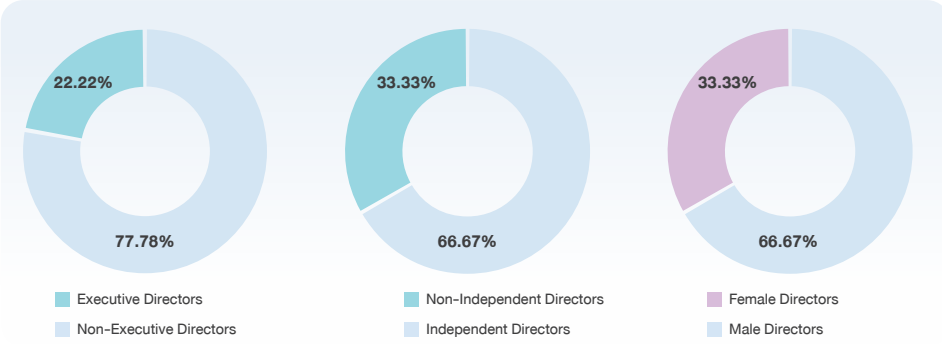
The Board of Directors plays a critical role in corporate governance by setting the Company's strategic direction, overseeing accountability, and protecting the interests of shareholders and stakeholders. The Board is responsible for setting the long-term vision, overseeing financial performance and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

The Company recognizes that a diverse and well-balanced board composition, reflecting diverse perspectives and experience among directors, strengthens governance effectiveness, supports sound strategic decision-making, and contributes to the long-term sustainability of the business. The Company therefore provides equal and fair opportunities for qualified candidates to be considered for board appointment, with the aim of maintaining an appropriate balance of skills, experience, and perspectives necessary for effective corporate governance. All directors are appointed through a nomination process that considers legal qualifications and criteria set forth by the Securities and Exchange Commission (SEC). The Nomination and Remuneration Committee is responsible for establishing clear guidelines and procedures to ensure an effective and transparent board selection process. This aims to secure a board comprising individuals with the qualifications, knowledge, competencies, and suitable experiences aligned with the Board Skill Matrix, without discrimination or restrictions based on gender, age, race, or religion. Directors must also possess integrity, honesty, and strong ethical values to effectively carry out their governance duties, thereby fostering balanced and sustainable value creation for the Company and all stakeholders.

The Board of Directors comprises both executive directors and independent directors, reflecting a balanced mix of business experience and expertise. While the Company does not formally appoint stakeholder representatives to the Board, stakeholder issues and expectations are systematically considered as part of the Company's governance framework through structured stakeholder engagement processes and regular reporting to the Board.

As of 31 December 2025, the Company's Board of Directors comprised a total of nine members, consisting of two executive directors, and seven non-executive directors, which accounted for 77.78% of the total number of board members. Six independent directors accounted for 66.67% of the total number of board members. The Board was composed of six male directors and three female directors, with women representing 33.33% of the total Board composition.

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



Board Skills Matrix

Name of the Directors		Board Diversity			Executive Director	Non-Executive Director	Independent Director	Number of Directorships in Other Listed Companies (entity)	The Board's professional knowledge and experiences								Subcommittees			
		Gender	Director Tenure (years)	Age (years)					Industrial estate business	Technological	Corporate governance	Marketing /business development	Risk management	Strategy	Legal	Financial / accounting	Audit Committee	Risk Management Committee	Nomination and Remuneration Committee	Corporate Governance and Sustainable Development Committee
1. Mr. Vikrom	Kromadit	M	35.82	73	✓			0	✓			✓		✓						
2. Dr. Atchaka	Sibunruang	F	1.99	71		✓	✓	1	✓		✓		✓	✓				✓		✓C
3. Mr. Anucha	Sihanatkathakul	M	18.68	66		✓		1			✓	✓	✓			✓		✓		✓
4. Mr. Noppun	Muangkote	M	24.43	78		✓	✓	1			✓				✓				✓	✓
5. Assoc. Prof. Dr. Somchet	Thinaphong	M	26.01	77		✓	✓	1	✓	✓							✓		✓	✓
6. Mr. Tevin	Vongvanich	M	6.74	67		✓	✓	3		✓			✓	✓				✓C		✓
7. Mr. Nithi	Patarachoke	M	1.99	63		✓	✓	4		✓	✓		✓	✓			✓		✓C	
8. Mrs. Kittiya	Todhanakasem	F	1.68	68		✓	✓	2			✓		✓	✓		✓	✓C			✓
9. Ms. Dendao	Komolmas	F	1.68	64	✓			0	✓	✓		✓	✓			✓		✓		
Total					2	7	6	–	4	4	5	3	6	5	1	3	3	4	3	6

Remarks: 1. M denotes a male director, F denotes a female director, and C indicates the Chairperson of the subcommittee.
2. Detailed information on the directors is disclosed in the Annual Report (56-1 One Report) under the section "Corporate Governance Structure".

Performance of the Board of Directors

Development of Corporate Governance Mechanisms

The Board of Directors held meetings to monitor performance and improve the efficiency of corporate governance mechanisms. In 2025, the Company undertook a revision of its Corporate Governance Policy to align with the principles of good corporate governance prescribed by the Securities and Exchange Commission and to be consistent with applicable rules and internationally recognized standards. The revised policy also broadened its scope to cover the governance of sustainability-related matters, as well as the management of sustainability-related risks and opportunities. The amended Corporate Governance Policy was reviewed and approved by the Board of Directors at Meeting No. 10/2025, held in November 2025. Further details are disclosed in the 56-1 One Report under the section “Report of Corporate Governance”.

Thriving for good corporate governance efficiency, the Board of Directors conducts an annual performance assessment using the Self-Assessment Form of the Stock Exchange of Thailand. The assessment consists of the performance evaluation of the Board of Directors as a group, subcommittees, and individual directors.

The Company uses the results of the Board and subcommittee performance evaluations as inputs for the continuous enhancement of corporate governance and operational practices. Key findings from the evaluations are taken into consideration to enhance governance effectiveness, refine meeting agendas, strengthen the quality of information provided to support decision-making, and deepen the Board’s understanding of strategic and sustainability-related matters. In addition, the evaluation outcomes are used to support the review of the Board’s composition, skills, and overall suitability, as well as succession planning, to ensure that directors collectively possess the knowledge, expertise, and experience aligned with the Company’s business direction and evolving operating context. The Company also incorporates feedback from the evaluations into the refinement of governance practices, director development initiatives, and Board working processes, with the aim of strengthening overall governance effectiveness and creating long-term value for the organization.

	Board of Directors	Audit Committee	Risk Management Committee	Nomination and Remuneration Committee	Corporate Governance and Sustainable Development Committee
Number of Meeting	11	4	5	4	2
Meeting Attendance	100%	100%	100%	100%	100%
Performance Assessment Score	Group 93.61% Individual 96.72%	The average scores across all subcommittees was 92.53%			

Details of the Board’s performance are disclosed in the 2025 Annual Report (56-1 One Report) under the section “Corporate Governance Policy”.



Building Capability of the Board of Directors

The Company encourages and supports the development of the directors' capability by facilitating their participation in national and regional training programs and activities, including both internal trainings organized by the Company and external courses. This enables them to leverage their acquired knowledge and experience for the benefit of the Company. The following directors participated in these training programs in 2025:

1. Mr. Vikrom Kromadit, Mr. Tevin Vongvanich, Dr. Atchaka Sibunruang, Mr. Nithi Patarachoke, and Ms. Dendao Komolmas participated in the Workshop on Corporate Governance in Action: Aligning Strategies for Synergy and Success. This was an internal training session conducted by the Company, with expert speakers from the Thailand Federation of Accounting Professions (TFAC). The workshop was held on 9 March 2025.
2. Ms. Dendao Komolmas attended the training program AI in Accounting: AI Technology for Accounting and Business Taxation, organized by Dharmniti Seminar and Training Co., Ltd., on 23 December 2025.
3. Ms. Dendao Komolmas attended the training program E-Tax Invoice & E-Receipt: Preparation, Delivery, and Retention of Electronic Tax Invoices and Electronic Receipts, organized by Dharmniti Seminar and Training Co., Ltd., on 26 December 2025.

Board of Directors' meeting to follow up on the sustainable development performance in 2025

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

Furthermore, the subcommittees convened a total of seven meetings to evaluate sustainability performance: two meetings of the Corporate Governance and Sustainable Development Committee and five meetings of the Risk Management Committee. The Chairman of AMATA Sustainable Development Committee reported the results of the materiality determination to the Corporate Governance and Sustainable Development Committee for acknowledgment and advice, as well as considering management approaches to each strategic priority. The material topics related to economic, social, and environmental risks were reported to the Risk Management Committee in order to determine and identify the enterprise risks properly.



	Corporate Governance and Sustainable Development Committee	Risk Management Committee	Board of Directors

Key Agenda	**1st Meeting, dated 20 June 2025**
	• Acknowledged the results of the Annual General Meeting of Shareholders Quality Assessment (AGM Checklist) for listed companies for the year 2025.
	• Acknowledged the Company's sustainability progress update, including:
	  ○ Sustainability disclosure standards and emerging climate-related regulations
	  ○ Sustainability implementation plan
	  ○ Sustainability-related strategic priorities and management strategies
	  ○ Stakeholder engagement performance and outcomes
	2nd Meeting, dated 10 November 2025
	• Acknowledged the results of the Corporate Governance Report of Thai Listed Companies (CGR) for the year 2025.
	• Acknowledged reports on employee complaints and labor dispute cases.
	• Acknowledged the sustainability action plans and performance outcomes.
	• Approved the material topics, strategic sustainability priorities, and the Company's sustainability management strategies.
	• Reviewed the Corporate Governance Policy.
	• Reviewed the Charter of the Corporate Governance and Sustainable Development Committee.
		1st Meeting, dated 13 February 2025
		• Introduced newly appointed Risk Management Committee members.
		• Endorsed the results of the fourth-quarter 2024 risk management plan implementation and the overall risk management performance for 2024.
		• Acknowledged progress in the enterprise risk identification process for 2025.
		• Approved the criteria for assessing risk likelihood and impact for 2025.
		2nd Meeting, dated 8 May 2025
		• Approved the enterprise risks and risk management plan for 2025.
		• Endorsed the results of the first-quarter 2025 risk management plan implementation and risk management performance.
		3rd Meeting, dated 7 August 2025
		• Approved Key Risk Indicators (KRIs), risk likelihood and impact assessment levels (Risk Criteria based on Leading and Lagging KRIs), and a revised risk assessment methodology.
		• Endorsed updates to the ESG Risk Matrix for the year 2025.
		• Endorsed the results of the second-quarter 2025 risk management plan implementation and risk management performance.
		4th Meeting, dated 10 November 2025
		• Acknowledged the risk identification process for the year 2026.
		• Endorsed the results of the third-quarter 2025 risk management plan implementation and risk management performance.
		• Endorsed the Risk Culture Enhancement Plan for the year 2026.
		• Endorsed the review of the Risk Management Committee Charter.
		5th Meeting, dated 15 December 2025
		• Conducted a training and knowledge-sharing session for the Risk Management Committee on the topic "Integrating ESG Risk into Enterprise Risk Management".
		• Approved enterprise risks, the risk management plan, key risk indicators, and the criteria for assessing risk likelihood and impact for the year 2026.
			2nd Meeting, dated 27 February 2025
			• Acknowledged reports on Key Risk Indicators (KRIs) and the Company's defined Risk Appetite.
			• Acknowledged progress reports on risk mitigation plans.
			4th Meeting, dated 13 May 2025
			• Acknowledged the Enterprise Risk Management Report for the first quarter of 2025.
			• Acknowledged the review of the Company's strategic plan for the year 2025 (Strategic Review 2025).
			7th Meeting, dated 11 August 2025
			• Acknowledged the Enterprise Risk Management Report for the second quarter of 2025.
			• Acknowledged updates on sustainability disclosure standards and emerging climate-related regulations.
			• Acknowledged the sustainability implementation plan.
			• Acknowledged the material topics, strategic sustainability priorities, and the Company's sustainability management strategies.
			• Acknowledged stakeholder engagement performance and outcomes.
			10th Meeting, dated 11 November 2025
			• Acknowledged the Enterprise Risk Management Report for the third quarter of 2025.
			• Approved the review of the Corporate Governance Policy.
			• Approved the review of the Charters of the Board of Directors, the Nomination and Remuneration Committee, the Audit Committee, the Corporate Governance and Sustainable Development Committee, and the Risk Management Committee.

Approval	• 2025 Material Topics, strategic sustainability priorities, and the Company's sustainability management strategies. • Review of the Corporate Governance Policy. • Review of the Charter of the Corporate Governance and Sustainable Development Committee.	• 2025 risk assessment criteria. • Approval of enterprise risks and the risk management plan for the year 2025. • Approval of Key Risk Indicators (KRIs), risk likelihood and impact assessment levels (Risk Criteria based on Leading and Lagging KRIs), and a revised risk assessment methodology. • Endorsement of the Risk Culture Enhancement Plan for the year 2026. • Endorsement of the review of the Risk Management Committee Charter. • Approval of enterprise risks, the risk management plan, key risk indicators, and the criteria for assessing risk likelihood and impact for the year 2026.	• Charters of the Board of Directors, the Nomination and Remuneration Committee, the Audit Committee, the Corporate Governance and Sustainable Development Committee, and the Risk Management Committee. • Corporate governance–related policies that have been reviewed.

Business Ethics and Anti-corruption

Material Topic with Moderate Materiality

12. Corporate Governance and Business Integrity

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

Contributions to SDGs

16.3, 16.5

Risk

Any misconduct by the Company or its business partners, including suppliers and contractors, that is inconsistent with ethical principles and the Company's Code of Business Conduct, fails to comply with applicable laws and regulations, or involves corruption, can undermine stakeholder confidence and adversely affect the Company's operations, reputation, and corporate image. Such conduct may also hinder the Company's long-term sustainable growth, as well as the broader economic and social development of the country.

Opportunity

The Company's stability and sustainability can be ensured by operating a business with transparency, ethics, and moral values, considering the impact on all stakeholders, which will gain support from those affected and attract talented individuals, investors, or businesses that share the same values.

	2030 Targets	2025 Targets	2025 Performances
Confirmed incidents of corruption or fraud (cases)	0	0	0
Business ethics violations (cases)	0	0	0

Management Approach

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

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

The Board of Directors delegates responsibility to the Corporate Governance and Sustainable Development Committee to establish policies, oversee implementation, and review the adequacy of anti-corruption measures. This includes ensuring the effectiveness of internal control systems, complaint-handling mechanisms, and appropriate whistleblower protection. Meanwhile, management and relevant functions are responsible for implementing these policies across the organization through the development of procedures, risk assessments, communication and training, compliance monitoring, and operational audits, to ensure that anti-corruption measures are effectively applied throughout the organization.

The Company has announced policies and guidelines that are more suitable for the current business environment. These policies comply with generally accepted criteria and regulations, promoting and supporting ethical business operations. Additionally, the Company has published its manuals for Good Corporate Governance and a Code of Conduct along with other policies, on its website and intranet. This enables all members of the organization, including the Board of Directors, executives, and employees of the Company and its subsidiaries, to access and use them as guidelines for operations. Further to this, the Company has established AMATA's Supplier Code of Conduct to ensure that its suppliers operate in accordance with the Company's practices and standards. The Code encompasses key areas such as ethical conduct, legal compliance, anti-corruption, human rights, safety, and social and environmental responsibility. The Company publicly discloses the Supplier Code of Conduct on its website and requires suppliers to acknowledge and sign their commitment to adhering to these practices.

Scan the QR code for more details about our Business Ethics and Anti-Corruption Policy

Business Code of Conduct

Supplier Code of Conduct

Anti-Corruption Policy

The Company has established clear guidelines for specific situations under its Anti-Corruption Policy to prevent corruption risks in sensitive activities that may give rise to conflicts of interest, as follows:

1. Giving or Receiving Gifts, Hospitality, and Other Benefits

The Company requires that the giving or receiving of gifts, hospitality, or other benefits be carried out with caution, transparency, and in compliance with applicable laws, Company regulations, and appropriate business practices. Such actions must not be intended, nor perceived, as an inducement to influence improper actions or to obtain inappropriate business advantages.

- **Acceptance of gifts or other benefits:** Directors, executives, and employees must not accept gifts, services, hospitality, or other benefits from business-related parties if such acceptance may influence decision-making or give rise to conflicts of interest.
- **Giving of gifts and hospitality:** Gifts and hospitality may be provided only when there is a clear and legitimate business purpose, the value is appropriate and not excessive, and the action is not intended to induce government officials, business partners, or external parties to perform or refrain from performing improper acts.
- **Approval and record-keeping:** Related expenses must be approved in accordance with the Company's authorization matrix and properly recorded with complete and accurate supporting documentation to ensure transparency and auditability.

2. Charitable Donations and Sponsorships

The Company requires that charitable donations and sponsorships be conducted transparently, verifiably, and solely for public benefit, community development, or genuine social purposes. Such activities must not be used as a means to seek improper benefits or to conceal corruption in any form.

- **Conducted in the name of the Company only:** All donations and sponsorships must be made in the name of the Company, not in a personal capacity, and must not be linked to the personal interests of employees, executives, government officials, or decision-makers related to the Company.
- **Due diligence on recipients:** The Company conducts appropriate due diligence on the status and credibility of recipients or beneficiary organizations, as well as on project objectives, to ensure legality and alignment with the Company's policies.
- **Documentation and follow-up:** All donations and sponsorships must be supported by complete and verifiable documentation, covering approval, payment, and the use of funds in accordance with the stated objectives.

3. Political Contributions and Political Involvement

The Company upholds political neutrality and has no policy of providing direct or indirect political support in exchange for business benefits or to obtain inappropriate operational advantages.

- **No use of Company resources for political purposes:** The Company does not provide financial contributions, assets, facilities, equipment, or other Company resources to political parties, politicians, election candidates, or political activities for political purposes.
- **Protection of individual rights:** The Company respects employees' political rights as citizens within the legal framework. However, employees must not use the Company's name, position, or resources in a manner that could imply the Company's political support.
- **Prevention of conflicts of interest:** Employees must avoid any actions that may give rise to the perception that personal political involvement is connected to the Company's business decisions.

In 2025, the Company did not make any political contributions, whether in monetary or non-monetary forms, to political parties, politicians, or election candidates. The Company did not contribute funds, assets, services, facilities, materials, equipment, or other resources to political activities, either directly or indirectly, in line with the principle of political neutrality set out in the Company's Anti-Corruption Policy.

Corruption Risk Assessment

The Company has integrated corruption risk assessment as part of its internal control system and enterprise risk management framework, with the objective of preventing and reducing the likelihood of corrupt practices across all business activities.

Assessment Coverage

In 2025, the Company conducted corruption risk assessments covering 100% of its core operations in Thailand, totaling four operational units. These include the Bangkok Head Office, AMATA City Chonburi Industrial Estate, AMATA City Rayong Industrial Estate, AMATA Smart City Chonburi Industrial Estate, and AMATA City Chonburi 2 Industrial Estate, as well as subsidiaries under the Company's operational control within the defined reporting boundary.

Assessment Results and Significant Risks Identified

The Company applied the framework of the Thai Private Sector Collective Action Against Corruption (Thai CAC) to identify potential risk points across 14 business processes. In 2025, 10 processes were subject to in-depth assessment, representing 71.4% of the total identified processes. Based on the assessment, the Company identified the following significant corruption-related risks:

- Risks arising from interactions with government authorities, such as the risk of bribery or improper benefits to accelerate approvals for environmental impact assessments (EIA/EHIA), construction permits, and permit renewals.
- Risks related to land transfers, issuance of land title deeds, and land rights management.
- Risks associated with regulatory compliance and enforcement, including the risk of improper payments to avoid reporting exceedances of environmental pollution standards or to circumvent fines or legal actions in the event of environmental incidents.
- Risks in complaint management processes, which may involve the concealment of information or undue interference in the handling of complaints.



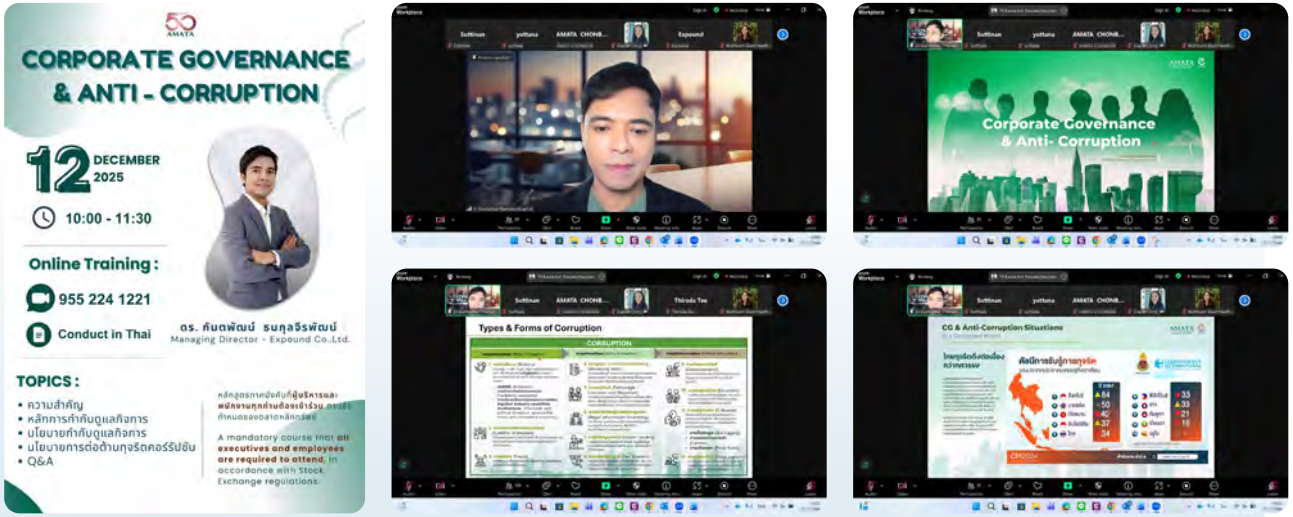
Risk Management Measures and Ongoing Action Plan

For the identified risks, the Company has established appropriate internal control measures, review processes, and checks and balances. This includes the application of technology to reduce reliance on individual discretion in high-risk processes. Furthermore, the Company plans to expand in-depth corruption risk assessments to cover the remaining four business processes within 2026, such as public sector-related procurement and public-private partnership projects, to ensure comprehensive coverage of all critical processes in a complete and systematic manner.

Communication and Training

The Company is committed to promoting knowledge and understanding of business ethics and anti-corruption policies and guidelines among its employees and suppliers through various activities and communication channels. The operating performance in 2025 is as follows:

1. The Company requires all employees to complete training and a knowledge assessment on corporate governance and business ethics, with a minimum passing score of over 80 percent. Knowledge refreshers are conducted on an annual basis. In 2025, the Company organized an online training session on corporate governance and anti-corruption, delivered by an external speaker on 12 December 2025. A total of 109 employees participated in the session, representing 36.58% of the total workforce. All employees (100%) successfully passed the post-training assessment with scores exceeding 80 percent. The recorded training session was also made available through the Company's internal system to allow all employees to review and reinforce their understanding.



2. The Company organized a training course on Good Corporate Governance, Business Code of Conduct, and Anti-Corruption for 43 new employees, accounting for 100% of all new employees to ensure that they have a correct understanding of business ethics, policies, measures, and procedures.

3. The Company has communicated the "No Gift" policy and guideline for accepting and giving gifts during festivals and other occasions to its executives, employees, subsidiaries, and external through various communication channels that are regularly accessible to employees at all levels on an annual basis to ensure widespread awareness. This initiative aims to ensure that executives and employees behave correctly in accepting and giving gifts, thereby avoiding conflicts of interest and establishing norms for conducting business fairly and transparently with all relevant parties.

4. The Company increased awareness of the Supplier Code of Conduct among its partners to promote business practices aligned with AMATA's business ethics for sustainable development. In 2025, the Supplier Code of Conduct was sent to 53 critical tier-1 suppliers and 59 new suppliers via email, totaling 112 suppliers. The Company obtained acknowledgment receipts from all 112 suppliers (100%). As a result, a total of 278 suppliers has acknowledged the AMATA Supplier Code of Conduct, representing 58.77% of suppliers that conduct direct business with the Company.

5. The Company has renewed its membership certification with the Collective Action Coalition against Corruption in the Private Sector (CAC Certification) since 30 September 2023 (valid until 30 September 2026). Additionally, the Company encourages its suppliers to participate in or obtain certification under the Thai Private Sector Collective Action Coalition Against Corruption (CAC) initiative. In 2025, the Company extended invitations to 53 critical suppliers, of which 35 suppliers (66.04%) acknowledged receipt of the invitation.

Training on Good Corporate Governance, Business Code of Conduct, and Anti-Corruption

	Total Individuals (Persons)	Cumulative individuals reached through communication as of 2025 (Persons)	% of Total in each group reached through communication as of 2025	Individuals trained in 2025 (Persons)	% of Total in each group trained in 2025	Individuals who passed the knowledge assessment in 2025 (Persons)	% of Total in each group passed the knowledge assessment in 2025
All Employees	298	298	100%	109	36.58%	109	36.58%
• Top Management	17	17	100%	7	41.18%	7	41.18%
• Middle Management	30	30	100%	14	46.67%	14	46.67%
• First-line Management	54	54	100%	28	51.85%	28	51.85%
• Operational Level	197	197	100%	60	30.46%	60	30.46%

Monitoring of Compliance with the Business Code of Ethics and Anti-corruption Practices

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

Complaints and Whistleblowing Reporting Channels

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

Chairman of the Audit Committee
▸ whistleblowing@amata.com

Chairman of the Board of Directors & Acting CEO
▸ whistleblowing@amata.com

Company Secretary
▸ cs@amata.com

AMATA Corporation Public Company Limited
2126 Kromadit Building, New Petchburi Road, Huaykwang, Bangkok 10310 Thailand

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

+66 (02) 792 0004
+66 (087) 131 0007

Complaints and Whistleblowing Management Process

1. Screen facts and investigate according to Whistleblowing Policy by authorized person. The Company ensures that the identity of whistleblowers and all related case details remain strictly confidential, with access to information being restricted. Additionally, the Company has established protective measures to safeguard whistleblowers, informants, and any individuals who provide cooperation or assistance to the Company from any form of unfair treatment or actions that may compromise their safety.
2. Proceed further, on a case-by-case basis, by the executives authorized as investigation committee should any wrongdoing be found. The committee will determine appropriate disciplinary measures for employees who violate the Company's policies and regulations. Additionally, legal action will be taken if the misconduct involves a breach of law that results in damage to the Company.
3. Provide remedies to the affected parties ensuring the appropriate and fair remedies in a manner that aligns with the nature and extent of the damage incurred.
4. Establish preventive measures and corrective actions to mitigate the recurrence of incidents. Additionally, it reinforces internal communication to ensure that employees fully understand and strictly adhere to the Company's policies and the Code of Conduct.
5. Report the summary of whistleblowing reports in every Corporate Governance Committee meeting and to the Board of Directors at least once a year, as well as disclosing the information in the annual sustainability report.

In 2025, the Company received a total of 10 complaints through all available reporting channels. All cases were classified as issues related to internal management matters and were reviewed and addressed in accordance with the Company's complaint management process. During the reporting year, the Company did not receive any whistleblowing reports or complaints related to significant breaches of corporate governance, violations of the Code of Business Conduct, or corruption. No confirmed cases of corruption were identified, and no employees were dismissed or subjected to disciplinary actions as a result of corruption during the reporting period.

Violations of Corporate Governance and Business Ethics	2025	
	Reports/Whistleblower Complaints (Cases)	Confirmed Violations (Cases)
Fraud	0	0
Financial Misappropriation	0	0
Bribery and Corruption	0	0
Harassment and Sexual Harassment	0	0
Workplace Bullying	0	0
Insider Trading	0	0
Unauthorized Disclosure of Confidential Information or Personal Data	0	0



Law and Regulatory Compliance

Material Topic with Moderate Materiality

13. Compliance and Policies

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

Contribution to SDGs

16.3, 16.5

Risk



The operations of industrial estate businesses are subject to numerous laws and regulations due to their direct and indirect impacts on the economy, society, and environment. The Company and its stakeholders give high priority to compliance with all relevant laws and regulations. Non-compliance by the Company, its suppliers, or contractors can result in financial and reputational damage, loss of stakeholder confidence, and negatively affect the Company's relationships with neighboring communities and society. As laws, regulations, and regulatory requirements relevant to the industrial estate operations and related businesses continue to evolve, diversify, and become more stringent, compliance risk has become one of the Company's key enterprise risks and must therefore be managed with due care and diligence.

Opportunity



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

	2030 Target	2025 Target	2025 Performance
Significant violations of economic, social, and environmental laws and regulations (cases)	0	0	0

Management Approach

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

1. **Risk Identification:** Analyzed and identified the legal and regulatory compliance risks throughout the business value chain, by referring to the laws and regulations of each municipality or country in which the Company conducts business.

2. **Risk Management**: Assessed the risks associated with non-compliance with laws, regulations, and international standards, and developed measures to manage these risks. The Legal Department and the department responsible for liaising with government agencies are tasked with monitoring changes in laws and regulations at each business location. The Company communicates with employees and stakeholders through various channels, including meetings, training sessions, emails, and the intranet, to ensure they are well-informed about changing laws and regulations and maintain rigorous compliance.

3. **Compliance Monitoring:** The executives of all departments are responsible for overseeing the Company's employees and contractors to ensure that they strictly comply with all applicable laws and regulations. Also, the performance of statutory and regulatory compliance has been regularly audited and assessed.

4. **Communication and Reporting:** The Legal Department is responsible for compiling violation cases and assessing the performance of statutory and regulatory compliance, as well as reporting to the management team, the Corporate Governance and Sustainable Development Committee, the Risk Management Committee, and the Board of Directors, respectively. These reports help inform decisions to strengthen governance and compliance mechanisms. Additionally, the performance results are disclosed in the Annual Sustainability Report. The Company defines significant non-compliance as any violation resulting in a financial penalty exceeding 1 million Baht, the suspension or revocation of business operating licenses, or involvement in fraudulent or corrupt practices.

In 2025, the Company reviewed this risk as part of its enterprise risk management process. The assessment indicated that laws and regulations related to environmental matters have become increasingly stringent and comprehensive. Key developments include regulations related to climate change, carbon-related measures, as well as amendments to urban planning and land-use regulations. Furthermore, sustainability disclosure requirements in several jurisdictions have been progressively elevated from voluntary frameworks into more complex mandatory obligations, in alignment with international standards, global capital market developments, and evolving investor expectations. Variations in legal and regulatory requirements across the Company's operating locations may present challenges in monitoring, adapting to, and ensuring full compliance with applicable obligations. As a result, the Company may face regulatory non-compliance and reputational risks, which could lead to financial consequences, including increased costs associated with system and process adjustments, delays in project development, or constraints on market access and sources of financing.

To manage these risks, the Company has designated legal and regulatory compliance risk as an enterprise-level risk, with structured governance and systematic monitoring mechanisms in place. The Company conducts legal and regulatory impact assessments as part of its decision-making process prior to investment approvals or the development of new projects. The Legal Department, together with relevant functions, has been assigned responsibility for closely monitoring changes in laws and regulations across all applicable areas. Comprehensive operational reviews are also conducted to ensure that the Company's operations and business expansion are carried out in a lawful, transparent, and compliant manner. The status of key risks and related performance is regularly reported to the Board of Directors to support effective oversight.



In addition, in 2025, the Company implemented communication and knowledge-building initiatives to enhance understanding of changes in applicable laws and regulations among employees, suppliers and contractors across the value chain, customers operating within the industrial estates, and other relevant stakeholders. These efforts aim to reduce the risk of non-compliance that could result in direct or indirect impacts on the Company, as outlined below:

1. The Company organized training sessions for top and middle management to enhance awareness and preparedness for the transition to the IFRS Sustainability Disclosure Standards, global sustainability disclosure standards developed by the International Sustainability Standards Board (ISSB) under the IFRS Foundation. These standards provide a framework for the disclosure of sustainability-related risks and opportunities with potential material financial impacts. Such disclosures are intended to enhance transparency and credibility while supporting more informed decision-making by investors and other stakeholders who rely on the Company's financial information. The training session, titled "Prepare for the Next Step of Sustainability Reporting," was delivered by Ms. Kulawal Supesuntorn, Climate Change and Sustainability Consultant at PricewaterhouseCoopers ABAS Ltd., on 20 May 2025. A total of 88 participants from top and middle management across the Sustainability, Accounting and Finance, and Risk Management functions attended the session.

2. Following the Securities and Exchange Commission of Thailand's (SEC) enhancement of sustainability-related risk and opportunity disclosure requirements in line with the IFRS Sustainability Disclosure Standards, including the planned mandatory application for SET100 listed companies commencing in 2028 with reporting submissions required in 2029, and in conjunction with the introduction of the "Six Pillars of Standard Knowledge for Directors" issued by the SEC and the Stock Exchange of Thailand in August 2025, the Company organized a targeted knowledge-sharing session for members of the Board of Directors, the Risk Management Committee, and senior executives. The session, titled "Integrating ESG Risks into Enterprise Risk Management," was conducted by Ms. Kulthida Wiratkapan, Partner at PricewaterhouseCoopers ABAS Ltd., on 15 December 2025. The objective was to enhance the Board's and management's understanding of risk management, sustainability disclosures in accordance with IFRS S1 and S2, and climate-related risks management, thereby supporting effective governance and oversight. A total of 14 directors, senior executives, and risk management representatives attended the session.

3. Amid increasing domestic and international regulatory requirements related to greenhouse gas emissions disclosure and supply-chain traceability, which may pose legal and compliance risks for factory operators and could potentially lead to indirect financial impacts on the Company, AMATA Facility Services Co., Ltd. collaborated with the Expert Centre of Innovative Clean Energy and Environment (InnoEN), the Research and Development Group for Sustainable Development, and the Thailand Institute of Scientific and Technological Research (TISTR). Together, they organized practical workshops titled "Carbon Footprint Journey: From Fundamentals to Practical Application in Organizations," held on 29 August 2025 and 30 September 2025. The workshops aimed to strengthen knowledge, preparedness, and technical capability in the systematic collection and management of greenhouse gas emissions data among business and factory operators and relevant stakeholders. The two sessions were attended by a total of 74 participants.





4. In addition to regulatory compliance risks, factory operators are increasingly exposed to market access risks arising from requirements for greenhouse gas emissions disclosure, carbon taxation, and cross-border carbon adjustment mechanisms, expectations from global supply chain partners, as well as access to funding subject to ESG-related criteria. In response, the AMATA City Chonburi Industrial Estate Office, in collaboration with AMATA Facility Services Co., Ltd. and its network partners, organized seminars and a mini exhibition under the theme “AMATA Carbon Neutral Network Conference”, held on 20–21 November 2025 at Hotel Nikko AMATA City Chonburi. The event served as a platform for knowledge sharing, practical solutions related to clean energy, green energy, and intelligent technologies, with the aim of supporting businesses in reducing greenhouse gas emissions and enhancing long-term competitiveness. The initiative also sought to encourage enterprises within the network to advance toward carbon neutrality in a structured and sustainable manner, in line with regulatory developments and market expectations. The event was attended by members of the AMATA Carbon Neutral Network (ACNN) and participants from 109 companies, representing more than 143 attendees in total, who demonstrated a shared commitment to advancing concrete actions toward carbon neutrality while aligning with regulatory requirements and evolving market demands.









Furthermore, in 2025, the Company had no incidents of non-compliance with laws related to the industrial estate business, and no significant incidents of non-compliance with economic, social, and environmental laws and regulations by employees, suppliers, or contractors were reported. In order to maintain trust among all stakeholders in its ability to conduct responsible and sustainable business, the Company continued to abide by applicable laws, regulations, and relevant international standards. This includes regular reviews and updates to of policies and operational guidelines to ensure alignment with applicable legal and regulatory frameworks in Thailand and in the countries where the Company operates.

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

Risk and Crisis Management

Material Topic with Moderate Materiality

12. Corporate Governance and Business Integrity

- Risk management and internal control

Contributions to SDGs



11.5 13.1 16.5, 16.6

Risk

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

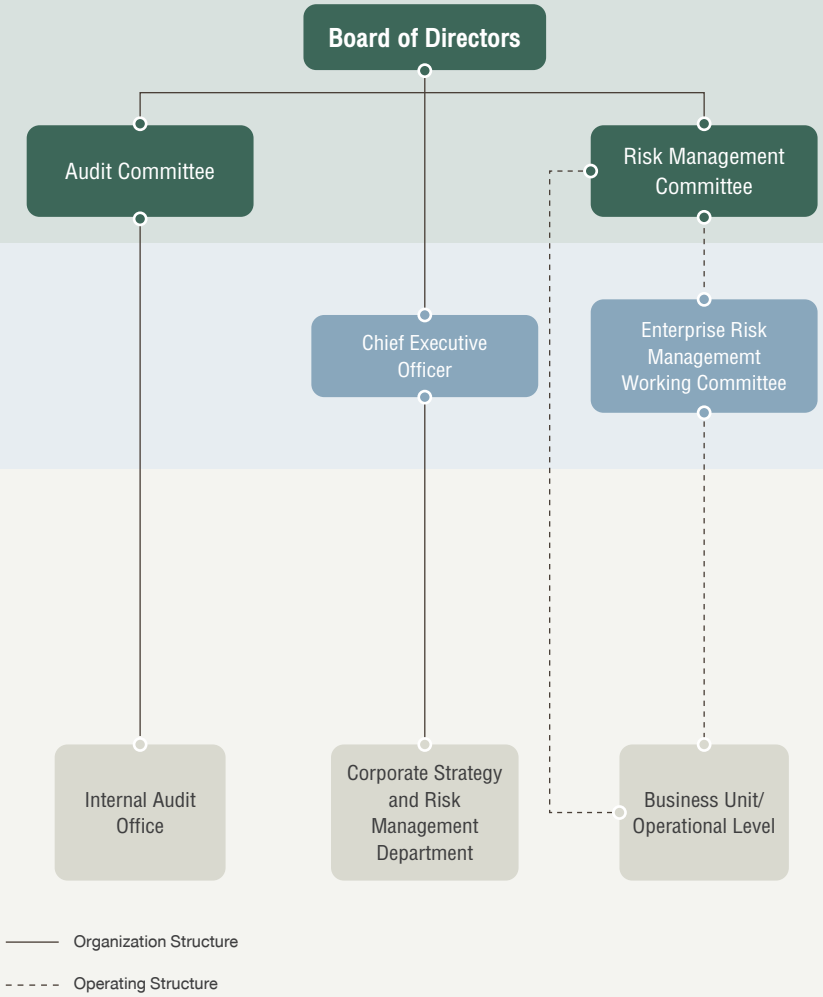
Opportunity

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

	2030 Target	2025 Target	2025 Performance
Coverage of strategic priorities in enterprise risk management plans	100%	100%	100%

Risk Management Structure

The Company's risk management is under the supervision of the Board of Directors, with **the Risk Management Committee** being responsible for establishing an effective risk management policy and approach, as well as overseeing the Enterprise Risk Management Working Committee to ensure its operations are appropriate for the current business context and situations. The committee consists of 2 Independent Directors, 2 Executive Directors and 4 Senior Executives, totaling 8 members, with an Independent Director serving as Chairman of the Risk Management Committee. (For more details about the Risk Management Committee please see 56-1 One Report, "Corporate Governance Structure" and "Risk and Opportunity Management Policy and Plans" Section.)



Risk Management Committee

- Set effective risk management policies and guidelines.
- Supervise the work of the Enterprise Risk Management Working Committee to ensure it is appropriate for current business conditions.
- Consider risks and business opportunities that may arise in the future from various factors, to adjust strategies and management decisions.

Enterprise Risk Managememt Working Committee

- Identify, analyze, assess and prioritize enterprise-level risks in line with the company's business direction and supply chain risks.
- Establish Key Risk Indicators, risk control measures and risk mitigation action plans.
- Continuously monitor, evaluate and report risk management performance to the Risk Management Committee and Board of Directors.
- Communicate risk information and risk control measures during the Management Meeting.

Internal Audit Office

- Review and assess the appropriateness, adequacy and effectiveness of the risk management process and the company's internal control systems.
- Provide recommendations to improve the risk management process, track implementation of audit recommendations, and regularly report findings to management and the Audit Committee.

Corporate Strategy and Risk Management Department

- Track and consolidate risk management performance data from various departments to review and prepare the organizational Risk Profile report.
- Assess the effectiveness of risk management measures and improve operational plans to support the achievement of organizational objectives.
- Prepare enterprise risk management reports and policy performance reports for the Board of Directors, Risk Management Committee, executives and relevant departments within the designated timeframe.
- Assess significant enterprise-level risk factors, both current and future, including sustainability-related risks and opportunities.
- Promote communication, awareness and risk management capability development to build a Risk Culture and motivation for risk management within the organization on an ongoing basis.

Business Unit/Operational Level

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

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

1. Assessing key enterprise risks aligned with the Company's business direction and risks in the business value chain, including strategic risks, risks from investment and business development in Thailand and other countries, operational risks covering health, safety, social, and environmental aspects, financial risks, compliance risks, and other risks that may impact the Company. Providing suggestions on risk prevention and mitigation to an acceptable level.

2. Monitoring, evaluating, and continuously improving risk mitigation plans to reduce risks and adapt to changing business conditions. The risk assessment and risk management performance are reported quarterly to the Risk Management Committee. In addition, risk-related updates and the status of control measures are reviewed monthly at the Management Meeting.

3. Setting up a Business Continuity Plan at the corporate level to address key risks.

4. Providing training and workshops, sharing information about risks and risk management with employees at all levels, and promoting a risk management culture.

As risk management is the responsibility of employees at all levels, they must be aware of the existence of risks in the business value chain and their work processes and provide appropriate and sufficient risk management measures. Therefore, all departments in the Company and its subsidiaries have appointed risk coordinators at operational levels to work collaboratively with the Enterprise Risk Management Working Committee in identifying risks, developing risk mitigation plans, and monitoring outcomes, with support from the Corporate Strategy and Risk Management Division. These coordinators are also responsible for promoting risk awareness and encouraging employee participation within their respective departments.

Management Approach

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

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

The Company conducts an annual review and assessment of enterprise risks, taking into account existing risk issues and their continued relevance. This assessment considered current and emerging risks, economic conditions, business competition, innovation and technology development, government policies and regulations, as well as social and environmental changes that may affect its operations. After identifying and assessing these risks, the Company prepared appropriate risk mitigation plans, determined key risk indicators (KRIs), and defined a risk appetite to monitor the performance and effectiveness of its risk management measures, including potential business opportunities that may arise from these risks. The Company assigned the enterprise risk owners to develop risk management plans and determine key risk indicators.

The Company emphasizes collaborative and comprehensive risk management across all departments, thereby promoting coordinated and proactive management of each enterprise risk. This approach aims to develop multidimensional mitigation plans that consider the impacts on all stakeholders. In addition, the Company engages an outsourced internal auditor, which is an external party with no business, financial, or other interests in the Company, to conduct independent reviews of its risk management processes. This ensures the effectiveness, appropriateness, and adequacy of the Company's risk management practices. The auditor also provides recommendations and independent opinions to the management and the Audit Committee on a regular basis. Ms. Dendao Komolmas, Chief Financial Officer and member of the Risk Management Committee, is responsible for overseeing the operations of the Internal Audit Office engaged by the Company.



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

The Company aims to enhance employee involvement in risk management, as it is an integral part of operations at all levels. To this end, the Company boosts awareness and fosters a culture of risk management among all employees by providing knowledge through activities including training programs, dissemination of infographic materials, and the regular communication of risk management insights and updates through internal channels, among other initiatives.

Performance

In 2025, the Company continued to expand its investments in industrial estate businesses, both domestically and internationally, to respond to the ongoing relocation of manufacturing bases and foreign direct investment. These strategic expansion efforts were undertaken amid a global economic and geopolitical environment characterized by heightened uncertainty, including geopolitical tensions, intensifying industrial competition among major economies, and climate-change-related impacts. Such uncertainties have contributed to increased volatility affecting the stability of global supply chains, energy prices, logistics costs, exchange rates, and overall investment confidence. In addition, continued uncertainty surrounding trade policies, trade-restrictive measures, and international environmental regulations has required investors and factory operators to carefully assess and manage cross-border risks within their investment and operational decision-making processes.

Accordingly, the Company places strong emphasis on the systematic monitoring, assessment, and review of risks and business opportunities under its Enterprise Risk Management (ERM) framework. In 2025, the ERM process was implemented across all companies within the AMATA Group, taking into account both external and internal factors that may affect the business model, financial position, operating performance, and cash flows. These factors include global economic and geopolitical volatility, structural shifts in industries and supply chains, technological advancements, energy costs, and developments in domestic and international regulations, as well as opportunities arising from structural changes in industries and new investments.

At the same time, the Company has integrated the assessment of sustainability-related risks and opportunities into its enterprise risk management process, with reference to the IFRS Sustainability Disclosure Standards (IFRS S1 and IFRS S2). This assessment considers both the Company's dependencies on, and impacts to, its six capitals, namely financial capital, manufactured capital, intellectual capital, human capital, social and relationship capital, and natural capital, in order to identify environmental, social, and governance factors that may affect business performance and the Company's ability to create value over the short, medium, and long term. These factors include, among others, risks and opportunities arising from climate change, changes in environmental and energy-related laws and regulations, evolving customer and investor expectations, and developments in carbon markets, technology, and innovation that may influence the Company's competitiveness.

The outcomes of the risk and opportunity assessment have been integrated into the Company's processes for defining risk mitigation measures and risk management plans, resource allocation, and strategic plan reviews. This integration aims to reduce the likelihood and severity of potential impacts, while strengthening the Company's long-term competitiveness and business resilience. It also supports the disclosure of material and decision-useful information for investors and other stakeholders, in accordance with international standards and best practices.

The Enterprise Risk Management Working Committee categorized these risks into five categories: strategic, operational, compliance, financial, and emerging risks. The Company has developed the enterprise risk management plans that cover 100% of risks from strategic priorities and regularly reviews and updates the enterprise risk management plans and monitors key risk indicators (KRIs) on a quarterly basis to ensure effective monitoring and early detection of potential risks.

2025 AMATA Enterprise Risks

Risk Category	Strategic Risk	Operational Risk	Compliance Risk	Financial Risk
Economic Risk	• New Frontier Investment Risk • Risk from Structural Changes in Industries and Global Supply Chains (Emerging Risk)			• Risk from Geopolitical Factors and Volatility in the Global Economy
Environmental Risk	• Risk of Availability and Alignment of Sustainable Products and Services with Customer's Requirement	• Physical Risks from Climate Change and Water Management	• Risk from Changes in Environmental and Energy-related Laws and Regulations	
Social Risk	• Reputational and Corporate Credibility Risk			

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

Emerging Risk

The Company's risk assessment identified one significant emerging risk that may affect its business operations over the next three to five years, namely the risk arising from structural changes in industries and global supply chains. While this risk has not yet had a material impact on the Company's operating performance at present, rapid structural shifts in global industries, technology, energy systems, and supply chains are becoming increasingly evident. If this risk intensifies, it could have a significant impact on customer demand patterns, the Company's revenue structure, and its investment direction. The Company has therefore elevated this risk to an enterprise-level risk, which is subject to close monitoring, ongoing assessment of developments, and regular review of its risk level under the Company's Enterprise Risk Management framework.

Risk from Structural Changes in Industries and Global Supply Chains

The Company obtained in-depth insights from businesses operating in industrial estates within the AMATA Group, both domestically and internationally, through stakeholder interviews and continuous monitoring of industry trends, to support its strategic planning and business development processes. Based on this analysis, the Company has observed that industry transition, technological disruption, and global supply chain realignment are becoming key factors significantly influencing investment decision-making among businesses in industrial estates. In particular, the transition from traditional industries to emerging industries that support a low-carbon economy, such as the shift from internal combustion engine (ICE) automotive manufacturing to electric vehicles (EVs), the adoption of clean energy, carbon emission reduction initiatives, and the increasing use of automation and digital technologies in manufacturing processes, is driving continuing changes in the structure of and demand across supply chains. Accordingly, the Company has incorporated these insights into its industrial estate development planning to ensure that its developments are appropriately positioned to accommodate these changes and remain aligned with future industrial trends.

At the same time, accelerating trends in global supply chain realignment, influenced by geopolitical factors, trade policies, and the industrial development strategies of major economies and leading industrial countries, including the United States, the People's Republic of China, Japan, and member states of the European Union, are playing a significant role in shaping trade frameworks, trade-restrictive measures, environmental standards, and industrial policy incentives. These developments have contributed to the relocation of manufacturing bases as part of supply chain diversification and risk-mitigation strategies, with increasing investment flows toward Southeast Asia, including Thailand and the Lao People's Democratic Republic. In this context, the Company has identified strategic opportunities to further leverage the capabilities of its industrial estates. Accordingly, the Company has continued to strengthen infrastructure readiness, enhance investment facilitation and support systems, and progressively develop its operational frameworks and internal processes to effectively respond to the evolving requirements of next-generation investors.

In addition, the growth of advanced technology industries, such as data centers, semiconductor manufacturing, and advanced electronics, as well as industries with high energy and water intensity, has not only increased the complexity and required standards of industrial estate infrastructure, but is also directly linked to climate-related risks. These include transition risks arising from increasingly stringent carbon-related regulations and carbon-reduction targets set by customers and investors along the value chain, which may lead to higher operating costs and increased pressure to accelerate investments in clean energy and greenhouse gas emissions reduction technologies. In parallel, physical risks associated with climate variability may affect the reliability of energy systems and water resources. Furthermore, there is a risk related to the readiness of sustainable products and services, if the Company's infrastructure, clean energy availability, and ESG-related operations are not yet able to meet the evolving expectations of customers and investors.

Accordingly, the Company places strong emphasis on the development and enhancement of utility systems, clean energy infrastructure, and efficient water management, as well as the application of digital technologies to improve resource efficiency and reduce greenhouse gas emissions. These elements are integrated into the Company's risk management processes and medium- to long-term strategic planning, with the objective of strengthening competitiveness and supporting sustainable growth amid evolving industry and investment landscapes.



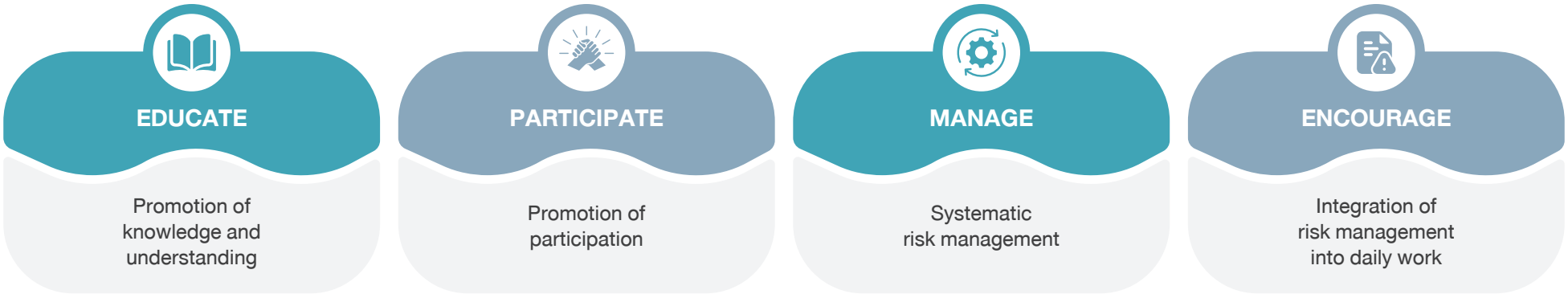
Risk Management Measures

- Continuously develop and enhance data systems, as well as the management of relationships with customers and business partners, to strengthen collaboration, support strategic information exchange, and enhance the competitiveness of industrial estates.
- Integrate collaboration with industry players, government agencies, and relevant organizations, alongside ongoing monitoring and analysis of future trends in industries, technologies, and supply chains, to support planning and infrastructure development aligned with the needs of target industries.
- Regularly monitor and assess the overall policy landscape, investment trends, and relevant external factors to inform strategic direction, business growth, sustainable value creation, and to strengthen the Company's readiness to adapt to change.
- Establish an enterprise-level governance framework for assessing the impacts of geopolitical factors and global trade policies, including the continuous application of industry outlook reviews and scenario analysis, to evaluate potential impacts on target industries, particularly U.S. tariff measures, and to use the results as inputs for strategy formulation, industry prioritization, and investment attraction strategies.
- Develop a clean energy investment plan (Renewable Integration Plan) to support industries with growing demand for clean energy, and establish approaches to respond to customer requirements related to carbon disclosures and ESG reporting.
- Enhance workforce capabilities and supporting systems to accommodate the growth of target industries and to strengthen long-term competitiveness.

Promotion of Risk Management Culture

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

In 2025, the Company conducted four approaches to promote an enterprise risk management culture across all staff levels, which are: 1) EDUCATE: Promotion of knowledge and understanding, 2) PARTICIPATE: Promotion of participation, 3) MANAGE: Systematic risk management, and 4) ENCOURAGE: Integration of risk management into daily work.

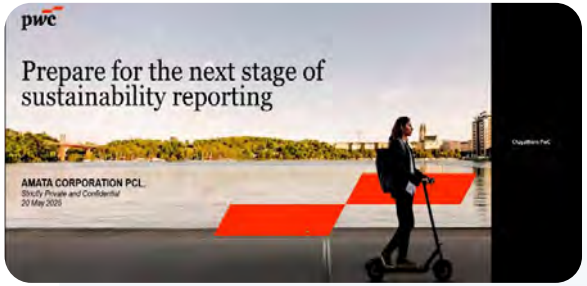


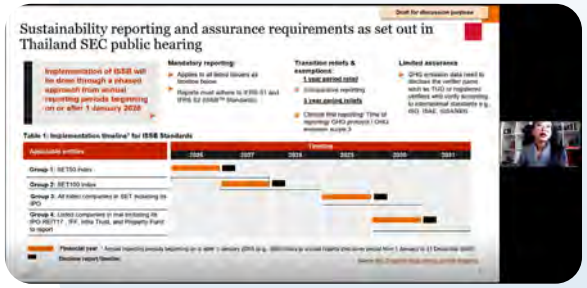
1) EDUCATE: Promotion of knowledge and understanding of Enterprise Risk Management

The Company places strong emphasis on an integrated enterprise risk management approach that addresses both business-related risks and sustainability-related risks, amid global economic volatility, geopolitical uncertainty, structural changes across industries, and increasingly complex regulatory requirements and disclosure standards.

The Company recognizes that the knowledge and understanding of all staff are key factors in achieving efficient corporate risk management and meeting risk management objectives. Therefore, the Company has organized workshops and special lectures on topics relevant to enterprise risks and plans annually. The 2025 performance is as follows:

- A training session for top and middle management on the topic “Prepare for the Next Step of Sustainability Reporting” was conducted by Ms. Kulawal Supesuntorn, Climate Change and Sustainability Consultant, at PricewaterhouseCoopers ABAS Ltd., on 20 May 2025. The session aimed to enhance knowledge and preparedness for the disclosure of material sustainability-related risks and opportunities in line with the IFRS Sustainability Disclosure Standards across relevant functions such as Sustainability, Finance and Accounting, and Enterprise Risk Management. A total of 88 top and middle management executives attended the session.







- The Company organized a briefing session session for the Board of Directors, the Risk Management Committee, and senior management on the topic “Integrating ESG Risks into Enterprise Risk Management.” The session was delivered by Ms. Kulthida Wiratkapan, Partner at PricewaterhouseCoopers ABAS Ltd., on 15 December 2025. The objective of the session was to strengthen the Board’s, the Risk Management Committee’s, and management’s understanding of risk management principles, the IFRS Sustainability Disclosure Standards (IFRS S1 and IFRS S2), and the management of climate-related risks, there by supporting the Board’s ability to perform its oversight duties effectively. The session was conducted in accordance with the “Six Pillars of Standard Knowledge for Directors” framework issued by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET). It also aimed to support the Company’s preparedness for the governance, strategic management, and disclosure of sustainability-related risks and opportunities linked to financial performance, in alignment with the upcoming SEC requirements under the 56-1 One Report – Sustainability (56-1 One Report – S). The session was attended by a total of 14 participants, including the following Board members Mr. Tevin Vongvanich, Mr. Anucha Sihanatkathakul, Dr. Atchaka Sibunruang, and Ms. Dendao Komolmes, as well as senior executives and personnel responsible for enterprise risk management.



- The Company places strong emphasis on the systematic and continuous communication of the organization's risk direction and key risk issues through a variety of internal communication channels that reach employees at all levels. These include the dissemination of risk-related knowledge materials, analytical articles, and infographics via the Company's internal communication platforms. In addition, the Company provides a Risk Management Clinic as a support mechanism for business units, enabling them to analyze, assess, and manage risks related to their operations in an appropriate manner. These initiatives aim to strengthen risk awareness, enhance risk management competency, and encourage employees to appropriately integrate risk management principles into decision-making and day-to-day operations, thereby supporting the sustainable achievement of the Company's strategic objectives.





2) PARTICIPATE: Promotion of participation

- The Company conducted an organization-wide survey on employees' awareness, behaviors, and attitudes toward risk management between 24 September and 3 October 2025. A total of 136 employees participated, representing a wide range of age groups and position levels. The survey results indicated that the majority of employees recognize the importance of risk management, with 86.7% considering it a shared responsibility across the organization and 85.1% acknowledging its significant contribution to organizational success and sustainability. At the same time, the survey helped identify areas for further development, including enhancing risk management knowledge among employees with less than five years of service, strengthening the involvement of middle management in risk management planning, and promoting the application of risk management principles in day-to-day operations across all levels. These insights were subsequently used to develop the Risk Culture Enhancement Plan for 2025–2026, which outlines concrete actions such as targeted workshops for specific groups, the appointment and development of Risk Agents in each function, the development and use of a risk status reporting system Risk Dashboard), and the establishment of standardized risk management tools applicable across all departments.





- The Company organized four online workshops (Virtual Workshops) throughout the year for the Enterprise Risk Management Working Group, which comprised senior executives, department managers, section managers, and operational level employees, totaling 24 participants. These workshops were conducted to monitor the implementation of enterprise risk management, define key risk indicators and risk appetite levels, assess residual risk levels following the implementation of risk control measures, develop additional risk mitigation plans, and establish risk targets and risk indicators, with ongoing monitoring of implementation progress.
- The Company conducted a series of employee-level Risk Workshops across various functions and departments, comprising a total of 10 workshops with 79 participants, representing approximately 93% of all organizational units. These workshops were designed to enhance risk knowledge and understanding, promote active employee engagement, and cultivate a network of Risk Champions representing each department within the Company. The initiative also aimed to strengthen enterprise-wide risk awareness and enable participants to apply and cascade the knowledge gained to support the practical identification, assessment, and management of operational risks within their respective functions.







3) MANAGE: Systematic Risk Management

The Company has adopted The Committee of Sponsoring Organizations (COSO) for its Enterprise Risk Management approach and has established a systematic internal control framework in accordance with the "Three Lines of Defense" concept. Under this concept, the first line of defense comprises risk owners who are responsible for identifying and managing risks within their respective functions; the second line of defense is the Corporate Strategy and Risk Management Division, which sets risk management guidelines and standards, and provides oversight and support; and the third line of defense is the Internal Audit Office, which independently assesses the adequacy and effectiveness of the enterprise risk management system.

The Company further strengthened its risk management process to enhance rigor and align it more closely with corporate strategy by refining its risk assessment criteria. The updated approach integrates both leading Key Risk Indicators (KRIs) and lagging KRIs into the assessment of likelihood and impact, thereby improving the Company's ability to anticipate risks and prioritize them more accurately. In addition, the Company reviewed and updated its KRIs to ensure alignment with the evolving risk context, and developed a Risk Correlation Map to analyze interdependencies among key risks, thereby supporting more effective resource allocation. The risk monitoring and reporting process was also enhanced through an upgraded Risk Dashboard, enabling management and the Board to clearly track risk status and the progress of mitigation plans. This information is used to assess the effectiveness of risk management measures and support strategic decision-making.

In 2025, risk management performance was reported to top management twice, to the Risk Management Committee four times, and to the Board of Directors four times.

4) ENCOURAGE: Integration of risk management into daily work

Following the systematic strengthening of its risk management process, the Company applied the enhanced risk assessment framework, measurement criteria, and supporting tools to drive risk management in practical and actionable ways. Risk assessment outcomes were integrated into the target-setting process, annual operational plans, and Key Performance Indicators (KPIs) across all business units, ensuring that risk considerations are embedded in day-to-day operations rather than limited to periodic monitoring and reporting.

The Company systematically linked Key Risk Indicators (KRIs), including both leading and lagging indicators, with corporate-level Key Performance Indicators (Corporate KPIs) as well as performance indicators of management and individual business units through the enhanced Risk Dashboard. As a result, risk owners are required to regularly review risk status, control measures, and related performance outcomes, and to report progress and assess the effectiveness of risk mitigation plans. This approach supports continuous oversight and helps ensure that risk management actions remain aligned with the Company's defined risk appetite.

Examples of practical implementation include the management of climate change and water-related risks, for which enterprise-level risk tolerance limits have been established. These include ensuring that factories located in the AMATA City Chonburi and AMATA City Rayong industrial estates are not affected by flooding to the extent that operations must be suspended beyond the specified acceptable period, as well as defining the minimum raw water reserve level required to be maintained in each area. Based on these risk indicators, the responsible functions have linked risk indicators with performance indicators to ensure that risk monitoring and performance monitoring are aligned and to support effective proactive risk management at the operational level. Examples include controlling flood levels and flood duration so that they do not exceed defined thresholds, and maintaining sufficient raw water reserves to meet customer demand throughout the year.

In addition, the Company places strong emphasis on delivering services that meet the needs of customers within the industrial estates. The Company has elevated the risk related to the readiness of sustainable products and services, aligned with evolving customer expectations, as an enterprise-level risk. The Company has therefore established customer satisfaction, including satisfaction with sustainable products and services, as both a corporate-level performance indicator and a performance indicator for the responsible functions, namely the sales teams across all product groups. The target is to achieve customer satisfaction at above 90%.

These actions reflect the Company's systematic integration of risk management processes and tools into its governance and business operations. By linking risk management to strategic decision-making, resource allocation, and performance monitoring at all levels, the Company has positioned risk management as a key mechanism for strengthening competitiveness, organizational resilience, and sustainable value creation.



Information Security and Data Privacy

Material Topic with Moderate Materiality

14. Data Security and Privacy

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

Contributions to SDGs

16.3, 16.10

Risk

Loss or leakage of the Company's and relevant stakeholders' personal and business information, whether caused by human error or cyber threats, has an unavoidable impact on system stability, the Company's reputation and image, and stakeholder confidence. If the information is used improperly, it can seriously harm the data owner and cause the Company to lose customers and business partners.

Opportunity

Efficient management of personal and business information enables the Company to reduce the risk of legal and regulatory violations, increase transparency in management, enhance the organization's credibility, and instill confidence in stakeholders. This results in continuous confidence in working with the Company or selecting its products and services, making business operations sustainable and reliable in the long run. In addition, the Company will obtain in-depth data to improve and develop products and services to create future competitive opportunities.

	2030 Target	2025 Target	2025 Performance
Substantiated complaints concerning personal data breaches and breaches of business confidentiality (cases)	0	0	0

Management Approach



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

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

Confidentiality Policy

Cybersecurity and Information Technology Policy

Personal Data Protection Policy

The Company prioritizes the development of cybersecurity measures to protect the information of the Company and its key stakeholders, including employees, customers, business partners, suppliers, and contractors. Accordingly, the Company has established goals for cybersecurity operations and data security. These goals include implementing a data leakage prevention system across all business units (100%) and ensuring there are no complaints regarding personal data leakage.

The Company focuses on reducing the likelihood and impacts of incidents and cyber-attacks on its information technology system. A working group, chaired by Ms. Dendao Komolmas, Chief Financial Officer, has been set up to review the security system's structural architecture, identifying vulnerabilities in critical work systems, to ensure that sensitive components in every system are continuously monitored. The working group reports progress and key findings to the Risk Management Committee on a quarterly basis.

Regarding cybersecurity and information security, the Company has assigned the Information Technology Department responsibility for defining cybersecurity control measures and ensuring that cybersecurity risks are appropriately managed. This includes ongoing monitoring, cyber threat detection and response, providing guidance to business units and support functions on appropriate security management measures, and enhancing awareness of information technology security. Cybersecurity risks are reported to Mr. Satha Vanalabhpatana, Acting Chief Strategy Officer and Assistant to Chief Executive Officer, who is responsible for the enterprise risk management function, as well as to relevant committees, to support effective oversight and risk governance.

The Company mandates that data users strictly adhere to the policy and terms of use. To support compliance, it provides training on measures to manage and maintain the security of personal information. Additionally, the Company has raised awareness and fostered a fundamental understanding of information security and cyber threat trends among executives and employees. This training enables them to handle and use data safely, exercise caution, and prevent cyber-attacks. Security measures include using information technology systems that require password-protected access and regularly changing passwords within a specified period.

In addition, the Company places strong emphasis on corporate governance and internal control systems by maintaining regular monitoring and operational review processes to ensure that activities are conducted in strict compliance with established standards. At the same time, the Company seeks to reinforce confidence that its information is accessible only to personnel with a legitimate need and appropriate access rights based on their roles and responsibilities. Key control measures implemented include Privileged Account Management, the use of Two-Factor Authentication for critical systems, Mobile Device Management, and Backup and Disaster Recovery arrangements to support business continuity. The Company has also established clear approval procedures for user account management, together with regular and continuous reviews of access rights to information systems.

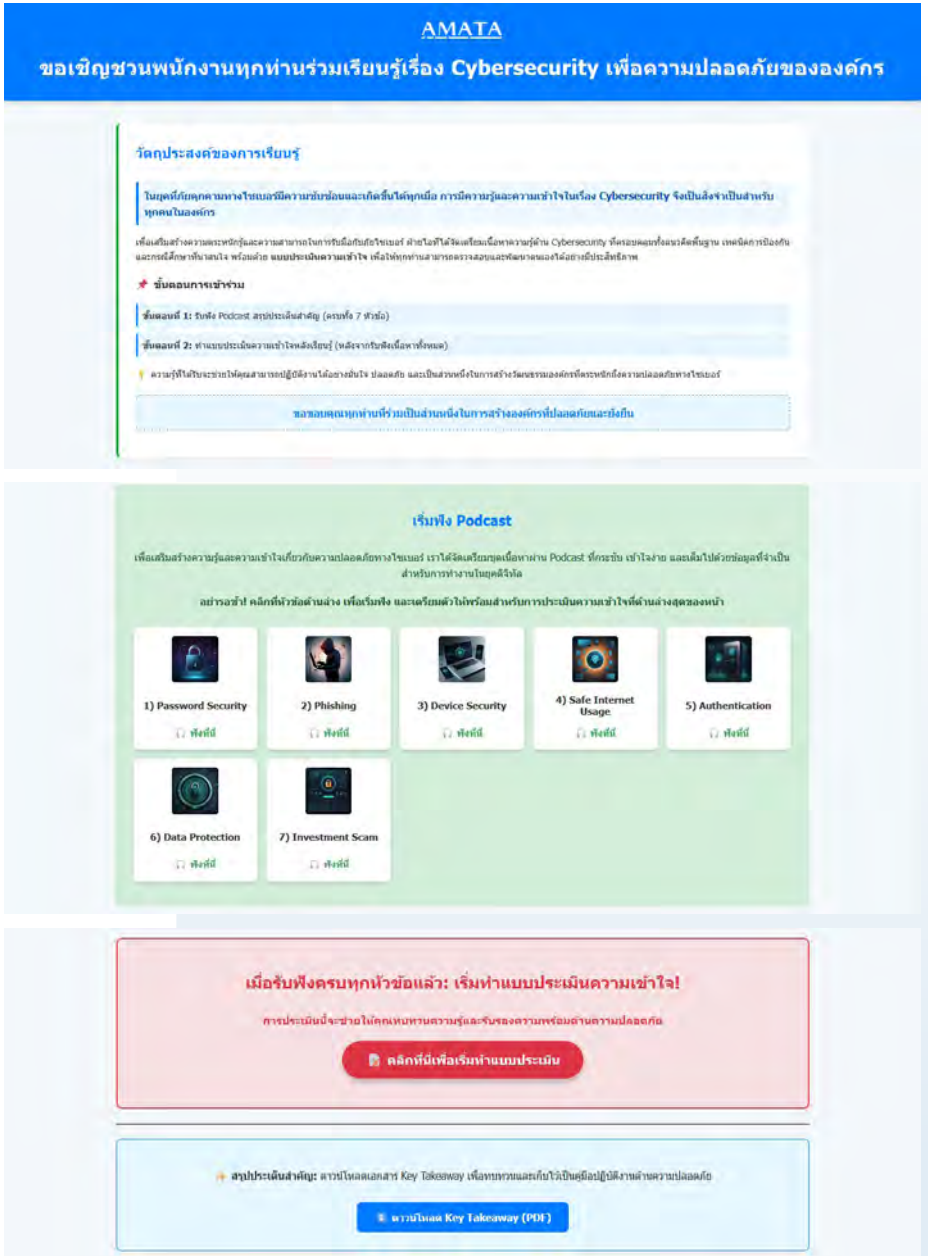
Communication and Training



In 2025, the Company organized two training programs related to cybersecurity, data protection, and privacy. A total of 230 employees participated in these programs, representing 77.18% of the Company's total workforce. The training initiatives were implemented to reinforce awareness of cybersecurity threats and the importance of data protection and privacy, emphasizing the shared responsibility of all employees in supporting effective information security practices.

"Cybersecurity Awareness" Training Program

The Company delivered a "Cybersecurity Awareness" learning program in podcast format, covering key cyber threats, fundamental concepts, preventive measures, and relevant case studies, together with an assessment to evaluate participants' understanding. A total of 216 employees participated in the program, and 100% of participants successfully passed the assessment.



“Cyber Security – Top 10 Mistakes You May Not Be Aware Of!” Training Program

On 9 December 2025, the Company organized a cybersecurity training session for employees, delivered by speakers from the Information Technology Department, under the topic “Cyber Security - Top 10 Mistakes You May Not Be Aware Of!”. The training aimed to reinforce employees’ understanding and promote appropriate cybersecurity practices. The content covered key cybersecurity issues, including common mistakes that employees may overlook, practical tips and precautions to mitigate risks, and actionable guidelines that can be applied in daily work. A total of 50 employees participated in the training.









Performance Outcomes

In 2025, the Company conducted one cybersecurity system test to assess the readiness and effectiveness of its cybersecurity control measures in preventing and responding to cyber threats. The assessment covered vulnerability evaluations of the information technology systems, including security testing of critical operating systems.

The Company continues to strengthen its systems by addressing and remediating identified vulnerabilities on an ongoing basis. This includes regularly updating software for critical systems to ensure they remain current. In addition, the Company implemented mobile device management (MDM) software to enhance device management efficiency and strengthen the protection of sensitive organizational data. Security measures are enforced in accordance with the Company’s information security policy, including screen-lock enforcement, password requirements, remote data wiping in the event of device loss, and security compliance checks prior to granting devices access to the Company’s systems. Key findings and outcomes are reported to management and relevant committees in line with the Company’s established governance framework.

If a stakeholder identifies an incident of non-compliance with regulations, a violation of personal data, or a leakage of stakeholder information, they may file a trace or complaint through the Company’s complaints channel. In 2025, the Company received no complaints related to violations of personal data, leakages of stakeholder information, or any incidents of company information leakage or cyber-attacks.

	2022	2023	2024	2025
Number of incidents involving personal data breaches or stakeholder information leakage	0	0	0	0
• Customers	0	0	0	0
• Employees	0	0	0	0
• Suppliers	0	0	0	0
• Other stakeholders	0	0	0	0
Number of incidents involving the leakage of Company information or cyberattacks	0	0	0	0

Human Rights in Business Operation

Material Topic with Moderate Materiality

15. Sustainable and Responsible Supply Chain

- Human rights in supply chain

Contributions to SDGs

3 GOOD HEALTH AND WELL-BEING	6 CLEAN WATER AND SANITATION	8 DECENT WORK AND ECONOMIC GROWTH	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
3.9	6.3, 6.4	8.4, 8.5	11.6	12.2, 12.4, 12.5	13.2	16.2

Risk

The Company manages large urban-scale areas and is connected to a broad range of stakeholders. Where risk assessment, governance, and operational control mechanisms are not sufficiently comprehensive or effective, the Company may be exposed to the risk of causing, contributing to, or being directly linked to adverse human rights impacts through its own operations and through the operations of suppliers and contractors. This may in turn adversely affect stakeholders, corporate reputation, and investor confidence at both domestic and international levels.

Opportunity

The development of a comprehensive human rights management system contributes to strengthening the Company's operational standards across its own operations and the value chain, enhances transparency and business accountability, and supports stakeholder confidence as well as preparedness in meeting evolving international standards and expectations.

	2030 Target	2025 Target	2025 Performance
Significant human rights complaints related to the Company's operations (cases)	0	0	0

Management Approach

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

As a result, the Company has established human rights management procedures to demonstrate its commitment and accountability in monitoring and conducting comprehensive Human Rights Due Diligence (HRDD) as outlined below:



Human Rights Policy and Practices

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

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

Scan this QR code for more details about our Human Rights and Fair Treatment of Labor Policy

The Board of Directors has assigned the Corporate Governance and Sustainable Development Committee to oversee the establishment and periodic review of the Company's Human Rights and Fair Treatment of Labor Policy. The Committee is also responsible for overseeing the alignment of the Company's business conduct with applicable laws, relevant regulations, and recognized standards, monitoring related risks, performance, and urgent issues, and supporting the effective implementation of these policies across the organization. Management and relevant functions are responsible for implementing the policies in practice. This includes developing appropriate criteria, measures, and procedures, establishing responsible functions and governance arrangements, setting targets and action plans, integrating risk management and internal control processes, communicating the policies and raising awareness, providing accessible grievance channels, and reporting implementation progress and performance outcomes to the Board of Directors at least annually.

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

Human Rights Risks and Impact Assessment

The Company conducts a human rights risk assessment every two years and reviews potential risk issues annually. The identification and assessment of risks related to human rights violations are integrated into various risk assessment processes that each department is responsible for, covering both current operations and newly developed projects. These include, for example, Environmental Impact Assessments (EIA) for project development, environmental issue assessments, and hazard and occupational health and safety risk assessments in accordance with ISO standards, as well as other risk management processes relevant to the business activities of each function.

In 2025, the Company did not conduct a full-scale assessment of its material sustainability topics. However, the Company conducted a review of the materiality level of the topics identified in 2024 by considering impact materiality and financial materiality, together with information and the risk context relevant to the Company's business activities during the reporting year. The review was also carried out alongside the assessment of human rights risks across the value chain. This process covered all operational areas of the Company and all business activities across the value chain, equivalent to 100% coverage. It included activities undertaken directly by the Company, as well as activities linked to the Company through its business relationships across the value chain.

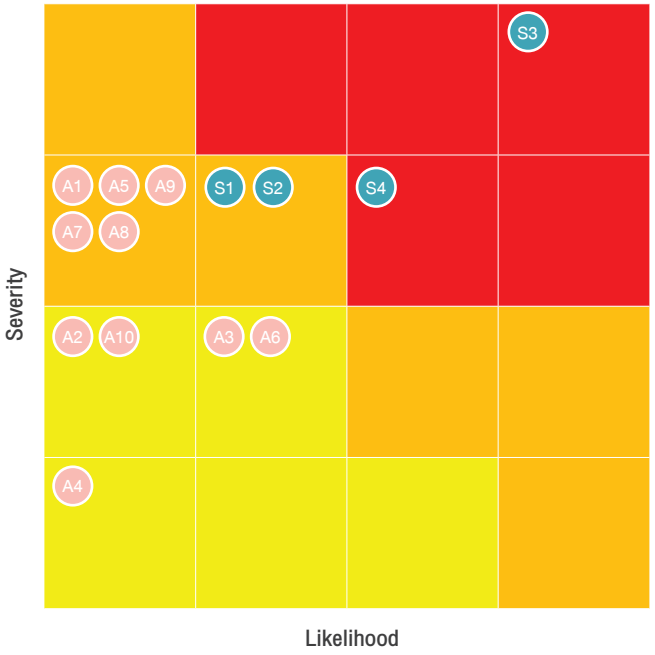
The risk assessment covered issues that may cause or contribute to adverse human rights impacts on different stakeholder groups connected to the Company's business activities. It was undertaken in line with the United Nations Guiding Principles on Business and Human Rights and the OECD Due Diligence Guidance for Responsible Business Conduct, in order to support the systematic identification, prevention, mitigation, and management of human rights risks and impacts.

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

Salient Human Rights Issues

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

	High-risk – Human rights risks that are critical and require immediate resolution with additional preventive or mitigating measures.
	Moderate-risk – Human rights risks that currently have management measures in place, which partially mitigate impacts but still require more effective interventions.
	Low-risk - Human rights risks that are sufficiently controlled or mitigated by existing preventive measures but require continuous monitoring for potential changes.



Risks in AMATA's own operations

Risks in AMATA's value chain

(A1) Employee Health and Safety
(A2) Workforce Employment Conditions
(A3) Workplace Discrimination and Inequality
(A4) Freedom of Association and Collective Bargaining
(A5) Community Health and Safety
(A6) Environmental Impacts on Communities
(A7) Quality of Products and Services
(A8) Customer Health and Safety
(A9) Data Privacy and Security
(A10) Occupational Health and Safety of Suppliers and Contractors
(S1) Health and Safety of Workers in the Supply Chain
(S2) Employment Conditions of Workers in the Supply Chain
(S3) Community Health and Safety
(S4) Environmental Impacts on Communities



Human Rights Risk Management

Boundary	Significant Human Rights Issues	Impacted Stakeholders	Company's actions for correction, prevention, and remedy
Activities in AMATA's Operation	**Labor Rights** • Employee Health and Safety (A1)	Employees	• Providing occupational health and safety supervision in accordance with the safety, occupational health, and work environment policy.
	• Workforce Employment Condition (A2) • Workplace Discrimination and Inequality (A3)		• Treating employees with respect for human rights and labor rights principles in accordance with the labor laws of the country where the Company operates, as well as international human rights principles. This includes ensuring treatment for all employees with equity, equality, and non-discrimination in all aspects.
	• Freedom of Association and Collective Bargaining (A4)		• Establishing an employee welfare committee comprising representatives from various departments, serving as a channel for communicating employees' needs and recommendations to management, and holding regular quarterly meetings to discuss welfare improvements, employee activities, and workplace well-being. • Conducting monthly employee meetings with the Chief Executive Officer to communicate organizational direction and provide an open two-way platform for employees or their representatives to directly raise concerns, ask questions, and share feedback. • Providing effective complaint channels and grievance handling processes, as well as appropriate remedies.
	Community Rights • Community Health and Safety (A5) • Environmental Impacts on Communities (A6)	Local communities	• Welcoming opinions and monitoring the impact of the Company's operations on surrounding communities. • Implementing projects and activities to prevent and mitigate impacts from the Company's operations on the environment, the health and safety of people, and property in the community. • Empowering community members to express their opinions or file complaints through various channels and encouraging their involvement in committees to collectively oversee the well-being and environmental concerns of the community. • Strictly complying with environmental and safety laws and regulations and preparing an effective emergency and crisis management plan. • Establishing appropriate remediation measures in cases where the Company is responsible for human rights violations in communities.
	Customer/Consumer Rights • Quality of Products and Services (A7)	Customers	• Delivering safe products and services with quality standards and traceability. • Providing customer complaint channels and a complaint management procedure.
	• Customer Health and Safety (A8)		• Strictly complying with the laws and safety regulations. • Establishing an effective emergency plan and crisis management plan. • Design buildings and facilities in accordance with Universal Design principles, to ensure accessibility and usability for all individuals, including the elderly and persons with disabilities, within the AMATA City Chonburi office buildings, common areas, and newly constructed factories.
	Data Privacy and Security • Data Privacy and Security (A9)	Employees, Customers, Shareholders, Business Partners	• Enforcing the Personal Data Protection Policy as a management standard and good practice. • Providing process control over personal data protection and business data privacy in accordance with laws and the Company's policies. • Announcing an Information Security & Data Policy and practice guidelines to prevent information leakage, unauthorized access, usage, disclosure, or data modification. • Training and regularly monitoring the employees to make them aware of the importance of personal data protection.

Boundary	Significant Human Rights Issues	Impacted Stakeholders	Company's actions for correction, prevention, and remedy
Activities in AMATA's Operation (continued)	**Supplier and Contractor Rights** • Occupational Health and Safety of Suppliers and Contractors (A10)	Suppliers and Contractors	• Treating suppliers and contractors with equity, fairness, transparency, and non-discrimination. • Maintaining the workplace's safety and security. • Ensuring strict compliance with safety regulations among suppliers and contractors. • Providing effective complaint channels and grievance handling processes, as well as appropriate remedies.
Activities in the value chain undertaken by AMATA's suppliers, contractors, and customers	**Labor Rights** • Health and Safety of Workers in the Supply Chain (S1) • Employment Conditions of Workers in the Supply Chain (S2)	Employees of suppliers and contractors	• Informing AMATA's suppliers and contractors to acknowledge AMATA's Supplier Code of Conduct and act in accordance with the intentions and guidelines of the Company on environmental management and labor practices. • Assessing the risk of labor practices and occupational health and safety with critical and new suppliers and contractors before doing business. • Monitoring suppliers' and contractors' operations to prevent human rights violations against various stakeholder groups by ensuring compliance with labor practices and environmental management. • Require suppliers to have prevention and remediation measures for human rights risks.
	Community Rights • Community Health and Safety (S3) • Environmental Impacts on Communities (S4)	Local communities	• Monitoring and receiving feedback from local communities on potential impacts arising from the operations of suppliers and contractors, as well as customers operating within the industrial estates. • Providing effective complaint channels and grievance handling processes, as well as appropriate remedies. • Demanding that suppliers and contractors implement preventive measures and take responsibility for any human rights violations that may occur. • Monitoring suppliers' and contractors' operations on labor practices and environmental management in order to prevent human rights violations against various stakeholder groups. • Monitoring customers operating within the industrial estates to ensure compliance with applicable rules and regulations, and coordinating actions to address impacts arising from their operations. • Ensuring that suppliers and contractors have appropriate remedial measures in place in the event that their actions lead to human rights violations affecting the communities.

Monitoring and Evaluation

To monitor the implementation of measures to prevent human rights violations, the Company has established a **'Whistleblowing Policy'** and provided various communication channels for employees, business partners, contractors, communities, and other internal and external stakeholders to report any signs or complaints of human rights violations. The Company places strong emphasis on confidentiality, the protection of whistleblowers, and non-retaliation. The Company has set up a process to review and handle these complaints prudently, fairly, and transparently. Where it is identified that the Company has caused or contributed to adverse human rights impacts, the Company will take appropriate actions to mitigate, correct, and provide remedy to affected parties, and will continue to monitor the effectiveness of corrective actions. Employees found to violate human rights are considered unethical and are subject to disciplinary action according to established regulations. Legal penalties may also be imposed if their actions are illegal. In the event of human rights violations, the responsible department is required to take immediate action to mitigate the impact and provide fair reparation for those affected.

Scan this QR code for more details on our Whistleblowing Policy

Chairperson of the Audit Committee
▸ whistleblowing@amata.com

Chairman of the Board of Directors
▸ whistleblowing@amata.com

Company Secretary
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Framework on Children's Rights Management

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



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

Safety City: To create a society that jointly protects and supports a safe survival, the Company has announced its policy and code of conduct for suppliers, which strictly prohibits the use of child labor. All suppliers and contractors are required to formally acknowledge and comply with these requirements prior to commencing business operations with the Company. In addition, the Company promotes business practices that seek to minimize environmental impacts on communities where children live, such as the development of smart environments to reduce greenhouse gas emissions, efficient waste management, and a commitment to zero waste to landfill.

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

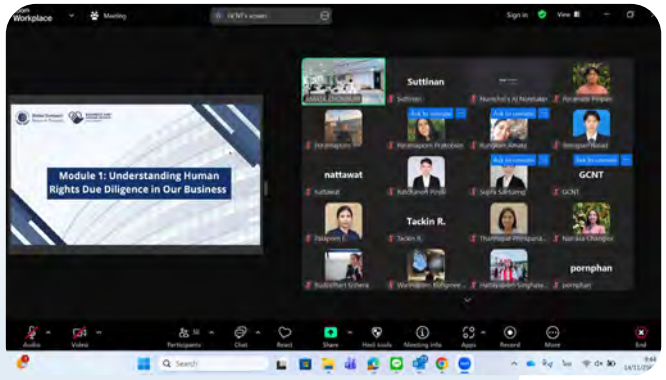
Edu-town: The Company cooperated with the business strategic partners in developing diversified learning and educational space in both industrial estates, e.g., a water management learning center, a smart classroom, and recreational public parks.

Performance Outcomes

Human Rights Training Program

On 14 November 2025, the Company organized a human rights training program for executives and employees entitled “Building a Responsible Business: Human Rights Due Diligence in Action.” The training was delivered by expert speakers from the United Nations Global Compact. The program aimed to strengthen understanding of human rights due diligence, explore key challenges and potential human rights impacts associated with business operations, and introduce practical tools and approaches for establishing effective, transparent, and fair grievance mechanisms. The training also addressed the roles and responsibilities of executives and supervisors in receiving and handling complaints appropriately, ensuring confidentiality, preventing retaliation, and escalating cases related to threats, harassment, abuse, or workplace bullying in accordance with the Company’s established processes. A total of 83 participants, comprising executives and employee representatives from all departments, attended the training, representing approximately 27.85% of the Company’s total workforce.















Design with Consideration for Human Rights and Inclusive Access

The Company recognizes the right of all user groups to equitable access to and use of its facilities. In line with this approach, Universal Design principles were incorporated into the design of the new ready-built factory and warehouse for lease at AMATA City Rayong Industrial Estate, which were completed in October 2025, in order to support use by everyone, including older persons and persons with disabilities. The facilities are currently being used by customers for business operations, demonstrating the project's readiness to support inclusive business activities while taking into account the accessibility needs of all user groups.





Promoting Collaboration and Participation to Strengthen Labor Standards

Across AMATA's industrial estates in Thailand, more than 310,000 workers are employed by companies operating in the industrial estates. The Company recognizes that effective improvement of labor standards across the industrial estates requires coordinated action among relevant stakeholders, including government agencies, business operators within the industrial estates, educational institutions, and related networks. As an industrial estate developer and operator, the Company uses its role to support engagement, knowledge sharing, the monitoring of labor law trends and developments, and the promotion of practices that are appropriate to the context of industrial areas. In 2025, the Company participated in the following initiatives and activities:

1. **Participation in and Organization of Training on Occupational Safety, Health, and Labor Standards**

The Company has contributed the organization of training programs and seminars related to labor standards, with a particular focus on occupational safety, health, and working environment practices, for business operators and workers within the industrial estates.

- In collaboration with the Chonburi Provincial labor Protection and Welfare Office and the Regional Occupational Safety Center Region 11, the Company co-organized a seminar entitled "Compliance with the Ministerial Regulation on the Licensing of Occupational Safety, Health, and Working Environment Professionals B.E. 2567" on 16 February 2025 for business operators in AMATA City Chonburi Industrial Estate.
- The Company also extended its efforts to promote labor standards to contractors and workers involved in its operations. In May and June 2025, AMATA Facility Services Co., Ltd. conducted training programs on workplace safety and risk awareness, as well as spill response drills for solid waste leakage, for employees of waste management contractors. These activities aimed to enhance operational safety, ensure compliance with applicable regulations, and promote the well-being of contractor workers.

2. Supporting Dedicated Programs and Mechanisms to Enhance Workforce Capabilities within Industrial Estates

In its role as an industrial estate developer and operator, the Company extends its contribution beyond its own workforce by supporting the development of knowledge and skills among workers across the industrial ecosystem through continuous training initiatives. The Company has established an industrial fire-fighting training school to provide both theoretical and practical training for factories located in AMATA City Chonburi and AMATA City Rayong Industrial Estates. The training programs cover occupational safety and health, working environment conditions, and fire prevention and fire-fighting preparedness at the workplace. In 2025, a total of 145,881 factory employees participated in basic firefighting training, fire drills, evacuation drills, and other related safety courses.

3. Participation in Networks and Collaboration on Human Resources Management

The Company supports the development of collaborative networks among companies operating in the industrial estates as a platform for the exchange of knowledge and good practices in human resources and labor management.

- The Human Resources Association of AMATA City Chonburi (HRA) serves as a central platform for the exchange of professional and academic knowledge on human resources management among factory operators in AMATA City Chonburi Industrial Estate. It promotes education, study, research, and seminars aimed at strengthening skills and knowledge through professional speakers, as well as meetings for exchanging information on labor laws, strategic human resources management, and labor relations management within organizations.
- The AMATA City Rayong Management Group (ACMG) supports the exchange of information and knowledge on human resources management, including key future trends such as the application of artificial intelligence (AI) in human resources, coaching, and workforce capability development.

4. Building a Collaborative Network on Workplace Safety at the Industrial Estate Level

In collaboration with the Industrial Estate Authority of Thailand (IEAT), through the AMATA City Chonburi Industrial Estate Office, the Company supported the establishment of the Occupational Safety Officers Club of AMATA City Chonburi Industrial Estate. The club serves as a collaborative platform for the exchange of knowledge, experience, and good practices related to occupational safety, health, and working environment management among business operators within the industrial estate. As part of its establishment, the Company invited selected business operators within the industrial estate to serve on the Club's executive committee in order to encourage operator participation and support the joint development of safety standards at the area level.

5. Promoting Collaboration to Develop the Labor Market and Access to Employment Opportunities

In collaboration with companies operating in AMATA industrial estates, the Chonburi Provincial Employment Office, the Department of Employment, and Don Hua Lo Municipality, the Company has continuously organized the AMATA City Chonburi Job Expo on an annual basis to promote local people's access to employment opportunities and to connect workers with companies that maintain appropriate labor standards, with several thousand job vacancies available. In 2025, the Company changed the format from an on-site event to support for online job search channels in order to enhance convenience and broaden public access to job vacancy information. The Company plans to resume the event in its regular format in 2026.



Monitoring Human Rights Violations and Labor Practices in the Supply Chain

In 2025, the Company received no complaints through its designated grievance channels concerning human rights violations, non-compliance with labor standards, or the use of child labor or forced labor, either in the Company's own operations or across its supply chain. The Company also received no complaints from communities or other stakeholders regarding health, safety, or environmental impacts arising from the Company's operations or from the operations of its suppliers and contractors. The Company nevertheless remains committed to continuously monitoring, reviewing, and improving its grievance channels and mechanisms to ensure that all stakeholder groups are able to raise concerns in a convenient, transparent, and fair manner.

Human rights risks arising from the operations of suppliers and contractors have been identified as among the Company's salient human rights issues. The Company has therefore established a Supplier Code of Conduct to require suppliers and contractors across the supply chain to conduct business in line with the Company's principles, expectations, and practices in respecting the rights of all stakeholder groups. The Code also serves as a framework for communicating the Company's expectations and guiding, monitoring, and assessing supplier and contractor practices in labor-related matters, particularly the strict prohibition of child labor and forced labor, as well as respect for human rights, occupational health and safety, and the environment. These issues form part of the Company's annual supplier assessment process, including both risk assessments and on-site audits. The Company reviews the list of contractors that do not comply with the Supplier Code of Conduct and conducts on-site audits of suppliers and contractors identified as being at high risk of human rights violations. Where deficiencies are identified during the audit, the relevant suppliers or contractors are required to prepare corrective action plans to address the findings, and the Company follows up on corrective actions within the specified timeframe.

In 2025, the Company assessed 53 critical tier-1 suppliers, representing 100% of its critical tier-1 suppliers. Based on the Company's assessment criteria, no supplier was identified as presenting high human rights risk. For suppliers that had been identified as having high social and environmental risk in 2024, the Company conducted additional on-site assessments at their premises, provided recommendations, and closely monitored corrective actions. In 2025, these suppliers fully completed the required improvements in accordance with the agreed plans, and the assessment results confirmed that the risks had been reduced to an acceptable level. The Company continues to place importance on the ongoing monitoring and assessment of human rights risks among suppliers and contractors in order to strengthen responsibility across the supply chain and support sustainable business practices over the long term. Further information on supplier assessments is available on page 104.

Contribution to Sustainable Development Goals related to Human Rights

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

SDG Goals	SDG Targets	AMATA's Actions and Contributions	Thailand's Compliance with the Universal Declaration of Human Rights and International Human Rights Instruments	
	1.4	• Create jobs and employment opportunities for the people and local businesses, in order to enhance their skills, develop the community's economy, and improve their income and quality of life	• Right to an adequate standard of living	UDHR art. 25 ICESCR art. 11
	3.4, 3.6, 3.8, 3.9	• Promote the health and well-being of people in the organization and the surrounding communities • Promote safety of life and property for all groups involved throughout the value chain	• Right to life • Right to health	UDHR art. 3 UDHR art. 25 ICESCR art. 12

SDG Goals	SDG Targets	AMATA's Actions and Contributions	Thailand's Compliance with the Universal Declaration of Human Rights and International Human Rights Instruments	
	4.3, 4.4, 4.5	• Develop human resources in terms of skills, knowledge, and social skills, as well as promote career advancement	• Right to education • Right to work, including technical and vocational training	UDHR art. 26 ICESCR art. 13 ICESCR art. 6
	6.3, 6.4, 6.6, 6.b	• Protect and restore natural resources both inside and outside the Company • Efficiently manage resources and waste with innovation and circular economy principles • Prevent and mitigate negative impacts caused by the Company and suppliers/contractors	• Right to safe drinking water and sanitation • Right to health	ICESCR art. 11 UDHR art. 25 ICESCR art. 12
	7.2, 7.b, 7.3	• Develop new businesses that efficiently utilize natural resources and energy • Develop a leading Smart City in the eastern region	• Right to an adequate standard of living • Right to enjoy the benefits of scientific progress and its application	UDHR art. 25 ICESCR art. 11 UDHR art. 27 ICESCR art. 15(1)(b)
	8.1, 8.2, 8.3, 8.4, 8.5, 8.6, 8.8	• Create jobs and employment opportunities for the people and local businesses, in order to enhance their skills, develop the community's economy, and improve their income and quality of life • Employ workers of all genders and ages, including people with disabilities, in a fair and equitable manner with appropriate compensation • Prevent violations of significant human rights related to labor throughout the value chain	• Right to work and to just and favourable conditions of work • Prohibition of slavery, forced labor, and trafficking of persons • Equal rights of women in relation to employment • Prohibition of childlabor	UDHR art. 23 ICESCR arts. 6, 7, 10 UDHR art. 4 CEDAW art. 11 ILO Conventions No. 100 and No. 111 CRC art. 32 ILO Convention No. 182
	9.1, 9.2, 9.4	• Develop new businesses that can efficiently utilize natural resources and energy • Transparently disclose guidelines and practices for natural resource and environmental management	• Right to enjoy the benefits of scientific progress and its application • Right to access to information	UDHR art. 27 ICESCR art. 15(1)(b)UDHR art. 19
	10.2, 10.3	• Practice non-discrimination against all employees of all genders and ages, including people with disabilities, without prejudice • Design buildings and facilities in accordance with Universal Design principles to ensure accessibility and usability for all individuals	• Right to equality and non-discrimination • Right to an adequate standard of living	UDHR art. 2 ICESCR art. 2(2) UDHR art. 25 ICESCR art. 11
	11.2, 11.6	• Enhance the ability to cope with climate change • Prevent and mitigate negative impacts from the operations of the Company and contractors • Protect and restore natural resources both within and outside the Company	• Right to participate in cultural life • Protection from natural disasters	UDHR art. 25 ICESCR art. 15 CRPD art. 11

SDG Goals	SDG Targets	AMATA's Actions and Contributions	Thailand's Compliance with the Universal Declaration of Human Rights and International Human Rights Instruments	
	12.2, 12.4, 12.5	• Develop a leading Smart City in the eastern region • Manage resources and waste efficiently with innovation and circular economy principles	• Right to health including the right to safe, clean, healthy and sustainable environment • Right to adequate food and the right to safe drinking water	UDHR art. 25(1) ICESCR art. 12 ICESCR art. 11
	13.1	• Strengthen the ability to cope with climate change, reduce greenhouse gas emissions, and increase carbon absorption in various activities • Manage resources and waste efficiently through innovation and circular economy principles	• Right to health including the right to safe, clean, healthy and sustainable environment • Right to adequate food and the right to safe drinking water	UDHR art. 25(1) ICESCR art. 12 ICESCR art. 11
	15.1	• Protect and restore natural resources both inside and outside the Company	• Right to health including the right to safe, clean, healthy and sustainable environment • Right to adequate food and the right to safe drinking water	UDHR art. 25(1) ICESCR art. 12 ICESCR art. 11
	16.1, 16.3, 16.5, 16.6, 16.7	• Efficiently manage and govern the business with integrity, ethics, and fairness • Establish complaint and whistleblowing channels and effective and fair management mechanisms • Promote equal and fair participation of all major stakeholders in managing and addressing various issues for mutual benefit	• Right to life, liberty and security of the person including freedom from torture • Right to access to justice and due process • Right to access to information	UDHR art. 3 UDHR art. 5 UDHR arts. 8, 10 UDHR art. 19 ICCPR art. 19(1)
	17.16, 17.17	• Promote collaboration among stakeholders to create collective impact in activities that aim to help improve the quality of local communities and society as a whole	• Right of all peoples to development, & international cooperation • Right of everyone to enjoy the benefits of scientific progress and its application, including international cooperation in the scientific field • Right to privacy including respect for human rights and ethical principles in the collection and use of statistics	UDHR art. 28 ICESCR art. 2(1) UDHR art. 27(1) ICESCR art. 15(1) UDHR art. 12 ICCPR art. 17

Sustainable Supply Chain

Material Topic with Moderate Materiality

15. Sustainable and Responsible Supply Chain

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

Contributions to SDGs



3.9 | 8.3, 8.4, 8.8 | 10.3 | 11.6 | 12.4 | 16.5, 16.6

Risk

The Company procures products and services from suppliers and contractors for the main activities of industrial estate business operations and the work that supports the management of industrial estates. As a result, the quality of products and work of suppliers and contractors have a direct impact on the Company and its stakeholders, both positively and negatively. Suppliers and contractors with substandard performance or high ESG risks are likely to cause non-compliance with laws and regulations. They may also create negative social and environmental impacts, such as poor waste management, and risks to the safety of people and property. Furthermore, without a good audit process, the Company's suppliers and contractors may contribute to labor and human rights violations, which can create risks to the Company's reputation and credibility beyond the direct economic impact on the Company from the quality of work and delivery time.

Opportunity

Effective supplier and contractor management enables the Company to strengthen quality, business continuity, and operational efficiency throughout the supply chain. This supports the reliable and consistent delivery of products and services in line with established standards, enhances customer satisfaction and confidence, and contributes to the smooth operations of businesses within the industrial estates. In addition, the screening, development, and capability enhancement of suppliers and contractors help strengthen the Company's pool of qualified suppliers and contractors to support future business expansion.

	2030 Targets	2025 Targets	2025 Performances
Proportion of new suppliers assessed for ESG risks	100%	100%	100%
Proportion of critical suppliers assessed for ESG risks	100%	100%	100%

Management Approach

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

The Company has appointed the **AMATA Procurement Working Committee,** which is chaired by the Chief Financial Officer. The Working Committee consists of senior executives from the Company and its subsidiary companies and is responsible for developing procurement best practices that comply with international and ethical standards. The Committee also sets the procurement standards of the AMATA Group, prepares, and disseminates the **"Supplier Code of Conduct"** on the Company's website as well as directly notified each supplier. This is to communicate the Company's commitment to ethical and responsible business practices that take economic, social, and environmental impacts into consideration. The contents of the Supplier Code of Conduct are as follows:

Business Ethics

- Comply with applicable laws and regulations and hold all required business licenses. Conduct business with integrity, honesty, transparency, and accountability. Ensure appropriate disclosure of information, maintain confidentiality, and respect intellectual property rights. Do not engage in corruption, bribery, extortion, fraud, or embezzlement, and deliver products and services that meet the Company's quality requirements.

Human Rights Principles

- Respect human dignity and treat employees fairly and equally without discrimination. Ensure employment practices, wages, working hours, and benefits comply with applicable laws. Prohibit forced labor, human trafficking, slave labor, child labor, and the employment of illegal labor. Conduct appropriate due diligence on business partners and subcontractors to prevent human rights violations throughout the supply chain.

Occupational Health and Safety

- Comply with occupational health, safety, and workplace hygiene laws, as well as AMATA's requirements when operating within the Company's premises. Provide a safe workplace and working environment, supply appropriate personal protective equipment, record statistics on illnesses, injuries, fatalities, and safety incidents, and communicate workplace risks and control measures to employees and subcontractors.

Social Responsibility

- Consider the impacts of operations on communities and society. Participate in the prevention of adverse impacts and in promoting community health, safety, and well being. Establish channels to receive concerns and complaints from stakeholders and take appropriate and fair actions to address and remedy impacts.

Environmental Responsibility

- Strictly comply with environmental laws and regulations and conduct regular assessments. Operate with due consideration for efficient use of energy and natural resources. Implement systematic measures to prevent and mitigate environmental impacts arising from operations, including the management of wastewater, waste, chemicals, and air emissions. Promote the use of environmentally friendly technologies to reduce greenhouse gas emissions.

The Company has communicated these requirements to suppliers and contractors through the Supplier Code of Conduct and has incorporated them as part of the conditions under contractual agreements or business arrangements. This framework is applied to the screening, oversight, monitoring, and ongoing evaluation of supplier and contractor compliance.

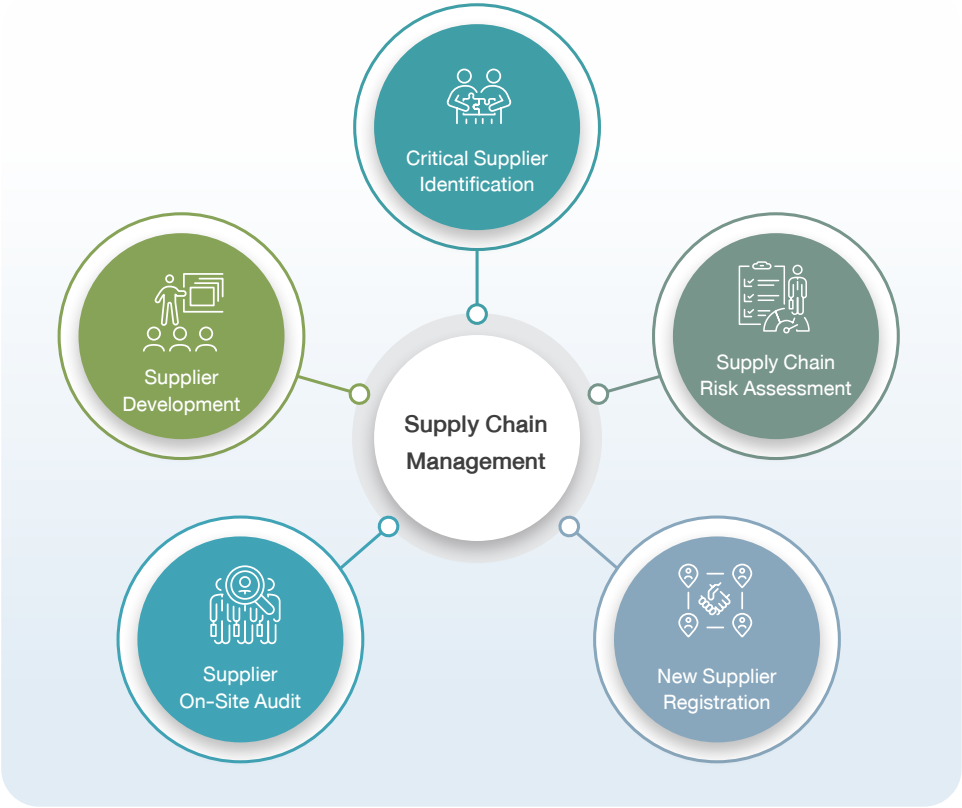
Scan the QR codes for more details on our policies

Sustainable Procurement Policy

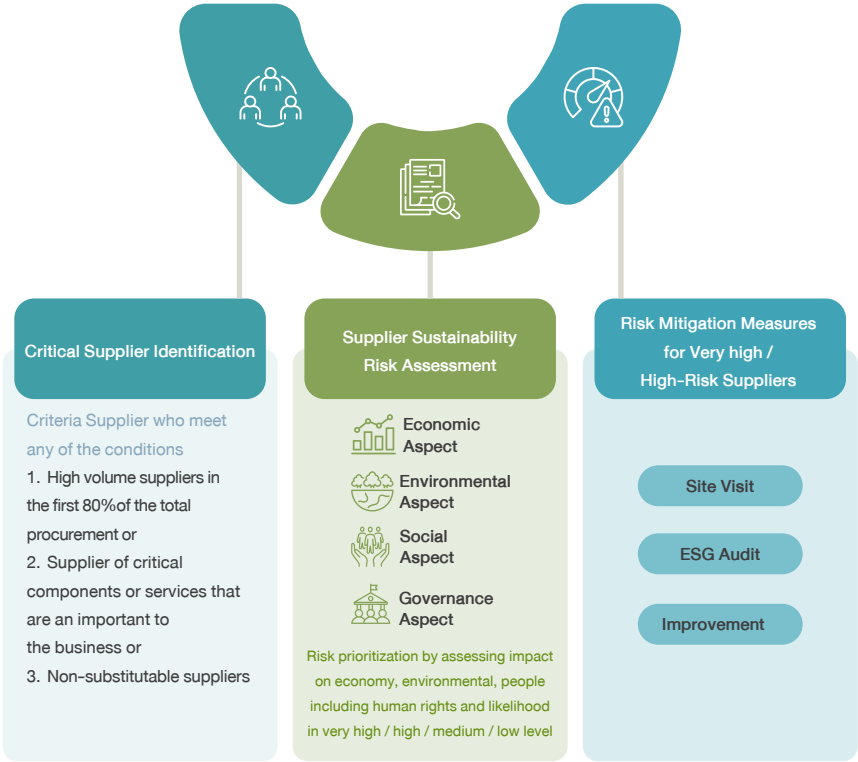
Supplier Code of Conduct

The Company requires all suppliers and contractors identified as critical tier-1 suppliers, as well as all new suppliers and contractors, to acknowledge and comply with the AMATA's Supplier Code of Conduct and Procurement Manual. These requirements are in line with the Company's sustainable supply chain management approach, aiming to promote awareness and responsible business practices among suppliers. The guidelines emphasize the importance of operating socially and environmentally responsibly, with integrity, fairness, and transparency. In 2025, the Company communicated these documents to all 112 critical tier-1 and new suppliers. All recipients (100%) acknowledged and submitted the signed acknowledgement form in full compliance.

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



The Company has implemented its established guidelines through defined criteria and processes, including the identification of critical suppliers, sustainability risk assessment of suppliers and contractors, and the formulation of appropriate supplier management strategies. Efforts also include capability-building initiatives for suppliers and contractors to mitigate sustainability risks and reduce the negative impacts of business operations in both the short and long term. Key performance outcomes in 2025 are as follows:



1. Critical Supplier Classification

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

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

In 2025, the Company engaged with a total of 473 tier-1 suppliers and contractors who maintained ongoing direct business relationships within its supply chain. An analysis identified 53 of these as critical tier-1 suppliers, accounting for 85.45% of the Company's total procurement value. These critical tier-1 suppliers were categorized into three key business segments: 15 in the real estate and leasing business, 15 in the utilities and services sector, and 23 in the goods and services sector, representing 28.30%, 28.30%, and 43.40% of procurement value by business segment, respectively. In addition, there were 64 critical non-tier 1 suppliers who are essential to the supply chain, but not directly conducting business with the Company.



2. Supply Chain Risk Assessment

The Company conducted a human rights risk assessment to identify activities and business partners that may be exposed to risks related to child labor, forced labor, occupational safety, and potential impacts on other stakeholders. The findings of the assessment are disclosed in the Human Rights in Business Operations section of this report. Labor-intensive construction and service contractors, particularly those engaging subcontractors, were identified as requiring heightened oversight. The Company therefore implements labor document reviews and on-site spot checks, as appropriate, to help prevent labor and human rights risks within the supply chain.

The Company has established a sustainability risk assessment process for suppliers, initially prioritizing critical tier-1 suppliers that conduct direct business with the Company. The process includes the use of an ESG Risk Evaluation Form, while all new suppliers are required to complete a Self-Assessment Questionnaire (SAQ) covering economic, environmental, social, and governance issues. Suppliers are classified into four risk levels, with the scope and frequency of assessment determined based on their risk level. In addition, annual supplier quality assessments are conducted by the Procurement Department and the relevant user departments, with the frequency of assessment varying according to supplier risk level. Suppliers classified as high-risk and very high-risk are required to prepare corrective and preventive action plans. The Company supports its suppliers by providing guidance, as needed, in developing improvement plans to foster and maintain good relationships.

The Company has set a target for all critical tier-1 suppliers and new suppliers, to be assessed for risks related to both economic performance and sustainability, including environmental, social, and governance (ESG) risks. In 2025, the Company completed such assessments for all 53 critical tier-1 suppliers (100%), as well as all 59 new suppliers (100%), achieving the target as planned.



	2022	2023	2024	2025
Proportion of products and services purchased in Thailand	100%	100%	100%	100%
Total number of tier-1 suppliers	527	654	732	473
Total number of critical tier-1 suppliers	85	63	51	53
Total number of critical non-tier-1 suppliers	NA	24	18	64
Total number of new suppliers	11	52	89	59
Proportion of suppliers and contractors assessed for ESG risks by using Self-Assessment Questionnaire (SAQ)				
• Critical tier-1 suppliers	100%	100%	100%	100%
• New suppliers	100%	100%	100%	100%
Number of suppliers and contractors with high and very high ESG risks				
• Critical tier-1 suppliers	1	0	1	0
• New suppliers	0	0	0	0

Based on the supplier risk assessment conducted in 2025, the Company identified no critical tier-1 suppliers or new suppliers as having high or very high levels of risk across social, environmental, economic, and governance dimensions. For one supplier that had previously been identified in 2024 as having high social and environmental risks, the Company carried out additional on-site assessments, provided recommendations, and closely monitored the implementation of corrective actions. In 2025, that supplier fully completed all actions under the agreed corrective action plans, and the assessment results confirmed that the identified risks had been reduced to an acceptable level.

3. Supplier Audit

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

Risk Level	Control and Risk Monitoring Measures
Low	• On-site audit every 2 years.
Medium	• On-site audit once per year.
High	• Immediate on-site audit. • Required to develop an action plan for improvements within a specified timeframe.
Very High	• Immediate on-site audit. • An immediate corrective action plan must be implemented, followed by a post-implementation review. Ongoing monitoring every six months is required until the risk level is reduced to an acceptable level. • If the supplier fails to comply with the requirements or does not take corrective actions, their operations will be suspended until the risk level is mitigated to an acceptable level. • If it is necessary to continue using a non-compliant supplier, a formal approval request must be submitted to an authorized decision-maker, along with continuous monitoring and corrective actions. • Enforcement measures will be introduced, requiring the supplier to acknowledge and accept penalty terms if severe risks remain unresolved, leading to business or operational damages.

In 2025, the Company had 18 critical tier-1 suppliers required to undergo on-site ESG audit according to the established criteria. The Company successfully completed the audits for all 18 suppliers (100%).

	2022	2023	2024	2025
The total number of suppliers required to undergo on-site ESG Audit				
• Critical tier-1 suppliers	11	22	21	18
The audit completion ratio for critical tier-1 suppliers during the year	100%	100%	100%	100%
• New suppliers	0	0	0	0

In addition, the Company requires all suppliers and contractors doing business with the Company to undergo annual performance evaluations and assessments of their business relationships with the Company upon completion of the delivery of goods or services. The results of these evaluations are used as supporting information for future procurement decisions.

The Company has established risk management measures for each supplier and provides supplier development support to reduce the likelihood of identified risks and mitigate their potential impacts on suppliers and contractors. During the reporting period, the Company did not terminate any business relationships with suppliers or contractors as a result of these assessments (0%).

4. New Supplier Registration

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

In 2025, there were 59 new suppliers. All of them passed the specified new supplier selection process (100%).

5. Supplier Support and Development

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

Regarding supplier payments, the Company adheres to agreements and commitments by offering fair and appropriate trade credit durations, which fosters business collaboration and is crucial for sustaining long-term growth. A Credit Term Policy has been established, specifying payment to suppliers within 30-60 days through a banking channel. This method builds trust with suppliers and ensures timely payments within the policy framework. However, the actual payment period may vary due to specific business limitations, such as product types, service specifications, contract terms, and quality standards. Details on the average account payables days for purchasing products and services are as follows.

	2022	2023	2024	2025
Average Account Payables Days	48 Days	48 Days	57 Days	56 Days

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

Supplier Development on Compliance with Regulatory and Relevant Standards

- On 24 April 2025, AMATA Facility Services Co., Ltd. held its 2025 Annual Stakeholder Meeting at the Ratchaphruek Meeting Room. The meeting primarily focused on the Company's suppliers and contractors that directly conduct business with the Company, aiming to communicate key operational policies, adherence to standardized management systems, relevant regulatory requirements, procurement procedures, and to encourage shared dialogue on enhancing operational efficiency and aligning with international sustainability principles. In addition, the Company explained its annual supplier assessments and performance evaluation processes to measure progress and ensure continued improvement in collaborative operations.



Supplier Development on Workplace Safety Practices

- On 26 June 2025, AMATA Facility Services Co., Ltd. organized a workplace safety and risk awareness training program for employees of the Company's waste management contractors. The training aimed to enhance their skills and elevate safety standards in daily operations, thereby promoting a safer and more efficient working environment for contractor personnel.
- On 17 May 2025, AMATA Facility Services Co., Ltd. organized a spill containment and recovery drill for waste collection and sorting personnel at the contractor's waste sorting facility. This initiative was designed to strengthen knowledge and skills in waste and environmental management, while also enhancing safety and operational efficiency for contractor employees.



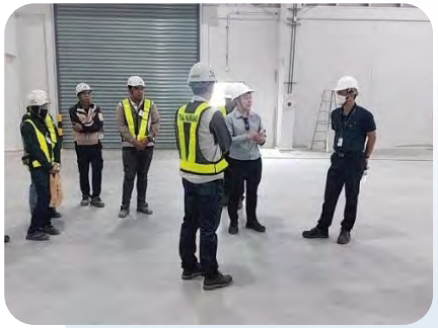


- On 25 October 2025, AMATA Facility Services Co., Ltd. organized a basic fire suppression and evacuation training for contractor employees working within the Company's premises. This training aimed to enhance their fire prevention and emergency response skills, ensuring preparedness for fire-related incidents and mitigating risks that could lead to loss of life or property damage.





- On 24 December 2025, AMATA Summit Ready Built Co., Ltd., in collaboration with Team Construction Management Co., Ltd. as the project consultant and Thai Nakano Co., Ltd. as the main contractor, conducted an on-site inspection to monitor the progress of a rental factory construction project within the AMATA City Chonburi Industrial Estate. The inspection focused on verifying compliance with applicable construction standards, occupational health and safety requirements, and work acceptance criteria in accordance with the Company's specifications, as part of the Company's processes to prevent and mitigate occupational health and safety impacts associated with contractor activities and to ensure operational readiness prior to handover to tenants.





As a result of the continuous review of safety measures, ongoing safety awareness-building, and close supervision of contractor operations, no serious work-related accidents involving contractor employees were recorded in 2025 that resulted in lost-time injuries or fatalities.

Supplier Development on Enhancing Knowledge, Skills, and Work Efficiency

- On 22 July 2025, AMATA Summit Ready Built Co., Ltd., in collaboration with CPAC Construction Solution Co., Ltd., organized a technical workshop to facilitate knowledge exchange and demonstrate the practical application of Building Information Modeling (BIM) and Carbon Tracking Solutions in the design and construction of rental factory facilities. The workshop aimed to strengthen technical capabilities and promote the adoption of digital and low-carbon construction practices, supporting the Company's efforts to enhance the efficiency, quality, and sustainability of rental factory development for future projects within the AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate.



- On 9 September 2025, AMATA U Co., Ltd. invited its suppliers to participate in a training program entitled "In-depth Carbon Footprint of Product (CFP) and Decarbonization Concept." The training aimed to enhance suppliers' understanding of CFP assessment methodologies and greenhouse gas emission reduction concepts, as part of the Company's efforts to promote capacity building and support the management of climate-related impacts across the supply chain, in alignment with the Company's sustainable development goals.



- On 18 September 2025, AMATA U Co., Ltd. invited its suppliers to attend a training session on water and waste management under the project "Community Development in Sustainable Water and Waste Management". The training aimed to facilitate knowledge sharing and the exchange of experiences and best practices in addressing wastewater and waste management challenges in communities surrounding the AMATA Industrial Estates.
- On 8 December 2025, AMATA Summit Ready Built Co., Ltd., in collaboration with Build One Group Co., Ltd., organized a workshop to jointly develop and enhance the Company's after-sales service system, including the management of repair and maintenance services for rental factory facilities. The workshop aimed to improve service delivery processes and operational efficiency, supporting the Company's efforts to enhance tenant satisfaction and confidence in its services.



- In 2025, AMATA U Co., Ltd. continuously monitored and encouraged its suppliers to improve efficiency by introducing an annual policy through supplier meetings on energy conservation and resource optimization. Contractors were required to submit an "Energy and Resource Efficiency Plan" annually to AMATA U. These plans were analyzed, audited, and used to set future energy-saving measures for further development.

Environmental

Stewardship



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SDGs 

Environmental Management	SDG Targets	Management Approach	2030 Targets	2025 Targets
Environmental Quality Control	3.9, 6.3, 11.6, 12.4, 15.1, 16.3	Minimizing social and environmental impacts to protect and restore natural resources and transparently disclosing natural resource and environmental management practices through various channels.	• Achieve zero violations of environmental laws and regulations.	• Achieve zero significant environmental non-compliance cases or significant fines related to environmental laws and regulations. • Resolve 100% of environmental complaints within the specified timeframe. • Maintain environmental quality indicators within legally prescribed standards, such as air quality and effluent.
Climate Resilience	3.9, 7.2, 7.b, 13.1	Building capability to cope with climate change by reducing greenhouse gas emissions, increasing carbon capture in the Company activities, and increasing the proportion of renewable energy consumption.	• Reduce absolute greenhouse gas emissions reduction (Scope 1 & 2) by 20% compared with the 2024 base year. • Reduce Scope 1 and Scope 2 greenhouse gas emissions intensity per unit of operational area by 20% compared with the 2024 base year. • Become a carbon-neutral city by 2040.	• Reduce absolute greenhouse gas emissions reduction (Scope 1 & 2) by 3.3% compared with the 2024 base year. • Reduce Scope 1 and Scope 2 greenhouse gas emissions intensity per unit of operational area by 3.3% compared with the 2024 base year.
Energy Management	7.2, 7.3, 8.4, 12.2, 13.1	Promoting energy efficiency and the use of renewable energy in the Company's businesses.	• Increase the proportion of renewable energy to more than 50% of total energy used in business operations. • Reduce energy consumption intensity per unit of operational area by 15% compared with the 2024 base year.	• Increase the proportion of renewable energy to 11% of total energy used in business operations. • Reduce energy consumption intensity per unit of operational area by 2.5% compared with the 2024 base year.
Sustainable Water Management	6.3, 6.4, 12.2, 12.4, 12.5	Utilizing water resources efficiently and sustainably, reducing dependency on natural surface water, and maintaining water quality by managing wastewater in accordance with the Zero Discharge Principle.	• Utilize 100% of the treated wastewater within the industrial estate with no effluent discharge. • Reduce the proportion of raw surface water consumption to total water demand compared to the previous year.	• Utilize 100% of the treated wastewater within the industrial estate with no effluent discharge. • Reduce the proportion of raw surface water consumption to below 60% of total water demand.
Natural Resources Protection and Restoration	6.3, 6.4, 6.6, 15.1	Mitigating, reducing, and preventing negative impacts, along with restoring and compensating for any that occur from the Company's operations.	• Maintain the proportion of green area to operational area at more than 10%.	• Maintain the proportion of green area to operational area at more than 10%.
Solid Waste and Industrial Waste Management	3.9, 11.6, 12.2, 12.4, 12.5	Promoting the sorting of solid waste from factories in industrial estates for recycling and reducing the amount of waste disposed of in landfills.	• Achieve zero solid waste to landfill. • Achieve the proportion of solid waste sorted for recycling not less than 20% of total solid waste.	• Achieve zero solid waste to landfill. • Increase the proportion of solid waste sorted for recycling to more than 12% of total solid waste.

Environmental Quality Control

Material Topic with High Materiality

1. **Environmental Quality Control**
   - Air quality
   - Non-GHG emission
   - Noise & odor exposure
   - Environmental governance

Contributions to SDGs



3.9 6.3 11.6 12.4 15.1 16.3

Risk



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

Opportunity



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

	2030 Targets	2025 Targets	2025 Performances
Being certified as Eco-Excellence industrial estates by the Industrial Estate Authority of Thailand	-	Attain Eco-Excellence certification for both industrial estates	Both AMATA industrial estates received Eco-Excellence Level E2 certification (highest level)
Significant environmental non-compliance or significant fines related to environmental laws and regulations* (cases)	0	0	0
Number of environmental quality indicators that fail to meet legal standards	0	0	0

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

Management Approach

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

The Company has conducted a comprehensive assessment of risks and impacts arising from its operations across the entire supply chain. It has overseen and monitored the operations of suppliers, contractors, tenants and factory operators in both AMATA industrial estates that may cause negative environmental impacts. According to the assessment, key environmental pollution that had a significant impact on stakeholders includes air pollution, industrial and solid waste, water pollution, noise and odor disturbances originating from factories. In response, the Company is committed to managing and mitigating these environmental impacts to meet or exceed legal requirements. This is achieved through the adoption of appropriate, high-efficiency technologies and strict compliance with applicable laws governing industrial estate operations, the environmental impact assessment (EIA) measures, and both national and international environmental standards-such as ISO 14001, for which the Company has been certified, covering 100% of its operational area as defined in the scope of this sustainability report. Furthermore, the Company actively promotes awareness among suppliers, contractors, tenants, and factory operators regarding the importance of managing environmental impacts from their business activities, as well as encourages their cooperation in minimizing pollution across all aspects. A key target set for 2025 is to have zero incidents of legal or regulatory violations related to environmental matters, with no significant fines incurred, and to ensure that all environmental quality indicators remained within the legal standards.

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

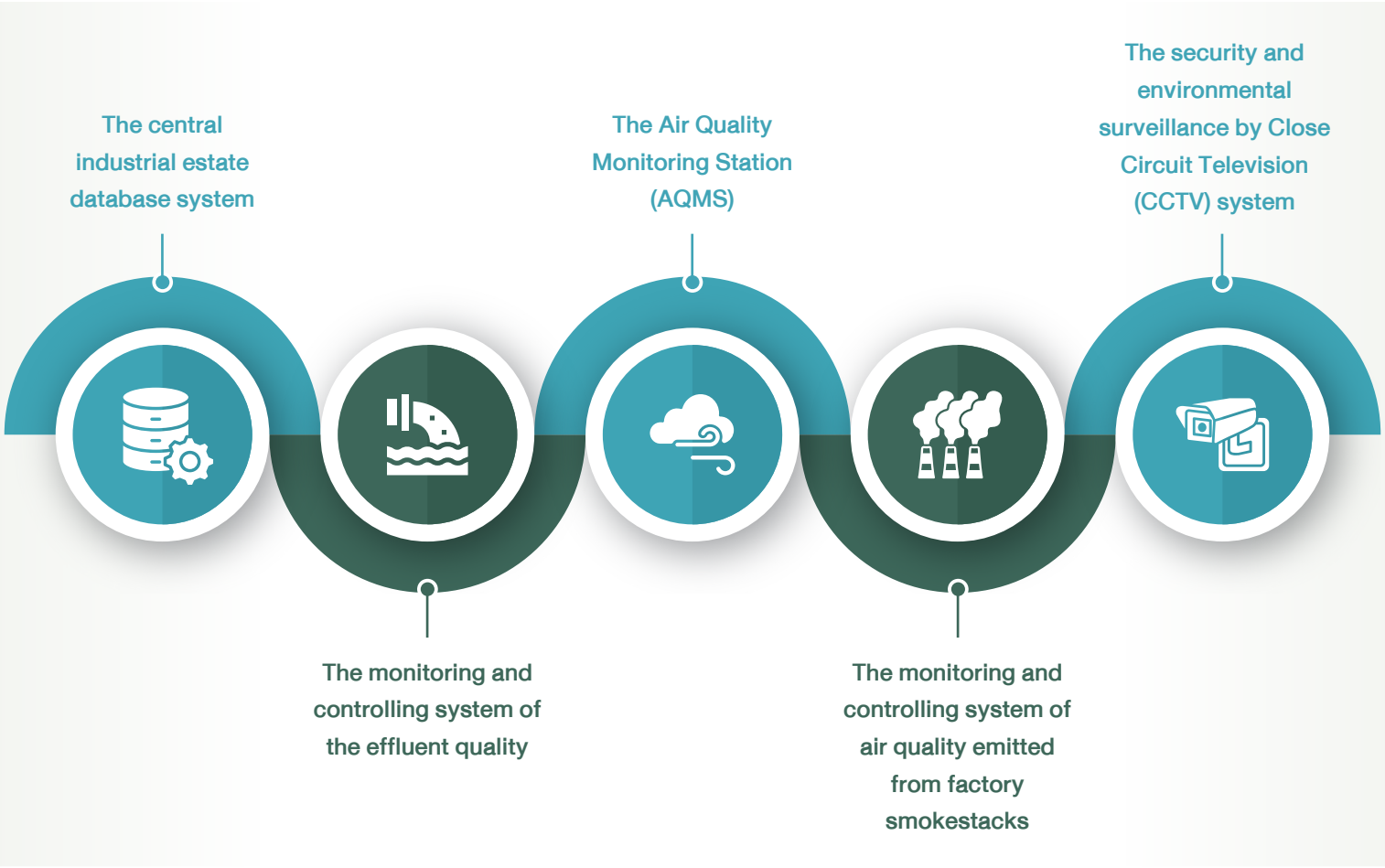
Scan the QR code for more details on our Environmental Management Policy



Implementation according to measures specified in the EIA Report

1. Environmental Monitoring and Control Center: EMCC

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



1. **The central industrial estate database system** serves as an information center for collecting environmental data at both the industrial estate and factory levels. This includes information such as water consumption, wastewater volume, wastewater quality, waste generation, and air quality.

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

3. **Air Quality Monitoring Station (AQMS)** is a surveillance system that monitors air quality in the surrounding communities of the AMATA City Chonburi Industrial Estate. The Company assessed air pollutant emission sources arising from operations under its direct control, covering office building operations and basic utility systems. The assessment found that there are no significant sources of nitrogen oxides (NOx), sulfur oxides (SOx), or other material air pollutants generated from such operations. Nevertheless, the Company continues to manage air quality issues through regulatory oversight of operators within the industrial estates, ensuring compliance with applicable environmental requirements, as well as through continuous ambient air quality monitoring in surrounding areas, in accordance with mitigation measures stipulated in the approved Environmental Impact Assessment (EIA) reports.

   The Company has established an ambient air quality monitoring system through Continuous Air Quality Monitoring Stations (AQMS) located in communities surrounding AMATA City Chonburi Industrial Estate, consisting of four (4) stations at U Ta Pao Temple, Mab Sam Kleow Temple, Phanthong Sappachanupatham School, and Om Kaew Temple; and in areas surrounding AMATA City Rayong Industrial Estate, consisting of two (2) stations at Mab Yang Phon Subdistrict Health Promoting Hospital and Wat Phana Nikhom Temple. The AQMS measures various air pollutants, including total suspended particulates (TSP), particulate matter up to 10 microns (PM10), particulate matter up to 2.5 microns (PM 2.5), sulfur dioxide (SO_2), and nitrogen dioxide (NO_2), as well as wind speed and direction. These measurements help analyze the trend of pollution spreading and identify the sources of air pollution. Moreover, the AQMS continuously monitors rainfall and temperature to accurately predict precipitation and assess the local climate for environmental management planning.

4. **The monitoring and control system for air quality emitted from factory smokestacks** is designed to track and manage environmental quality, even though the Company itself does not engage in activities that directly release air pollutants and does not have authority over emissions from individual factories. Nevertheless, the Company remains committed to environmental oversight by linking air quality measurement data from industrial stack emissions and the Continuous Emission Monitoring System (CEMS) with the industrial estate's comprehensive air quality measurement database (Emission Inventory). This integrated approach aims to manage air quality within the industrial estate area (Emission Loading). If a factory's air emission quality exceeds the standards, the Environmental Monitoring and Control Center (EMCC) will promptly notify the factory to conduct inspections, report the causes, and implement immediate corrective measures and improvements.

5. **The security and environmental surveillance provided by the closed-circuit television (CCTV) system** is a system utilized for processing and planning safety and traffic management, as well as for monitoring the environmental conditions of industrial factories within the AMATA Industrial Estates.

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

In 2025, neither the Company nor the factories in both AMATA industrial estates violated any environmental laws or regulations. Environmental quality indicators, such as air quality and wastewater quality following treatment from the central wastewater treatment system, all met legal standards.

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

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

In 2025, the Company presented the results of the EIA Monitoring Report to the Environmental Quality Audit Committee of both industrial estates in four meetings with the objective of allowing the committee.

1) To provide comments and recommendations on the environmental management of the industrial estates, the environmental impacts associated with the estates, as well as environmental issues and related complaints;

2) To acknowledge the results of environmental quality monitoring both within and surrounding the industrial estates;

3) To promote accurate environmental understanding and reinforce the confidence of surrounding communities in the Company's environmental management of the industrial estates.

The Environmental Quality Audit Committee of both industrial estates did not have any suggestions concerning the environmental impact caused by the Company's operations. However, there were impacts caused by the activities of tenant factories and the Company's contractors, for which the committees requested the Company's support in addressing. Additionally, there were some suggestions for the Company to increase the efficiency of the operations management of both industrial estates in the coming year, as follows:

Suggestions from the Environmental Quality Audit Committees	
AMATA City Chonburi	**AMATA City Rayong**
• Request better management of the green areas serving as buffer zones adjacent to various communities by measuring, counting, and increasing the number of trees. This aims to mitigate environmental impacts that may affect the communities, such as issues related to unpleasant odors, airborne dust, and excessive noise caused from factories.	• Promote awareness and knowledge of safety regulations and traffic discipline within the industrial estate, particularly among foreign operators, in order to reduce the likelihood of accidents that may affect surrounding communities.
• Enhance knowledge and understanding of wastewater and waste management among surrounding communities to mitigate wastewater and waste issues originating from communities that may affect surface water quality and the area's waste management system. This includes expanding the "Nong Mai Daeng Model Community Project" on sustainable wastewater and waste management to other communities surrounding the AMATA City Chonburi Industrial Estate, such as Khlong Tamru community, Don Hua Lo community, Na Pa community, and other communities in the future.	• Oversee traffic management and address traffic congestion, particularly during peak hours, by efficiently managing traffic flow and improving traffic control. This includes regulating vehicle speeds and coordinating with police authorities to establish a collaborative network to promote stricter traffic discipline.
• Enhance efforts to address traffic issues, particularly at key interface areas between the industrial estate and surrounding communities in order to improve traffic flow efficiency. This includes proposing an increase in the number of security personnel to facilitate traffic movement during peak hours in coordination with police officers, especially at connection points between the industrial estate and community areas, schools, and other public spaces. In addition, the Company should increase the use of applications for monitoring and tracking incidents within the industrial estate, integrated with CCTV systems, to enhance traffic management effectiveness and accident response. These measures would support the development of the industrial estate toward Smart Safety and promote the expansion of AMATA's Safety Road Project to other AMATA Group developments, as well as to other industrial estates under the supervision of the Industrial Estate Authority of Thailand.	• Propose increasing AMATA's support for motorcycle helmets for parents, in addition to the helmets already provided to students, to enhance road safety. This measure aims to support parents who do not yet have helmets and have limited financial capacity, enabling safer motorcycle use within surrounding community areas.

Suggestions from the Environmental Quality Audit Committees	
AMATA City Chonburi	**AMATA City Rayong**
• Expand the Farm to Factory Project to cover more communities surrounding the industrial estate, enabling community products to better access consumers within factories. This includes promoting and communicating the project to increase participation by factories within the industrial estate, with the aim of expanding the consumer base for community products through various Farm to Factory channels, such as factory canteens and factory markets. The initiative also supports local economic development in collaboration with operators within the estate and the Industrial Estate CSR Club under the "AMATA Chuan Shop" project, contributing to the long-term strengthening of the surrounding communities' economic resilience.	• Support the installation of traffic signs in front of schools and in areas surrounding the industrial estate to help reduce vehicle speeds and facilitate safe road crossing for students during peak hours. This also includes encouraging participation in school activities and supporting educational materials for students in schools located around the industrial estate areas, in order to promote educational quality and enhance community safety.
• Survey and compile data on the proportion of the workforce employed within the project, distinguishing between workers from Chonburi Province and those from outside the province. In addition, encourage customers and contractors undertaking projects within the industrial estate to promote local employment, with the aim of addressing labor-related issues and creating employment opportunities for surrounding communities.	• Support and participate in community traditional and cultural activities to promote the preservation of local traditions and strengthen positive relationships with surrounding communities.
• Enhance road safety measures to improve their effectiveness and introduce additional measures to promote, reduce, and prevent road traffic accidents within the industrial estate, as accident statistics in the industrial estate area have increased compared to 2024.	• Support the provision of waste segregation equipment or the organization of awareness-raising activities on waste segregation for surrounding communities, in order to promote proper waste management practices and foster environmental awareness within community areas.
• Enhance communication with surrounding communities, particularly in areas where additional construction activities or new project developments may have impacts on neighboring communities. This includes improving the effectiveness of public communication systems and expanding communication and disclosure channels to provide communities with greater access to information and opportunities to participate in related activities, thereby strengthening transparency, trust, and positive relationships between the Company and surrounding communities.	• Monitor and manage air pollutant emissions from factory stacks, as well as conduct odor surveillance that may potentially affect surrounding communities, in order to prevent adverse impacts on public health and the quality of life of people in nearby areas.

Implementation according to the government policy

1. Eco-Industrial Town Development

The Company has collaborated with the Industrial Estate Authority of Thailand (IEAT) in developing AMATA industrial estates as Eco-industrial Towns according to government policy. The guidelines for a development plan are in line with the development framework laid out by the IEAT, which consists of 5 dimensions and 22 aspects. The five dimensions, which are physical, economic, environmental, social, and management, are related to the Company's stakeholders: local communities, customers, employees, factory employees, and local government authorities. There are three levels of eco-industrial town development, namely Eco-Champion, Eco-Excellence, and Eco-World Class. In the near future, the Industrial Estate Authority of Thailand (IEAT) plans to develop a draft framework for indicators transitioning from Eco-Industrial Estate (Eco I.E.) towards Sustainable Development Goals-oriented Industrial Estates (SDGs I.E.).

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



SMART ECC
INDUSTRIAL TOWN

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

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

Physical (6 Indicators)	Economic (3 Indicators)	Environmental (19 Indicators)	Social (5 Indicators)	Management (6 Indicators)
Industrial estate area	Economic efficiency of industrial sector	Eco Efficiency •Resource management •Energy management •Manufacturing and product	Quality of life and social well-being of employees	Area-based cooperative management
Public utilities and facilities	Local economic stability	Pollution Control •Water pollution •Industrial waste •Noise, odor, particulate matters, smoke, nuisances	Quality of life and social well-being of local community	Regulating enhancement on factory
Buildings in industrial estate	Community economic equity	Safety & Health •Safety and health		Promoting international and national management systems in factories
		Industrial Symbiosis •Collaboration and support among industries		Promoting use of innovation and managerial tools and systems in factories





In 2025, AMATA Corporation Public Company Limited received the Eco-Excellence: E2 certification for the eighth consecutive year for AMATA City Chonburi Industrial Estate and the seventh consecutive year for AMATA City Rayong Industrial Estate. On 17 October 2025, Mr. Numchai Nilthong, Environmental Engineering Department Manager of AMATA Corporation Public Company Limited, received the Eco-Excellence Industrial Estate award at the Eco Innovation Forum 2025, under the theme "Transforming through Sustainable Industries: Advancing Thailand through New and Sustainable Industries." The event was organized by the Industrial Estate Authority of Thailand (IEAT) in collaboration with the Water and Environment Institute for Sustainability (WEIS) and the Federation of Thai Industries (FTI). The Eco-Excellence certification recognizes industrial estates that contribute to the development and enhancement of community quality of life and environmental quality, emphasizing commitment to sustainable industrial development based on the balance of the economy, society, and the environment.







2. Environmental Governance Assessment

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

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

In 2025, 14 factories from AMATA City Chonburi Industrial Estate and 9 factories from AMATA City Rayong Industrial Estate participated in the assessment. A representative from the Company was a member of the factory assessment regulatory committee. It was found that all factories that participated in the assessment for the Environmental Governance (Green Star Award) Project met the assessment criteria with a score of more than 80%, which is classified as a good to excellent level.



Social and Environmental Complaints Management

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

Complaint Channels	Record and Assessment	Management and Resolution	Result Reporting
Online channel: Line@:@AmataCity @AmataCityRayong Facebook Page: AMATACorp Tel.: 038-213-191 **Offline channel:** • Community committee meetings • Meetings of customer club and factory operators in industrial estates	• Complaints from all channels will be recorded in Complaint Management System • The system will automatically forward the complaints to relevant departments for management and resolution	• Relevant departments investigate the complaints and estimate the correction period • Complete the correction • Provide appropriate remedies for affected people • Set up risk mitigation and preventive measures and regularly monitor them	• Report complaint management results to stakeholders • Report a summary of complaint resolutions to management on a regular basis • Disclose complaint management information in the annual sustainability report



The Company's social and environmental complaint management requires collaboration and participation from multiple stakeholders, as the Company does not hold direct legal authority to manage tenants or factory operators causing social and environmental impacts. Actions must therefore be coordinated through governmental agencies such as the Industrial Estate Authority of Thailand (IEAT), the Department of Industrial Works, the Ministry of Industry. These actions involve reviewing relevant rules, regulations, or related laws as the solution guidelines, including cause analysis in order to find the preventive measures at the source, of which the management procedure can be divided into two levels:

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

In 2025, the Company received a total of 24 environmental complaints through various channels, comprising 17 complaints between factory and factory, and 7 complaints between community and factory. In response to these complaints, the Company, in collaboration with the Industrial Estate Authority of Thailand, conducted a site inspection alongside its environmental officers and community representatives to implement corrective measures and prevent recurrence. All 24 complaints (100%) have been fully resolved.

Complaint Type	2022			2023			2024			2025		
	AMATA City Chonburi	AMATA City Rayong	New Projects Under Development	AMATA City Chonburi	AMATA City Rayong	New Projects Under Development	AMATA City Chonburi	AMATA City Rayong	New Projects Under Development	AMATA City Chonburi	AMATA City Rayong	New Projects Under Development
Directly related to company operations	0	0	-	0	0	1	0	0	2	0	0	0
Factory-to-factory complaints	4	8	-	1	7	-	1	5	-	6	11	0
Community-to-factory complaints	3	4	-	2	8	-	2	5	-	0	7	0
Total complaints received	19			19			15			24		
Total Complaints resolved (%)	100%	100%	-	100%	100%	100%	100%	100%	100%	100%	100%	100%

The Company received no significant environmental or social complaints from stakeholders directly related to its own operations, and no significant complaints regarding non-compliance with environmental laws and regulations resulting in fines or penalties. Environmental complaints that arose between factories and communities were primarily related to odor concerns and wastewater management. The Company actively engaged in mediation and corrective actions to mitigate the impacts caused by factories in the industrial estate and provided support to improve their operational practices to minimize odor issues. Additionally, wastewater treatment systems were inspected to reassure surrounding communities of compliance with environmental standards.



Climate Resilience

Material Topic with High Materiality

2. Climate and GHG Emission

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

Contribution to SDGs



3.9 7.2, 7.b 13.1

Risk



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

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

Opportunity



The Company recognizes opportunities to further develop new infrastructure, products, and service offerings that more effectively respond to the needs of operators within its industrial estates. These include clean energy services, more efficient utility systems, and solutions that support the sustainable management of water and energy.

At the same time, climate-related trends present an opportunity for the Company to strengthen its role from an industrial estate provider to a strategic enabler of customers' transition, particularly for those facing more stringent requirements from export markets, overseas parent companies, and increasingly rigorous climate-related policies. These trends also enhance the attractiveness of the Company's industrial estates in attracting new customers that place importance on operating in locations equipped with utilities and infrastructure that are well positioned to support a low-carbon economy.

	2030 Targets	2025 Targets	2025 Performances
Absolute greenhouse gas emissions (Scope 1 & 2) compared with the 2024 base year*	20% reduction	3.3% reduction	21.23% reduction
Greenhouse gas emissions intensity (Scope 1 & 2) per unit of operational area compared with the 2024 base year**	20% reduction	3.3% reduction	4.92% reduction

* The scope of the target covers the assessment of greenhouse gas emissions of the Company and all its subsidiaries.

** The scope of the target covers the assessment of greenhouse gas emissions from the Company's operations in Thailand, with operational boundaries including AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate.

Management Approach

Climate change represents a significant global challenge with direct impacts on economic systems, society, the environment, and human well-being. These impacts arise from both physical risks, such as the increasing frequency and severity of natural disasters, and transition risks resulting from changes in policies, regulations, technologies, and market expectations. The Company therefore recognizes the importance of contributing to climate change mitigation efforts, as well as preparing to address potential impacts on its operations, stakeholders, and society as a whole.

The Company supports the objectives of the Paris Agreement to limit the increase in global average temperature to well below 2 degrees Celsius above pre-industrial levels and to pursue efforts to limit the increase to 1.5 degrees Celsius. The Company also continuously monitors Thailand's climate policy direction. Currently, Thailand has announced, under its Second Nationally Determined Contribution (NDC 3.0), a target to reduce net greenhouse gas emissions by 47% by 2035 compared with the 2019 base year, with the aim of achieving net-zero greenhouse gas emissions by 2050, thereby supporting the country's transition toward a low-carbon economy.

In addition, the Company takes into consideration the Glasgow Climate Pact and the United Nations Sustainable Development Goals (SDG 13: Climate Action) as key foundations for its transition toward a low-carbon business. The Company focuses on reducing greenhouse gas emissions, improving energy efficiency, increasing the share of renewable energy use across the value chain, and strengthening its capacity to respond to and adapt to climate-related risks.

The Company recognizes its role and responsibility in contributing to the reduction of greenhouse gas emissions and is committed to enhancing its adaptive capacity to address climate-related risks in the future. Accordingly, the Company has established a **"Climate Change Management Policy"** to serve as a framework for governance, decision-making, and the implementation of climate-related actions across the organization.

Climate change–related operations are jointly overseen by the Risk Management Committee and the Corporate Governance and Sustainable Development Committee. This governance structure ensures that climate-related issues are systematically integrated into the Company's risk management processes, policy formulation, and sustainability governance, as well as into the identification of business opportunities arising from the transition to a low-carbon economy. Both committees regularly monitor and review key matters and report progress and performance to the Board of Directors on a regular basis.

Scan the QR code for more details on our Climate Change Management Policy

Climate Governance

	Roles, Duties and Responsibilities
Board of Directors	• Approve the Company's climate change–related policies, strategic direction, strategies, and overall targets, and oversee the alignment of implementation with the Company's vision and long-term objectives.
Risk Management Committee	• Establish and periodically review the Company's risk management policies and frameworks to ensure the integration of climate-related risks into enterprise risk management, taking into account both internal and external factors, as well as the use of scenario analysis, in order to define risk management principles and approaches aligned with the Company's short-, medium-, and long-term business context and relevant international standards. • Oversee and support the systematic management of climate-related risks and opportunities, covering both physical risks, such as natural disasters and water security, and transition risks that may affect the Company's business operations in the short, medium, and long term, including monitoring the effectiveness of risk management measures and reporting the results to the Board of Directors on a quarterly basis. • Review and provide input on climate-related targets from a risk and opportunity perspective by assessing the appropriateness of such targets in relation to the Company's risk appetite, analyzing factors that may affect target achievement, and providing recommendations on risk mitigation measures or contingency plans.
Corporate Governance and Sustainable Development Committee	• Review and periodically assess the Company's climate change–related policies, sustainability framework, and strategic direction to ensure their appropriateness, ongoing relevance, and alignment with the business context, relevant international standards, and impacts on stakeholders across the value chain, with such reviews conducted at least annually. • Oversee the Company's business operations to ensure compliance with applicable laws, regulations, rules, policies, and guidelines, and supervise the implementation and progress of the Company's climate-related targets. • Review and assess the appropriateness of the Company's climate change targets and their alignment with relevant international standards and policy frameworks prior to submission to the Board of Directors for consideration and approval. • Oversee compliance with climate-related laws, regulations, and agreements, and monitor the progress of climate-related targets, action plans, and performance, including greenhouse gas emissions reduction, energy efficiency improvement, renewable energy use, and the management of material climate-related risks and opportunities, in support of effective oversight and strategic decision-making. • Report sustainability performance, including material climate-related risks and opportunities, and provide recommendations to management, while promoting the integration of low-carbon transition principles and a low-carbon organizational culture as part of the Company's sustainable business operations.
Corporate Strategy and Risk Management Division	• Define strategic direction and integrate climate change considerations into the Company's business planning by considering and applying the results of climate-related scenario analysis to the review of corporate strategy, business plans, targets, and operational approaches, in order to strengthen preparedness for short-, medium-, and long-term changes. • Define organizational climate-related targets and action plans to support the transition toward a carbon-neutral city by 2040, and to reduce the intensity of direct and indirect greenhouse gas emissions (Scope 1 and Scope 2) per unit of operational area by 20% by 2030, compared with the 2024 base year. • Monitor and report overall performance to support strategic reviews, target setting, and strategic decision-making related to the Company's business operations. • In this regard, Mr. Satha Vanalabhpatana, Chief Strategy Officer and Assistant Chief Executive Officer, is responsible for overseeing implementation in collaboration with the Sustainable Development Department and the Risk Management Department.
Sustainable Development Department	• Monitor the Company's climate change–related performance and coordinate with relevant departments to implement mitigation measures and drive climate-related plans toward the achievement of established targets. • Collect, analyze, and prepare climate-related performance data, including climate scenario analysis results, to support the formulation of management measures, the review of climate-related targets, and strategic business decision-making, as well as to support the disclosure of climate-related information in compliance with applicable laws and aligned with international standards. • Monitor and assess social impacts associated with the climate transition, including just transition considerations that may affect employees, communities, and relevant stakeholders, and coordinate with relevant functions to support fair, inclusive, and responsible implementation. • Report climate change–related performance through management meetings prior to submission to senior management and subsequently to the Corporate Governance and Sustainable Development Committee, respectively.

	Roles, Duties and Responsibilities
Risk Management Department	• Monitor and assess climate-related risks and opportunities, including their potential impacts on the Company's business operations in the short, medium, and long term. • Support climate scenario analysis by assessing the impacts of various scenarios on key risks, critical assumptions, and the resilience of business operations, to inform risk management and management decision-making. • Assess and monitor risks associated with a just transition, such as labor, community, reputational, and business continuity risks that may arise from the implementation of the Company's climate-related measures. • Report enterprise risk management outcomes to the Risk Management Committee on a quarterly basis, and provide ad hoc reports in the event of incidents or changes that may have a significant impact on business operations. • Support management in monitoring risk trends, evaluating the adequacy and effectiveness of climate-related risk management measures, and determining appropriate and timely risk management responses.

Climate-related Risk Assessment

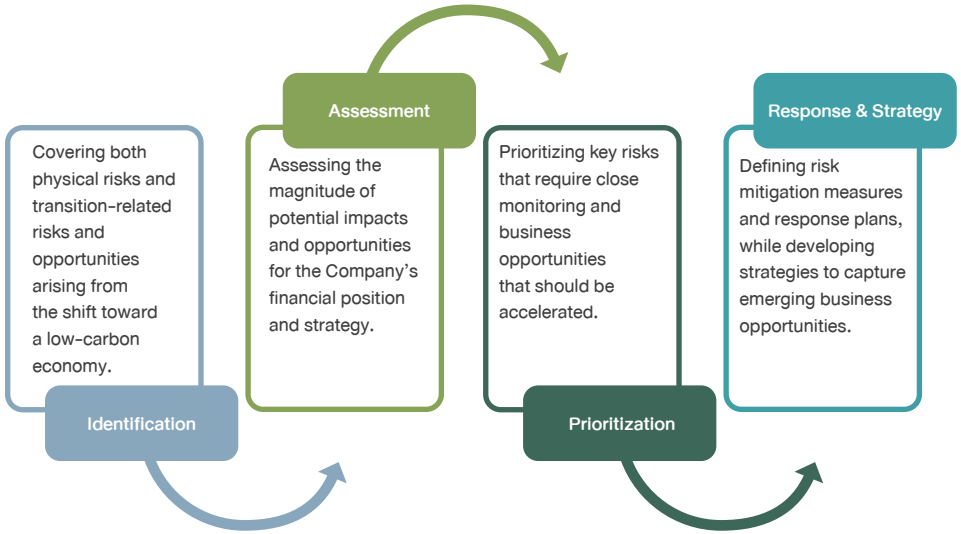
The Company recognizes that climate change poses significant impacts on business resilience and long-term financial stability. In alignment with the climate-related financial disclosure framework, the Company has integrated climate-related risk assessment into its Enterprise Risk Management (ERM) system to comprehensively identify and analyze potential impacts on the Company's strategy, operations, and financial position.

In 2025, the Company conducted an assessment of climate-related risks and opportunities using a qualitative analysis approach. This assessment was integrated with the Company's sustainability materiality assessment process, which was also reviewed during the year, to evaluate potential impacts under different climate-related scenarios. Due to current limitations in resources and the availability of quantitative data, the Company prioritized qualitative analysis to identify material climate-related issues at this stage. Nevertheless, the Company has a plan to further develop its data foundation and assessment systems toward quantitative analysis and clearer financial impact quantification in subsequent phases, in order to enhance the level of disclosure and align more closely with international standards.

The Company has defined specific time horizons for assessing climate-related impacts that differ from those applied to social and governance topics, in order to reflect the complexity of physical climate risks, the life cycle of key assets, and global climate policy trajectories. The defined time horizons are as follows:

- Short term (1–2 years): Refers to impacts expected to occur in the present or in the near future, which may directly affect liquidity, cash flows, and day-to-day operational performance.
- Medium term (more than 2 to 10 years): Refers to impacts expected to occur at the strategic level, associated with technological transition, cost and revenue structure adjustments, and significant regulatory changes.
- Long term (more than 10 years): Refers to impacts expected to occur at the business structure level, associated with long-term climate change trends and the achievement of the Company's low-carbon transition objectives.

The Company's process for assessing climate-related risks and opportunities is as follows:



1. Physical Risks

Risk Category	Time Horizon	Risks	Business Impacts / Opportunities	Potential Financial Impacts	Risk Mitigations
Operational risk	Short term to medium term	Drought risk	Changes in rainfall patterns and precipitation levels may lead to water scarcity in certain areas, resulting in insufficient raw water supply for industrial water production processes. This may cause disruptions to utility systems. In addition, severe water scarcity situations may affect relationships among the Company, operators within the industrial estates, and surrounding communities due to competition for raw water resources.	• Increase in operating costs resulting from raw water procurement during drought conditions. • Additional expenses arising from penalties or compensation in cases where the Company is unable to provide water services on a continuous basis, as well as potential revenue risks if industrial operators are affected and delay or suspend their operations • Reduction in operating cash flows due to higher cash expenditures during drought periods, including investments in alternative water sources and water management technologies.	• Establish both internal and external backup raw water sources to support the total water demand within the AMATA Industrial Estates for no less than 14 months. Currently, the Company has 17 ready-to-use raw surface water reservoirs with a total capacity of 61 million cubic meters. • Reduce reliance on natural raw water sources by increasing the use of high-quality reclaimed water in industrial water production. As a result, the Company has reduced raw surface water consumption and extended its reserve capacity by an additional 6 months, thereby mitigating water shortage risks and enhancing the ability to support local communities during drought conditions. • Utilize weather forecasting technology to optimize the management of water levels in reservoirs within the AMATA Industrial Estates. • Communicate water management plans clearly to tenants, factory operators, and surrounding communities to ensure transparency and shared understanding. • Implement a Water Grid project to enhance the efficiency of water management across different areas. The project is currently under technical feasibility assessment to support future water demand and strengthen resilience to drought-related risks.
Operational risk	Short term to medium term	Flood risk	Flooding may disrupt the operations of both the Company and operators within the industrial estates, resulting in damage to infrastructure, utility systems, and the surrounding environment within the estates. It may also adversely affect the safety, health, and quality of life of employees, operators, and surrounding communities. In addition, flooding may have negative implications for relationships between the Company and communities affected by such events.	• Repair and restoration costs for the Company's assets and infrastructure. • Additional capital expenditures for flood protection systems across existing and future projects. • Revenue and reputational risks if operators are affected by business interruptions or temporary shutdowns.	• Improve water flow systems within both AMATA Industrial Estates by implementing drainage measures and water retention areas to prevent flooding in high-risk zones. • Develop an integrated water management approach by fostering collaboration among all relevant stakeholders to manage flood and drought risks within AMATA City Chonburi Industrial Estate. This includes the use of digital survey technologies to collect the most up-to-date geographic data for designing more effective and climate-resilient water management systems. • Communicate the Company's water management plans to tenants, factory operators, and surrounding communities to ensure mutual understanding and awareness.
Financial risk	Medium term to long term	Business Continuity Risk from Water Management	If the Company is unable to supply sufficient water to operators within the industrial estates to meet demand, this may adversely affect business continuity and undermine the confidence of customers, investors, and other stakeholders over the long term, as well as pose reputational risks to the Company if water resources cannot be managed effectively.	• Volatility and potential increases in operating costs resulting from water pricing and emergency response management expenses. • Increase in capital expenditures to enhance water security and related infrastructure. • Long-term revenue impacts if customer confidence declines or new investments slow down.	• Mitigate the risk of rising costs due to insufficient primary water sources by securing alternative water sources sufficient to meet at least 150 percent of the total demand within the industrial estates. • Conduct stress tests and scenario analyses related to water risks such as severe drought or rising water costs to assess potential impacts on revenue and, operating expenses, and investment. • Reduce dependence on raw water from natural sources by increasing the use of high-quality reclaimed water, treated through a water reclamation system, to replace raw water in industrial water production.

2. Transition Risks

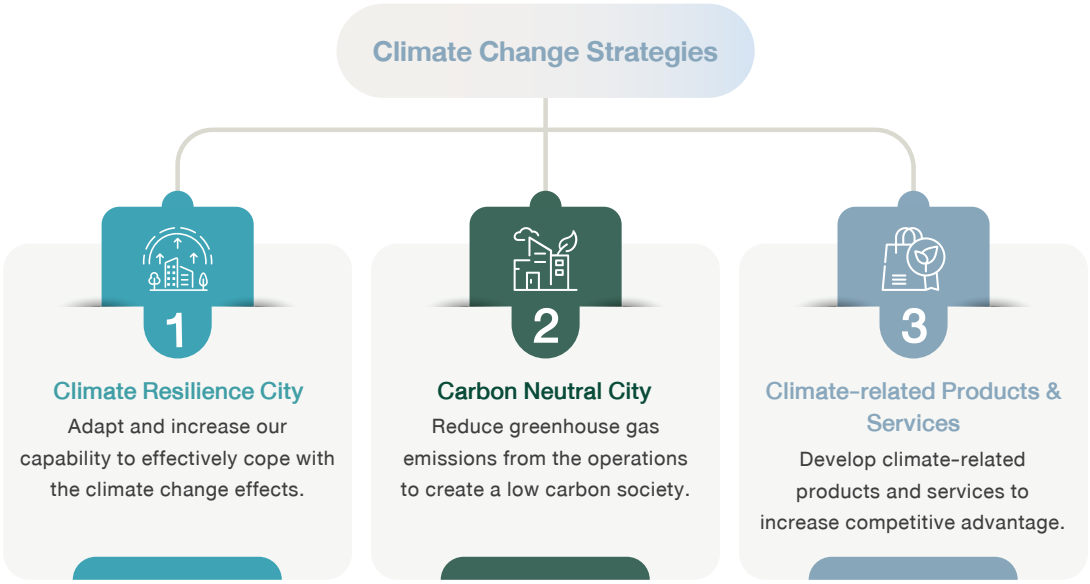
Risk Category	Time horizon	Risks	Business Impacts / Opportunities	Potential Financial Impacts	Risk Mitigations
Strategic risk / Financial risk	Medium term to long term	Risk related to the availability and alignment of sustainable products and services with customer requirements	The operators within the industrial estates are increasingly focused on achieving carbon neutrality and net zero greenhouse gas emissions, leading to reduced utility consumption and waste generation. This has impacted the Company's recurring revenue from utility sales and waste management services, and may affect the Company's competitiveness if it is unable to meet evolving expectations for sustainable products and services. However, there has been a clear increase in demand for sustainable and environmentally friendly products and services from customers over the past year. This trend presents opportunities for the Company to develop new products and services that respond to these expectations.	• Decline in revenue resulting from reduced demand for utilities and waste management services, in line with customers' improved resource efficiency. • Increase in capital expenditures required for the development, enhancement, or expansion of new and more sustainable utility services and infrastructure. • Opportunities to generate new revenue through the development of renewable energy solutions, high-quality water services, and environmentally friendly products and services.	• Study and analyze current industry demands and emerging standards required by current manufacturing operators and future customers to develop new sustainable utilities product and industrial service to meet the growing demand from existing operators while supporting the circular economy concept. • Expand renewable energy capacity by increasing clean energy resources. The Company has set a target to increase the proportion of renewable energy usage to 50% by 2030. • Improve energy efficiency in various operational activities within the industrial estates to reduce greenhouse gas emission and the carbon footprint of products. • Explore business opportunities arising from the demand for new type of utilities such as ultrapure water & demineralized water. • Monitor technological developments, infrastructure readiness, and the preparedness of business partners that may affect the successful development of new products and services, and continuously adjust operational plans to ensure alignment with evolving conditions.
Compliance risk	Short term to medium term	Risk from changes in environmental policies or regulations in response to climate change	Across the value chain of the industrial estate business and related operations, a wide range of laws and regulations are applicable, as these activities have both direct and indirect environmental impacts. Non-compliance with increasingly stringent or evolving laws and regulations, whether arising from the Company's own operations or from those of its contractors and business partners, particularly in expansion projects and new developments both domestically and internationally, may increase the Company's burden in terms of environmental governance, reporting, and compliance monitoring. Such non-compliance may also result in reputational damage, affect stakeholder confidence, and undermine the Company's social acceptance and ability to operate and grow sustainably in the future. In addition, it may present challenges in managing suppliers and contractors with varying levels of environmental readiness.	• Increase in compliance-related costs resulting from enhancements to operational processes, systems, and environmental data reporting, such as expenses for audits and data verification to meet new regulatory requirements. • Potential increases in expenses arising from fines, penalties, or project delays if compliance with environmental laws or conditions cannot be achieved in a timely manner. • Potential impacts on revenue and future investment plans if the Company is unable to comply with new or evolving requirements or standards, which may result in delays in new project development, limitations on the scope of operations, or the inability to implement projects as planned.	• Monitor changes in environmental laws, regulations, and related policies both domestically and internationally. This includes tracking significant global developments that may lead to future policy and regulatory changes. • Enhance operational processes and production methods to minimize environmental impacts while ensuring alignment with international standards. • Disclose environmental information in a transparent and verifiable manner, including the carbon footprint of organization, water consumption, waste management, and ESG accounting. This is achieved by reviewing and improving internal data collection processes to ensure systematic management, supported by external verification to ensure alignment with international environmental data standards and the accuracy and reliability of the disclosed information. • Review and enhance greenhouse gas data collection and reporting processes to align with evolving reporting standards and requirements, in order to support compliance with new regulations and reduce regulatory compliance risks. • Conduct training and seminars for contractors and suppliers to inform them of changes in environmental regulations. Environmental criteria are also incorporated into the Company's risk assessment and supplier selection processes. All critical tier-1 suppliers and new suppliers conducting business directly with the Company are subject to environmental risk assessments.

Climate Change Strategy

The Company recognizes climate change as a strategic factor that may affect its competitiveness and the long-term sustainability of its business operations. The Company has therefore integrated climate change considerations into its strategy formulation, business planning, and investment decision-making processes in order to support the appropriate management of related risks and the consideration of strategic benefits.

Based on the Company's assessment of climate-related risks and opportunities, which covers both physical risks, such as drought, flooding, and business continuity risks associated with water management, and transition risks arising from changes in policies, regulations, technologies, and customer demand in the shift toward a low-carbon economy, the Company has incorporated the assessment results into the determination of its strategic direction in order to strengthen competitiveness and support long-term business growth.

Under this approach, the Company has established an integrated climate change management strategy to systematically address relevant risks and opportunities. The strategy covers adaptation, by enhancing resilience to the impacts of climate change; mitigation, through the reduction of greenhouse gas emissions to support climate change alleviation; and transition, by driving the shift toward low-carbon business operations at both the organizational level and across the value chain, in accordance with the Company's Climate Change Management Policy. In this regard, the Company's climate change response strategy is structured around three core pillars under the "Save Earth, Safe Us" campaign, namely Climate Resilience City, Carbon Neutral City, and Climate-related Products and Services.



Strategy 1: Climate Resilience City

The Company places significant importance on dealing with climate change from the past such as precipitation patterns, rainfall, and the intensity of rainstorms in the eastern region that have led to droughts or flooding in the past years. The Company, therefore, focuses on integrated and sustainable water management across all categories, including raw water, industrial water, drought, wastewater, and flooding in order to ensure water security, build confidence in customers and communities in the area, and mitigate risks that could impact business operations and stakeholders' well-being. This approach forms part of the Company's climate change adaptation plan, which focuses on addressing physical risks. The Company prioritizes strengthening infrastructure capacity and utility systems to ensure continuity under climate variability. Key areas include enhancing water storage and distribution efficiency, managing recycled water, developing drainage systems, and strengthening preparedness for extreme weather events such as prolonged heavy rainfall or droughts that may affect service provision within industrial estates. In addition, the Company utilizes climate-related trend data relevant to its operating areas, including rainfall patterns and risks of extreme weather events, as key inputs in medium- and long-term planning and in the development of appropriate response measures.

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

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

- **Reduce dependence on surface water by utilizing treated water in accordance with the Zero Discharge principle**

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

- **Develop infrastructure and capabilities to prepare for and prevent flooding**

  The Company has developed infrastructure and water management systems to handle and prevent flooding, as well as raised awareness among stakeholders about the effective use of water resources

and keeping public waterways clear of debris and impediments through the AMATA Water Management Learning Center and a water management community development project.

- **Search for strategic locations**

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

- **Utilize technology for risk management**

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

Strategy 2: Carbon Neutral City

Amid the increasingly severe impacts of climate change and the global policy momentum accelerating the transition toward a low-carbon economy, Thailand has strengthened its climate commitment by announcing an earlier target year for achieving net-zero greenhouse gas emissions, advancing the goal from 2065 to 2050. This milestone represents a significant turning point in the country's transition to a low-carbon economy and serves as a key driver for the private sector to accelerate its adaptation in line with international standards, climate-related requirements across global value chains under the Paris Agreement, and rising expectations from supply-chain partners.

In this context, the Company places strong emphasis on reducing greenhouse gas emissions, which are a primary driver of climate change, and has set more ambitious targets to progress toward becoming a carbon-neutral city by 2040. To ensure that the Company's greenhouse gas management practices and related disclosures are aligned with this objective, the Company reviewed its operational activity data for the year 2024 and refined the organizational boundary of its greenhouse gas inventory. This enhancement was undertaken to ensure that the GHG inventory more accurately reflects the Company's current business structure, operational activities, scale of operations, and energy-use profile. The review covered the reassessment of the organizational boundary, the collection of data from significant operating units and subsidiaries with material contributions to the Company's greenhouse gas emissions, and alignment with the requirements of relevant international standards. These actions were implemented to enhance the completeness, transparency, and comparability of climate-related disclosures and to ensure that the information provided supports informed decision-making by stakeholders.

Based on this review, the Company has designated 2024 as a new base year for setting targets and tracking future progress in greenhouse gas emissions reduction. The Company has set a target to achieve a 20% reduction in absolute greenhouse gas emissions by 2030 compared with the 2024 base year. The adoption of this new base year, which is aligned with the current reporting boundary, enables more accurate and consistent interpretation of progress toward the Company's greenhouse gas reduction targets. The revision of the base year and the elevation of targets toward absolute greenhouse gas emissions reduction reflect the Company's commitment to achieving tangible and measurable reductions in greenhouse gas emissions, rather than focusing solely on improvements in operational efficiency. These actions also support Thailand's transition toward a low-carbon economy and enhance the Company's preparedness for increasingly stringent climate-related regulations and stakeholder expectations in the future.

The Company has established the following strategic actions to achieve these targets:

- **Increase energy efficiency**

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

- **Minimize waste sent to landfills**

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

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

  The Company promotes renewable energy generation by adopting technologies that are appropriate for its business operations and site conditions, while continuously increasing the share of clean energy used within the industrial estates, with a focus on both central utility systems and the Company's office buildings.

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

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

Greenhouse Gas Inventory Boundary and Methodology

The Company has prepared its Carbon Footprint for Organization (CFO) on an annual basis continuously since 2019, in accordance with the organizational carbon footprint assessment guidelines issued by the Thailand Greenhouse Gas Management Organization (Public Organization). These guidelines are developed based on the internationally recognized Greenhouse Gas Protocol (GHG Protocol), which serves as a global standard for organizational greenhouse gas accounting and reporting. The Company's greenhouse gas inventory covers direct greenhouse gas emissions (Scope 1), indirect greenhouse gas emissions from the generation of purchased or acquired electricity consumed by the Company (Scope 2), and other indirect greenhouse gas emissions (Scope 3).

In 2025, the Company conducted a review and reassessment of its 2024 greenhouse gas emissions data in order to update the organizational boundary of its greenhouse gas inventory in response to significant changes in scope and activity coverage. This was undertaken to ensure that the reported data more comprehensively and appropriately reflect the current AMATA Group structure, scale of operations, and business activities. The key review and refinement items were as follows:

- The reporting boundary for the Company's Carbon Footprint for Organization (CFO) was defined to cover the operations of the Company and all subsidiaries.
- The reporting scope includes all facilities and utility systems under the Company's responsibility.
- The reporting scope was expanded to cover industrial estate areas in Thailand, including:
  - AMATA City Chonburi Industrial Estate
  - AMATA City Rayong Industrial Estate
  - AMATA Smart City Chonburi Industrial estate
  - AMATA City Chonburi 2 Industrial Estate
  - Nong Lalok Industrial Estate
- The reporting scope was expanded to cover overseas industrial estate, including:
  - AMATA City Bien Hoa, the Socialist Republic of Vietnam
  - AMATA City Ha long, the Socialist Republic of Vietnam
  - AMATA City Long Thanh, the Socialist Republic of Vietnam
  - AMATA Smart & Eco City Laos (Namor), the Lao People's Democratic Republic

Based on the review and enhancement of greenhouse gas emissions data collection within the defined reporting boundary, the Company designated 2024 as a new base year for setting greenhouse gas emissions reduction targets and monitoring future performance. The revision of the reporting boundary has enhanced the completeness, transparency, and alignment of the Company's greenhouse gas emissions data with its current operations, thereby providing a more robust basis for assessing the effectiveness of greenhouse gas mitigation measures. Greenhouse gas emissions data for the 2024 base year was verified by SGS (Thailand) Limited, an independent external assurance provider with expertise in greenhouse gas verification, to confirm the accuracy, completeness, and reliability of the data. In addition, the Company's 2024 Organizational Carbon Footprint Report was certified by SGS (Thailand) Limited on 6 January 2026.



Greenhouse Gas Emissions of the Organization

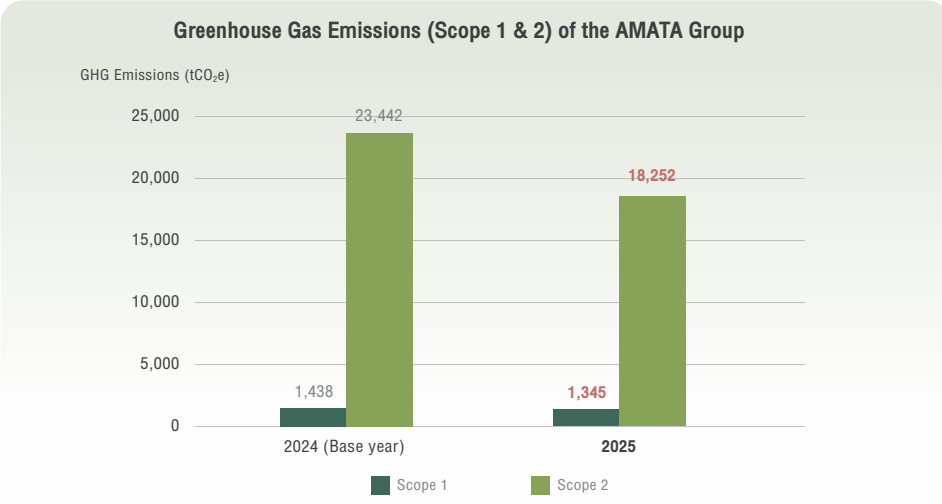
The Company assesses and reports greenhouse gas emissions from activities within its reporting boundary based on the operational control approach. This approach is applied to define the reporting scope for direct greenhouse gas emissions (Scope 1), indirect greenhouse gas emissions from purchased electricity consumed by the Company (Scope 2), and other indirect greenhouse gas emissions (Scope 3). This ensures that the reported data accurately reflects the Company's actual operational performance and can be effectively used for management, performance monitoring, and the development of climate change strategies. The greenhouse gas emissions disclosed are reported on a gross basis. At present, the Company does not apply carbon offsetting to deduct emissions within the defined reporting boundary.

The Company primarily applies greenhouse gas emission factors issued by the Thailand Greenhouse Gas Management Organization (Public Organization) under the Carbon Footprint for Organization (CFO) guideline, in order to ensure alignment with the Thailand context. In cases where appropriate domestic emission factors are unavailable, the Company refers to internationally recognized emission factors issued by the Intergovernmental Panel on Climate Change (IPCC) and applies Global Warming Potential (GWP) values in accordance with the reporting CFO guidelines. The Company regularly reviews its calculation methodologies, assumptions, and underlying data sources to ensure accuracy, consistency, and appropriate comparability of reported greenhouse gas emissions over time.

Following the review of the reporting boundary, refinements to the calculation methodologies, and data verification, the Company's organizational greenhouse gas emissions for 2024 differed from the figures previously disclosed in the 2024 Sustainability Report. Based on the newly certified Carbon Footprint for Organization (CFO) report, the Company's total greenhouse gas emissions from operations amounted to 1,587,779 tons of carbon dioxide equivalent (tCO_2e), an increase from the previously reported figure of 1,523,918 tCO_2e. The total emissions comprised direct greenhouse gas emissions (Scope 1) of 1,438 tCO_2e, indirect greenhouse gas emissions from purchased electricity consumed by the Company (Scope 2) of 23,442 tCO_2e, resulting in combined Scope 1 and Scope 2 emissions of 24,880 tCO_2e, and other indirect greenhouse gas emissions (Scope 3) totaling 1,562,899 tCO_2e.

The Company's 2025 organizational carbon footprint report, covering the period from 1 January to 31 December 2025, has been prepared using the same principles, calculation methodologies, and reporting boundary applied to the 2024 base year. The Company is currently in the process of procuring an accredited verifier registered with the Thailand Greenhouse Gas Management Organization (Public Organization). The verification process, as well as the certification and registration of the organizational carbon footprint, is expected to be completed by the second quarter of 2026.

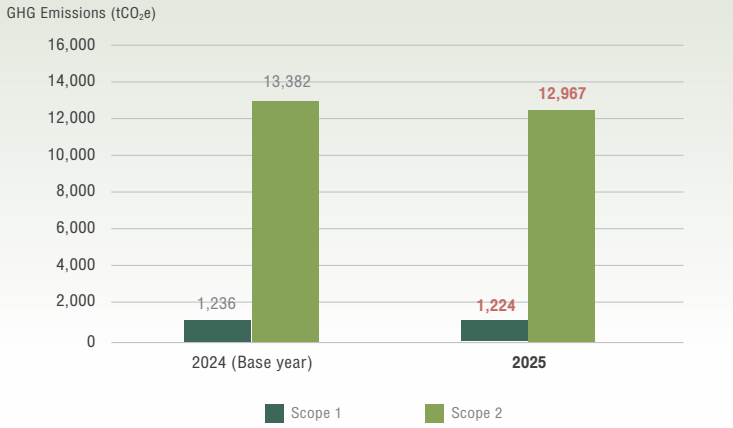
The Company has calculated its greenhouse gas (GHG) emissions for the year 2025 in accordance with the Carbon Footprint for Organization (CFO) assessment methodology established by the Thailand Greenhouse Gas Management Organization (TGO), together with the internationally recognized Greenhouse Gas Protocol (GHG Protocol). The total emissions amounted to 1,450,828 tCO_2e, comprising 1,345 tCO_2e from direct emissions (Scope 1) and 18,252 tCO_2e from indirect emissions related to purchased electricity consumed by the Company (Scope 2). The combined direct and indirect emissions (Scope 1 & 2) totaled 19,597 tCO_2e, representing a reduction of 21.23% compared with the 2024 base year.



The reduction was primarily attributable to a significant decrease in Scope 2 greenhouse gas emissions from operations at the Company's industrial estates in Vietnam. Electricity is supplied to factories within these industrial estates through substations operated and managed by the Company. A decline in electricity demand from factories resulted in a corresponding and material reduction in electricity losses within the distribution system. In addition, the Company improved the electricity system structure by relocating substations closer to major electricity consumers to reduce energy losses in the distribution network. These improvements contributed to a further reduction in Scope 2 greenhouse gas emissions compared with the previous year.

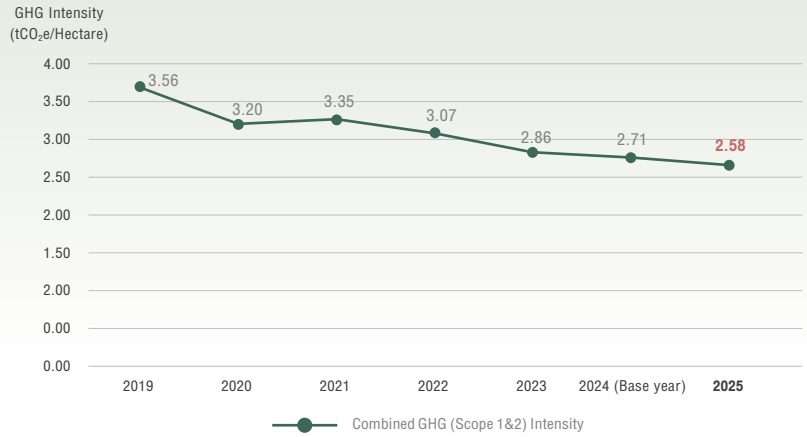
Meanwhile, under the reporting scope of this sustainability report, greenhouse gas emissions from the Company's direct and indirect operations (Scope 1 and Scope 2) in Thailand decreased by 2.92% compared with the 2024 base year, reflecting the Company's continuous improvements in energy efficiency across its operations.

Greenhouse Gas Emissions (Scope 1 & 2) of the Company's Operations in Thailand



When considering only greenhouse gas emissions from the Company's operations and industrial estates in Thailand that are in operation, the Company recorded direct greenhouse gas emissions (Scope 1) of 1,224 tCO_2e and indirect greenhouse gas emissions from purchased electricity consumed by the Company (Scope 2) of 12,967 tCO_2e, resulting in total combined direct and indirect greenhouse gas emissions (Scope 1& 2) of 14,191 tCO_2e. The combined direct and indirect greenhouse gas emissions (Combined GHG Scope 1 & 2) intensity per unit of operational area for the year 2025 was 0.41 tCO_2e per rai, or 2.58 tCO_2e per hectare, representing a reduction of 4.92% compared with the 2024 base year.

Combined GHG Emissions (Scope 1 & 2)
Intensity per Unit of Operational Area in Thailand



Note: The Combined GHG emissions (scope 1 & 2) intensity per operational area for the period from 2019 to 2023 was calculated based on the Company's previous reporting boundaries and calculation methodologies. In contrast, the emissions intensity for 2024-2025 was calculated using the revised calculation methodologies and reporting boundaries under the new base year (2024). Emissions data for both periods were calculated based on the Company's reporting boundaries as disclosed in this report and cover the operational areas of industrial estates in Thailand, namely AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate. The differences in greenhouse gas emissions intensity between the two periods are primarily attributable to differences in the coverage of facilities, as the revised base year boundary includes more comprehensive range of activities and facilities compared with the previous boundary. Nevertheless, despite the expansion of the reporting scope, The Combined GHG emissions (scope 1 & 2) intensity per operational area continues to demonstrate a downward trend, reflecting ongoing improvements in energy efficiency and greenhouse gas emissions management across the Company's operations.

Greenhouse Gas Emissions in the Value Chain

In 2025, the Company reported gross Scope 3 greenhouse gas emissions, without the use of carbon offsets, totaling 1,431,232 tCO_2e. This represented a decrease of 8.42% compared with 2024. The reduction was primarily attributable to a decrease in greenhouse gas emissions from energy-related activities (Category 3: Fuel and energy-related activities), resulting from a reduction in electricity-related energy consumption across the Company's value chain.

Other indirect greenhouse gas emissions (Scope 3)		Greenhouse Gas Emissions (tCO_2e)
Category 1:	Purchased goods and services	57,555
Category 2:	Capital goods	6,513
Category 3:	Fuel and energy-related activities	682,257
Category 4:	Upstream transportation and distribution	55
Category 5:	Waste generated in operations	2,054
Category 6:	Business travel	103
Category 7:	Employee commuting	296
Category 8:	Upstream leased assets	116
Category 13:	Downstream leased assets	68,357
Category 15:	Investments	613,926
Total		**1,431,232**

The Company conducted materiality assessment of greenhouse gas emissions under Scope 3, considering the nature of business activities, the magnitude of greenhouse gas emissions, and their relevance across the Company's value chain. The assessment identified four primary scope 3 categories with the highest emissions. These include Category 3: fuel and energy related activities, which are primarily associated with electricity procurement and distribution for utility systems within the industrial estates, including electricity losses in the power distribution network. Category 15 investments also represent a significant source of emissions, arising from the Company's investments in joint ventures and associated entities engaged in the development and operation of energy and utility related projects. In addition, Category 13: downstream leased assets contribute to emissions through energy consumption and operational activities of tenants within the industrial estates. Following by Category 1: purchased goods and services further contribute to Scope 3 emissions, covering emissions from the procurement of materials, equipment, construction works, and various services used in the development and operation of the Company's industrial estates and projects.

Biogenic Carbon Dioxide Emissions

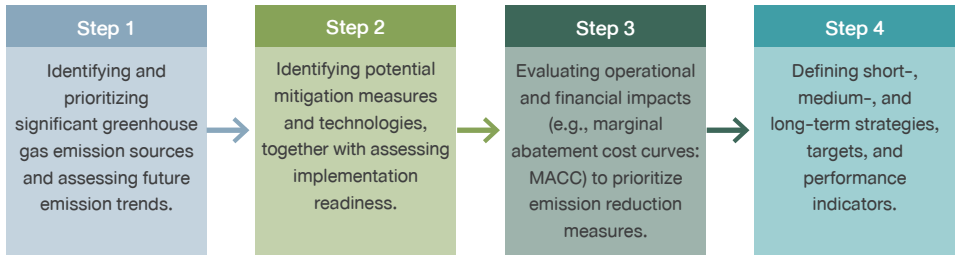
In 2025, the Company generated biogenic carbon dioxide (biogenic CO_2) emissions of 30.22 tons of carbon dioxide under direct greenhouse gas emissions (Scope 1). These emissions arose from the combustion of biomass fuels. The Company calculates and discloses biogenic CO_2 emissions separately from gross direct greenhouse gas emissions (Scope 1), in accordance with applicable reporting standards. For other indirect greenhouse gas emissions (Scope 3), the Company is currently unable to comprehensively collect data on biogenic CO_2 emissions across the value chain, as the relevant data collection systems are still under development. Nevertheless, the Company is in the process of enhancing its data collection processes to support the disclosure of biogenic CO_2 emissions within the value chain in future reporting periods.

Decarbonization Plan

The Company has established quantitative greenhouse gas (GHG) emissions reduction targets to support its ambition of becoming a carbon neutral city by 2040. Specifically, the Company targets a 20% reduction in absolute greenhouse gas emissions by 2030 compared with the 2024 base year, and a 20% reduction in the intensity of direct and indirect greenhouse gas emissions (Scope 1 and Scope 2) per unit of operational area by 2030 compared with the 2024 base year.

To support the achievement of these targets, the Company has developed an initial decarbonization roadmap based on the updated base year greenhouse gas emissions data, which appropriately reflects the Company's current operations. The roadmap covers measures to reduce direct greenhouse gas emissions (Scope 1) and indirect greenhouse gas emissions

from purchased electricity consumed by the Company (Scope 2). The roadmap development process comprises four key steps, namely: (1) identification and prioritization of significant emission sources; (2) identification of mitigation measures and assessment of implementation readiness; (3) evaluation of the operational and financial impacts of emissions reduction measures; and (4) definition of related strategies, targets, and performance indicators.



At present, the Company is in the process of reviewing step 2 and step 3 using updated base year data in order to comprehensively assess the appropriateness of greenhouse gas mitigation measures and technologies, from both operational and financial perspectives. In this regard, the Company has identified and prioritized major sources of greenhouse gas emissions arising from its core activities, including fuel consumption in production processes, electricity consumption, transportation, as well as activities related to waste management and business travel.

The Company has considered potential mitigation measures and its readiness for implementation by evaluating available options in accordance with the **"avoid–improve–shift–sink–contribute"** approach. This approach prioritizes the avoidance of unnecessary emission intensive activities, improvements in energy and resource efficiency, and a transition to lower emission technologies or energy sources as first order measures. For greenhouse gas emissions that cannot be further reduced through operational measures, the Company is considering the use of carbon credits and carbon removal mechanisms to address residual emissions. Currently, the Company is studying the feasibility and implementation approaches of carbon credit projects under the T-VER standard, including the review of relevant methodologies, to support informed decision making in subsequent phases. These efforts are intended to support the achievement of the Company's greenhouse gas emissions reduction targets across its value chain.

With respect to other indirect greenhouse gas emissions (Scope 3), the Company has begun considering appropriate approaches and measures to manage greenhouse gas emissions, although quantitative targets have not yet been established. This is because the majority of Scope 3 emissions arise from activities carried out by stakeholders across the value chain, such as suppliers, contractors, and the Company's investments. Accordingly, the Company focuses on developing approaches that are aligned with its roles and influence, with the objective of balancing greenhouse gas emissions reduction efforts with long-term business growth.

Measures under consideration include the integration of climate-related considerations into investment policies, collaboration with suppliers and tenants to enhance data collection and support emissions reduction actions, and engagement through the Company's operational platforms, such as the AMATA Carbon Neutral Network (ACNN). In addition, the Company is assessing the feasibility of implementing Internal Carbon Pricing (ICP) mechanisms to support investment decision-making and the selection of emissions reduction measures for material activities.

Strategy 3: Climate-related Products and Services

The Company recognizes business opportunities arising from climate change and has therefore developed new products and services to respond to the evolving needs of operators within the industrial estates affected by increasingly stringent climate-related laws and regulations, international trade requirements, and climate policies of overseas parent companies. In parallel, the Company aims to address rising demand from new and target customer segments that place greater emphasis on climate change considerations and low-carbon business operations.

This approach has been integrated as a core component of the Company's business growth strategy, linking climate change objectives with the development of low-carbon products and services, as well as the enhancement of smart infrastructure and utility systems within industrial estates. These efforts are intended to support customers in their transition toward a low-carbon economy by incorporating insights and feedback from customers and other stakeholders into the design and development of products and services that are appropriate to their operational contexts. Beyond strengthening the Company's competitive advantage, this approach also supports the gradual transformation of the Company's revenue structure in line with a sustainable transition to a low-carbon economy. To ensure effective implementation, the Company has established governance arrangements and performance indicators to systematically monitor progress, alongside the allocation of relevant resources as appropriate.

In 2025, the Company developed new products and services and expanded its collaborative networks to support customers and stakeholders in reducing greenhouse gas emissions and improving energy management efficiency, as outlined below.

AMATA Carbon Neutral Network: ACNN

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

As of the end of 2025, the AMATA Carbon Neutral Network (ACNN) comprised a total of 113 member companies, representing an increase of 52.7% compared with 2024. This growth reflects increasing awareness and commitment among businesses to advancing greenhouse gas emissions reduction efforts. The majority of members are business operators within AMATA City Chonburi Industrial Estate, followed by those in AMATA City Rayong Industrial Estate and external companies in the eastern region of Thailand.

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

ACNN Network Activities in 2025 were as follows.

- **Workshop on "Carbon Footprint Journey: From Fundamentals to Practical Application in Organizations" to Support Businesses in Reducing Greenhouse Gas Emissions**

  AMATA Facility Services Company Limited in collaboration with the Expert Centre of Innovative Clean Energy and Environment (InnoEN) and the Thailand Institute of Scientific and Technological Research (TISTR), organized a practical workshop entitled "Carbon Footprint Journey: From Fundamentals to Practical Application in Organizations" at the Model Room, AMATA Service Center. The workshop was led by Dr. Chiraphat Kumpidet and Dr. Angkana Khueanphet, and covered key topics including fundamental concepts of carbon footprint assessment, preparation of verification sheets, hands-on exercises based on actual data, and practical approaches to greenhouse gas emissions reduction. The sessions were held on 29 August 2025 and 30 September 2025, with a total of 74 participants across two cohorts.





- **Seminar on "Unlock Thailand's Energy Future: Breaking Barriers with Low-Cost, Low-Carbon Solutions"**

  The Company, through the AMATA Carbon Neutral Network (ACNN), supported a seminar hosted by Poly Technology Co., Ltd. on 17 September 2025 at Nikko Hotel AMATA City Chonburi. The seminar served as a platform for knowledge exchange and discussion on the development of clean energy solutions with cost-effective approaches, alongside greenhouse gas emissions reduction, to support the energy transition of Thailand's industrial sector toward a low-carbon society. Key sessions included presentations on C&I Smart Energy Solutions by Huawei, focusing on efficient energy management for industrial and commercial buildings, as well as an overview of Thailand's green energy landscape and national-level approaches to developing low-cost, low-carbon energy solutions.



- **AMATA Carbon Neutral Network Conference 2025**

  The AMATA Carbon Neutral Network (ACNN), led by the AMATA City Chonburi Industrial Estate in collaboration with AMATA Facility Services Company Limited and network partners, organized the ACNN Annual Network Conference 2025, held on 20–21 November 2025 at Nikko Hotel AMATA City Chonburi. The event served as a platform for knowledge exchange on trends and solutions related to energy, technology, and carbon management for the industrial and business sectors, and included seminar sessions and a mini exhibition. As part of the event, the declaration ceremony of the AMATA Carbon Neutral Network (ACNN) was held on 21 November 2025 to bring together operators within AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate in driving the transition of industrial cities toward sustainability, through the promotion of low-carbon policies, energy efficiency, and the exchange of approaches related to clean energy, green energy, and smart technology innovations. The event was attended by representatives from 109 companies, totaling more than 143 participants.



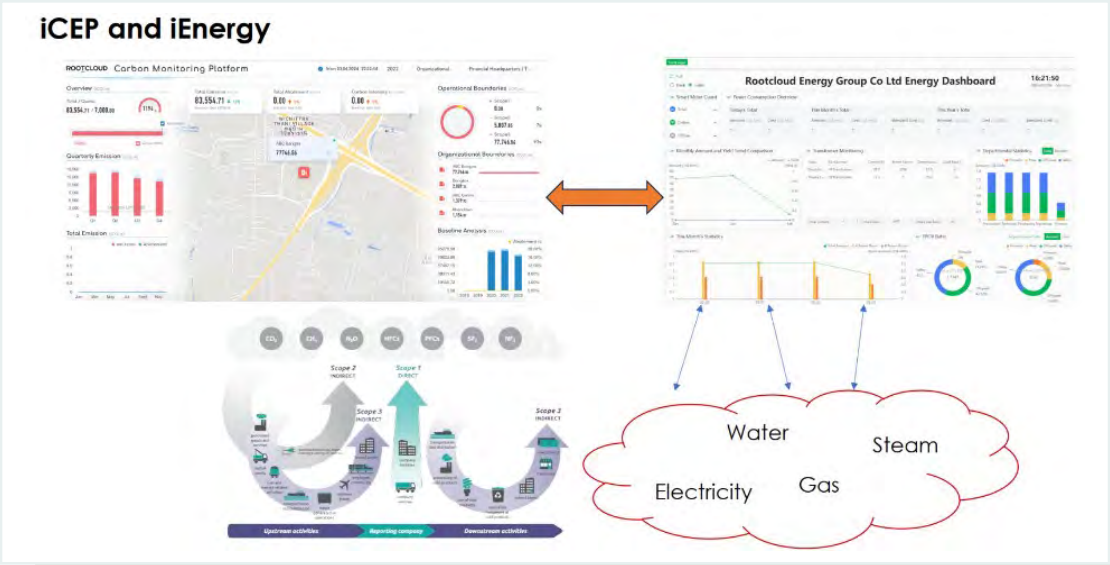


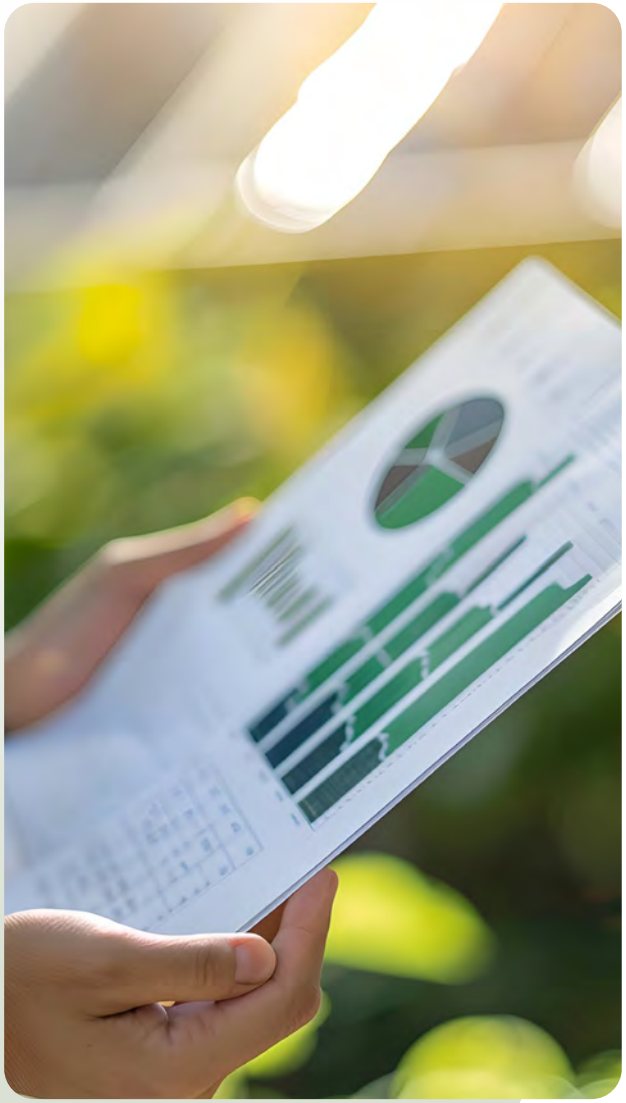


Providing Solution of Intelligent Carbon and Energy Platform

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

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





Carbon Neutral Event Services

The Company has enhanced its event management and corporate engagement services for both factory operators in AMATA industrial estates and external customers by transitioning from conventional event planning to carbon neutral event solutions. These services are managed by AMATA Facility Services Company Limited and focus on minimizing environmental impact, optimizing resource efficiency, reducing waste generation, and lowering greenhouse gas (GHG) emissions and air pollution from events. Additionally, the Company procures carbon credits from greenhouse gas reduction projects in Thailand to offset emissions generated by events. In 2025, the Company successfully organized two carbon neutral events namely the AMATA City Run 2025 and the AMATA Carbon Neutral Network Conference 2025. For both events, carbon credits were purchased from the Electricity Generation from Biomass by Nakornphet Greenergy Ltd. project to offset greenhouse gas emissions, resulting in a total carbon offset of 12 tons of carbon dioxide equivalent.

Clean Energy Services through Solar Power

In 2025, AMATA U Company Limited, a subsidiary of the Company, jointly invested in the establishment of AMATA B.Grimm Renewable Energy Company Limited to develop a floating solar power generation project at AMATA City Chonburi Industrial Estate, with an installed capacity of 42.5 megawatts peak (MWp). The project aims to meet the growing demand for renewable electricity among customers in the AMATA industrial estates that have set targets to reduce greenhouse gas emissions or achieve carbon neutrality. Currently, the project is in the process of obtaining licenses for electricity generation and distribution, as well as other renewable-energy-related permits, in accordance with applicable legal requirements.

The development of this project will serve as an important basis for assessing the feasibility of expanding clean electricity supply across AMATA industrial estates in the future, as well as for developing renewable energy solutions and energy efficiency initiatives to support the advancement of Smart Energy City.





Utility Services for the Low carbon Transition

The Company continuously develops utility systems within its industrial estates to support customers in their transition toward a low-carbon economy, particularly through the provision of industrial water, which is a critical input in customers' production processes. In 2025, the Company adopted conducted a product carbon footprint assessment for its industrial water service as part of its efforts to enhance service quality, in accordance with ISO 14067:2018, with reference to the life cycle assessment frameworks under ISO 14040 and ISO 14044, as well as the specific product category rules for industrial water certified by the Thailand Greenhouse Gas Management Organization (Public Organization).

The assessment results, covering the operating period from January to December 2024 at AMATA City Chonburi Industrial Estate, indicated that the carbon footprint of the industrial water product was 694 grams of carbon dioxide equivalent per cubic meter of industrial water supplied. Approximately 66.4% of total emissions originated from the production stage, primarily associated with electricity consumption in water treatment and pumping processes. These results enable the Company to identify significant sources of greenhouse gas emissions and to define appropriate energy efficiency improvement measures. At the same time, the information supports industrial customers in using the results as a reference for assessing climate-related impacts and improving the effectiveness of their own greenhouse gas inventories.

Just Transition Plan for Greenhouse Gas Emissions Reduction

The Company's three principal climate change strategies not only influence the direction of its business operations and investment decisions, but may also give rise to impacts on, and the need for adaptation by, stakeholders across the value chain, including employees, suppliers and contractors, operators within the industrial estates, and local communities. The Company therefore places importance on considering such potential impacts in order to determine appropriate courses of action and to support a balanced and just transition to a low-carbon economy for all stakeholder groups.

Employees	The transition toward a low-carbon economy may affect work processes, required skills, and the roles of employees in certain functions. The Company therefore places emphasis on communicating its climate-related direction, enhancing workforce readiness, and supporting employee adaptation through reskilling and upskilling initiatives aligned with technological advancements and evolving business models.
Suppliers and Contractors	The implementation of climate-related measures may affect the Company's expectations and requirements for suppliers and contractors, particularly with respect to resource efficiency, energy use, compliance with environmental requirements, and support for low-carbon operations within the industrial estates. Accordingly, the Company communicates its expectations, facilitates information exchange, and supports capability development among suppliers and contractors to enhance their capacity to reduce greenhouse gas emissions across the value chain. In addition, the procurement of clean technologies and related materials, such as solar panels and minerals used in batteries, may involve potential risks related to forced labor or human rights violations. The Company therefore seeks to enhance supply chain risk assessment and supplier selection processes to support responsible sourcing practices.
Customers / Operators within the industrial estates	The Company places importance on supporting customers; tenants and operators within the industrial estates to better assess and manage greenhouse gas emissions associated with their operations. This includes the development of low-carbon products and services with carbon footprint information, the provision of accessible clean energy infrastructure, the enhancement of knowledge related to greenhouse gas management, and the facilitation of access to financial partner networks. These efforts aim to ease cost burdens and enhance the competitiveness of customers and operators of all sizes in their transition toward a low-carbon economy.
Local Communities	The transition toward AMATA's low-carbon industrial city must not generate adverse impacts on the livelihoods and well-being of surrounding communities, but should instead contribute to improved quality of life and the creation of local opportunities. The Company therefore emphasizes environmental quality management around its industrial estates, responsible resource use, and the promotion of local economic development alongside business growth.

In addition, the Company places strong emphasis on stakeholder engagement and the consideration of stakeholder perspectives in the transition toward a low-carbon economy. Accordingly, the Company has established systematic, transparent, and auditable grievance mechanisms and engagement processes, as well as appropriate advance communication of business directions and potential changes, to enable stakeholders to prepare for future shifts in roles, work processes, and required skills, and to effectively manage potential impacts arising from the transition.

At present, the Company is developing data collection systems to support future disclosure on just transition-related impacts arising from its climate transition and adaptation efforts. The data being developed include information on new hires, terminations, job redeployment, skills training, the engagement of non-employee workers, as well as location-specific information and community agreements, in order to support more comprehensive disclosure in future reporting periods.

Membership and Participation in Climate-related Organizations

- **Thailand Carbon Neutral Network (TCNN)**

In June 2025, the Company became a member of the Thailand Carbon Neutral Network (TCNN), which was established by the Thailand Greenhouse Gas Management Organization (Public Organization). The Network aims to promote organizational engagement on climate change and to strengthen members' roles in advancing systematic greenhouse gas emissions management practices, in alignment with national targets for carbon neutrality and net-zero greenhouse gas emissions. In addition, AMATA Facility Services Company Limited, a subsidiary of the Company, has been a member of TCNN since July 2023. The participation of both the Company and its subsidiary supports strategic alignment at the group level and contributes to greater consistency in defining directions, policies, and practices related to greenhouse gas management across the Group.

TCNN also serves as a collaborative platform that fosters cooperation between the public and private sectors in reducing greenhouse gas emissions. The Network facilitates the exchange of knowledge, best practices, and participation in climate-related policy dialogue. Accordingly, the participation of the Company and its subsidiary enhances the Group's capacity to engage in these initiatives and supports the integration of climate change actions at the Group level.

- **Thailand Carbon Capture, Utilization, and Storage Alliance (TCCA)**

In December 2025, the Company and AMATA U Company Limited, a subsidiary providing utility services for the industrial sector within the AMATA Group's industrial estates, joined the Thailand CCUS Alliance (TCCA). TCCA is a climate-related collaborative network aimed at promoting the development and application of Carbon Capture, Utilization and Storage (CCUS) technologies, with the National Science and Technology Development Agency (NSTDA) and other relevant organizations serving as key partners.

The Company considers its participation in TCCA from an economic and industrial development perspective, with the objective of preparing industrial areas, utility systems, and the business ecosystem to support potential future investments in CCUS-related industries, technologies, and supply chains. The Company also monitors developments in CCUS technologies and industrial-level greenhouse gas emissions reduction trends through its engagement with TCCA, which serve as inputs for the consideration of long-term strategies, operational approaches, and greenhouse gas emissions reduction plans aligned with evolving economic, technological, and climate-related policy contexts.



Energy Management

Material Topic with High Materiality

3. Energy Efficiency and Renewables

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

Contribution to SDGs



7.2, 7.3 | 8.4 | 12.2 | 13.1

Risk

The transition to a low-carbon economy has made energy a critical factor in the Company's competitiveness, particularly given the significant reliance of its business operations and industrial estate management on electricity. At the same time, rising expectations from customers and investors for access to renewable and clean energy are reshaping the business landscape. In addition, volatility in energy costs and uncertainties associated with geopolitical developments may affect both the security of energy supply and price stability. If the Company is unable to effectively manage these risks and develop energy infrastructure and services that adequately respond to the needs of industrial operators, its competitiveness, ability to attract and retain customers, and opportunities for future revenue growth may be adversely affected.

Opportunity

The Company perceives an opportunity to develop products and services to meet the needs of current and future customers, such as the production and use of clean energy in industrial estates, promoting the use of electric vehicles, and selecting technologies that increase energy efficiency, etc. The Company is committed to becoming a carbon-neutral city by 2040 through the implementation of the Smart Energy project, which is one of the projects under the AMATA Smart City initiative. This project primarily focused on leveraging renewable energy sources and deploying smart grid technologies to optimize energy utilization and bolster power system resilience. The adoption of clean energy will preserve the environment, mitigate pollution from fossil fuel power plants, and lower greenhouse gas emissions. These opportunities will help mitigate the impact on the industrial sector, build confidence, and generate income and competitiveness for the Company.

	2030 Targets	2025 Targets	2025 Performances
Proportion of renewable energy to total energy used in business operations	More than 50%	11%	14.44%
Energy consumption intensity per unit of operational area compared with the 2024 base year*	15% reduction	2.5% reduction	4.79% increasing

*The scope of the target covers energy consumption within the organization that is Company's operations and is limited to the operational areas of AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate in Thailand only.

Management Approach

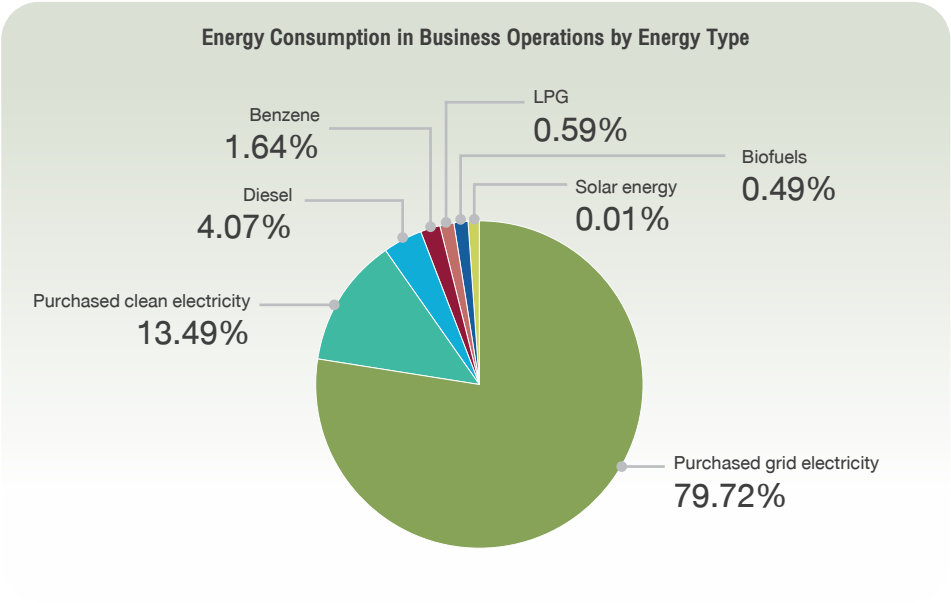
Energy is a critical resource used in the Company's business operations, particularly electricity, which represents the Company's primary energy source and a significant source of indirect greenhouse gas (GHG) emissions (Scope 2). Accordingly, the Company has established its energy management approach under the **"Climate Change Management Policy"** to demonstrate its commitment to the efficient use of all forms of energy, to reduce reliance on finite energy sources through the application of technology and innovation in operational processes, and to seek alternative energy sources that are safe and environmentally friendly. This includes increasing the proportion of renewable energy and clean energy used in operations in order to reduce GHG emissions and support the sustainable conduct of its business.

The Company recognizes that energy use in its operational activities has significant impacts on the environment, the economy, and people. From an environmental perspective, energy consumption is directly linked to GHG emissions and global warming. From an economic perspective, volatility in energy costs and continued reliance on conventional energy sources may affect operating costs and the Company's competitiveness. In terms of people, improving energy efficiency and transitioning toward clean energy contribute to reducing air pollution and enhancing the quality of life of surrounding communities, while also responding to the expectations of stakeholders who place importance on responsible and climate-friendly business operations. Accordingly, the Company has established an energy management approach that includes the systematic collection, monitoring, and reporting of energy-use data in line with international standards, in order to assess risks and opportunities for improving energy efficiency across the value chain, and to define structured measures to mitigate potential negative impacts.

The Company has established a clear energy governance structure. The Board of Directors is responsible for setting policies, overseeing compliance with relevant laws and guidelines, monitoring risks and performance, and providing recommendations to management. The Company has assigned AMATA U Company Limited, a subsidiary, as the primary entity responsible for energy management relating to common areas and utility systems within industrial estates. Meanwhile, each department is responsible for managing energy use within its respective operational processes. The Administrative function is responsible for consolidating and reporting energy-use data from all offices across the Company, thereby driving tangible organization-wide energy management.

The main energy-consuming activities in the Company's operations are as follows.

Main Activities	Non-renewable Energy Sources				Renewable Energy Sources		
	Benzene	Diesel	LPG	Purchased Grid Electricity	Solar Energy	Purchased Clean Electricity	Biofuels
Industrial water system							
• Tap water production system		✓		✓		✓	
• Wastewater treatment system		✓		✓		✓	
• Water recycling system				✓		✓	
Lighting system in common areas				✓	✓		
Electricity systems in office buildings				✓			
Business travel	✓	✓					✓
Electricity systems in waste sorting facilities				✓	✓		
Disaster prevention activities and common area services		✓	✓	✓			✓
Support activities			✓	✓			



Energy Consumption in Business Operations

The Company uses various forms of energy within the organization to support its operations and the provision of utility services within industrial estates. This encompasses energy consumption in office buildings, utility systems, infrastructure, and other central support systems. To ensure that disclosed information appropriately reflects energy management under the Company's operational control, the reported data covers only energy consumed in the Company's own operations. Energy produced or procured for the purpose of resale to third parties is excluded from the reported data. This approach enhances transparency and ensures consistency with internationally recognized energy accounting principles. Details of energy consumption by energy type are presented below.

1. Fuel Energy Consumption

Unit: Gigajoule

Main Activities	Non-renewable Sources			Renewable Sources	Total
	Benzene	Diesel	LPG	Biofuels	
Business travel	4,470.14	2,147.10	-	575.03	7,192.27
Disaster prevention activities and common area services	865.21	-	690.54	65.13	1,620.88
Support activities	-	-	80.46	-	80.46
Total	**5,335.35**	**2,147.10**	**771.00**	**640.15**	**8,893.61**

Notes: 1. Biofuel energy consumption is calculated based on the proportion of ethanol blended in gasohol fuel and biodiesel blended in diesel fuel (B7) used in the Company's activities.
2. Energy conversion factors are referenced from the Energy Statistics of Thailand 2025 prepared by Energy Policy and Planning Office (EPPO), Ministry of Energy.

2. Purchased Electricity Consumption

Unit: Gigajoule

Main Activities	Purchased Electricity from Non-renewable Energy Sources	Purchased Electricity from Renewable Energy Sources	Total
Industrial water system	96,086.21	17,682.87	113,769.08
Lighting system in common areas	4,100.58	-	4,100.58
Electricity systems in office buildings	2,596.52	-	2,596.52
Disaster prevention activities and common area services	1,561.31	-	1,561.31
Support activities	193.93	-	193.93
Total	**104,538.56**	**17,682.87**	**122,221.43**

Notes: 1. Purchased Electricity from Non-renewable Sources refers to International Renewable Energy Certificates (I-REC) sourced from solar energy, which the Company holds to substantiate the use of clean energy in its operational activities under the operational control approach.
2. The calculation of electricity consumption (indirect energy) is based on actual electricity invoices and the renewable energy certificates held by the Company for the reporting year.

In 2025, the Company's total electricity consumption for its organizational operations amounted to 33.95 million kilowatt-hours (kWh), representing an increase from 31.87 million kWh in 2024, or 6.52% year-on-year. This total comprised 29.04 million kWh of electricity purchased from non-renewable sources and 4.91 million kWh of electricity purchased from renewable energy sources. The reported electricity consumption relates exclusively to electricity used for the Company's own operations and excludes electricity procured for resale to third parties.

The increase in overall electricity consumption was primarily attributable to higher electricity use in the industrial water utility system, which increased from 24.91 million kWh to 26.69 million kWh, or 7.15%, as well as increased electricity use for lighting systems in common areas resulting from the expansion of operational areas and service activities within the industrial estates. At the same time, the Company was able to effectively reduce electricity consumption in certain activities, particularly common area service operations, where electricity use decreased by 31.73%.

3. Generation and Sale of Energy to Third Parties

Main Activities	Descriptions of Energy	Energy sources	Quantity (Gigajoules)	End Users
Electricity systems in waste sorting facilities	Self-generated electricity from solar energy	Renewable energy	9.79	Contractors
Industrial water system	Resale of electricity purchased from external sources	Non-renewable energy	83,914.23	Contractors
Total Energy Sold			**83,924.02**	

3.1 Generation and Sale of Renewable Energy

In December 2025, the Company installed a solar rooftop power generation system on the waste-sorting facility building, with a total installed capacity of 52 kilowatt-peak (kWp). The system is capable of generating approximately 70,604 kilowatt-hours per year. For electricity generated during 2025, the Company sold all electricity produced to contractors operating within the Company's operational areas, with total energy sold amounting to 9.79 gigajoules.

3.2 Generation and Sale of Non-Renewable Energy

The Company does not generate electricity from non-renewable energy sources within the organization. However, the Company procures electricity from the external power grid for resale to contractors operating within the Company's operational areas. In 2025, the total amount of non-renewable energy sold amounted to 83,914.23 gigajoules.

Energy Consumption in the Value Chain

1. Upstream Energy Consumption

The Company places importance on assessing upstream energy consumption within its value chain, as it is linked to indirect energy use and the Company's indirect greenhouse gas emissions. In 2025, the assessment focused on activities that have a significant linkage to the Company's operations and for which primary data could be reasonably obtained. The assessment boundary covers activities under Scope 3, Category 1: Purchased Goods and Services, with a specific focus on energy consumption by contractors providing utility system services within the Company's operational areas.

In 2025, the Company identified total upstream energy consumption attributable to contractor operations of 27,337.13 gigajoules. However, this assessment does not yet cover other upstream activities, such as energy use in the manufacturing of fixed assets and equipment purchased by the Company, or energy use associated with contractors' transportation activities. These activities require reliance on secondary data and estimation methods, which may not fully or accurately reflect actual energy consumption. In addition, given the Company's limited level of control over such activities, they have not been included in the assessment for the current reporting period. The Company will consider developing methodologies and data systems to gradually expand the scope of value chain energy assessments in future reporting periods.

2. Downstream Energy Consumption

Downstream energy consumption refers to energy use that occurs after the Company's core operations and lies outside the Company's direct operational control. Nevertheless, such activities are linked to the services, assets, or infrastructure developed and provided by the Company to its stakeholders. In 2025, the Company assessed downstream energy consumption arising from the use of buildings or infrastructure leased by the Company, based on the principles for assessing other indirect greenhouse gas emissions under Scope 3, Category 13: Downstream Leased Assets. The assessment covers only those portions for which the Company has access to electricity-use data that reflect energy consumption attributable to the operations of the asset users. Energy consumption from these activities is reported separately from the Company's internal energy consumption and is not included in the Company's direct energy use (Scope 2). The assessment results indicate that, in 2025, total downstream energy consumption amounted to 56,577.10 gigajoules.

However, the assessment for the current reporting period does not yet cover certain leased buildings or areas for which the Company does not have access to tenants' electricity-consumption data, and for which energy consumption therefore cannot be fully evaluated. In addition, the Company recognizes that there may be other downstream activities related to value-chain energy use, such as activities associated with the Company's investments. At present, such activities have not been included in the reporting scope, as the available data primarily consist of financial information or ownership proportions, which may serve as a basis for estimation under the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard, but do not directly reflect the physical energy consumption of investee operations (e.g., electricity, fuels, or total energy consumed in operations). Converting such data into energy consumption values would require the use of assumptions and financial-based or economic emission conversion factors at the industry or macroeconomic level, which involve a high degree of uncertainty and may not adequately reflect the actual operating characteristics, technologies, or energy-efficiency performance of individual entities. Accordingly, the Company considers that the currently available data are not yet sufficient to support a reasonable assessment of energy use in these activities and will continue to enhance data availability and assessment methodologies in future reporting periods.

3. Promoting Energy Reduction across the Upstream and Downstream Value Chain

The Company focuses on promoting efficient energy use across both the upstream and downstream segments of its value chain through activities where the Company can exercise influence or provide appropriate support. In the upstream value chain, the Company promotes energy efficiency by establishing guidelines for efficient energy use among contractors engaged in utility system operations, encouraging proper maintenance of contractors' equipment and machinery to reduce energy losses, and supporting the use of clean energy or renewable energy in activities related to utility systems. These efforts aim to help reduce overall energy-related impacts across the value chain.

In the downstream value chain, the Company promotes efficient energy use through communication and building design. This includes supporting the provision of information and raising awareness on energy efficiency among tenants and building users within an appropriate scope, as well as placing emphasis on building design and development based on green building principles, taking into account internationally recognized standards such as Leadership in Energy and Environmental Design (LEED). These measures are intended to support long-term reductions in energy consumption and improvements in building energy performance.



Enhancing Process Efficiency to Reduce Electricity Consumption

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

Main Business Processes	Business Sub-processes	2025 Performances
Electricity consumption in common areas of AMATA City Chonburi and AMATA City Rayong industrial estates	Lighting system	• Installed an additional 30 solar-powered streetlights in Phase 6C of AMATA City Chonburi Industrial Estate, bringing the total number of solar streetlights in the area to 79 units. • Installed 47 solar-powered streetlights in the AMATA City Rayong Industrial Estate. • Installed an additional 5 automatic street-lighting on/off control cabinets in AMATA City Rayong Industrial Estate, bringing the total number of control cabinets to 35 units. • Installed an additional 24 solar-powered flashing warning lights in AMATA City Rayong Industrial Estate, bringing the total number of installed flashing lights to 179 units.
	Electricity consumption in water pumping and sprinkler systems	• Increased energy efficiency by inspecting and improving machinery that consumes a lot of electricity in the water pumping system. • Increased the use of electricity from clean energy in the water pumping system.
Electricity consumption in the water production system	Electricity consumption in raw water pumping systems	• Checked electrical equipment to ensure it is in working condition in accordance with planned maintenance schedules.
	Electricity consumption in buildings and water production processes	• Implemented scheduled lighting operation times for each production unit and monitored compliance with energy efficiency measures. • Conducted routine inspections of electrical equipment to ensure optimal functionality in accordance with planned maintenance schedules. • Adjusted machine operating times as needed. • Adjusted the appropriated power factor. • Conducted maintenance on machinery and equipment in accordance with planned maintenance schedules.
	Electricity consumption in the water supply systems	• Ensure the electrical equipment is in proper working condition according to the planned maintenance schedules.

Main Business Processes	Business Sub-processes	2025 Performances
Electricity consumption in wastewater treatment systems	Electricity consumption in buildings and the collection process of wastewater into a central wastewater treatment system	• Implemented scheduled lighting operation times for each treatment unit and monitor compliance with energy efficiency measures. • Adjusted the appropriated power factor. • Adjusted the aeration duration based on the quality of incoming wastewater. • Adjusted the flow system duration to suit the incoming wastewater volume for maximum efficiency. • Conducted maintenance on machinery and equipment in accordance with planned maintenance schedules.
	Electricity consumption in the central wastewater treatment system	• Conducted maintenance on electrical equipment in accordance with planned maintenance schedules.
Electricity consumption in recycled water systems	Electricity consumption in the process of recycling treated water	• Conducted maintenance on electrical equipment in accordance with planned maintenance schedules.
Electricity consumption in office buildings	All office buildings	• Encouraged employees to save electricity at work, such as by turning off lights and appliances during break times or when not in use. • Replaced 116 conventional light bulbs with high efficiency LED bulbs, reducing electricity consumption from 24 watts to 13 watts per bulb. • Replaced 7 air conditioning units with high efficiency models (Energy Label No. 5 / high SEER) and implemented optimal temperature control within the range of 25-26°C, together with monthly cleaning of coils and air filters.
Electricity consumption in waste sorting facilities	Electricity consumption in offices, waste sorting buildings, recycling storage areas, and common areas within the waste sorting facility. This covers lighting systems, sprinkler irrigation systems, and other operational equipment.	• Conducted maintenance on electrical equipment in accordance with planned maintenance schedules. • Set operating time for lighting in each facility and monitor compliance with energy efficiency measures. • Installed a solar rooftop power generation system at the waste sorting facility with a total installed capacity of 52 kWp.
Energy consumption in disaster prevention activities	Electricity consumption in offices and training rooms	• Conducted maintenance on electrical equipment in accordance with planned maintenance schedules. • Set operating time for lighting in each facility and monitor compliance with energy efficiency measures.



Inspection of electrical current and voltage



Measurement of motor and pump temperature



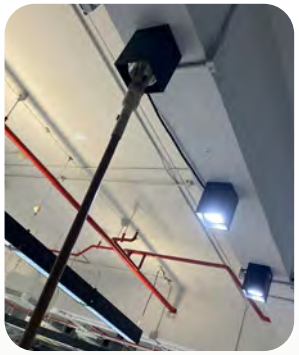


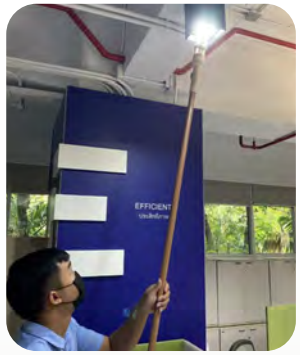
Installed a solar rooftop at the waste sorting facility with a total installed capacity of 52 kWp

Energy Saving in Office Buildings

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

- Promote the practice of turning off air conditioners and unused lights during the one-hour lunch break.
- Adjust air-conditioning operating hours by reducing usage by one hour, with operating hours at the AMATA Service Center set from 7:30 a.m. to 3:30 p.m., and at the Bangkok office from 8:00 a.m. to 4:30 p.m., as well as switching off air-conditioning in unused areas.
- Encourage staff to use stairs instead of elevators.
- Maintain the office air conditioning temperature at no lower than 24 degrees Celsius.
- Turn off computer monitors when not in use.
- Replace 46-watt fluorescent bulbs with energy-saving 18-watt LED bulbs.
- Schedule air conditioning maintenance at least twice a year.





Replace conventional lighting with high-efficiency LED lighting





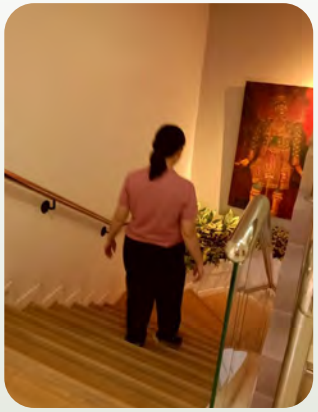
Replace existing air-conditioning units with high-efficiency models (Energy Label No. 5 / high SEER) at the AMATA Service Center building, Chonburi office



Adjust the operating hours of air-conditioning systems at the AMATA Service Center by reducing usage by one hour, to 7:30–15:30



Switch off lights when not in use



Encourage employees to use stairways instead of elevators



Set air-conditioning temperatures in office buildings at no lower than 25°C



Implement an employee carpooling policy (Carpooling Program) to reduce fuel energy consumption and the Company’s carbon footprint

Promoting the Use of Renewable Energy in Offices

The Company has established a plan to reduce electricity consumption from the power grid by increasing the share of clean energy used in its office operations. Accordingly, the Company has arranged for electricity from solar energy to substitute grid electricity through a Power Purchase Agreement (PPA). Under this arrangement, solar power generation systems will be installed within the Company's premises, including the office building parking area in Chonburi, buildings located in commercial zones, and the Rayong office buildings, with a total installed capacity of 620.53 kilowatt-peak (kWp).

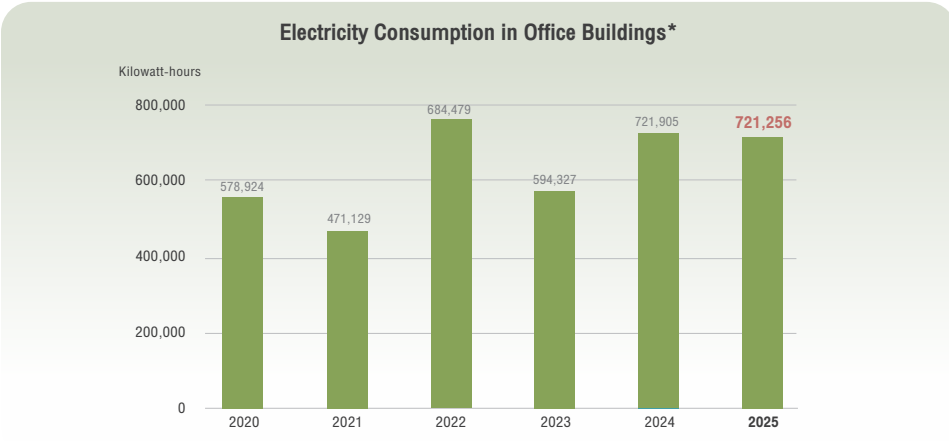
The Company commenced site surveys and feasibility studies for the project in July 2025 and is currently in the process of executing PPA agreements with service providers. Installation of the solar power systems at all locations is expected to be completed within the third quarter of 2026. Under this model, the Company will purchase the electricity generated from the on-site solar power systems for use in its office buildings. The Company expects to procure approximately 741,275 kilowatt-hours per year of electricity from solar energy to replace electricity sourced from the power grid. This initiative is expected to help reduce greenhouse gas emissions by approximately 2,124.04 tons of carbon dioxide equivalent (tCO_2e) per year.





Solar power generation system installation areas at the parking area of the Chonburi office building and buildings located within commercial zones

In 2025, the Company's office buildings had a total electricity consumption of 721,255.95 kilowatt-hours, representing a 0.09% reduction compared with 2024. The reduction in energy consumption is the result of sustained and proactive energy-saving measures, such as transitioning to energy-efficient LED lighting systems, improving the efficiency of air-conditioning systems, performing regular maintenance on air-conditioning units to optimize performance, and promoting employee engagement in environmentally friendly behaviors to reduce overall energy use.



* The data collection process and the data collection boundary for electricity consumption in office buildings for the years 2020-2024 were revised in accordance with the new data collection boundary applied in 2025, following a review by an external assurance provider to enhance data accuracy and reliability. As a result, the Company's total electricity consumption figures for 2020-2024 differ from those previously reported in earlier sustainability reports.

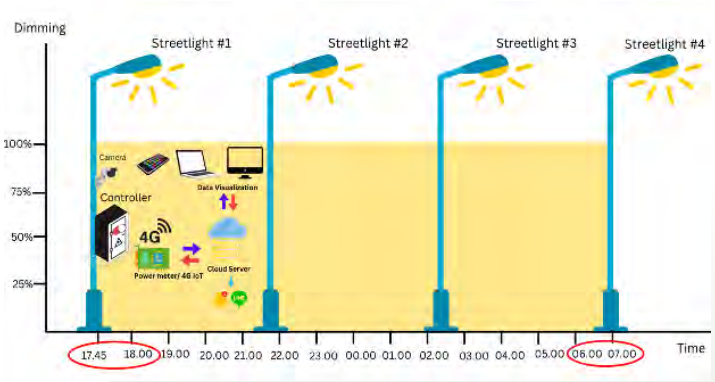
Energy Saving in Common Areas

Lighting System

The Company is responsible for managing common areas within its industrial estates, including overseeing the street lighting systems throughout both estates. At present, all lighting fixtures in shared areas have been fully converted to LED bulbs to enhance energy efficiency. To further improve electricity usage efficiency, the Company has installed smart control and monitoring systems for street lighting operations, replacing the previous control system that relied on sunlight sensors combined with timers. There is a possibility of system abnormalities in the main power supply causing the streetlights to remain on during the day or malfunction at night. This leads to energy wastage and customer complaints, as well as increased safety risks due to aging equipment and streetlights mounted on regional electricity poles, resulting in higher chances of power loss and leakage.

To address these challenges, the Company has developed and implemented its own smart streetlight control boxes at AMATA City Rayong Industrial Estate since 2023. In 2025, an additional 5 units were installed, bringing the total to 30 units. Additionally, they developed a platform to record and view lamp operation data and electricity usage information. This platform enables real-time control

of streetlight switching via mobile applications, computers, and tablets. Furthermore, it includes a notification system (LINE notification) to alert authorities in case of electrical malfunctions, allowing efficient monitoring of streetlight status by the AMATA Command Center (ACC) security personnel.





In addition, in 2025, the Company expanded the use of solar-powered equipment across common areas within AMATA City Chonburi and AMATA City Rayong Industrial Estates.

- The installation of solar-powered streetlights: 30 units were installed in AMATA City Chonburi at Phase 6C and 47 units in AMATA City Rayong, bringing the total number of solar-powered streetlights to 291units across both estates.
- The installation of a total of 179 solar-powered flashing traffic lights, including 24 newly installed units.

In 2025, electricity consumption for street lighting systems within the industrial estates totaled 1,139,050.1 kilowatt-hours, representing an increase of 2.75% compared with 2024, during which electricity consumption amounted to 1,108,561.65 kilowatt-hours. The increase in electricity consumption was primarily attributable to the expansion of the Company's operational and service areas within the industrial estates to support the growth of economic activities and factory operator land use. As a result, the Company installed and operated additional street lighting systems in common areas to enhance traffic safety and maintain utility service standards across all areas of operation.



Smart Weather Station

In 2025, the Company continued to operate the online smart weather station control system, which is powered by solar energy, with a total of 11 stations previously installed and remaining in operation. The system supports real-time monitoring of weather conditions. Data obtained from the system are used to support water management and operational planning in the common areas of the industrial estates, thereby enhancing operational efficiency. The system also helps improve the accuracy of decision-making related to resource management and strengthens preparedness for changing weather conditions.




Smart Weather Stations
at AMATA City Chonburi Industrial Estate

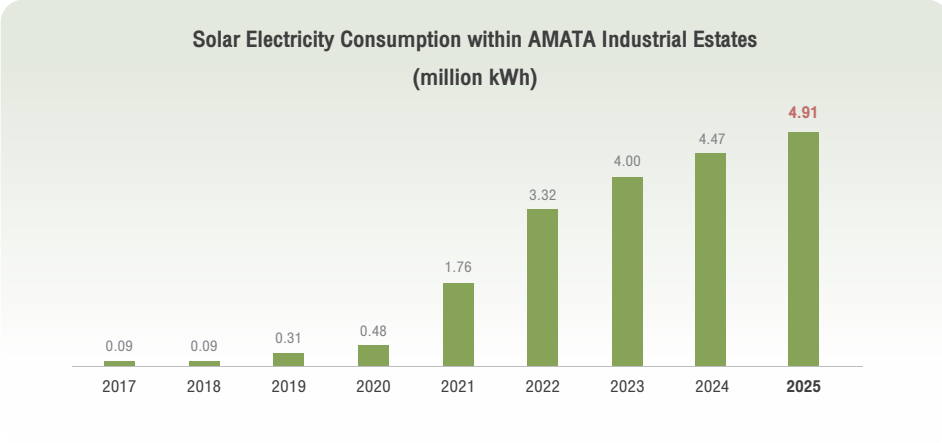



Smart Weather Station
at AMATA City Rayong Industrial Estate

Promoting the Use of Renewable Energy in the Company's Utility Systems

In addition to improving energy efficiency and reducing energy consumption across business operations, the Company actively promotes the adoption of renewable energy in various activities, particularly within industrial water systems, representing the most energy-intensive operations.

AMATA U Company Limited, which is responsible for water supply and wastewater management within the AMATA industrial estates, has procured clean electricity through Power Purchase Agreements (PPAs) with service providers that install and operate solar power generation systems within the Company's premises. These systems include solar rooftop installations on water production buildings that operate under the Water Reclamation System and floating solar systems installed on the Company's reservoirs. Electricity generated from these projects is utilized in the industrial estate water systems to support the use of clean energy and to substitute electricity sourced from the power grid.



In addition, in December 2025, the Company installed a solar rooftop power generation system on the waste sorting facility building, with a total installed capacity of 52 kilowatt-peak (kWp). The system is capable of generating approximately 70,604 kilowatt-hours per year, which is used to support the operations of contractors working at the waste sorting facility.

In 2025, the Company consumed a total of 4.91 million kilowatt-hours of electricity generated from solar energy, accounting for 14.4% of the Company's total electricity consumption. This represented an increase from 13.14% in 2024, in line with the Company's targets, and contributed to a reduction of approximately 2,455 tons of carbon dioxide equivalent (tCO_2e) per year.

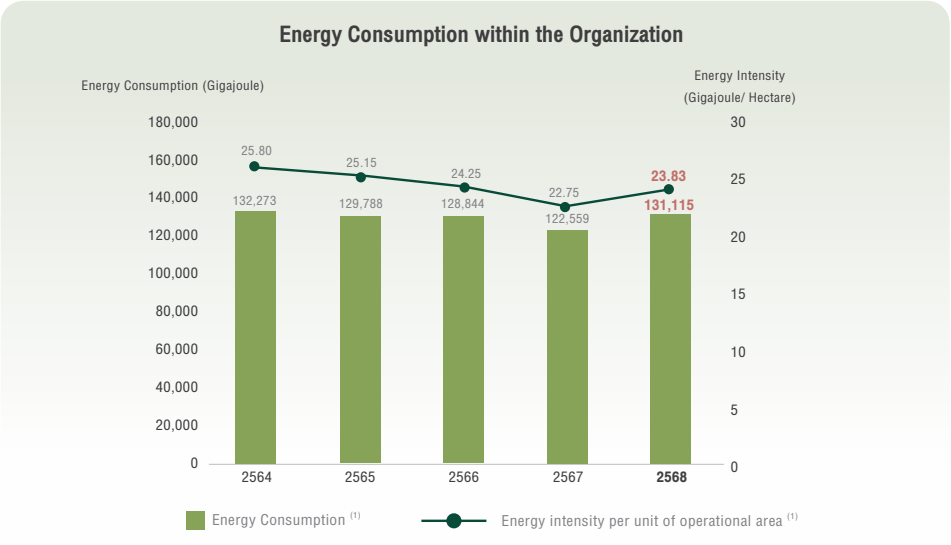
Energy Consumption within the Organization

In 2025, the Company enhanced its processes for recording, collecting, and preparing energy consumption data to improve data accuracy, completeness, and the extent to which the information appropriately reflects operational performance. As part of this improvement, the Company reviewed its reporting boundaries, calculation methodologies, and energy classification to ensure consistency with internal energy consumption reporting indicators. In addition, 2024 was designated as the new base year for tracking energy performance to better reflect the Company's current operational scope and energy-consumption patterns. To further strengthen data reliability and credibility, the Company arranged for independent external assurance of its energy consumption data, supporting the monitoring of progress and the establishment of future energy management targets.

Furthermore, the Company expanded its disclosures to cover energy consumption related to energy generation, procurement, and sales, including both renewable and non-renewable sources. In 2025, the Company sold a total of 83,924.02 gigajoules of renewable and non-renewable energy, representing a decrease of 16.08% from 2024. The decline was attributable to lower energy use by Company contractors operating the central utility systems, in line with reduced production levels.

In 2025, the Company recorded net total organizational energy consumption of 131,115.03 gigajoules, representing an increase of 6.98% compared with 2024. Energy consumption intensity per operational area for 2025 amounted to 3.81 gigajoules per rai, or 23.83 gigajoules per hectare, an increase of 4.78% from 2024. The increase in energy consumption was primarily driven by the expansion of the Company's operational areas and service activities, particularly the provision of integrated government services through the Government All-Service Center to support domestic and international investors in their interactions with government agencies. In addition, temporary flood-response measures in Rayong Province resulted in increased energy use within the central water management system during certain periods.

The Company remains committed to continuously increasing the proportion of renewable energy use and further enhancing energy efficiency to the fullest extent possible, in order to achieve its energy security objectives and address the expectations of customers and stakeholders in the transition toward a low-carbon economy.



(1) The data collection process and calculation methodology for energy consumption for the years 2021-2024 were revised in accordance with the new calculation methodology applied in 2025, following a review by an independent external auditor to improve accuracy. As a result, the Company's total energy consumption and energy intensity per operational area figures for the years 2021-2024 differ from those previously disclosed in earlier sustainability reports.

Sustainable Water Management

Material Topic with High Materiality

4. Industrial Water and Effluent

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

Contribution to SDGs

6.3, 6.4

12.2, 12.4, 12.5

Risk

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

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

Opportunity

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

	2030 Targets	2025 Targets	2025 Performances
Proportion of treated wastewater reused in the industrial estates	100%	100%	100%
Proportion of raw surface water consumption to total water demand	Reduction in the proportion compared to the previous year	Below 60%	61%

Management Approach

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

Scan this QR Code for more details about our Sustainable Water Management Policy

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

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

The Board of Directors is responsible for overseeing water management to ensure alignment with the Company's business direction. In carrying out this duty, the Board considers water-related risks and impacts, sets policy-level direction, monitors performance, and supports the efficient and responsible use of water, taking into account the interests of stakeholders, communities, and the environment. The Company has established a Water Management Committee, comprising the Chief Executive Officer, representatives from the Engineering Department, and key subsidiaries -AMATA U Company Limited and AMATA Facility Services Company Limited-to oversee and be responsible for all aspects of water management across AMATA's industrial estates. In addition, the Company cultivates a deeper understanding of its business operations and promotes sustainable water management practices among the communities surrounding the industrial estates. Furthermore, the Company provides expertise to improve community water management by fostering collaboration among the Company, government agencies, and local communities. These efforts aim to improve public health and environmental quality in surrounding areas.

Water Resource Management in Strategically Important River Basins

The Company operates in the Gulf of Thailand Coast Basin, one of the country's key river basins and a strategic economic zone characterized by a high concentration of industrial activity. As a result, water resources in this basin are critically important for domestic use, industrial operations, service-sector activities, and the overall economic growth of the area. The Company recognizes that its water use forms part of the shared use of water resources alongside other water users within the same basin. It is therefore essential for the Company to manage its water use responsibly under the principles of environmental governance, with due consideration for water availability, water quality, and the prevention of adverse impacts on stakeholders and local ecosystems, in order to contribute to long-term water security.

Area Specific Water Risk Assessment

In operating industrial estates, water resources are critical for supporting the production process and operation of the factories in the industrial estates. Before starting the business operation, the Company conducted a comprehensive study on the social and environmental impacts of all AMATA Industrial Estates' water consumption to assess opportunities and risks of sharing water resources with the communities, as well as climate-related water risks, in order to develop area-specific operational strategies that are both appropriate and sustainable. All four of AMATA's industrial estates in Thailand (100%) are located in the Eastern Economic Corridor (EEC), a region classified as water-stressed areas and prone to severe drought conditions.

Impacts of Physical Water Risks on Business Operations

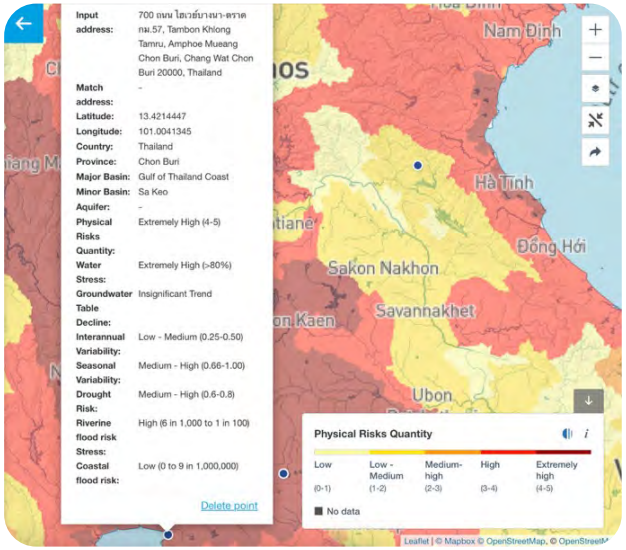
Physical water risks may have direct impacts on the Company's business operations and on operators within its industrial estates in several aspects, as outlined below:

1. Business Continuity Risks	Shortages of raw water during the dry season or under conditions of climate variability, such as El Niño, may result in insufficient water supply for household consumption and industrial production processes. This could lead to partial or complete operational disruptions, potentially affecting customer confidence, investor trust, and the long-term competitiveness of the industrial estates.
2. Increased Operating Costs	In situations of water resource constraints, the Company may incur additional costs related to sourcing and transporting water from external sources, investments to enhance water storage capacity, or investments in more advanced and complex water treatment systems and technologies. These factors may contribute to higher operating and utility costs.
3. Risks from Competition for Shared Water Resources with Communities and Other Water Users	In contexts where water resources are limited, industrial water demand may create risks to relationships with surrounding communities, the agricultural sector, and other water users in the area. If not managed appropriately, such situations may give rise to concerns or conflicts regarding equitable access to water resources, potentially affecting stakeholder confidence and the Company's social acceptance to operate in the future.

The Company assesses water-related risks across all operational areas using the WRI Aqueduct Water Risk Atlas, a recognized international standard tool, on an annual basis. The assessment covers 100% of operational areas in Chonburi and Rayong provinces. The evaluation focuses on Baseline Water Stress and Physical Risk Quantity, considering both current conditions and projections through 2040, in order to support long-term strategic planning and to define water management approaches that are appropriate to the local context of each area, as outlined below.

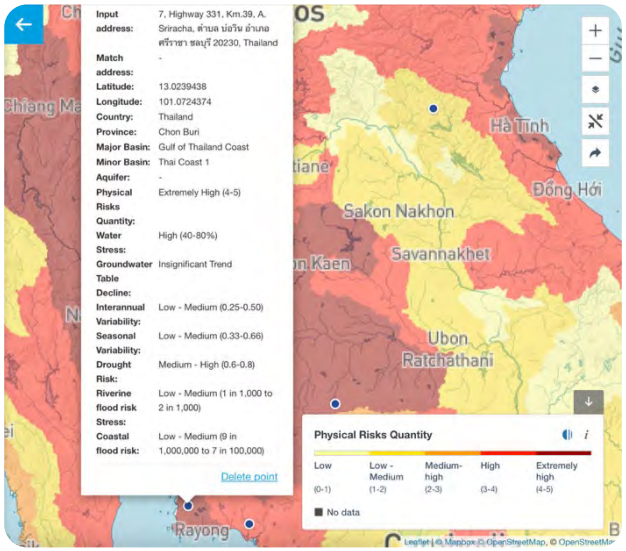
AMATA City Chonburi Industrial Estate

AMATA City Chonburi Industrial Estate is located in an area classified as experiencing **extremely high** water-stress (>80%) and critical raw water quantity risk. The assessment results indicate significant limitations in water availability and a materially elevated risk to the security of raw water sources. Accordingly, the Company places the highest priority on strengthening water security through the development of reserve water storage capacity and by maximizing the reuse of treated wastewater, in order to reduce reliance on natural water sources and to further support the efficient use of water.



AMATA City Rayong Industrial Estate

Although AMATA City Rayong Industrial Estate is located in an area with **high** water stress (40–80%), which is slightly lower than that of Chonburi, the overall physical water risk level remains extremely high. The Company therefore prioritizes preventive water management by focusing on the conservation of riparian and upstream forest areas, alongside the development and expansion of water storage infrastructure, to enhance long-term water security and mitigate risks that could adversely affect its operations and the confidence of stakeholders.



The results of these assessments enable the Company to better understand the interaction between its water use and shared water resources within each river basin, and to define water management measures that are appropriately aligned with the risk levels and physical constraints of each location.





Provision and Development of Backup Water Sources for Industrial Use

The Company has assigned AMATA U Company Limited to oversee the raw water supply for industrial water production, serving all factories in AMATA Industrial Estates. In 2025, total industrial water demand amounted to 56.25 million cubic meters, reflecting a 6.1% decrease from 2024. To ensure sufficient industrial water production capacity while coping with climate change and increasing customer demand, the Company maintains 17 operational raw water reservoirs with a total storage capacity of 61 million cubic meters. Additionally, the Company has expanded the use of high-quality reclaimed water produced through the Water Reclamation System to substitute raw surface water in industrial water production. As a result, the Company's raw surface water consumption has been reduced to 61% of total industrial water demand. This strategic water management approach has enabled the Company to maintain raw water reserves exceeding 150% of total raw surface water demand, aligning with its policy.

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

Stakeholder Engagement Mechanisms and Collaborative Stewardship of Water as a Shared Resource

The Company recognizes that water resources are shared among industrial users, local communities, and other water users within the same river basin. Accordingly, effective water management must take into account the security of raw water availability, water quality, and the expectations of relevant stakeholders. The Company acknowledges the expectations and concerns of various stakeholders regarding water management, particularly factory operators within both AMATA City industrial estates and surrounding communities directly affected. To support appropriate water resource management and to build confidence in the Company's operations, the Company has established systematic communication, engagement, and collaboration mechanisms with stakeholders, as outlined below:

- **Proactive communication** to ensure that operators are informed of the water situation and are able to prepare appropriately for potential risks. On 12 March 2025, Amata U Company Limited organized a webinar to communicate updates on rainfall trends and the Company's water reserve planning, enabling operators in the area to gain confidence in the continuity of their business operations.
- **Engagement of water users through a Water User Group mechanism** to support governance in the shared management and allocation of water resources. General meetings of water user group members were held at AMATA City Chonburi Industrial Estate on 11 December 2025 and at AMATA City Rayong Industrial Estate on 17 December 2025, during which water management performance was reported and members were provided with opportunities to exchange views on efficient water use and water conservation practices in the industrial sector.
- **Area-based and supply chain collaboration.** The Company continuously coordinates with relevant agencies and stakeholders, including the Eastern Seaboard Coastal River Basin Committee and external water service providers such as Eastern Water Resources Development and Management Public Company Limited (East Water), to support water allocation planning that is aligned with local conditions and balances the water demand of the industrial sector, agriculture, and other water users. In parallel, the Company has established appropriate effluent quality control requirements for operators within its industrial estates to help minimize impacts on public water bodies and to support the long-term stewardship of shared water resources.
- **Grievance mechanism.** The Company provides 24-hour channels for receiving feedback, suggestions, and environmental complaints, enabling stakeholders to report issues related to water use, water quality, or impacts on communities and the environment. This allows the Company to respond and take corrective actions in an appropriate and timely manner.

Responsible Water Consumption

Wastewater Management in Industrial Estates

In the process of wastewater management within the industrial estates, the Company oversees the quality of wastewater discharged from industrial factories by requiring the separation of stormwater drainage systems from wastewater systems. Factory operators are mandated to pre-treat their wastewater to meet quality control standards within their facilities in accordance with the regulations of the Industrial Estate Authority of Thailand. The pre-treated wastewater is then conveyed via pipelines to the central wastewater collection and treatment facility of the industrial estate, which is managed by AMATA U Company Limited.

The Company has established control and oversight mechanisms for factory operators through monthly inspections of wastewater quality at the point of discharge from factories, enabling the management of water quality risks at the source. If wastewater discharged from a factory does not comply with the prescribed standards, the Company will issue a formal notice requiring corrective actions and impose additional wastewater treatment charges in accordance with the Company's criteria.

The wastewater sent to the central treatment facility is treated to meet the standards set forth in the announcements of the Ministry of Natural Resources and Environment B.E. 2559 (2016) and the announcement of the Ministry of Industry, B.E. 2560 (2017). The quality of treated wastewater is then subject to comprehensive testing by a private laboratory accredited by the Department of Industrial Works, covering key physical and chemical parameters, temperature, and significant heavy metals such as mercury, selenium, cadmium, lead, arsenic, and chromium. All parameters must comply fully with the applicable standards prior to reuse. Treated wastewater that meets the standards is reused for various beneficial purposes, supporting the efficient and responsible reuse of water and aligning with the Company's water management objectives under a Zero Discharge approach.

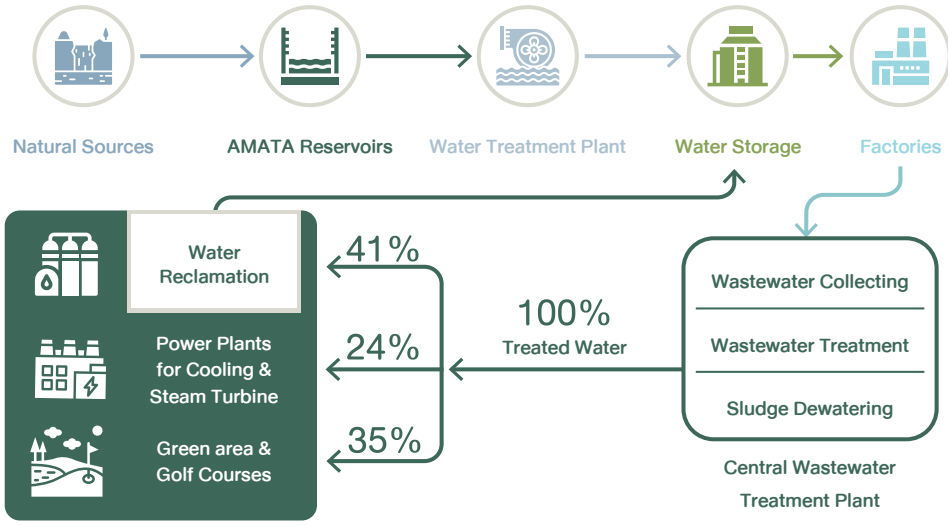
Water Management Based on Circular Economy Principles

Given that the Company's operations are located within the Gulf of Thailand Coast Basin, an area experiencing very high water stress, the Company has established water-related targets and activities with due consideration for local water resource constraints and the shared use of water with other stakeholders. The Company adheres to a policy of no effluent discharge to external water bodies across all operational areas in accordance with the Zero Discharge principle, and is committed to maximizing the beneficial reuse of treated wastewater in order to reduce dependence on raw water from natural sources. Accordingly, the Company has set a target to reuse 100% of treated wastewater, with a portion of treated water being further processed into high-quality recycled water to substitute surface raw water abstracted from natural sources.

In 2025, the Company aimed to reduce the proportion of surface raw water withdrawal to below 60% of total water demand from operators within AMATA industrial estates through the deployment of advanced high-quality recycled water production technologies. This approach not only strengthens water security for business operations, but also aligns with Thailand's national water resource management framework under the Water Resources Act B.E. 2561 (2018) and the 20-Year National Water Resources Management Master Plan, which emphasize river-basin-based management, efficient water use, stakeholder participation, and the application of circular economy and sustainable development principles in the Eastern region. These efforts contribute to maintaining sufficient water availability in public water sources for agriculture, communities, and other water users in the area.

The Company has continuously enhanced the performance of its wastewater treatment systems and maintained strict control over wastewater quality throughout the entire management process. As a result, treated wastewater from the central wastewater treatment system met all applicable regulatory standards and was fully reused (100%). In 2025, a total of 21.96 million cubic meters of wastewater entered the central wastewater treatment system, representing an increase of 0.4% compared with 2024. The Company benefits from reusing all the treated water (100%) within the industrial estate, and 41% of the treated water was used to produce high-quality water through the Water Reclamation System with reverse osmosis technology, where the high-quality water produced was used to replace natural raw water in the tap water production process for industrial purposes. The remaining treated water was used in the power plants for cooling and stream turbines and in the green areas at 24% and 35% respectively.

Zero Discharge Concept

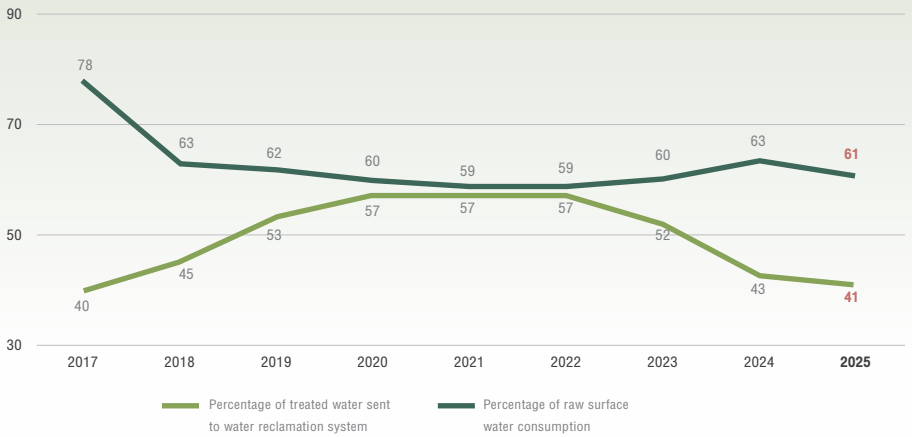


The Company has invested in the development of a high-quality water production process by using treated water to produce high-quality water through a reclamation system using reverse osmosis technology since 2008, and has continuously expanded its production capacity. Currently, the Water Reclamation System has a total capacity of 35,360 cubic meters per day for producing high-quality water. This capacity enabled the Company to reduce its withdrawal of raw surface water to 34.29 million cubic meters in 2025, or accounting for 61% of the total water demand of factory operators within AMATA Industrial Estates. Although the performance has not yet achieved the target of being below 60%, it decreased from 63% in 2024.

The reduction in the proportion of raw water withdrawal from surface water sources in 2025 was primarily supported by a 6.1% decrease in industrial water demand from operators within AMATA Industrial Estates compared with 2024. This decrease resulted from more efficient water use by factory operators, such as reduced water consumption in production processes and increased internal water recycling in line with sustainability practices. At the same time, the volume of wastewater entering the centralized treatment system remained at a level close to that of 2024, resulting in a sufficient amount of treated wastewater available for reuse across various systems to substitute the use of raw surface water from natural sources.

The use of treated wastewater for the production of high quality water and for power plant cooling systems in place of surface raw water withdrawn from natural sources has enabled the Company to reduce raw water procurement costs by 111.48 million Baht per year. Additionally, the Company's strategic water management efforts have increased raw water reserves by five months, mitigating water scarcity risks and enhancing resilience against potential drought crises. Furthermore, these initiatives contribute to strengthening stakeholder confidence, particularly among customers and surrounding communities, by ensuring long-term water security and sustainable water management within the industrial estate.

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





Water Conservation in Office Buildings and Common Areas

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

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

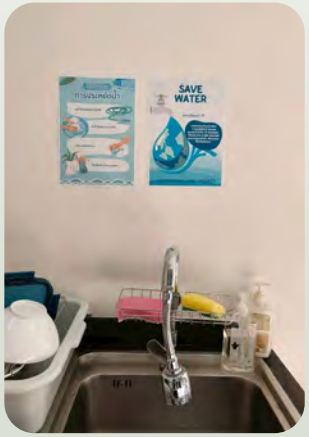




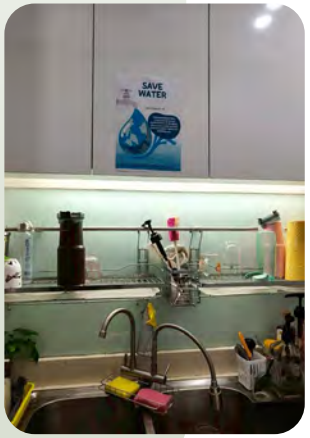
Maximize water use efficiency by reusing water from ice melting for office cleaning and by shifting to dry sweeping methods or using cleaning equipment with lower water consumption











Water conservation awareness campaign in office buildings





Replace conventional water taps with sensor-activated faucets to conserve water in male and female restrooms on Floors 2-4 of the AMATA Service Center building

In 2025, the Company's total water consumption amounted to 34.29 million cubic meters, representing a 9.78% decrease compared with 2024. Water consumption intensity per operational area for 2025 amounted to 997.40 cubic meters per rai or 6,233.75 cubic meters per hectare, representing a decrease of 12% compared with 2024.

Total Water Consumption and Water Intensity



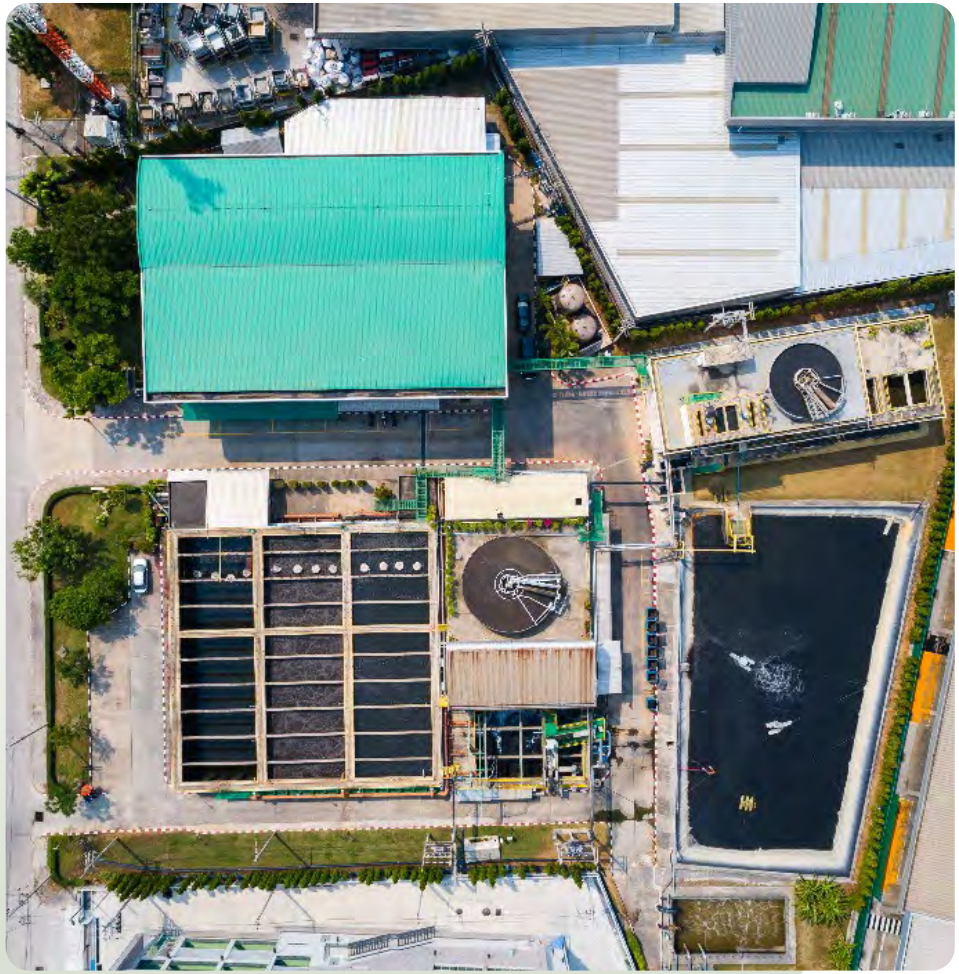
Promoting Water Resource Conservation Among Stakeholders

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

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

Since its establishment in 2009, the Water Management Learning Center at AMATA City Chonburi Industrial Estate has welcomed 490 visiting groups, totaling 14,352 visitors. The Company aims to foster greater understanding of its sustainable water management practices among key stakeholders, including customers and local communities. The Learning Center is open to the general public, and organizations interested in visiting may submit a request to AMATA U Company Limited or AMATA Corporation Public Company Limited. In 2025 alone, the center received 932 visitors across 44 groups, comprising 26 general interest groups, 10 student groups, 4 groups from central and local government agencies, and 4 groups of operators within the industrial estate.

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



Natural Resources Protection and Restoration

Material Topic with Moderate Materiality

5. Catchment Protection and Rehabilitation

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

Contribution to SDGs



6.3, 6.4, 6.6



15.1

Risk



While industrial estate development can be beneficial to the countries and their residents' overall economic growth, it may have negative impacts on biodiversity and ecosystems due to changes in land use and urbanization to accommodate expanding industrial sectors. The decline in biodiversity can increase the risk to the ecosystem's balance in the area, affecting the abundance of natural resources that are the main raw materials of business operations, such as water, and the overall quality of the environment, as well as the quality of life of stakeholders who live in the area and make use of nature.

Opportunity



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

	2030 Target	2025 Target	2025 Performance	
Proportion of green area to total operational area of the industrial estate	Exceeding 10%	Exceeding 10%	AMATA City Chonburi: 11.45%	AMATA City Rayong: 10.54%

Management Approach

The Company recognizes that the use of, and dependence on, natural resources and living organisms without due regard to ecological limits and regenerative capacity may lead to ecosystem degradation and biodiversity loss. Such impacts may adversely affect human well-being, including food security, economic development, and climate change mitigation through the sequestration and absorption of carbon dioxide. The Company is therefore committed to conducting its business with due environmental responsibility and to promoting the efficient and responsible use of natural resources. To support this commitment, the Company has established a **"Biodiversity Policy"** as a framework for biodiversity management, aligned with internationally recognized principles and agreements, including the Rio Declaration on Environment and Development and the Convention on Biological Diversity (CBD). The Policy is intended to prevent and mitigate adverse impacts arising from the Company's business activities across the value chain that may affect biodiversity in the areas where AMATA's industrial estates are located. The Company also seeks to promote positive outcomes for ecosystems through engagement with customers, suppliers, contractors, business partners, and other relevant stakeholders in the protection, restoration, and conservation of ecosystems and biodiversity across its areas of operation.

The Company requires biodiversity-related risks and impacts associated with its business activities to be identified and assessed both prior to the development of new projects and throughout ongoing operations. Based on such assessments, the Company sets relevant objectives and applies the mitigation hierarchy, comprising avoidance, minimization, restoration, and, where appropriate, compensation or biodiversity offsets for residual impacts. In addition, the Company promotes resource efficiency, the restoration and maintenance of areas and water resources under its responsibility, the use of environmentally friendly infrastructure, and the application of technology and innovation. The Company also conducts regular monitoring, review, and transparent reporting of biodiversity -related performance.

The Company is committed to avoiding operations and investment expansion in protected areas, including World Heritage Sites and areas designated under IUCN Categories I–IV. This commitment forms part of the Company's biodiversity management approach and is applied in the review of projects and business activities that may affect ecosystems and biodiversity, with the aim of preventing adverse impacts on areas of high conservation value. The Company also integrates this commitment into its biodiversity risk and impact assessment processes to support informed decision-making and the appropriate management of biodiversity-related impacts arising from its business operations.

Scan this QR Code for more details on our Biodiversity Policy

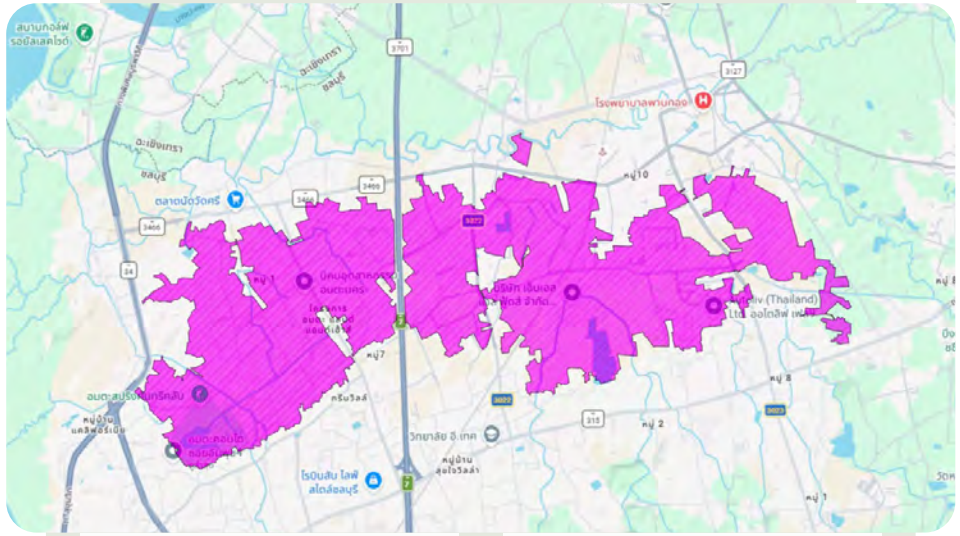


Operational Areas and Ecological Impacts

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

Industrial Estates in Operation

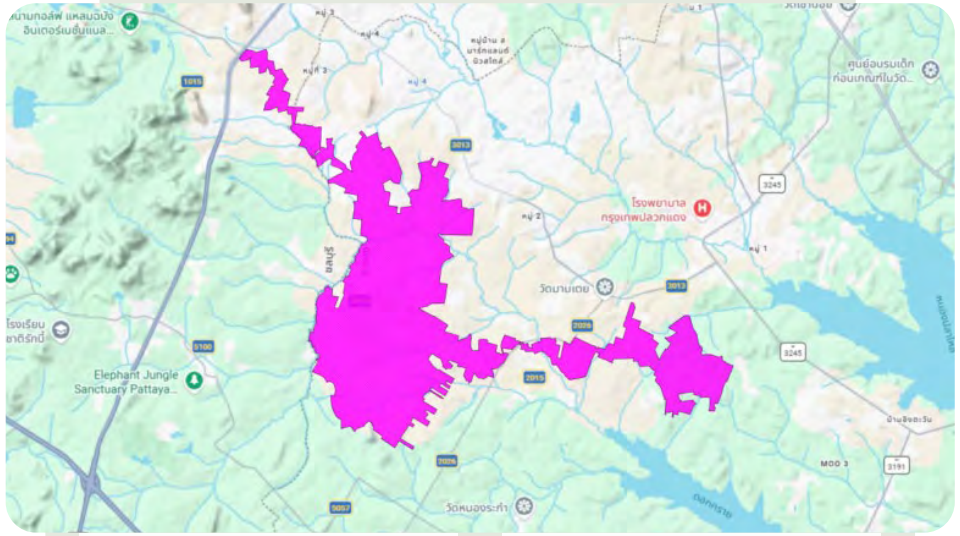
AMATA City Chonburi Industrial Estate



Total project area
20,195 Rai
(3,231 Hectares)

Operational area
18,526 Rai
(2,964 Hectares)

AMATA City Rayong Industrial Estate

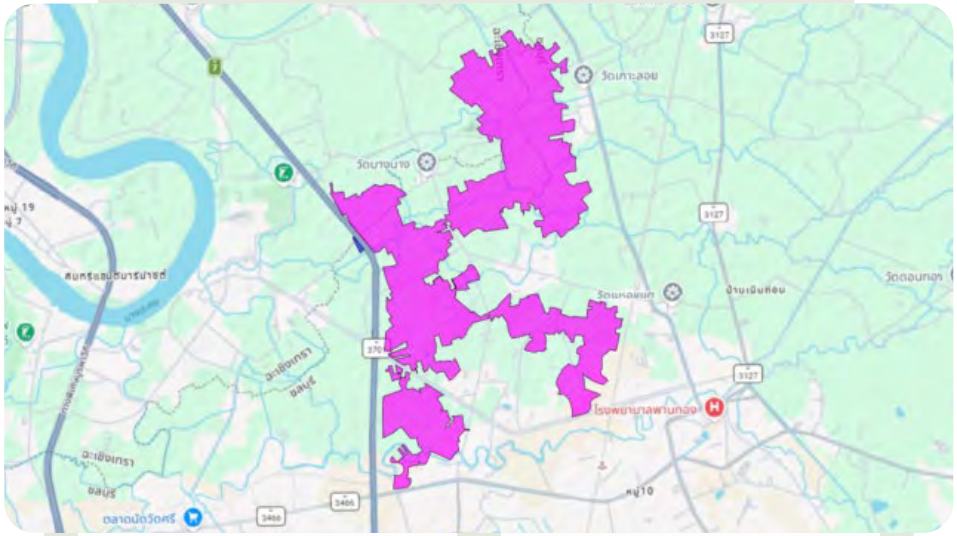


Total project area
17,898 Rai
(2,864 Hectares)

Operational area
15,855 Rai
(2,537 Hectares)

Industrial Estates under Development

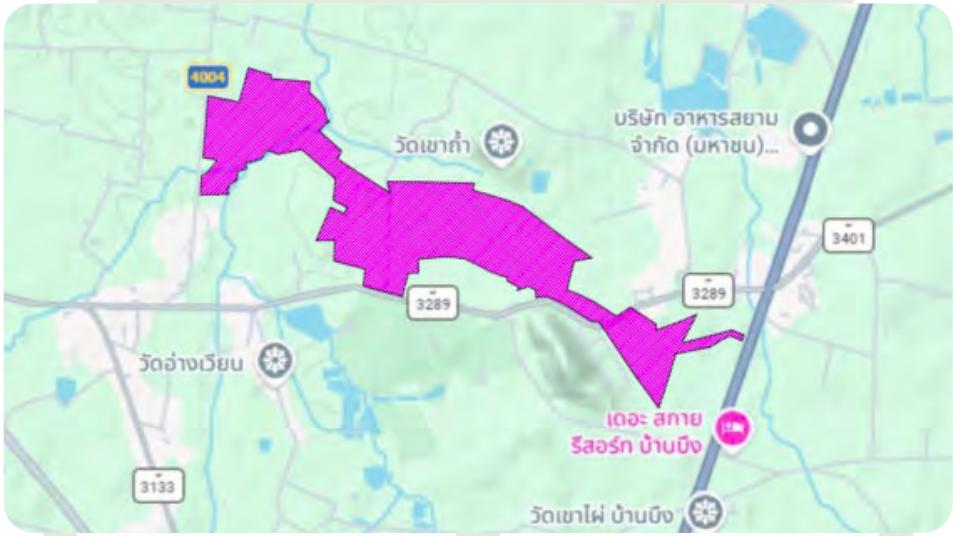
AMATA Smart City Chonburi Industrial Estate



Total project area
5,354 Rai
(857 Hectares)

Planned operational area
4,600 Rai
(736 Hectares)

AMATA City Chonburi 2 Industrial Estate



Total project area
1,941 Rai
(311 Hectares)

Planned operational area
1,941 Rai
(311 Hectares)

Note: The total project area of AMATA Smart City Chonburi Industrial Estate was revised from 8,227 rai (1,316 hectares) to 5,354 rai (857 hectares) in accordance with the announcement of the Industrial Estate Authority of Thailand Board dated 10 February 2025. As a result, the figures differ from those previously reported in the Form 56-1 One Report and the 2024 Sustainability Report.

However, the development of the Company's four industrial estates may negatively impact biodiversity, both directly and indirectly. These impacts may arise from various industrial estate activities, and the operations of suppliers and contractors. Such impacts can occur from the early stages of land development through to full operational phases.

The Company has established a systematic process to identify and assess biodiversity impacts in order to evaluate both actual and potential impacts arising from the development of all four industrial estates. Environmental Impact Assessment (EIA) reports are used as the primary tool for establishing baseline data, drawing on both secondary data collected from relevant authorities, such as the Royal Forest Department and the Department of National Parks, Wildlife and Plant Conservation, as well as information from agencies responsible for the project areas and their surroundings. This is complemented by field-based biodiversity surveys conducted by qualified experts, covering both flora and fauna within the project areas and a 5-kilometer surrounding radius. These assessments analyze the status of species in accordance with the IUCN Red List and relevant Thai wildlife protection laws, enabling the Company to accurately identify ecologically sensitive areas prior to the commencement of project development.

The Company has identified key activities that may give rise to negative impacts on biodiversity, as follows:

- **Project development phase:** Key biodiversity-related risks may arise from land use change and land grading, which may directly affect existing habitats of wildlife and native plant species, as identified in the EIA reports.
- **Operational phase:** Risks may arise from air emissions, wastewater and water resource management, as well as from urban expansion surrounding the industrial estates, which may disrupt the balance of local ecosystems.

Biodiversity Impact Management in the Supply Chain

The Company considers biodiversity-related impacts that may be linked to products and services in its supply chain, covering the activities of suppliers and contractors across both the project development and operational phases of the industrial estates. Particular attention is given to activities located in Chonburi, Rayong, and Chachoengsao provinces, which serve as key sources of earth fill material and are also strategic areas for the procurement of water resources used within AMATA's industrial estates. The Company identifies risks related to biodiversity loss and prioritizes suppliers and contractors with higher-risk activities for further assessment and management, in order to support the determination of appropriate management measures and mitigation actions. Based on its supply chain analysis, the Company has identified product and service categories with the most significant potential negative impacts on biodiversity, as follows:

Products and Services with Significant Impacts	Impact Mitigation and Risk Control Measures
1. **Contracted Land Filling and Site Preparation Services** The excavation and sourcing of topsoil from natural resource areas may directly result in changes to geological conditions, disturbance of habitats of living organisms, and alterations to drainage systems in the source areas.	• Require contractors to clearly specify the sources of fill materials and ensure traceability. • Verify the coordinates of soil source locations to ensure that materials are obtained from properly licensed sources and do not originate from protected areas, conservation areas, or areas with high biodiversity value. • Require the planning of transportation routes to minimize disturbance to surrounding ecosystems, including dust control measures during soil transportation through water spraying and the use of fully covered tarpaulins. • Implement soil erosion and sedimentation control measures during construction to prevent soil runoff into public water bodies surrounding the project areas.
2. **Water Resource Sourcing and Management** Upstream activities related to the sourcing of raw water for industrial use may affect the balance of aquatic ecosystems and the availability of natural water resources jointly used by surrounding communities.	• Require water suppliers to assess the capacity of raw water sources to prevent over extraction that could affect upstream ecosystems. • Develop water contingency plans and promote water recycling and reuse within AMATA industrial estates to reduce reliance on natural water resources during dry seasons. • Enforce a Zero Discharge principle, prohibiting the release of wastewater outside AMATA industrial estates, in order to maintain water quality and ecological balance of surrounding water bodies. • Support watershed conservation and restoration initiatives in collaboration with suppliers and local communities to enhance natural water retention capacity.
3. **Primary Construction Materials (Cement, Steel, and Aggregates)** Primary construction materials represent product groups with indirect biodiversity-related risks in the upstream supply chain, as raw material sourcing and extraction are associated with mineral resource use and large-scale land-use change	• Promote the use of recycled materials or environmentally friendly materials to reduce the extraction of new natural resources. • Monitor and request sustainability-related performance information from key suppliers to assess indirect upstream supply-chain impacts. • Encourage project designs that incorporate material optimization to reduce overall resource consumption.

Biodiversity Impact Mitigation

The Company uses the results of these risk assessments to systematically determine and implement measures under the mitigation hierarchy, with the aim of avoiding and minimizing adverse impacts on biodiversity to the greatest extent practicable. This approach is guided by the mitigation hierarchy recognized by the International Union for Conservation of Nature (IUCN), which comprises four levels: avoidance, minimization, restoration, and offsetting.

IUCN Mitigation Hierarchy Policy	Avoidance	Minimization	Rehabilitation / Restoration	Compensation or Offsetting
	Avoid business activities that negatively affect biodiversity.	Minimize the time, severity, and area of negative impact from inevitable business activities.	Rehabilitate a deteriorating ecosystem as a result of business activities.	Compensate for the negative impact on biodiversity.
Activities / Projects Implemented	• Announce the Environmental Management and Biodiversity Policy to be used as guidelines for business activities to avoid or minimize potential negative effects. • Encourage suppliers and contractors to be responsible for the environment by having a systematic process and measures to protect and reduce the environmental impacts as stated in the Supplier Code of Conduct in order to avoid and minimize the negative impacts from the operations of suppliers and contractors.		• Rehabilitate and compensate the native forest system and increase the green area inside and outside AMATA City Chonburi Industrial Estate, AMATA City Rayong Industrial Estate, and AMATA Smart City Chonburi Industrial Estate by reforestation of local perennial species. • Conserve the biodiversity of local aquatic species in freshwater resources of the community through collaboration amongst the Rayong Fisheries Provincial Office, the community, and the Company by releasing local aquatic species. • Support and encourage stakeholders in the area to be involved in the nurturing, rehabilitation, and conservation of biodiversity in AMATA industrial estates.	

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

Ecosystem Service Management

The Company recognizes the critical role of natural resources as providers of ecosystem services that support business operations and the quality of life of surrounding communities, particularly water provisioning services and water regulation services. Accordingly, the Company places emphasis on self-reliance and the sustainable management of water resources in each operational area, as outlined below.

1. Enhancing Self-Reliance Capacity

AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate are located in water-stressed areas. The Company therefore manages risks related to raw water availability by relying on surface water storage services, supported by a total of 17 on-site raw water reservoirs with a combined storage capacity of over 61 million cubic meters. In parallel, the Company has developed recycled water management systems to maximize the reuse of treated wastewater. These measures help reduce reliance on external natural water sources and enhance water security for operators within the industrial estates, without placing pressure on shared community water resources.

2. Preserving Upstream Ecosystem Integrity

AMATA City Rayong Industrial Estate is located within an upstream catchment area. As its operations rely on ecosystem regulation services, the Company places importance on conserving upstream forest areas within the industrial estate to maintain the natural capacity of forest ecosystems to absorb and regulate surface water flows. This helps retain rainfall, mitigate flood risks, and reduce water accumulation in surrounding areas.

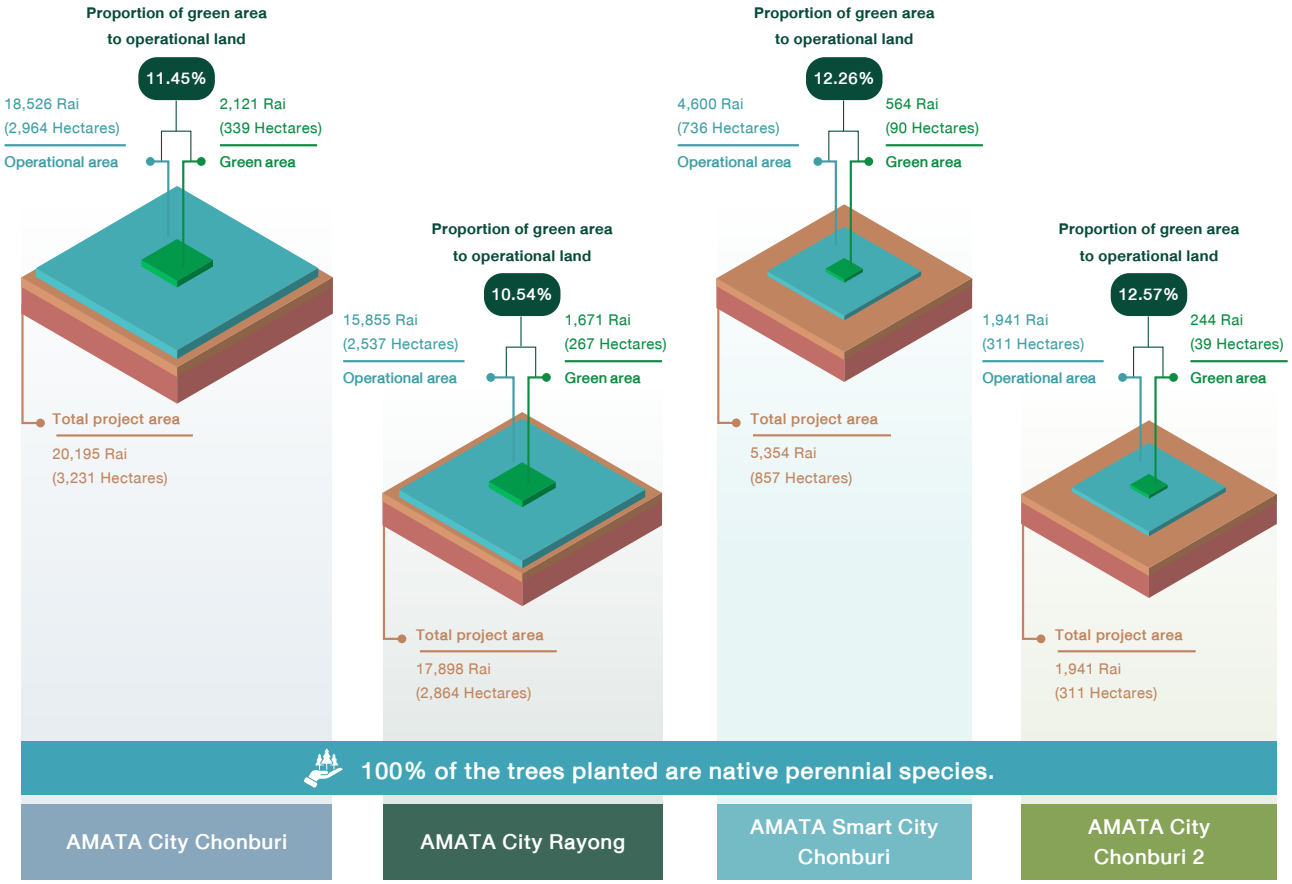
3. Promoting Resource Security and Community Access to Ecosystem Services

The Company recognizes that water resources and upstream forests are essential ecosystem services upon which both the Company and local communities jointly depend. To prevent potential conflicts and enhance social and ecological value, the Company has undertaken the following actions:

- The Company maintains 17 reservoirs and backup water sources within AMATA industrial estates, enabling surrounding communities and the agricultural sector to continue accessing essential public water resources, thereby reducing impacts on community water access rights.
- The Company has developed water supply support systems to share water with communities surrounding AMATA City Rayong Industrial Estate, helping to alleviate hardship during periods of drought.
- The implementation of upstream forest conservation initiatives in collaboration with local communities not only helps maintain ecosystem integrity but also strengthens trust and constructive relationships with stakeholders in the area, thereby supporting the Company's Social License to Operate.

Management of Green Area within AMATA Industrial Estates

The Company is committed to developing its industrial estates into environmentally sound cities that enhance the quality of life for both workers within the estates and members of surrounding communities. As part of this vision, the Company has set a target for all industrial estates to have green areas at least 10 percent of the total operational area. The Company has prepared a master plan and determined green area development within AMATA industrial estates annually to continuously restore green areas in AMATA industrial estates. It defines types of plants based on forest types in Chonburi and Rayong provinces, according to the Royal Forest Department. Most terrestrial forests in Chonburi and Rayong are mixed-deciduous forests and dry evergreen forests. The expansion of green areas within industrial estates not only contributes to enhancing biodiversity indices, but also serves as a buffer zone to mitigate pollution impacts and provides recreational areas for employees, workers of tenant companies, and surrounding communities, enabling shared use and benefits.



AMATA City Chonburi Industrial Estate

The total project area of AMATA City Chonburi Industrial Estate is 20,195 rai (3,231 hectares), with a total operational area of 18,526 rai (2,964 hectares) and a total green area of 2,121 rai (339 hectares), representing 11.45% of the operational area. In 2025, the Company did not undertake additional tree planting within AMATA City Chonburi Industrial Estate. However, tree replanting was carried out to replace dead trees, together with landscape enhancement activities. The Company also consistently maintains common green areas to ensure they remain well-managed and visually appealing. All replacement trees were of 100% native species, ensuring alignment with local biodiversity conservation efforts. According to the Royal Forest Department report, these trees are categorized as mixed-deciduous and dry evergreen species that are tolerant of saline soil conditions, such as Siamese Rosewood (Dalbergia cochinchinensis), Gurjan (Dipterocarpus alatus), Bungor (Lagerstroemia calyculata), Horse Cassia (Cassia grandis), Kalamona (Cassia surattensis), Yellow poinciana (Peltophorum pterocarpum), Thai crape myrtle (Lagerstroemia speciosa), Trumpet Tree (Dolichandrone serrulata), Broad-leaf mahogany (Swietenia macrophylla), Burmese Padauk (Pterocarpus macrocarpas), Tamarind (Tamarindus indica), and Manila tamarind (Pithecellobium dulce), etc.

AMATA City Rayong Industrial Estate

The total project area of AMATA City Rayong Industrial Estate is 17,898 rai (2,864 hectares), with a total operational area of 15,855 rai (2,537 hectares) and a total green area of 1,671 rai (267 hectares), representing 10.54% of the operational area. In 2025, the Company planted 1,000 native trees in AMATA City Rayong Industrial Estate with a survival rate of 90%, continuous replanting efforts are in place to replace any seedlings that do not survive. All trees planted are 100% native species found in Rayong province. According to the Royal Forest Department report, these trees are categorized as mixed-deciduous and dry evergreen species, such as Afzelia burl (Afzelia xylocarpa), Java Plum (Eugenia cumini), Gurjan (Dipterocarpus alatus), White Meranti (Shorea roxburghii), Bungor (Lagerstroemia calyculata), Thai copper pod (Senna siamea), Tamarind (Tamarindus indica), Queen's Flower (Lagerstroemia speciosa), and Broad-leaf mahogany (Swietenia macrophylla), etc.

AMATA Smart City Chonburi Industrial Estate

AMATA Smart City Industrial Estate in Chonburi covers a total area of 5,354 rai (857 hectares). The Company has been developing this new industrial estate since 2023, with a planned operational area of 4,600 rai (736 hectares). Of this area, 564 rai (90 hectares) has been designated as green area, representing 12.26% of the planned operational area. This industrial estate is currently undergoing further development.

AMATA City Chonburi 2 Industrial Estate

AMATA City Chonburi 2 Industrial Estate covers a total area of 1,941 rai (311 hectares). The Company has been developing this new industrial estate in 2024, with a planned operational area of 1,941 rai (311 hectares). Of this area, 244 rai (39 hectares) has been designated as green area, representing 12.57% of the planned operational area. This industrial estate is currently undergoing further development.

Converting Public Areas to Community Forest

In collaboration with factory operators in the AMATA Industrial Estates, the Company has initiated projects to revitalize abandoned public areas into community forests by planting native perennial plants in the degraded forest areas of the industrial estates. For instance, in the "Forest for Life" project spanning from 2019 to 2025, the Company partnered with Tokai Rika (Thailand) Company Limited to reforest a 12-rai public area in AMATA City Rayong Industrial Estate. In 2025, 3,500 trees were planted on 2 rai of land, and a total of 32,500 trees were planted on 12 rai of land during the project period.











Moreover, the Company has partnered with the AMATA City Rayong Industrial Estate Office and the Bang Lamung Forest Conservation and Development Unit to launch the "Green Expansion and Natural Resource Conservation Cooperation Project (Community Forest Planting)" in the Bang Lamung National Reserved Forest, Moo 1, Khao Mai Kaeo Subdistrict, Bang Lamung District, Chonburi Province. This initiative aims to extend the development efforts beyond the industrial estate to the neighboring community, guided by the approach of Eco-Industrial Town. The community forest plantation project has been implemented continuously since 2020. In 2025, over 250 employee volunteers and local community members participated in planting 1,000 native tree species, such as tamarind, Siamese cassia, neem, and bullet wood. To date, a total of 8,000 trees have been planted, contributing to the expansion of green space within the community forest area.

Conservation and Restoration of Biodiversity in the Local Watershed

In 2025, the Company, together with the AMATA City Chonburi Industrial Estate Office and over 60 tenants and operators within the industrial estate, organized a fish release and mangrove planting event for the fourth consecutive year to mark an official royal commemoration. This event was held to honor Her Majesty Queen Sirikit the Queen Mother on the auspicious occasion of her 93rd birthday anniversary. Over 9,300 fish were released, and more than 1,000 mangrove trees were planted at the Mangrove Conservation Learning Center in Khlong Tamru, Chonburi Province. This initiative serves not only to enrich natural resources but also to diversify fish species, providing future food sources and livelihoods for the community.






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

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

In 2025, AMATA City Rayong Company Limited and AMATA U Company Limited, in collaboration with the Dok Krai Reservoir Fisheries Resource Management Group, Rayong Provincial Fisheries Office, and the Phana Nikhom Subdistrict Administrative Organization, organized the "Sustainable Water Resource Conservation (Fish Stocking) Project" to promote tripartite cooperation in conserving natural resources among the government, private sector, and local communities at the Dok Krai Reservoir, Rayong Province. This project involved over 430 volunteer employees from both inside and outside the industrial estate, as well as members of the community. Together, they released over 400,000 fish, including Chinese carp (Hypophthalmichthys molitrix), Indian carp (Labeo calbasu), Rohu carp (Labeo rohita), Mekong giant catfish (Pangasianodon gigas), Smallscale mud carp (Cirrhinus microlepis), and more than 200,000 Giant freshwater prawns (Macrobrachium rosenbergii). These species are native to the Dok Krai Reservoir and have been surveyed and identified by the Rayong Provincial Fisheries Office. Since the project's inception until 2025, the companies have released a total of over 3,730,000 fish and have continuously constructed fish homes, called "Sung," using ropes, to provide shelters and increase survival opportunities for the released aquatic species, while also enhancing biodiversity in the fish home area in terms of both species and population.




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

Monitoring and Verification

To ensure the effectiveness of biodiversity management measures, the Company has established monitoring and verification mechanisms, as outlined below:

- The Company requires regular reporting on compliance with environmental mitigation measures through Environmental Impact Assessment (EIA) reports submitted to relevant regulatory authorities every six months. In addition, the Company's environmental team conducts random site inspections of contractors and business partners to ensure compliance with prescribed measures, prevent encroachment beyond project boundaries, and ensure pollution control is implemented in accordance with applicable laws and regulations.
- The Company has established community grievance channels for receiving complaints related to operational impacts, together with an effective grievance management mechanism to address and remedy impacts arising from the Company's activities as well as those of its suppliers and contractors within specified timeframes. Where appropriate, the Company provides fair and equitable remediation to affected parties.

Solid Waste and Industrial Waste Management

Material Topic with Moderate Materiality

6. Waste

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

Contributions to SDGs



3.9



11.6



12.2, 12.4, 12.5

Risk



AMATA Industrial Estates in Thailand host over 1,386 industrial factories and tenants, employing over 310,000 workers, and generating massive amounts of waste and industrial waste annually. If the factories fail to comply with laws on solid waste and industrial waste management, they could cause negative impacts on the health of waste workers, the environment, and nearby communities in both the short and long term. Additionally, it could potentially affect the Company's ability to obtain future expansion licenses.

Opportunity



Efficient waste management and creating additional value from waste through circular economy principles offer a business opportunity for the Company to develop new products and services that lower its costs, increase revenue, build stakeholder confidence, be recognized by the local community, and also support the reduction of greenhouse gas emissions from landfills.

	2030 Targets	2025 Targets	2025 Performances
Proportion of solid waste disposed of in landfills to total amount of solid waste*	0%	0%	0%
Proportion of solid waste sorted for recycling out of total solid waste*	Exceeding 20%	Exceeding 20%	12.39%

*AMATA City Chonburi Industrial Estate only

Management Approach



The Company places strong emphasis on the management of waste and residuals across the entire business value chain, from waste generation to reuse, recovery, and proper disposal. Accordingly, the Company has established a **"Waste Management Policy"** with the objective of reducing or avoiding potential environmental and social impacts arising from activities within its industrial estates, while enhancing resource efficiency and the overall effectiveness of waste management operations. The Company manages waste in strict compliance with applicable laws, environmental standards, and relevant technical principles, with a focus on waste reduction at source, minimizing unnecessary landfill disposal and incineration, and implementing systematic waste segregation and tracking processes. The Company actively promotes reuse, recycling, and value enhancement of waste in line with circular economy principles, and supports the use of modern technology and innovation to improve waste management efficiency. The Company's ultimate goal is to achieve Zero Waste to Landfill, whereby no municipal solid waste is sent for disposal by landfill.

The Board of Directors is responsible for defining policies and overseeing waste management across the industrial estates. The Company assigns its subsidiary, AMATA Facility Services Company Limited as the principal entity responsible for the operational management of waste and residuals throughout all AMATA industrial estates, in accordance with Company policy. Clear targets, action plans, and performance indicators are established, with performance continuously monitored and reported. The Company also coordinates closely with operators, suppliers, contractors, and relevant authorities to ensure that waste segregation, collection, reuse, recovery, and disposal are conducted in an efficient, transparent, and compliant manner. In addition, the Company promotes stakeholder participation and capacity building among operators, suppliers, contractors, and local communities to collectively advance waste and residuals management in alignment with the Company's sustainable development approach.

The Company is responsible for managing municipal solid waste from common areas and factory operators, as well as non-hazardous industrial waste within the scope of its services. For hazardous waste, factory operators bear legal responsibility for the management of waste generated from their operations in accordance with the Industrial Estate Authority of Thailand Act B.E. 2522 (1979), the Factory Act B.E. 2535 (1992), and the Public Health Act B.E. 2535 (1992), including subsequent amendments. Nevertheless, in 2025, certain operators entrusted the Company to coordinate and manage hazardous waste on their behalf. In such cases, the Company selects licensed external contractors to provide waste collection, transportation, treatment, or disposal services, and monitors their performance to ensure full compliance with applicable requirements. The Company also collects and tracks waste management data based on documentation and information provided by service providers, which is used to support operational control and performance evaluation of waste management practices.

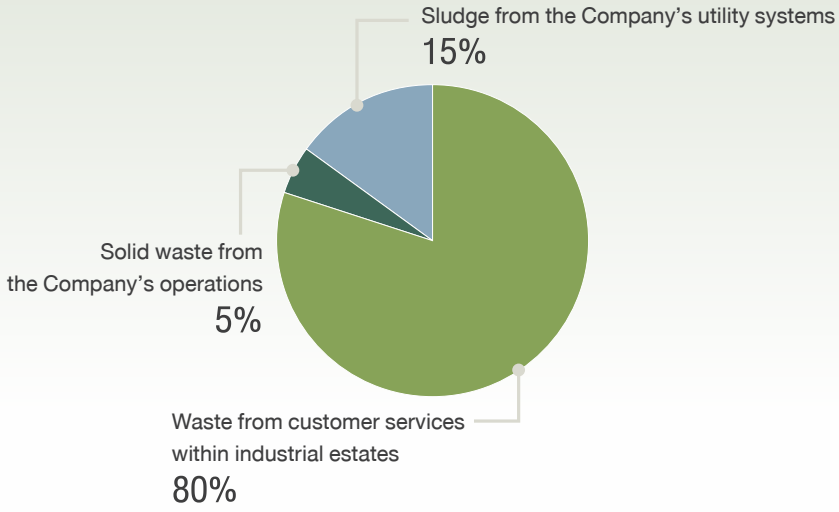
Scan this QR Code for more details on our Waste Management Policy

The Company's solid waste management service is now used by 630 factories in AMATA City Chonburi Industrial Estate, and 358 factories in AMATA City Rayong Industrial Estate, representing 73.09% and 68.32% of total tenants and factory operators in each industrial estate respectively which increase from 2024.

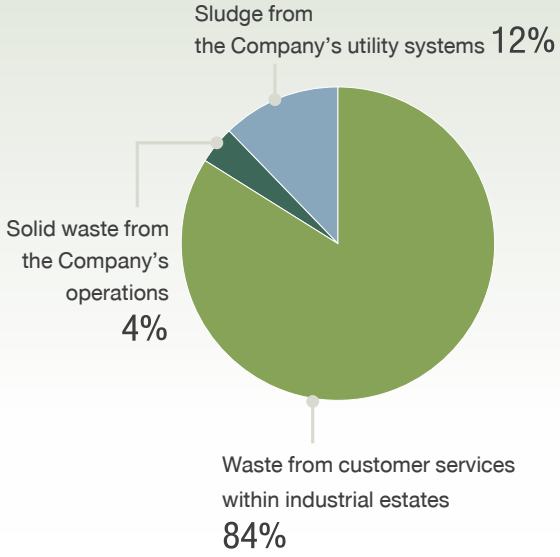
Waste Generated from Business Operations

In 2025, the Company expanded its service scope to include industrial waste management services for customers within its industrial estates. As a result, the scope of waste data collection was expanded accordingly. In the reporting year, total waste generated from the Company's operations at AMATA City Chonburi Industrial Estate, AMATA City Rayong Industrial Estate, and the Bangkok office increased from 2024 to 38,330.95 tons. This total comprised 25,669.53 tons from AMATA City Chonburi Industrial Estate, 12,563.04 tons from AMATA City Rayong Industrial Estate, and 4.22 tons from the Bangkok office. Of the total waste generated, 38,236.78 tons were non-hazardous waste, including solid waste from the Company's operations, waste from the Company's utility systems, and solid waste and industrial waste arising from customer services within the industrial estates. Hazardous waste accounted for 94.16 tons, arising from customer service activities within the industrial estates.

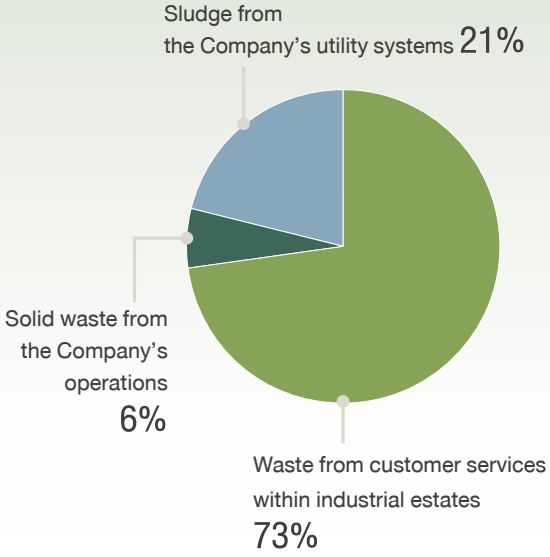
Total Waste Generated by Type



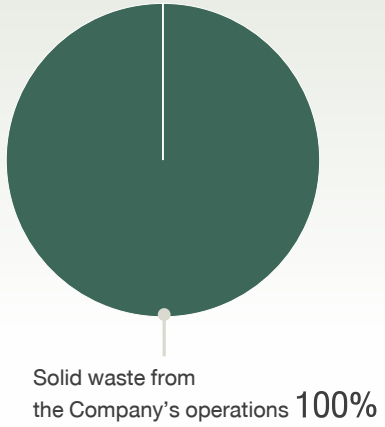
AMATA City Chonburi Industrial Estate



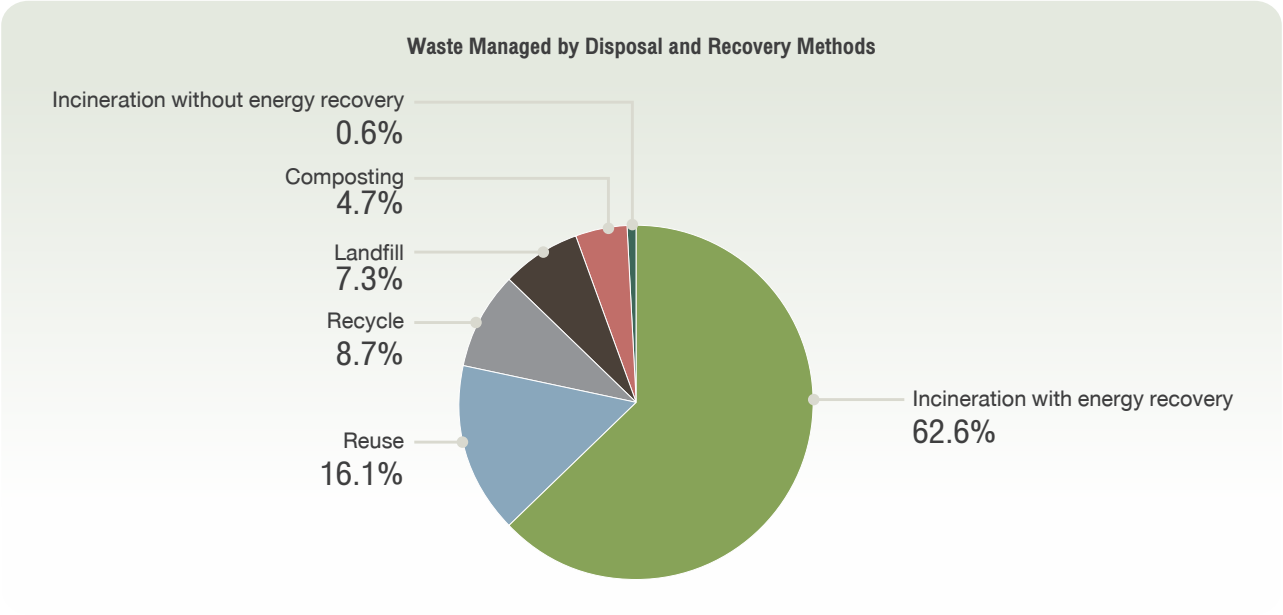
AMATA City Rayong Industrial Estate



Bangkok Office



The Company applies a range of waste management methods to manage waste arising from its business activities in a manner appropriate to each type of waste and to ensure efficient waste management. This approach is guided by the Company's policy of maximizing resource efficiency and minimizing environmental impacts. In 2025, all waste generated was managed through the following methods: 62.6% was treated through incineration with energy recovery, 16.1% was reused, 8.7% was recycled, 7.3% was disposed of through landfill, 4.7% was managed through other recovery methods such as composting or organic waste decomposition, and 0.6% was treated through incineration without energy recovery.



Solid Waste Management Approach toward Zero Waste to Landfill

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

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

Solid Waste Management in AMATA Industrial Estates

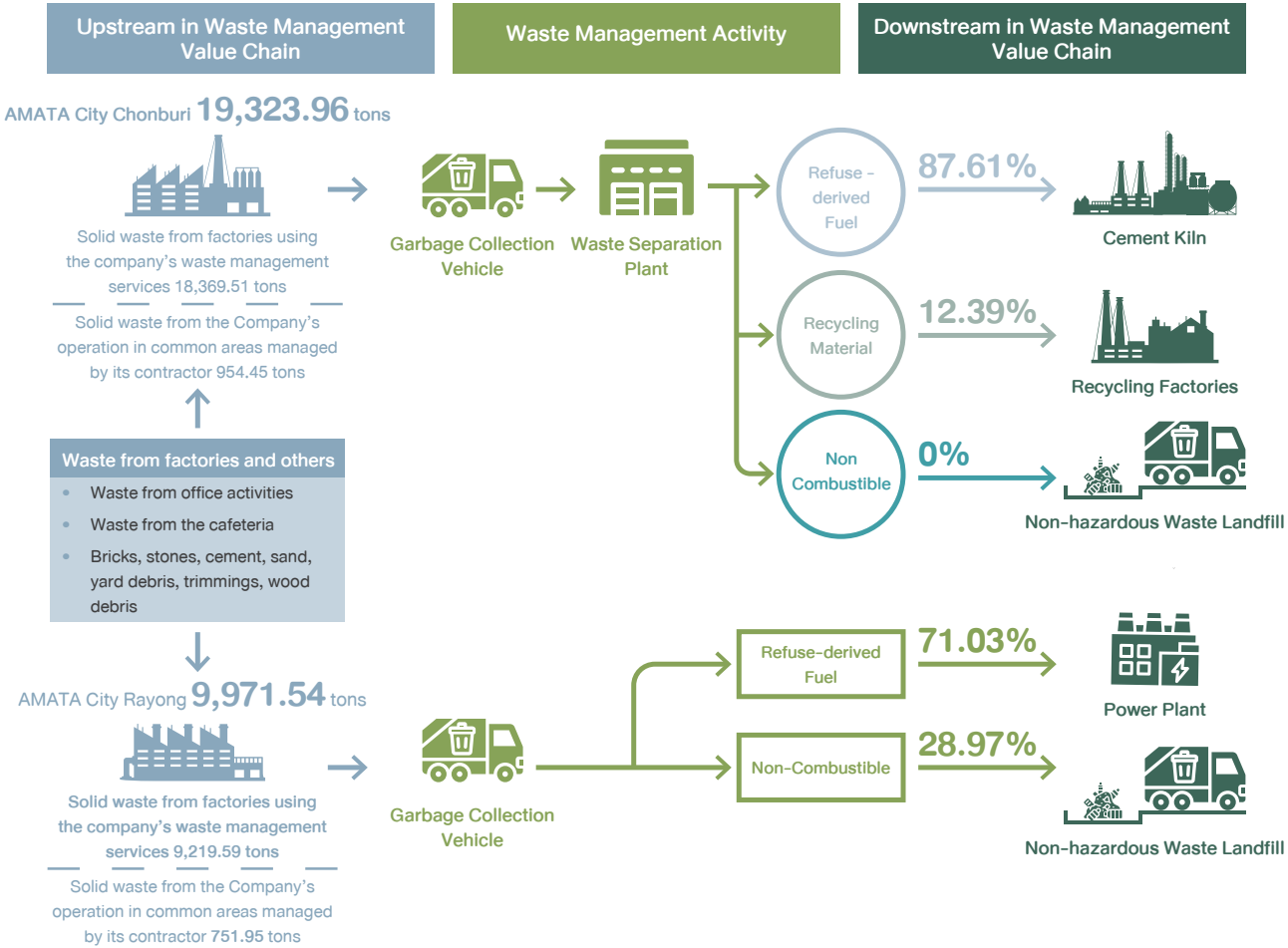
The amount of solid waste generated within the two industrial estates amounted to 27,589.10 tons. This comprised 18,369.51 tons of waste generated by factory operators using the Company's waste management services at AMATA City Chonburi Industrial Estate and 9,219.59 tons at AMATA City Rayong Industrial Estate. In addition, solid waste generated from the Company's operations in common areas, including tree branches and wood waste from pruning activities, totaled 1,706.40 tons, consisting of 954.45 tons from AMATA City Chonburi Industrial Estate and 751.95 tons from AMATA City Rayong Industrial Estate.

All solid waste generated from the Company's operations in common areas is managed by licensed external contractors with expertise in waste management. The Company is responsible for selecting and overseeing these contractors to ensure compliance with applicable environmental law and regulations, and regularly conducts site assessments of contractor facilities to verify that waste is managed in an environmentally sound manner and in a way that does not pose risks to the health and safety of the contractors' workers. In addition, the Company uses a waste transport manifest system to track waste movements through to the final destination and requires clear reporting on waste treatment and disposal methods. This helps ensure that all waste types are managed properly in accordance with internationally recognized waste management principles and that potential impacts on surrounding communities are prevented.

	AMATA City Chonburi Industrial Estate	AMATA City Rayong Industrial Estate
Solid waste generated by factories using the Company's waste management services	18,369.51 tons	9,219.59 tons
Solid waste generated from the Company's activities in common areas	954.45 tons	751.95 tons
Total	**19,323.96 tons**	**9,971.54 tons**

Waste generated by factories using the Company's waste management services is segregated by contractors at the waste separation plant within AMATA Industrial Estates. The waste is sorted in accordance with the 3Rs principles (Reduce, Reuse, Recycle) and then managed through various recovery and disposal methods by contractors who are properly licensed and qualified to manage municipal solid waste and industrial waste in compliance with applicable laws. In addition, the Company implements waste management measures at the source by providing guidance to factories using the Company's waste management services on proper waste separation and classification before delivery to the waste separation plant. This helps ensure that waste entering the sorting process is of suitable quality for the production of Refuse-derived Fuel (RDF) or for recycling, with the aim of minimizing the amount of waste that cannot be recovered and must be sent to landfill, with a long-term goal of achieving Zero Waste to Landfill.

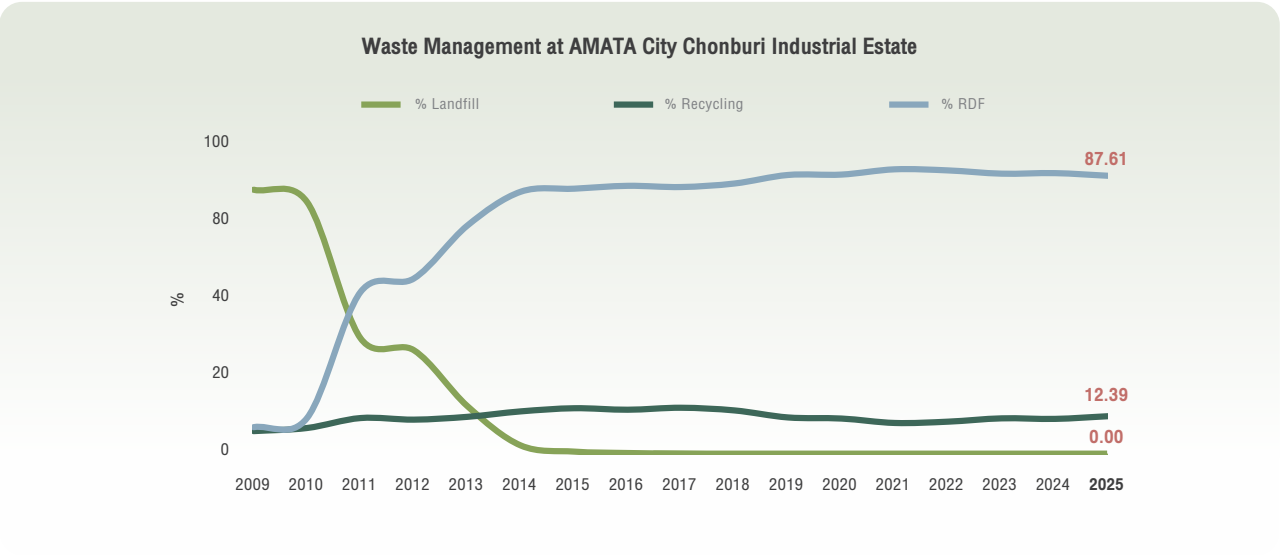
Since 2011, the Company has continuously worked to reduce the amount of waste generated at AMATA City Chonburi Industrial Estate that is sent to landfill, in line with its policies and objectives. To achieve this, the Company has strengthened its waste management practices by shifting away from landfill disposal toward greater waste segregation, the recovery of recyclable materials, and the production of alternative fuel in the form of Refuse-derived Fuel (RDF) for use in cement plants.



Remark : The information of downstream waste management is calculated based on the actual waste sent to waste processors.

In 2025, solid waste at AMATA City Chonburi Industrial Estate was managed through the Company's waste separation facility. Of the total solid waste handled at the facility, 12.39% was recovered as recyclable materials and 87.61% was processed into Refuse-derived Fuel (RDF). As a result, none of the solid waste managed at the Company's waste separation facility was sent to landfill (0%). Meanwhile, at AMATA City Rayong Industrial Estate, solid waste was collected, transported, and managed by the Company's legally licensed contractors. Under this management approach, 71.03% of solid waste was converted into Refuse Derived Fuel (RDF) and Solid Recovered Fuel (SRF) for use in electricity generation, while the remaining 28.97%, which could not be processed into fuel, was disposed of through sanitary landfill in accordance with applicable standards.

Through the implementation of the Zero Waste to Landfill approach, the Company successfully reduced waste management costs by 2.4 million Baht in 2025. Furthermore, 89% of factory operators utilizing the Company's waste management services expressed satisfaction and confidence in its practices, ensuring that no waste was illegally disposed of. Additionally, neighboring communities of AMATA City Chonburi Industrial Estate have shown increased trust in the estate's waste management system, reinforcing its commitment to responsible and sustainable waste disposal. Building on the success of implementing the Zero Waste to Landfill approach, the Company is currently conducting a feasibility study to expand the initiative to AMATA City Rayong Industrial Estate.



Industrial Waste Management in AMATA Industrial Estates

In 2025, the Company expanded the scope of its data collection to include industrial waste management services provided to customers within AMATA City Chonburi Industrial Estate. As a result, a total of 3,137.32 tons of industrial waste were generated, comprising 94.16 tons of hazardous waste and 3,043.17 tons of non-hazardous waste. All hazardous waste was treated through incineration. The collection, transportation, and treatment of such waste were carried out by the Company's legally licensed contractors in compliance with applicable regulatory requirements, in order to ensure proper and environmentally sound disposal. Of the total non-hazardous waste generated, 1,792.49 tons were processed into Refuse-Derived Fuel (RDF), 1,130.74 tons were sent for recycling, and 119.94 tons were treated through incineration without energy recovery. All waste management activities were undertaken by contractors duly licensed under applicable laws.

Management of Solid Waste from the Company's Utility Systems

The majority of waste generated from the operations within the industrial area's core processes consists of sludge, which results from the water production system and the biological wastewater treatment system at both AMATA Industrial Estates. This sludge is classified as non-hazardous waste. In 2025, the Company generated a total of 5,893.90 tons of sludge, with 3,302.40 tons from the AMATA City Chonburi Industrial Estate and 2,591.5 tons from the AMATA City Rayong Industrial Estate. The Company conducted an analysis of the sludge quality using 12 different tests, using the Total Threshold Limit Concentration (TTLC) and Soluble Threshold Limit Concentrations (STLC) methods. The results indicated that the toxicity levels of the sludge were below the standards set by the Ministry of Industry's Notification on the Management of Waste and Used Materials, B.E. 2566. As a result, the Company has fully reused 100% of the sludge within the industrial estates, utilizing it for landfilling and as soil for tree planting.

Office Waste Management

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

1. Employees are provided with waste management guidelines and best practices via the Line application across all office locations-Bangkok, Chonburi, and Rayong-ensuring accessibility and efficiency in communication. Additionally, quarterly employee meetings incorporate waste management awareness discussions to reinforce proper segregation, disposal, and recycling measures.
2. The "Junk2Joy" initiative was implemented from April to October 2025 to encourage employee participation in proper waste segregation practices, with a focus on maximizing resource recovery. The initiative not only helped reduce the volume of waste sent for disposal but also created new value from residual materials through effective recycling and reuse processes. This initiative reflects the AMATA Group's commitment to advancing circular economy principles and sustainable resource management. It was supported by employees at all levels and contributed to generating positive environmental and social impacts.
3. Promoting the reduction of paper usage in offices to minimize waste generation in all Company offices and promoting wastepaper recycling, the Company cooperated with SCG Packaging Public Company Limited to develop the "The "Old for New" Paper Recycling Initiative aims to reduce resource consumption and waste generation by collecting used paper from Company offices for recycling and repurposing. This initiative contributes to natural resource conservation, waste minimization, and environmental impact reduction. In 2025, a total of 2,696 kilograms of used paper was recycled through this program.

4. Food waste reduction from the point of generation. Employees participate in pre-selecting lunch menus to reduce food waste at the source and minimize food leftovers. Additionally, food and beverages are provided in environmentally friendly packaging made from 100% recycled PET (rPET) plastic pellets at break rooms, in accordance with the Chief Executive Officer's policy. In 2025, the Company (Bangkok office) generated 2.61 tons of food waste, based on weight measurements.

5. Waste segregation activities in the office by employees and proper waste disposal to reduce the amount of waste sent to landfills. In 2025, the Company (Bangkok Office) segregated waste and sent a total of 2.12 tons of recyclable plastic and non-recyclable waste for proper disposal, including 1.86 tons of recyclable waste and 0.27 tons of waste for refuse-derived fuel (RDF) production. The waste was then transferred to agencies responsible for waste disposal and recycling, as follows:

   - Plastic waste, paper boxes, and orphan waste were sent to Recycle Day, N15 Technology, Waste Buy Delivery, and Friends in Need (of "PA") Volunteers Foundation, Thai Red Cross.
   - Used batteries and electronic devices were sent to CPALL and the Mirror Foundation.
   - The Company participated in a recyclable waste donation activity with the Khlong Tamru Municipality, Mueang District, Chonburi Province. The proceeds from recycling waste were used to support bedridden patients, persons with disabilities, elderly individuals in home confinement, and underprivileged individuals within the municipal area.

















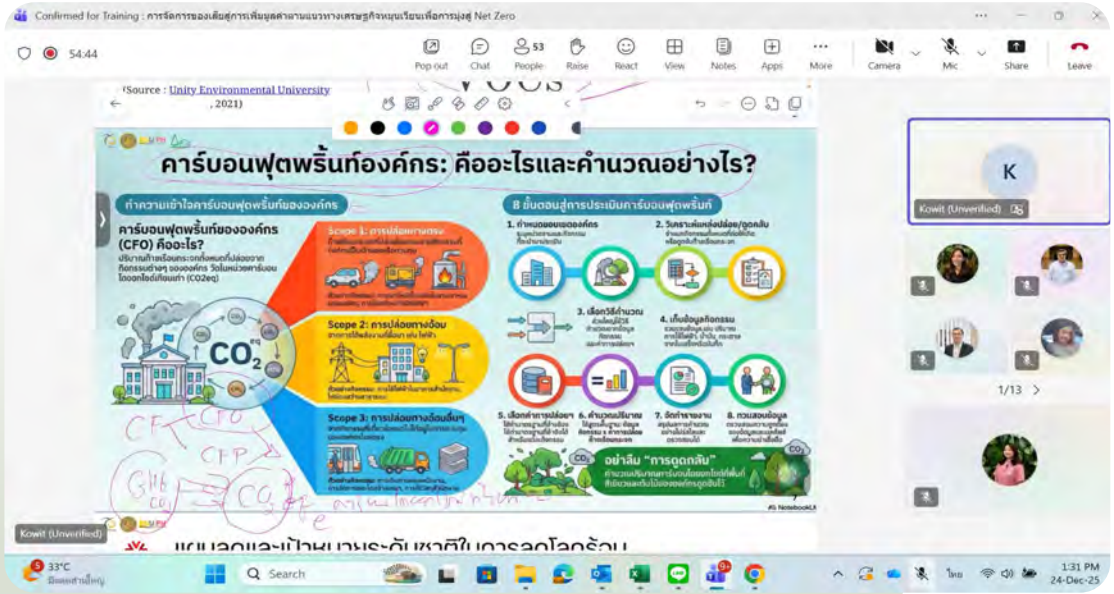
6. Employee Engagement Activities in Waste Management with the encouragement to participate in waste management by donating waste that has been separated at home or in the office to ensure proper disposal.
7. Procurement of Employee Uniforms and AMATA Drinking Bottles under the “Rak AMATA” Brand, which are environmentally friendly:
   - Employee uniforms in 2025 were made from 100% recycled rPET plastic, totaling 1,385 pieces.
   - AMATA drinking water under the Rak AMATA brand is produced from 100% rPET recycled plastic without labels, totaling 88,320 bottles. This initiative helps reduce greenhouse gas emissions by 4.59 tons of carbon dioxide equivalent. Based on calculations, producing one bottle from recycled plastic can reduce greenhouse gas emissions by 0.052 kg of carbon dioxide equivalent (Source: Envicco Company Limited). This reduction is equivalent to the carbon sequestration of 484 trees in one year, referencing an average carbon absorption rate 9.5 kg of carbon dioxide equivalent per tree per year (Source: Thailand Greenhouse Gas Management Organization (Public Organization), December 2016).
8. On 24 December 2025, the Company organized a training session on Waste Management for Value Creation under the Circular Economy toward Net Zero, led by experts from the Faculty of Public Health, Burapha University. The objective was to provide knowledge and enhance understanding of waste management practices related to construction and industrial estate infrastructure. The session covered topics such as resource management using circular economy principles and the development of environmentally friendly products and industrial processes. A total of 55 employees participated in the training, accounting for 18.46% of the total workforce.











Promoting Customer Participation in Waste Management

Smart Waste Tracking System (KoomKah Smart Manifest)

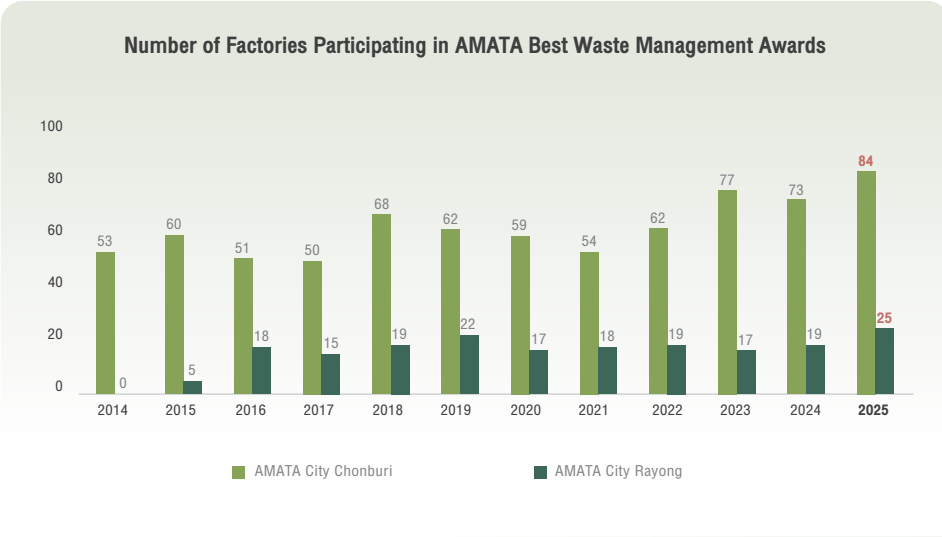
The Company encourages customers in industrial estates to implement proper waste management practices by integrating technology into waste data management. This enhances efficiency in waste management within the industrial estate through the Smart Waste Tracking System (KoomKah Smart Manifest). Customers utilizing the service can monitor waste collection volumes in real-time, ensuring transparency, improving waste collection and transportation services, and reinforcing confidence in the Company's waste disposal processes. In 2025, 100% of customers who are using the Company's solid waste management services in AMATA City Chonburi Industrial Estate have adopted the KoomKah Smart Manifest system. The Company plans to expand its implementation to AMATA City Rayong Industrial Estate in the near future.

Industrial Waste and Solid Waste Management Awards

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

	2024 Award-winning factories	2025 Award-winning factories		
		Total factories	AMATA City Chonburi	AMATA City Rayong
Silver Prize	12	22	17	5
Gold Prize	26	30	21	9
Platinum Prize	54	57	46	11
Total	**92**	**109**	**84**	**25**

In 2025, a total of 109 companies, participated in the AMATA Best Waste Management Awards, representing an increase of 18.47% compared with 2024. The Company applied the assessment criteria aligning with sustainable development principles, focusing on the economic, social, and environmental dimensions. The assessment was conducted through both online and onsite evaluations. The onsite evaluations served as mandatory criteria for factories that had upgraded from the previous year, as well as for factories participating in the Gold and Platinum levels for the first time.



Public Sharing of Waste Management Knowledge and Practices

Academic Conference Presentation

AMATA Facility Services Company Limited presented an academic paper titled “Innovations in Industrial Waste and General Waste Management for Sustainable Green Development” at the 37th Annual Environmental Engineering Association of Thailand Conference (EEAT 2025), held on 15 December 2025. The presentation was part of the private sector track, in which more than ten companies were selected to showcase their work. In addition, the Company’s initiative was published in the official proceedings of the 37th Annual Environmental Technology Conference (EEAT ’68, page 10), released on 15 December 2025. This contribution aims to promote sustainable development practices and enhance business value through effective waste management innovation.









Training and Knowledge Sharing for the External Stakeholders

Throughout 2025, the Company organized a training session to raise awareness and enhance knowledge on waste management among its external stakeholders, including suppliers, contractors, tenants, factory operators within the AMATA industrial estates, and members of surrounding communities, with a total of 43 participants. The objective was to cultivate awareness and promote best practices in waste segregation, encouraging increased waste sorting at source in both factories and communities to reduce landfill disposal. Additionally, the Company expanded its collaborative waste management network to optimize operational costs, enhance revenue generation through value-added waste recovery, and distribute economic benefits among stakeholders involved in the waste management ecosystem.





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for Society

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SDGs 

Social Responsibilities	SDG Targets	Management Approach	2030 Targets	2025 Targets
Sustainable Products and Services	7.2, 7.b, 9.4, 13.1	Transform the business model from an industrial estate developer to a leading smart city developer. Leveraging technology to advance sustainable products and services.	• Becoming a carbon-neutral city by 2040.	• Increase revenue from products and services by 18% compared with the previous year.
Building Better Customer Experience	3.6, 8.1, 8.2, 9.4, 12.2, 16.3, 16.7	Develop new business and operational processes to accurately, promptly, and effectively meet customer needs and expectations.	• Achieve customer satisfaction scores exceeding 95%. • Resolve 100% of customer complaints within the specified timeframe.	• Achieve customer satisfaction scores exceeding 90%. • Resolve 100% of customer complaints within the specified timeframe.
Employee Care, Development and Retention	4.4, 4.5, 8.5, 8.8, 10.2, 10.3	Develop skills and knowledge to promote career advancement for employees, as well as taking good care of employee well-being, and treating employees fairly and ethically.	• Achieve an average of at least 25 training hours per employee per year. • Achieve AMATA's employee engagement score exceeding 90%. • Achieve voluntary employee turnover rate below 5%.	• Achieve an average of at least 18 training hours per employee per year. • Achieve AMATA's employee engagement score exceeding 74% • Achieve voluntary employee turnover rate below 7.5%.
Building A Safe Society	3.4, 3.6, 3.9, 8.8, 11.2, 16.1	Create a quality society that is safe for people and property and is based on human rights principles.	• Achieve a zero lost time injury frequency rate (LTIFR) for both employees and contractors. • Achieve zero fatalities due to road accidents within AMATA's industrial estates.	• Achieve zero work-related accidents resulting in lost work time for employees and contractors. • Achieve a lost time injury frequency rate (LTIFR) of 0 cases per million work hours for both employees and contractors. • Reduce the number of road accidents in AMATA's industrial estates by 50% compared with the 2024 base year. • Reduce the number of road traffic fatalities in AMATA's industrial estates by 50% compared with the 2024 base year.
Community and Social Development	1.4, 3.6, 3.8, 3.9, 6.6, 6.b, 8.5, 9.2, 10.2, 10.3, 11.2, 11.6, 12.5, 17.17	Managing social impacts effectively by minimizing negative effects and creating positive outcomes, with the goal of fostering harmonious coexistence between industry and society in accordance with the 'All Win' philosophy.	• Resolve 100% of complaints related to social issues within the specified timeframe. • All sub-districts (100%) within a 5-kilometer radius participate in the Company's community and social development activities. • Achieve community satisfaction scores exceeding 95%.	• Resolve 100% of complaints related to social issues by the end of 2025. • All sub-districts (100%) within a 5-kilometer radius participate in the Company's community and social development activities. • Achieve community satisfaction scores exceeding 85%.

Sustainable Products and Services

Material Topic with High Materiality

16. Sustainable Products and Services

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

Contribution to SDGs



7.2, 7.b | 9.4 | 13.1

Risk



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

Opportunity



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

	2025 Targets	2025 Performance
The growth of revenue from products and services compared to the previous year	Increased by 18%	Decreased by 3.09% (14,524.34 million Baht)

Management Approach

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

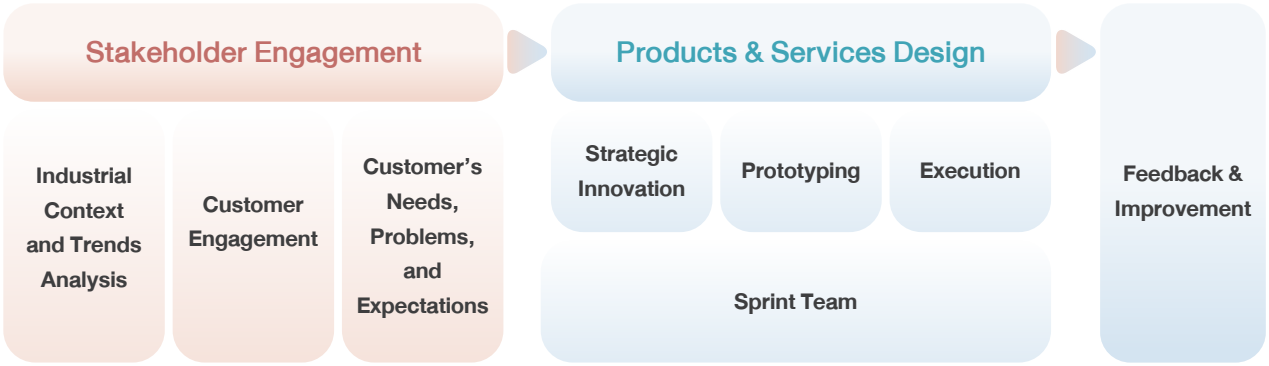
Innovation plays a vital role in driving business growth, differentiating products and services, and enhancing their value. It also improves operational efficiency, reduces costs, and mitigates negative impacts on society and the environment. The Company has therefore established an **"Innovation Management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

The Board of Directors is responsible for overseeing the overall management of innovation, product and service development, as well as new business development. The Board provides guidance and recommendations to support business enhancement and promote the effective use of innovation across the organization. The Company has assigned the Chief Business Development Officer to be responsible for overseeing new business development, with a mandate to drive the expansion of business opportunities and support the Company's long-term growth. Senior executives in relevant functions are responsible for translating corporate policies and strategies into practical implementation by defining clear accountabilities, objectives, action plans, and performance indicators, as well as allocating appropriate resources. In this regard, the Chief Administration Officer and the Chief People Officer play a key role in fostering an organizational culture that supports innovation, by encouraging the participation of employees and relevant stakeholders in the creation and development of innovations. This includes promoting the application of technology and innovation to enhance the Company's work processes, products, and services on an ongoing basis.

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



Products & Services Development Framework



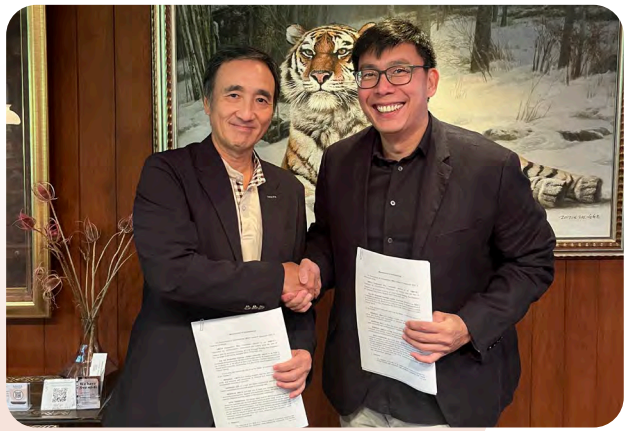
Customer Engagement

In 2025, the Company collected information by conducting in-depth interviews with customers who are representatives of various industries to use the insights for analyzing and improving the Company's strategies and efficiently developing products and services that meet customer needs. The Company found that the environmental crises have become more severe, especially with climate change, leading to a global awareness of addressing environmental management across all sectors to mitigate the probability and severity of negative impacts. This has become a driving force for government agencies in many countries worldwide to declare and enforce more significant policies, and regulations, including new laws, and an increased demand for sustainability disclosure to prevent and mitigate negative environmental impacts. Factory operators in the AMATA Industrial Estate are crucial production hubs for major global investors who import and export to various countries. Therefore, it is essential for them to comply with the laws and regulations of important trading partners and their importing countries and strictly adhere to the environmental policies of their parent companies. Moreover, they must manufacture products and provide services that meet the growing environmental, social, and governance demands of their global customer base. Thus, factory operators seek products and services that prioritize social and environmental responsibility, adhere to the principles of circular economy principles, and provide transparent and verifiable data for sustainability disclosure.

AMATA Smart City Development

The Company is committed to becoming a leading developer of Smart Cities, effectively responding to global trends and emerging risks, while addressing economic, social, and environmental challenges, as well as meeting the evolving needs of customers. The Company is focused on developing new investment zones with international standards, improving the social and environmental landscape, and fostering a skilled workforce. AMATA Smart City will serve as a comprehensive investment area within the Eastern Economic Corridor (EEC) and as a regional learning hub. This initiative aims to drive regional economic growth and create economic value for Thailand. The Company is currently developing the AMATA Smart City Chonburi Industrial Estate, which commenced development in 2023. Furthermore, the Company has collaborated with various organizations to jointly develop smart cities in 2025.

- On 3 September 2025, AMATA Corporation Public Company Limited entered into a Memorandum of Understanding (MOU) with EZA Hill Properties Holdings Limited to explore the feasibility of potential collaboration in the development of ready-built factory projects, logistics and warehouse projects, as well as other related activities.



Business Development in Response to Stakeholder and Societal Needs

Human Capital Development

Based on customer feedback from the AMATA Industrial Estate, the Company has learned that factory operators within the estate place a strong emphasis on skilled labor issues. These operators are concerned with maintaining a sufficient, quality workforce for continuous business operations and with the ability to respond to future business technologies and innovations. Consequently, the Company has initiated human resource development in the Eastern region to enhance skills, knowledge, and abilities in alignment with customer demands. The following initiatives were implemented in 2025:

- On 1 October 2025, AMATA Facility Service Company Limited, represented by Mr. Aukkares Choochouy, Managing Director, entered into a Memorandum of Understanding (MOU) with the Faculty of Public Health, Burapha University, represented by Associate Professor Kowit Suwannahong, Dean of the Faculty of Public Health. The collaboration aims to integrate academic knowledge and industrial expertise to support the study, research, and development of innovations in relevant areas, including environmental management, occupational health and safety, energy, digital systems, and health, as well as other related fields. This collaboration serves as a starting point for knowledge exchange, workforce development, and the extension of research outcomes, with the objective of contributing to the improvement of quality of life and the strengthening of sustainable competitiveness for both organizations and society as a whole.





Advancement in Clean Energy Development

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

- In 2025, AMATA U Company Limited, a subsidiary of the Company, jointly invested in the establishment of AMATA B.Grimm Renewable Energy Company Limited to develop a floating solar photovoltaic power generation project within the AMATA City Chonburi Industrial Estate, with a total installed capacity of 42.5 megawatt-peak (MWp). The project is intended to support demand for electricity generated from renewable energy sources among customer groups within AMATA industrial estates that have set targets to reduce greenhouse gas emissions or pursue carbon neutrality. At present, the project is undergoing procedures to obtain the required licenses for electricity generation and distribution, as well as other permits related to renewable energy, in accordance with applicable legal and regulatory requirements. The development of this project will serve as an important foundation for assessing the feasibility of expanding clean energy supply within the Group's industrial estates in the future, as well as for the development of renewable energy solutions and energy efficiency initiatives to support the advancement of smart energy cities.



Product and Service Development to Support the Climate Transition

In response to growing customer demand within AMATA industrial estates for information on the greenhouse gas (GHG) emissions associated with products and services, which has become increasingly important for value chain management, climate target-setting, and readiness for the transition to a low-carbon economy, the Company has adopted the principles of Life Cycle Assessment (LCA) as a supporting tool for the development and improvement of product design and utility systems. This approach helps enhance operational efficiency and supports the appropriate management of environmental impacts.

In 2025, the Company conducted a Carbon Footprint of Product (CFP) assessment for its industrial water product in accordance with ISO 14067:2018, and consistent with the life cycle assessment framework under ISO 14040 and ISO 14044. The assessment covered GHG emissions from raw material acquisition through the production process (cradle-to-gate) for operations at AMATA City Chonburi Industrial Estate. The assessment results indicated a product carbon footprint of 694 grams of carbon dioxide equivalent (gCO_2e) per 1 cubic meter (m^3) of industrial water. The main sources of GHG emissions were identified in the production stage, particularly electricity consumption for the treatment process and water pumping within the system.

The Company has used these assessment results to identify significant product-level sources of GHG emissions and to support the consideration of measures to improve energy efficiency and manage GHG emissions in the industrial water production process. The results are also used as a reference information to support customers in assessing and managing indirect GHG emissions across the value chain. The CFP assessment is currently undergoing verification by an independent external verifier in accordance with the requirements of the relevant standards, and the Company expects the verification process to be completed by February 2026.

Enhancing Customer Quality of Life

The Company prioritizes the quality of life for those working in industrial estates. To meet the needs of both Thai and foreign workers, as well as to accommodate domestic and international investors who come to the estate, the Company has developed the Hotel Nikko AMATA City Chonburi. This joint venture involves AMATA Corporation Public Company Limited, Fujita Corporation Company Limited (part of the Daiwa House Group), and the Japan Overseas Infrastructure Investment Corporation for Transport & Urban Development (JOIN). Managed by Okura Nikko Hotel Management, a renowned international hotel chain from Japan, it is the first hotel in Thailand to be jointly invested by the Japanese government. Operating under the concept of **'Home for people away from home'**, it offers comprehensive services to support the activities of its guests and has been in operation since 2022.

Hotel Nikko AMATA City Chonburi is the first and only hotel located within an industrial estate in Chonburi Province. As such, it plays an important role in supporting the investment and business ecosystem within the industrial estate by serving the needs of investors, executives, and business visitors from various countries, particularly Japanese clients, who are key business partners of the Company. The hotel offers a total of 220 guest rooms, along with a Japanese restaurant and banquet facilities. Its distinctive features include Japanese-standard service quality, a strategic location, and business-oriented amenities that support accommodation, business hospitality, and the organization of business-related activities in an integrated manner. At the same time, its location within the industrial estate enhances convenience and safety, while helping to reduce travel time and associated logistical burdens.

In addition, the hotel has consistently received high guest satisfaction ratings, with average scores of 8.8 on Booking.com, 9.0 on Agoda, and 9.1 on Trip.com. These ratings reflect positive feedback on room quality, cleanliness, comfort, and overall service standards. Accordingly, the hotel serves not only as accommodation for business travelers, but also as part of the service infrastructure that supports the image and readiness of AMATA industrial estates in accommodating international-standard business activities.





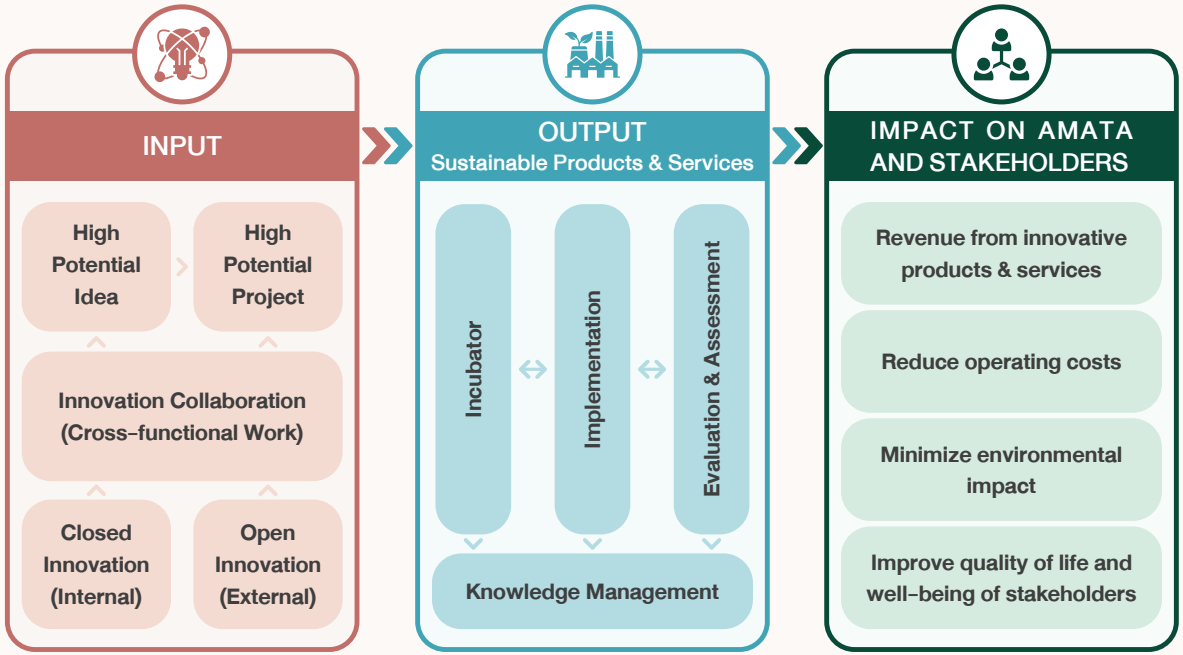
Strategic Innovation Management

The Company has emphasized the significance of the innovation management process to make a difference and increase the value-added to its products and services. This includes a focus on refining and improving work processes for greater efficiency, thereby reducing operating costs and mitigating the negative impacts on society and the environment. Therefore, innovation is an important mechanism driving the Company to grow sustainably. Consequently, the Company has prioritized innovation development within the organization. This began with the development of innovative thinking skills, knowledge, and competency among the Company's personnel, as defined in the attributes of the AMATA DNA, regarding innovative creativity and trying new ideas for development, which are also applied as indicators of employee performance evaluations at all levels.

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

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

Strategic Innovation Management Process





1. Collaborating with strategic business partners to develop innovation

The Company has established strategies for the development of smart cities and supports projects through its strategic business partners to achieve high-quality business development rapidly. Consequently, the Company has collaborated with leading companies and organizations, both domestically and internationally, that are renowned in various fields, to develop new business projects under the AMATA Smart City concept. These collaborations involve strategic business partners from countries including China, Taiwan, Japan, Europe, and others. The goal is to support economic growth by attracting investment in target industries and research and development, as well as enhancing the quality of life for workers, promoting business ecosystem innovation, and facilitating research and development activities.

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

In 2025, the Company collaborated with Jia Tech International Investment Company Limited to explore the development of a co-working space intended to support research and development (R&D) activities, as well as the incubation and early-stage development of products and technologies. The objective of this initiative is to support companies from Taiwan in establishing R&D operations in Thailand. The project is currently under preparation for the establishment of a joint venture company and is expected to be located within the AMATA Smart City Chonburi Industrial Estate.



2. Promoting employees to be innovation creator

The Company is committed to fostering a culture where employees at all levels are encouraged to unlock their potential and drive innovation for the betterment of the business, society, and the environment, as well as to participate in the continuous improvement of work processes in line with the Company's policies and strategies. To support this, the Company organizes an annual 'Innovation Project & Idea Contest' on a continuous basis since 2018, providing a prestigious platform for employees to showcase their creativity and propose groundbreaking ideas that contribute to the development of innovative products, services, and collaborative excellence in the workplace. To encourage participation, the Company has allocated incentive awards for employees submitting innovation projects and ideas. Over a period of seven years, total prize money awarded amounted to more than 10.2 million Baht, with part of the funding support provided by Mr. Vikrom Kromadit and the AMATA Foundation.

In 2025, the Company was in the process of reviewing and adjusting its internal innovation promotion mechanisms, including the criteria and guidelines for project consideration, to ensure alignment with the current business context and operating approach. During this transition period, the Company placed emphasis on monitoring, supporting, and further developing high-potential innovation projects from previous years, with the objective of facilitating practical application and contributing to the creation of meaningful value.

One of the award-winning innovation projects from the previous year that has been further developed and implemented in a tangible manner is the AMATA Circular Waste Management Excellence Center. This initiative reflects the role of employees in contributing to the development of new business models, the efficient management of resources, and the practical application of circular economy principles.

AMATA Circular Waste Management Excellence Center Project

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

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

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

This new business model has repositioned AMATA Facility Services Co., Ltd. from being merely a municipal solid waste service provider to an integrated waste management partner offering end-to-end solutions. These services include capacity building and awareness training, serving as a hub for collaborative partnerships with allied industries, waste collection, value-added processing using appropriate technologies, documentation and regulatory compliance support, as well as technical consulting on sustainable waste management.

In 2025, AMATA Facility Service Co., Ltd. continued to further develop the AMATA Circular Waste Management Excellence Center, which has begun to demonstrate more tangible business-related outcomes. Revenue from waste management services showed an upward trend, driven by the expansion of the customer base in extension areas, as well as an increase in the volume of industrial waste managed from both existing and new customers. In addition, the Company commenced the purchase of recyclable waste from factories within the industrial estates for sorting, compaction, and resale. This initiative has contributed to the generation of additional revenue through value creation from resources, while supporting the development of a business model aligned with circular economy principles.

In addition, the Company expanded area-based collaboration with Tha Kam Subdistrict Municipality, Chachoengsao Province, and three educational institutions in the local area to jointly design a pilot project on community-level circular waste management. Tha Kam Subdistrict Municipality serves as the principal coordinating entity and as a pilot area for linking cooperation among the education sector, local communities, and industrial operators in the area. The initiative also includes a concept to seek cooperation from more than 80 surrounding factories to channel plastic waste into the project's waste management system. Such collaboration has contributed to an increase in the volume of waste and recyclable materials entering the system, thereby enhancing the Company's potential to generate revenue from recyclable waste management in subsequent phases.

To support the expansion of operations and cost management, in 2025 the Company installed a plastic bottle compactor to enhance the efficiency of waste segregation and the collection of recyclable materials within the project area. The Company also installed a rooftop solar power generation system on the waste sorting facility, with a total installed capacity of 52 kilowatt-peak (kWp), to supply electricity to contractors operating within the Company's premises. Although electricity generation commenced in the latter part of 2025 and initially contributed to cost reductions to a limited extent, the installation represents an important step in establishing an energy foundation to support long-term cost control. In addition, the Company improved the management of waste transportation for refuse-derived fuel (RDF) production by increasing the volume transported per trip. This enhancement supports more effective cost control under lump-sum transportation arrangements and contributes to the overall efficiency of the waste management process.







Project Performance in 2025

Benefits to the Company

- Enhanced revenue generation from efficient waste management services following the 3Rs principles (Reduce, Reuse, Recycle) and the Circular Economy. In 2025, the Company generated 109.26 million Baht in waste management revenue, representing an 8% increase from 2024.
- Achieved a 12% reduction in operational waste management costs

Benefits to society

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

Benefits to the environment

- Achieved zero waste to landfill at AMATA City Chonburi Industrial Estate in 2025, thereby meeting the Zero Waste to Landfill target.
- Reduced greenhouse gas emissions by approximately 7,260 tons of carbon dioxide equivalent through diverting 20,000 tons of solid waste per year from 100% landfill disposal to 87.61% waste-to-energy incineration and 12.39% recycling.

Business Development in Foreign Countries

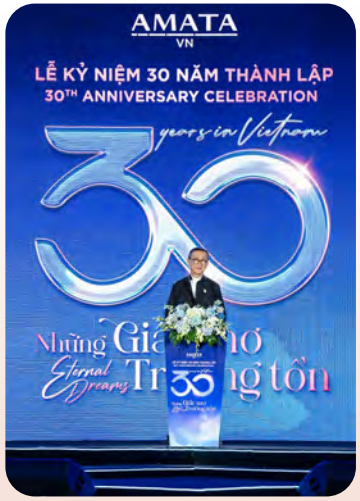
The Company has foreseen opportunities in CLMV countries where its strategic locations have high potential in connection to global supply chains and are now the focus of leading investors. Besides, the CLMV's policies promoting regional economic development have become increasingly interconnected, presenting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

Projects in Vietnam

In recent years, the Socialist Republic of Vietnam has been one of the key countries in attracting foreign direct investment (FDI), particularly in the manufacturing sector, where both the value and volume of investments have continued to increase. Major investors have primarily originated from countries in the Asian region, including the Republic of Korea, Japan, the People's Republic of China, Singapore, and Taiwan. Most investments have focused on manufacturing and processing industries, accounting for more than 65% of total investment value. Following the outbreak of the Coronavirus Disease 2019 (COVID-19), Vietnam's economy demonstrated a strong recovery and expansion. In 2022, the country recorded a gross domestic product (GDP) growth rate of more than 8%, driven mainly by the expansion of the manufacturing sector, particularly high-technology industries such as electronics, smartphones, and semiconductors. This development has supported continued investment by leading global companies from the United States, the Republic of Korea, and Japan. In 2025, Vietnam's economy continued to demonstrate growth stability, with GDP for the full year expanding at a rate exceeding 8%, supported by the manufacturing sector, the construction sector, public investment, and inflows of foreign direct investment. These factors have been underpinned by government policies promoting the development of high-technology industries. Collectively, these developments reflect Vietnam's continued importance as a key investment base within the Southeast Asian region.

The Company began expanding its investments into Vietnam in 1994, with the development of its first project, AMATA City Bien Hoa Industrial Estate, which has continuously contributed to the development of the country's industrial sector and investment-related infrastructure. In 2025, the Company marked the 30th anniversary of its business operations and investments

in Vietnam. At present, the Company has developed a total of eight projects comprising industrial estates and urban development areas, covering a combined area of more than 3,000 hectares across northern and southern Vietnam. In 2025, the Company's projects in Vietnam, managed by AMATA VN Public Company Limited, experienced growth driven by increased investment from the technology and clean energy industry sectors. As of today, more than 200 factories have been established within AMATA industrial estates in Vietnam, representing a total investment value of over USD 6 billion and supporting more than 60,000 jobs in the country.





The investment outlook in Vietnam remains strong, with both domestic and foreign direct investment (FDI) continuing to grow steadily. This growth supports the demand for industrial park leasing, particularly in eco-friendly, high-tech industrial development areas such as AMATA City Ha Long Industrial Estate in Quang Ninh Province and AMATA City Long Thanh Industrial Estate in Dong Nai Province, located in the northern and southern regions of Vietnam, respectively. These areas consistently attract investors due to several advantages, including strategic locations, investment incentives, international-standard infrastructure, and related services.

AMATA City Ha Long Industrial Estate has attracted interest from investors in the electronics and electrical equipment industry, the automotive industry, including electric vehicles, and manufacturing equipment for solar panel production. These investors originate from Japan, the Republic of Korea, Taiwan, and European countries. As of today, AMATA City Ha Long Industrial Estate has a total of 22 investment projects that have been granted Investment Registration Certificates (IRC), representing a combined investment value of more than USD 3 billion.

AMATA City Long Thanh Industrial Estate, located in Dong Nai Province, has attracted investor interest from the processing and manufacturing industries, including the food industry, electrical appliances, electronic equipment, plastic products, and the printing industry. To date, a total of 12 investment projects at AMATA City Long Thanh Industrial Estate have been granted Investment Registration Certificates (IRC), representing a combined investment value of more than USD 410.6 million. Investments in both industrial estate locations are expected to contribute to the development of Vietnam's industrial sector and support local economic activity through employment generation, as well as contribute to the enhancement of workforce capabilities and quality of life in local communities.

In 2025, in alignment with the Government of Vietnam's strategy to upgrade its role from a manufacturing and assembly base toward the development of a high value-added technology-oriented industrial ecosystem, together with the ongoing global supply chain restructuring trend (China+1), the northern region of Vietnam has increasingly emerged as a key destination for the expansion of investment in high-technology industries. Within this context, the Company developed AMATA City Phu Tho Industrial Estate, a newly established industrial estate project located at a strategic position along the Kunming–Hanoi–Hai Phong Economic Corridor. The project benefits from a well-integrated transportation and logistics network, including expressways, national highways, and international seaports. This locational advantage supports the project's capacity to accommodate the development of high-technology industries, particularly electronics and semiconductor industries. AMATA City Phu Tho Industrial Estate, which is part of the AMATA Group's investment portfolio in Vietnam, received the Investment Registration Certificate (IRC) on 23 December 2025.



Project in Lao PDR

Since the People's Republic of China announced the Belt and Road Initiative (BRI) in 2013 to enhance economic connectivity between China and regions around the world, the Lao People's Democratic Republic has assumed an increasingly important role as a land-based transportation link between China and Southeast Asia. This role is particularly evident through the China–Laos Railway network, which connects Boten at the China-Laos border to Vientiane Capital over a total distance of more than 1,035 kilometers, and has been in commercial operation since late 2021.

In 2025, the China–Laos Railway was able to accommodate approximately 24.5 million tons of cargo, or an average of more than 67,000 tons per day, representing an increase of 25% compared to the previous year. Of this total, more than 5.5 million tons were attributable to international freight transport. At the same time, the range and value of transported goods became more diversified, shifting from a focus on agricultural products and primary raw materials toward industrial goods and higher value-added technology products. The development of such infrastructure supports the Lao PDR Government's objective of transforming the country from a land-locked state into a land-linked economy, facilitating regional supply chain connectivity and contributing to long-term economic development along the China–Laos–ASEAN economic corridor.

In alignment with the Company's vision to support the development of regional supply chains, the Company recognizes the potential of infrastructure development and energy resources in the Lao PDR. Accordingly, AMATA City Lao Company Limited was established in 2020 to develop smart city projects and environmentally friendly industrial estates. The projects are able to connect to the national power grid of the Lao PDR, where electricity generation is largely sourced from renewable energy, particularly hydropower. In addition, smart infrastructure networks have been developed within the project areas to support the growing demand for renewable energy utilization by enterprises operating within the estates.

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

A significant development in 2025 arose from the Government of the Lao People's Democratic Republic considering and approving special tax investment incentive measures for targeted industries seeking to invest in the AMATA Smart and Eco City project, with the objective of enhancing the country's competitiveness. In addition, the public sector is in the process of reviewing and amending laws and regulations related to business operations in order to facilitate investment by both domestic and foreign investors. According to rankings published by the World Bank, the Lao PDR was ranked 154th, based on factors such as business licensing procedures and timelines, operating costs, the legal and regulatory framework, and the enforcement of relevant laws and regulations.

In 2025, AMATA City Lao Company Limited commenced construction of the AMATA Smart and Eco City Namor in the province of Oudomxay, which spans a total area of 31.5 square kilometers, with approximately 18.10 square kilometers designated for industrial use-accounting for 75% of the total area. Phase 1 of the project covers 8.98 square kilometers and has received support from the central government administration and the Oudomxay provincial authorities. The project is expected to be ready for initial operations in 2026.

These developments represent the Company's commitment to expanding sustainable and environmentally friendly industrial infrastructure in alignment with the local economic growth and connectivity opportunities in the region. Therefore, the Company has adopted the environmental care, conservation, and management practices from its projects in Thailand for application in Lao PDR projects. This includes policies on water and waste management, development and management of green areas within industrial estates, and stakeholder engagement, to achieve balanced growth. The Company has initiated a concept to encourage companies operating within the project to share profits from operations to contribute to environmental impact reduction, protection of nearby forest areas, and promote the participation of businesses within the project according to the Company's ALL WIN business philosophy.



Economic Performance

In 2025, the Company recorded total revenue of 14,524.34 million Baht, representing a slight decrease of 3.09% from 2024. Net profit amounted to 4,098.10 million Baht, reflecting an increase of 18.54% from the previous year. The Company's revenue structure can be classified into three main segments: 8,702.81 million Baht from property sales; 4,545.16 million Baht from utilities and services; and 1,276.37 million Baht from rental income and other income. Overall, the gross profit margin from the Company's core businesses increased from 33.74% in 2024 to 44.56% in 2025.

Revenue from Property Sales	Revenue from Utilities and Services	Revenue from Rental Income and Others
8,702.81 million Baht	**4,545.16** million Baht	**1,276.37** million Baht

In 2025, the Company was able to maintain profitability and financial strength on a continuous basis, amid volatile economic and industry conditions, through enhanced internal management efficiency, the integration of data, systems, and operational processes, and the implementation of strategies focused on long-term value creation across all core business segments.

Although revenue from property sales declined by 3.35% due to a slowdown in land transfers compared with the previous year, the gross profit margin increased by 54.35%. This performance reflects the Company's effectiveness in project development, cost management, and value enhancement of smart industrial estates under the ESG framework, which contributes to strengthened competitiveness, risk mitigation, and the creation of sustainable economic value.

For the utilities business, revenue declined by 4.90%, primarily due to a slowdown in electricity consumption in Vietnam. Nevertheless, the Company was able to increase its gross profit margin by 18.22%, supported by effective resource management, infrastructure readiness, and the application of waste reduction and resource efficiency approaches in the design and development of utility systems, tailored to the context and suitability of each project. These efforts contribute to reducing dependence on natural resources and mitigating long-term operational risks for both the Company and its customers.

At the same time, the ready-built factory and rental space business adjusted its operating model by focusing on industrial segments requiring large-scale space, alongside the development of buildings and infrastructure designed to support more efficient operations. This was accompanied by disciplined capital expenditure (CAPEX) and operating expenditure (OPEX) management. As a result, rental income increased by 9.92%, while the gross profit margin rose by 77.93%, contributing to greater continuity of recurring revenue, enhanced financial stability, and the long-term enhancement of asset value.

The Company recognizes that climate change trends are a significant factor influencing the Company's performance and strategic direction, both as risks arising from increasingly stringent environmental regulations and as physical risks that may affect infrastructure. At the same time, these trends also create opportunities for the development of value-added products and services, such as clean energy solutions and low-carbon industrial water, in response to customer demand for the management of greenhouse gas emissions throughout the value chain.

Furthermore, the entry of customers from new industrial sectors is expected to affect the Company's revenue structure in the future. Accordingly, the Company has adjusted its operating approach by establishing a dedicated unit responsible for marketing strategy and business opportunity analysis, including the assessment of potential investors and new target industries. This has been undertaken in parallel with the development of employee capabilities, in order to support cluster-based investment promotion and to enable stable and sustainable business growth.



Building Better Customer Experience

Material Topic with High Materiality

7. Customer Responsibility

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

Contributions to SDGs



3.6 | 8.1, 8.2 | 9.4 | 12.2 | 16.3, 16.7

Risk

Customers are a group of stakeholders who have a significant impact on the Company's performance and sustainability. Their experiences with the Company's products and services, particularly those that directly affect their businesses, are crucial. If the Company fails to serve their needs or maintain a positive relationship with its customers, it may ruin their trust in the Company and the Company's reputation both regionally and globally. This is because current customers are leaders in many industries with extensive networks that include suppliers in various global supply chains. Consequently, this may influence the decisions of potential investors and future customers to invest in the Company's industrial estates in Thailand and other countries.

Opportunity

Having a good customer experience and creating satisfaction with the Company's products and services will increase business opportunities by convincing customers to repeat their purchases of products and services, refer others, and build confidence and reputation for the Company, which will lead to continuous and sustainable growth. Furthermore, having a close and positive relationship with customers, in addition to understanding their attitudes and opinions, will help the Company develop better products and services. Gathering information from customer engagement also enables the Company to keep up with changing trends in customer demands in various industries and prepare to meet future customers' needs.

	2030 Targets	2025 Targets	2025 Performances	
Customer satisfaction score towards the Company, surveyed by the Industrial Estate Authority of Thailand	Exceeding 95%	Exceeding 90%	AMATA City Chonburi: 95.4%	AMATA City Rayong: 93%
Customer complaints resolved within the specified timeframe	100%	100%	100%	

Management Approach

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

The Company has established an operational framework through a set of customer-related policies and practices. These include the **"Customer Policy"**, which governs the delivery of quality, safe, and standard-compliant products and services that appropriately meet customer needs; the **"Confidentiality Policy"**, which provides oversight for the protection of business information and customers' personal data; and the **"Stakeholder Engagement Policy"**, which supports systematic mechanisms for listening to customer expectations, concerns, and feedback. In addition, the **"Quality, Safety, Occupational Health, and Working Environment Policy"** is applied to control product and service quality, ensure safety, and manage risks throughout the Company's operations and supply chain. Collectively, these policies aim to strengthen customer confidence and maintain sustainable long-term customer relationships.

The Board of Directors plays a key role in overseeing the Company's customer responsibility practices to ensure compliance with applicable laws, regulations, policies, and relevant guidelines. The Board considers and reviews significant policies, monitors risks and performance related to customer, and provides recommendations to continuously enhance operational effectiveness. The Company has delegated responsibility for policy implementation to the Chief Executive Officer of the Real Estate Business Group in Thailand, and relevant executives. This includes establishing appropriate processes, control measures, responsible persons, and resource allocation for product and service quality management, customer safety, timely and appropriate customer communication and responsiveness, access to accurate and sufficient information, as well as the management of complaints and customer relationships. These processes are intended to ensure that customer feedback is systematically incorporated into tangible improvements in operations and service delivery.

The Company has established the following strategies for managing customer relationships as follows.



Acquire

Acquiring positive relationships with new customers through the sales process and after-sales service



Retain

Retaining a good relationship by encouraging customers to express their opinions through various channels and activities, including the Company's effective response



Extend

Extending a sustainable relationship by developing products and services that meet the customers' needs in all dimensions

Customer Relationship Building and Retention

In 2025, the Company served a total of 1,386 customers, including tenants and factory operators across both AMATA industrial estates. As a key stakeholder group, these customers play an integral role in the Company's long-term success. Maintaining strong and constructive customer relationships is therefore crucial to the Company's sustainable business operations. To this end, the Company engages with customers through a range of activities and communication channels to understand their needs, expectations, and operational challenges. These insights inform the continuous improvement of products and services, ensuring that the Company can respond effectively and proactively to evolving customer requirements. Moreover, customer engagement efforts aim to foster collaboration in minimizing environmental and social impacts across the supply chain. In 2025, the Company organized several meetings and initiatives to engage customers, as outlined below.

1. AMATA Japanese Society

- **Objective:** To serve as a communication platform for information exchange between the Company and its Japanese clients operating within AMATA City Chonburi and AMATA City Rayong Industrial Estates. Japanese companies represent a significant portion of the customer base, accounting for 54% and 25% of tenants in Chonburi and Rayong respectively.
- **Membership:** 195 Japanese companies in AMATA City Chonburi Industrial Estate and 55 companies in AMATA City Rayong Industrial Estate, totaling 250 companies.
- **Number of activities organized in 2025:** 30 activities.
- **Number of participating customers:** 250 member companies.

Customer Needs and Expectations

- Provision of information support related to monsoon preparedness and flood prevention measures.
- Regular site visits by AMATA executives to meet and engage with factory management, in order to obtain direct customer feedback.

The Company's Response in 2025

- Knowledge-sharing Platforms
  - The Company organized briefing sessions to communicate flood prevention and management plans within the industrial estates, while also providing relevant supporting information.
  - The Company organized networking, dialogue, and information-exchange activities among executives from enterprises located within AMATA Industrial Estates, government agencies, and other private-sector organizations. These activities provide platforms for sharing perspectives and knowledge on climate change preparedness, changes in relevant laws and regulations, as well as emerging technologies and solutions.
- Surveys and In-depth Interviews
  - The Company conducted customer needs surveys and targeted in-depth interviews to gather feedback and insights on operational directions across different industrial groups. The information obtained is used to support the development of industrial estates that appropriately address the needs of Japanese customers in terms of products, services, and safety within the industrial estates.

2. HR Association of AMATA City Chonburi (HRA)

- **Objective:** To serve as a central platform for academic knowledge exchange in human resource management among manufacturing companies operating in AMATA City Chonburi Industrial Estate. The initiative promotes education, research, and dissemination of academic knowledge in HR management through seminars and skill-building sessions led by professional speakers.
- **Membership:** A total of 328 companies, representing 38.05% of all factory operators within the AMATA City Chonburi Industrial Estate.
- **Number of activities organized in 2025:** 12 activities.
- **Number of participating customers:** 250 companies.

Customer Needs and Expectations

- Provision of updated information and insights related to environmental and safety laws and regulations, including newly amended or newly announced legislation issued by government agencies.
- Exchange of information on human resource management practices, and the provision of knowledge and informational support covering various aspects of human resource management.

The Company's Response in 2025

- Occupational Health and Safety Training Services
  - Training on the topic of "Key Requirements for Compliance with Applicable Laws and Regulations of the Industrial Estate Authority of Thailand (IEAT)".
  - Training on the topic of "Safety Innovation for the Future: Effective Reduction of Documentation in Safety Management Systems".
  - Training on the topic of "Key Elements in Emergency Preparedness Planning for Solar Rooftop Systems".
- Establishment of an Occupational Safety Officers Club
  - AMATA City Chonburi Industrial Estate, in collaboration with the Industrial Estate Authority of Thailand (IEAT) through the AMATA City Chonburi IEAT Office, established an Occupational Safety Officers Club and invited selected operators within the industrial estate to serve on the Club's management committee.

2. HR Association of AMATA City Chonburi (HRA) (Continued)

- **Knowledge-Sharing Platforms**
  - The Company organized meetings to exchange information on human resource management, including topics such as relevant laws and regulations, strategic human resource management, and labor relations management within the organization.

3. AMATA City Rayong Management Group (ACMG)

- **Objective:** To serve as a central platform for sharing practical and regulatory knowledge in human resource management among factories operating within AMATA City Rayong Industrial Estate. The platform also provides consultation and guidance to help ensure legal compliance in factory operations, as well as organizes seminars to enhance HR management skills and knowledge through professional speakers.
- **Membership:** A total of 88 companies, representing 16.79% of all factory operators within the AMATA City Rayong Industrial Estate.
- **Number of activities organized in 2025:** 11 activities.
- **Number of participating customers:** 70 companies.

Customer Needs and Expectations

- Provision of information and knowledge support on various aspects of human resource management, including relevant future trends such as the application of artificial intelligence (AI) in human resource management, on-the-job training, and workforce capability development.
- Information on wage adjustments, bonuses, and employee benefits of enterprises operating within the industrial estate.

The Company's Response in 2025

- **Training, Knowledge-Sharing Seminars, and Study Visits**
  - A knowledge-sharing seminar on the topic: "The Importance of Feedback in Performance Management".
  - A training program on "Coach the Coach: Effective Coaching Skills for Engagement and Performance".
  - A study visit on human resource management, administrative functions, labor relations, and sustainable business practices at Kao Industrial (Thailand) Co., Ltd..

4. AMATA City Chonburi CSR Club

- **Objective:** To establish a collaborative network for Corporate Social Responsibility (CSR) among factory operators, healthcare institutions, educational organizations, and AMATA. The Club focuses on joint efforts to care for and develop the surrounding communities of AMATA City Chonburi Industrial Estate. It also aims to promote knowledge sharing on CSR practices and community engagement for sustainable development, enabling each organization to implement CSR activities more systematically and effectively.
- **Membership:** 226 factory operators in AMATA City Chonburi Industrial Estate, representing 26.22% of all factory operators in the estate.
- **Number of activities organized in 2025:** A total of 30 activities.
- **Number of participating customers including membership and non-membership:** 348 companies.

Customer Needs and Expectations

- **Corporate Social Responsibility and Community Engagement Activities:**
  - Knowledge and guidance on understanding and implementing Corporate Social Responsibility (CSR) activities, Creating Shared Value (CSV), and community engagement initiatives that contribute to sustainable development and organizational sustainability.
  - CSR and community engagement initiatives aimed at supporting and improving the well-being of communities surrounding AMATA City Chonburi Industrial Estate.

The Company's Response in 2025

- **Training and Knowledge-Sharing Seminars**
  - The Company organized a knowledge-sharing seminar titled "Sustainability in Action," presented by a sustainability expert to club members to enhance understanding of sustainable business practices and explore potential collaborative activities or projects.
- **Community Care Activities / Projects**
  - The Company, in collaboration with member companies under the Association, implemented community development initiatives in the areas surrounding AMATA City Chonburi Industrial Estate, focusing on quality of life, local economic development, environmental sustainability, educational support, and improved access to education for local youth.

5. CSR Volunteer Club at AMATA City Rayong

- **Objective:** To establish a collaborative network on corporate social responsibility (CSR) among factory operators, healthcare providers, educational institutions, and AMATA, with a focus on jointly caring for and developing communities surrounding the AMATA City Rayong Industrial Estate. The Club aims to promote knowledge on CSR activities and community engagement to foster sustainable development. It also supports each participating organization in conducting CSR activities more effectively and systematically.
- **Membership:** 125 factory operators in AMATA City Rayong Industrial Estate, representing 23.85% of all factory operators in the estate.
- **Number of activities organized in 2025:** A total of 29 activities.
- **Number of participating customers including membership and non-membership:** 144 companies.

Customer Needs and Expectations

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

The Company's Response in 2025

- **Community Care Activities / Projects**
  - The Company supported the organization of meetings to jointly develop community initiatives focusing on improving educational access and opportunities for youth, enhancing environmental quality, and restoring and conserving local water resources.
  - The Company supported the implementation of activities jointly organized with factories within the AMATA City Rayong Industrial Estate, such as National Children's Day, blood donation campaigns, commemorative tree-planting events, community reforestation, job fairs, aquatic animal release and fish habitat creation activities, friendship sports events, flood relief efforts, and school development initiatives, the AMATA Smiles Caravan program, volunteer teacher activities, and household vegetable gardening initiatives for school kitchens.

6. Waste Management Meetings

- **Number of activities organized in 2025:** 1 session.
- **Number of participating customers:** 300 companies.

- The Company organized a meeting to provide knowledge and understanding on the development of waste management projects based on the Circular Economy concept.

7. Water Management Meetings

- **Number of Activities Organized in 2025:** 1 session.
- **Number of participating customers:** 120 companies.

- The Company organized a meeting to enhance awareness and understanding in order to build confidence regarding the quantity and quality of water supplied to factories, preparedness for flood and drought management by AMATA, and water management within the industrial estate.

Customer Safety

The Company gives high priority to ensuring the safety of customers within the AMATA Industrial Estates, covering both the provision of safety measures in common areas and the effective management of emergency situations. Operations are conducted in strict compliance with applicable laws, regulations, and relevant standards. Potential emergency risks are regularly assessed and reviewed in order to define appropriate prevention and response measures. Fire stations and emergency response centers have been established within AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate to enable customers to access assistance on a 24-hour basis. In addition, the Company supports the enhancement of customers' preparedness by establishing an industrial fire training school, providing safety training services, conducting emergency response drills, and organizing specialized seminars related to safety, with the aim of strengthening knowledge, skills, and capabilities for appropriate prevention and response to emergencies.

In 2025, the Company responded to a total of 10 fire incidents involving customers in both industrial estates. In all cases, emergency response was provided within the target response time of 8 minutes. No injuries, fatalities, or significant impacts on surrounding communities or common areas of the industrial estates were reported. Further details on safety management within the industrial estates are presented in the section **"Building A Safe Society"**.

Customer Data Confidentiality and Privacy Protection

The Company is committed to safeguarding personal data and customer privacy, including confidential business information. This is implemented in strict accordance with its **"Confidentiality Policy", "Insider Trading Prevention Policy", "Cybersecurity and Information Technology Policy"**, and other relevant data security measures. These measures cover data access authorization, data storage and use in accordance with defined purposes, prevention of unauthorized disclosure, communication and training for relevant personnel, as well as the establishment of whistleblowing and complaint channels for reporting policy violations.

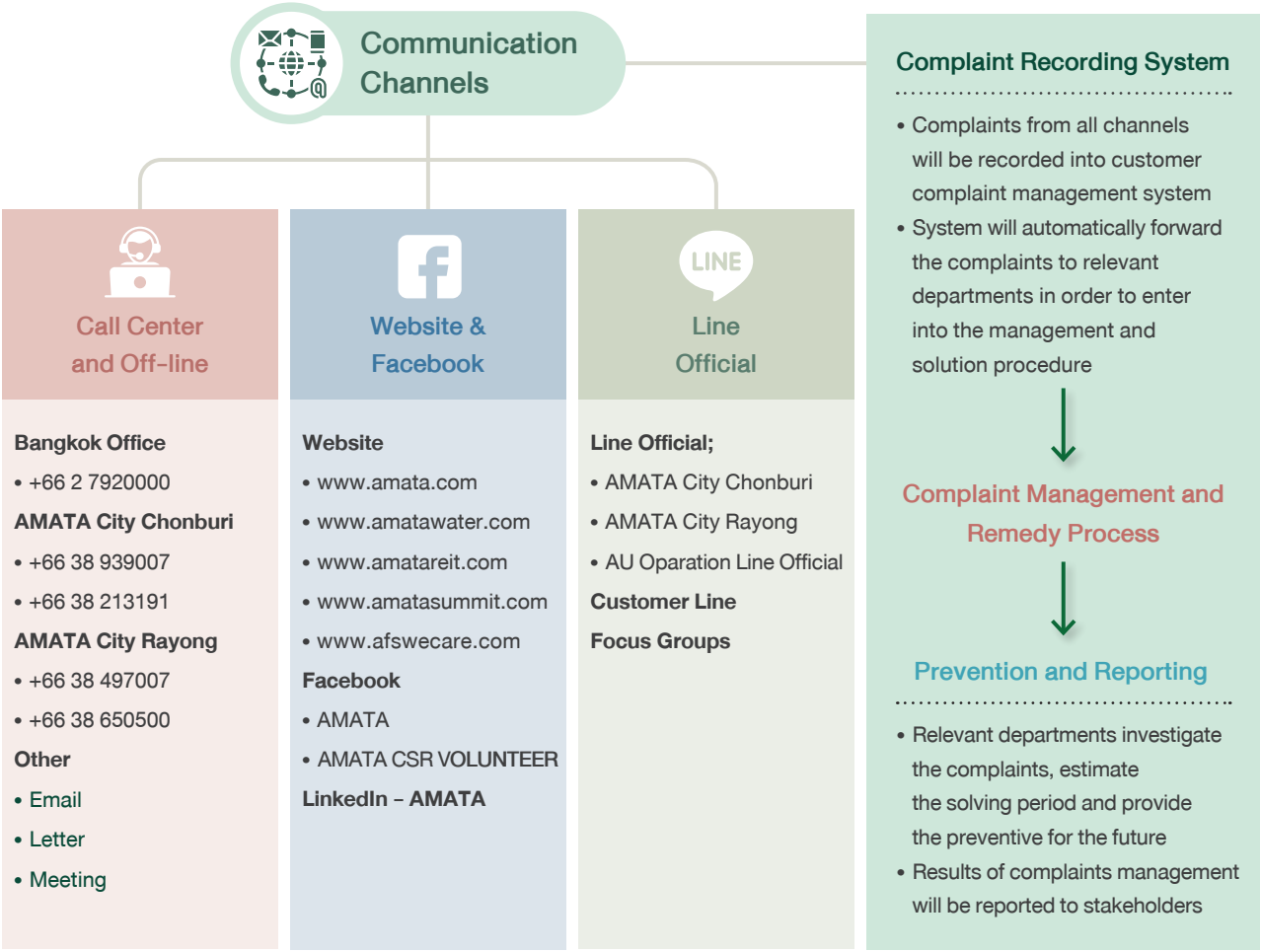
In 2025, the Company did not receive any substantiated complaints regarding violations of customer privacy, either from external parties or regulatory authorities. In addition, no incidents of leakage, theft, loss, or compromise of identifiable customer personal data or confidential business information were identified, nor were there any cases arising from customer privacy violation incidents reported in prior years.

	2025
Substantiated complaints from external parties (cases)	0
Complaints from regulatory authorities (cases)	0
Incidents involving leakage or loss of customers' confidential business information (cases)	0
Incidents involving leakage, theft, or loss of customers' personal data (cases)	0

Customer Complaint Management

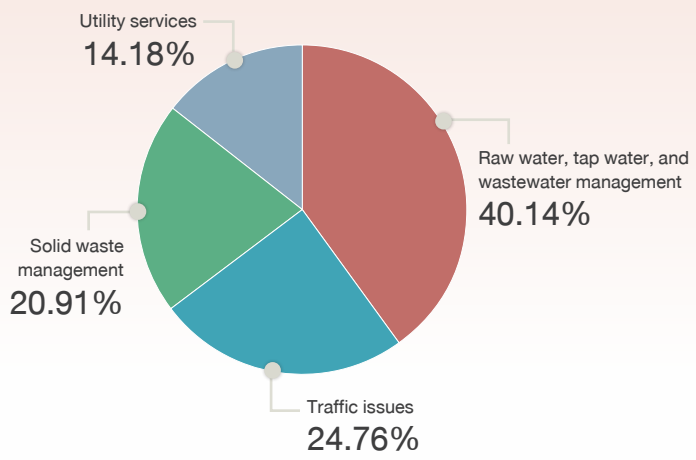
The Company has provided various easy-access channels for receiving customer complaints and developed a Customer Complaint Management System in accordance with the ISO 14001:2015 standard for its customers to inform the Company directly and receive resolutions within the specified period. Upon receiving a customer complaint, the responsible party will forward the complaint to the relevant department for resolution within the specified time frame. Once the issue is resolved, the customer will be contacted to report the resolution. The complaint will then be recorded in the Company's complaint database for future reference and improvement.

Customer Complaint Management Process



In 2025, the Company received a total of 416 complaints related to utilities and services. Among these, 167 complaints were related to issues with raw water, tap water, and wastewater management, accounting for 40.14% of total complaints. This was followed by 103 complaints related to traffic issues (24.76%), 87 complaints concerning solid waste management (20.91%), and 59 complaints related to utility services (14.18%), respectively. All complaints were resolved within the specified timeframe and responses were provided to customers in 100% of cases.

Customer Compliants by Type in 2025



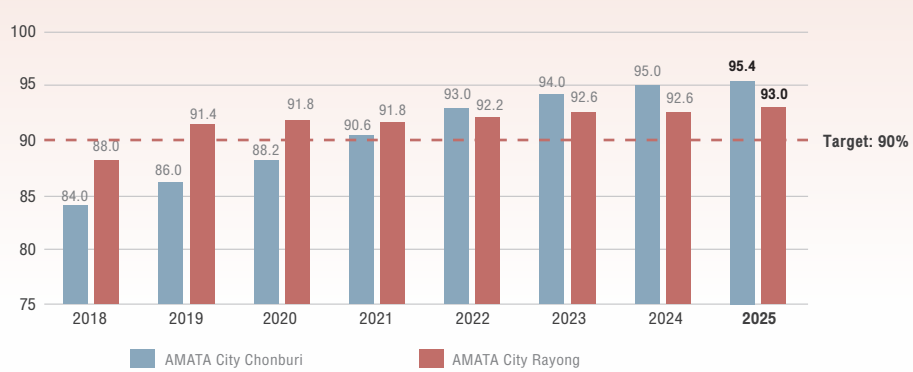
The responsible departments have analyzed customer complaints to determine appropriate corrective and preventive measures, which were subsequently presented to the management meetings for acknowledgment and approval. For example, in response to traffic-related complaints, AMATA Facility Services Co.,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

Customer Satisfaction

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

In 2025, the survey results showed that AMATA City Chonburi Industrial Estate received an average satisfaction score of 95.4%, while AMATA City Rayong Industrial Estate achieved 93%, both exceeding the Company's target of 90%.

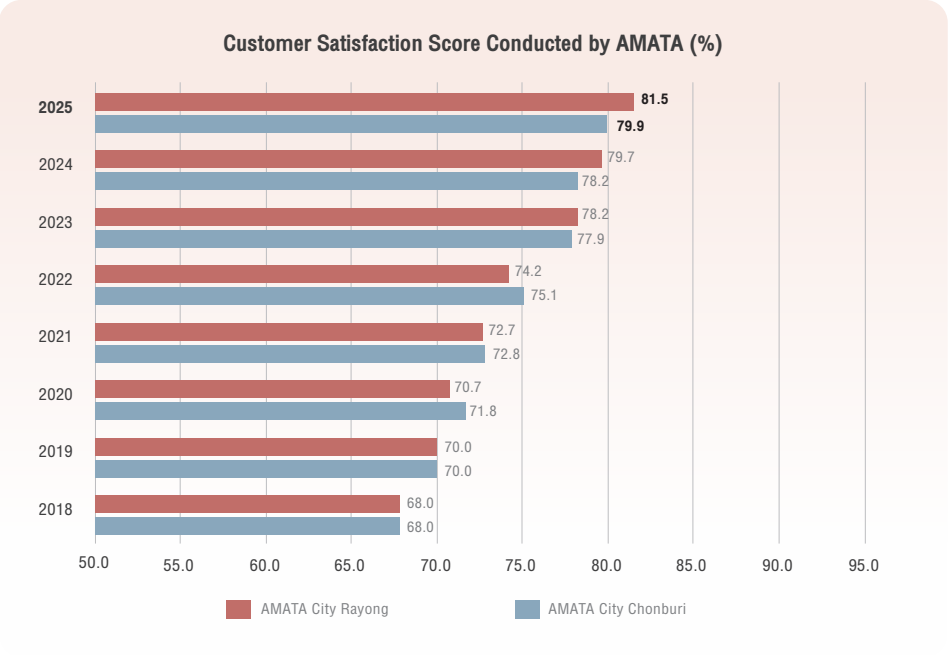
Customer Satisfaction Score Conducted by the Industrial Estate Authority of Thailand (%)



Additionally, to obtain more detailed insights into customer satisfaction within the AMATA Industrial Estate, the Company conducted a customer satisfaction survey annually through questionnaires and direct interviews with the Company's staff. The Company also held a meeting with high-level executives of factories and entrepreneurs in each industry to learn about the changing trends in customer needs in the future as well as the customers' problems and concerns that require support from the Company, such as products and services related to climate change and coordination with government agencies regarding rules, regulations, and restrictions that hinder today's ESG-focused business practices.

In 2025, the Company conducted a customer satisfaction survey in both AMATA Industrial Estates, covering 10 aspects related to products and services: 1. Water and wastewater management; 2. Roads, traffic signals, signs, and streetlights; 3. Safety and security; 4. Emergency preparedness and crisis management; 5. Public and green space management; 6. Waste management; 7. Telecommunication and internet services; 8. Industrial estate services to meet stakeholders' needs; 9. The Company's employee services 10. Communication channels and activities. The survey also covered customers' needs and expectations, enabling the Company to use the insights gained to identify opportunities for service and product development, as well as to guide its operations so that it can respond more effectively to customer needs.

The customer satisfaction scores for AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate were 79.9% and 81.5% respectively, both representing an increase from 2024. Moving forward, the Company plans to enhance its customer relationship management processes by establishing more diverse and specific customer communities to closely monitor customer needs and expectations. Additionally, efforts are underway to improve the efficiency of complaint management processes to elevate product and service satisfaction levels.



The results of the customer satisfaction survey, including issues and feedback gathered from both the Industrial Estate Authority of Thailand and the Company's own assessment, were presented in the Company's executive meetings for consideration in improving and enhancing the Company's products, services, and operational processes to increase overall efficiency. In 2025, the Company implemented improvements and developments initiatives across several key areas identified through the survey results. It also placed importance on providing customers with regular updates on progress so that they were clearly informed of the actions being taken, implementation plans, and expected timelines for improvement. Examples of these actions are set out below.

Examples of concerns or recommendations from the Company's 2025 customer satisfaction survey	The Company's Response
1. Problems related to the strength, speed, and stability of the internet connection provided by the service providers have led to usage difficulties, adversely affecting the operational efficiency of customers.	The Company implemented improvements to enhance security measures for telecommunications towers within the industrial estates, including the following actions: • Installed electromagnetic door locking systems for telecommunications towers and integrated door access control with the centralized control system, to strengthen security at equipment installation sites, reduce reliance on conventional keys, minimize risks associated with unauthorized key duplication, and shorten operational handling time. • Established centralized access control and monitoring measures for entry and exit to telecommunications tower areas to prevent unauthorized access and reduce risks related to theft or damage to equipment. • Developed an online electricity consumption monitoring system for telecommunications towers to enable continuous monitoring of operational status and usage activities, detect anomalies in electricity usage and equipment performance, prevent theft, and support timely incident detection and response, thereby reducing potential damage to equipment.

Examples of concerns or recommendations from the Company's 2025 customer satisfaction survey	The Company's Response
2. The management of traffic flow and the regulation of large trucks during peak hours, as well as the maintenance of road surfaces and related infrastructure, including traffic signs and street lighting.	The Company implemented measures to reduce traffic congestion and enhance safety within the industrial estate areas, including the following: • Installed public information signage prohibiting large trucks from entering the industrial estate during peak hours. • Deployed traffic police officers and volunteer traffic wardens at designated locations to screen and manage truck movements. • Installed guard rails and additional lighting at identified high-risk locations. • Improved and replaced traffic signage throughout the industrial estates to enhance visibility and clarity. • Constructed roundabouts to improve traffic flow and reduce congestion. • Installed an additional 33 CCTV cameras at high-risk locations to enhance monitoring efficiency and reduce the risk of traffic accidents. • Installed four additional AI-enabled CCTV cameras at two main entrance points of AMATA City Rayong Industrial Estate, and upgraded 30 existing CCTV cameras at 22 main and secondary entrance points of AMATA City Chonburi Industrial Estate by enhancing software and functionality to support AI technology. These systems enable traffic volume counting, with data used to support effective traffic management. • Installed road barriers to separate traffic directions and prevent unsafe crossings at hazardous points, together with the installation of speed-reducing devices and the application of road markings and warning lines in areas requiring speed reduction.
3. Safety and security of life and property within the industrial estates.	The Company implemented measures to enhance safety and security within its industrial estates, including the following: • Installed four additional AI-enabled CCTV cameras at two main entrance points of AMATA City Rayong Industrial Estate to detect motorcyclists not wearing helmets. The data obtained is used for monitoring and reducing road traffic accident risks. • Installed three additional CCTV cameras in identified high-risk areas that are confined and difficult to access, utilizing solar power systems in combination with mobile network-based internet connectivity. • Installed 77 additional streetlights in areas previously without lighting and identified as high-risk locations. • Established vehicle inspection checkpoints during nighttime hours on Thursdays, Fridays, and Saturdays at transition points between the industrial estate and public roads. These checkpoints are operated by the Company's personnel, with police officers participating during certain periods. • Provided assistance in response to customer requests on 74 occasions, including the management of wildlife or potentially dangerous animals such as monkeys, snakes, and reptiles, to prevent safety hazards and minimize impacts on customers' operations.



Employee Care, Development and Retention

Material Topic with High Materiality

8. Employee Development and Retention

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

Contributions to SDGs



4.4, 4.5 | 8.5, 8.8 | 10.2, 10.3

Risk

Ineffective human resource management, or practices that are not aligned with human rights principles-particularly with respect to equal treatment, non-discrimination, and respect for employees' rights-may adversely affect the Company's ability to attract and retain qualified personnel. This could in turn undermine employee morale, work efficiency, and business continuity. In addition, if the Company is unable to equip employees with the skills, knowledge, and capabilities required to respond to changes in business conditions, technology, regulations, and the expectations of customers and operators within the industrial estates, the Company may face reduced service readiness, missed business opportunities, and weakened competitiveness in the future.

Opportunity

The development of a human resource management system that promotes fairness, respect for human rights, and the continuous enhancement of employees' capabilities helps strengthen a workforce that is adaptable to change. This, in turn, supports efficient operations and service delivery across the Company's industrial estates, enhances service quality, and fosters the development of new ways of working. These efforts contribute to building confidence among customers and operators within the industrial estates and support the Company's sustainable growth.

	2030 Targets	2025 Targets	2025 Performances
Employee engagement score	Exceeding 90%	Exceeding 74%	83%
Voluntary employee turnover rate	Below 5%	Below 7.5%	6.4%
Average training hours per employee per year	At least 25 hours	At least 18 hours	24.45 hours

Management Approach

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

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

Scan this QR Code for more details about our Human Resource Management Policy.

The Company places human resource management under the oversight of the Board of Directors and management. The Board of Directors is responsible for approving and reviewing relevant policies, ensuring that operations comply with applicable laws and recognized practices, and monitoring risks and performance. Management is responsible for implementing the approved policies by establishing appropriate structures, objectives, action plans, and control measures, as well as monitoring implementation, communicating to raise awareness, providing grievance and complaint channels, and regularly reporting material issues to the Board of Directors. This governance framework supports effective, transparent, and goal-aligned human resource management.

The Company has established the Human Resource Management Committee as a strategic planning and monitoring mechanism, chaired by the Chief Executive Officer of AMATA Group and consisting of 15 members, including the Chief Marketing Officer, Chief Business Development Officer, Chief Financial Officer, Chief Technical Officer, Chief Administration Officer, Chief Strategy Officer, Chief People Officer, Vice President - Company Secretary & Legal, as well as the Chief Executive Officers and Managing Directors of subsidiary companies. The Committee sets guidelines for employee care according to the rules, regulations, local laws, and international standards relevant to the Company's business operations, including the human rights principles. All employees are treated equally and fairly, with their rights protected and respected. Channels for complaints are provided to receive suggestions, problems, and expectations from all employees in order to improve human resource management accordingly.



Respect for Human Rights and Fair Labor Practices

Human Rights and Labor Principles and Practices

The Company is committed to respecting human rights and upholding fair labor practices across its operations. Applicable labor laws, regulations, and relevant standards in the countries where the Company operates, together with internationally recognized human rights principles, serve as the foundation for human resource management throughout the employment lifecycle. The Company promotes a working environment that respects human dignity and is free from human rights abuses, harassment, forced labor, child labor, and all forms of discrimination. It is also committed to ensuring fair treatment, safe working conditions, equal opportunity, and access to learning and development for all employees, while supporting career advancement on the basis of qualifications, capabilities, and performance. To support these commitments, the Company has established written policies and practices covering human rights and labor management, communicated them throughout the organization, and monitored employment practices to ensure alignment with applicable legal requirements and relevant standards.

Diversity, Equity, and Inclusion (DEI)

The Company promotes diversity, equity, and inclusion in the workplace by treating all employees fairly, equitably, and equally, without discrimination, and free from any form of segregation on the basis of age, gender, education, marital status, political opinion, nationality, race, religion or beliefs, as well as visible and non-visible disabilities, or any other personal characteristics unrelated to job performance.

The Company employs individuals of eight nationalities, reflecting cultural diversity within the organization. Accordingly, the Company fosters a respectful, inclusive, and open working environment that supports effective collaboration. Clear criteria and processes are established for recruitment, employment, development, performance evaluation, promotion, and remuneration, based on employees' qualifications, capabilities, performance, and potential. The Company communicates its non-discrimination practices to employees and management, provides mechanisms for raising complaints or concerns, and regularly reviews human resource processes to promote equal opportunity and mitigate the risk of discrimination in the workplace.

Equal Opportunity and Employee Capability Development

The Company believes that providing equal opportunities alongside the continuous development of employee capabilities is a fundamental foundation for the organization's sustainable growth. Accordingly, the Company supports employees at all levels in accessing learning, training, and skill-development opportunities necessary for their roles, as well as new skills that are responsive to changes in the business environment, technology, and the expectations of customers and operators within the industrial estates. In addition, the Company has established a performance appraisal system and career advancement process based on clear, transparent, and fair criteria in order to support employees in developing their capabilities and advancing appropriately within the organization.

Grievance Mechanisms and Employee Protection

The Company has established mechanisms and channels for employees to submit complaints or raise concerns regarding unfair treatment, discrimination, harassment, or other forms of rights violations. These mechanisms provide all employees with an appropriate means to report issues or seek assistance. Complaints may be submitted directly to the Chairman of the Board and the Chairman of the Audit Committee at P.O. Box no.7, Monterey Tower Post Office. All complaints are subject to consideration, investigation, and follow-up in accordance with procedures that emphasize fairness, confidentiality, and the protection of complainants, witnesses, or other related parties from intimidation or retaliation. The Company also uses complaints and concerns received as inputs for improving management practices and the workplace environment.



Recruitment and Employment

The Company emphasizes the importance of recruitment, selection, and hiring employees to join the Company in order to employ the right personnel that suits well with the Company business strategy and has potential for further development to help drive the organization according to AMATA's core values under AMATA DNA: DRIVE. The Company seeks qualified candidates from both internal employees within the group and external applicants. Priority is given to internal candidates for consideration and selection. If no suitable candidate is found internally, the Company will proceed with external recruitment and hiring. The Company will not use child labor or labor that violates the law and will treat employees, job applicants, workers, and all stakeholders with fairness. It will also carry out all processes with fairness, transparency, and accountability, without discrimination, throughout the recruitment and hiring process. In 2025, the Company targeted achieving at least 70% of its recruitment and employment plan with the following strategies and performance:

Strategy	Performance
1. Plan workforce and competencies in alignment with the Company's core values and organizational culture.	• The Company has guidelines for recruiting staff that match its core values, whereby every new staff member will have a chance to converse and interview with the Chief Executive Officer to evaluate alignment with its core values and organizational culture.
2. Develop proactive recruitment channels and opportunities to reach the new generation.	• The Company has expanded communication channels through online social media, i.e. Facebook/AMATACorp and LinkedIn/AMATACorp to strengthen the corporate image and better access the new generations. • The "Friends Get Friends" program has been implemented by the Company to incentivize employees within the AMATA group to recommend job candidates who align with the Company's core values and organizational culture. • The Company has organized an internship program that allows college students in Thailand to intern and learn work skills with the Company. In 2025, 14 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.	• The Company provides the opportunity for the staff to work in other functions of their interest in addition to their current position for 6 - 12 months in order to enhance their competency according to their interests and also to learn about other functions within the Company. In 2025, 3 staff members have transferred to other functions within the Company.

In 2025, the Company had a total of 44 job openings, successfully recruited 39 new employees, achieving a recruitment success rate of 89%, with details as follows:

	2022	2023	2024	2025
Total employees (Persons)	250	275	289	298
New employees (Persons)	32	42	35	39
Job opening (Positions)	48	55	42	44
Hiring plan achievement rate (%) (Target)	67% (70%)	76% (70%)	83% (70%)	89% (70%)



Employment of Retired Employees

The Company has a Retirement Policy that allows retired employees to return to work voluntarily. Since the Company is well aware that certain retired employees are still healthy, able to work efficiently, and provide value to the Company by passing on their work experience to the younger generation. The Company therefore offers opportunities for employment after retirement and considers the knowledge and abilities of retirees, as well as the suitability of the job role, on an annual basis. The rehired employees will receive proper compensation in accordance with regulations, as well as benefits comparable to those of full-time employees. They will also be provided with protections as required by the laws and regulatory authorities of each country where the company operates. In 2025, a total of 2 employees retired, and 16 employees were employed on a continuous basis under the post-retirement employment policy.

As of 31 December 2025, the Company had a total of 298 employees, covering all categories of employees of AMATA Corporation Public Company Limited and its subsidiaries in Thailand over which the Company holds more than 50% ownership or has financial or management control. These comprise a total of four subsidiaries, namely AMATA City Rayong Company Limited, AMATA Summit Ready Built Company Limited, AMATA U Company Limited, and AMATA Facility Services Company Limited.

Employee Care

Employee Care Strategy (2023 – 2025):

Becoming an Employer of Choice by offering a distinctive employee experience and long-term career growth opportunities.

Building Organizational Capability	Elevating Motivation	Enhancing Employee Well-being
• **Future-ready Organization Design** o Organizational structure o Governance and management systems	• **Rewards & Recognition** o Market-competitive remuneration aligned with market benchmarks and cost of living o Employee recognition o Employee referral (“Friends Get Friends” program)	• **Education** o Scholarships o Language training • **Health & Well-being** o Physical health (vitamins, sports club, health insurance) o Mental health (employee counselling program) • **Occupational Safety** o Ergonomic work shoes to support employees’ health and well-being
• **Skills-based Organization** o Learning journey o Leadership Development Program	• **Effective Communications** o Town hall o CEO Day o Staff meetings o The Welfare Committee	• **Workplace Facilities** o Recreation room o Exercise equipment o Ergonomic furniture and equipment for standing, sitting, and resting
• **Career Pathing**		

Compensation Management

The Company manages employee compensation through a combination of short-term and long-term remuneration, benefits, and welfare that are appropriate, fair, and aligned with the Company’s performance. In determining compensation levels, the Company takes into account job roles and responsibilities, economic conditions, cost of living, the business environment, and labor market benchmarking within comparable industries to ensure that compensation remains appropriate, competitive, and supportive of employees’ quality of life. Compensation is determined based on the principles of pay for position and pay for performance, including performance outcomes and aligned behaviors. The Company also upholds the principle of equal pay for work of equal value, without discrimination, to retain and motivate high-performing, capable, and committed employees. In this regard, the Company ensures that employee remuneration is not lower than the legally prescribed minimum wage and promotes compensation levels that are sufficient to support a reasonable standard of living, taking into consideration the local context of areas in which the Company operates.

The Company establishes clear payroll and bonus payment schedules, ensures timely payment, and provides employees with appropriate payment documentation. The compensation, welfare, and benefits structure are regularly reviewed to reflect changes in the cost of living, economic conditions, and labor market dynamics. Bonus payments are determined based on individual performance and the Company’s operating results for the respective year and are subject to approval by the Human Resource Management Committee.

For employees assigned to work overseas (Expatriate Staff), the Company provides appropriate compensation and benefits in compliance with applicable local laws and with due consideration for competitiveness within the local labor market. This includes benchmarking compensation and benefits as well as reviewing cost-of-living and price indices for each city or country in which the Company operates.

In addition, the Company complies with applicable labor laws governing employees’ working hours and ensures that overtime work is compensated accurately and fairly. The Company also continues to enhance the efficiency of its work systems to minimize unnecessary overtime, as part of its commitment to supporting employees’ quality of life and well-being.

Employee Performance Evaluation and Remuneration

The Company conducts performance evaluations and career development planning for executives and employees on a regular basis twice a year, namely the mid-year and year-end cycles. The evaluation process covers employees at all levels in accordance with the Company's established criteria and is carried out through clear, transparent, and fair assessment frameworks. Performance assessments are based on actual work outcomes and behaviors that reflect the Company's corporate values. Individual performance evaluation results are used as a key input for annual remuneration decisions for executives and employees, as well as for competency development, individual development planning, and career progression and succession readiness. The Company encourages employee participation in defining work plans and key performance indicators (KPIs) jointly with supervisors, ensuring alignment with departmental and Company-level objectives (Corporate KPIs). This two-way communication process enables employees and supervisors to jointly plan, monitor performance, and identify opportunities for improvement, thereby enhancing work effectiveness. It also strengthens positive working relationships between supervisors and employees, contributes to employee engagement, and serves as a key mechanism for driving the organization toward its strategic objectives.

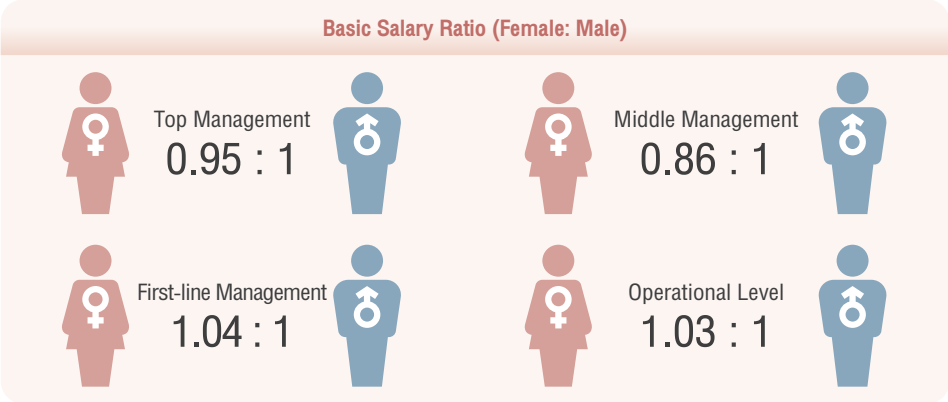
In 2025, the Company conducted performance evaluations and career development planning covering 100% of employees within the reporting scope. The evaluation process comprised the following three components:

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

Percentage of Employees Receiving Performance Evaluation and Career Development Planning in 2025

Employee Group	Total number of employees	Number of employees evaluated	Percentage (%)
By Gender			
• Male	163	163	100
• Female	135	135	100
By Level			
• Top Management (Level 9–12)	18	18	100
• Middle Management (Level 6–8)	50	50	100
• First-line Management (Level 4–5)	86	86	100
• Operational Level (Level 1–3)	144	144	100

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



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

The Company has reviewed and improved the performance evaluation criteria for the Chief Executive Officer and senior executives to ensure clarity and alignment with the Company's strategy and business direction. The performance indicators for all senior executives are linked to the objectives of the Long-Term Strategic Plan 2030 and the Company's Corporate Key Performance Indicators (Corporate KPIs), which encompass both financial and non-financial dimensions, including environmental, social, and governance aspects, in accordance with the Balanced Scorecard approach. The determination of these performance indicators is subject to the Company's governance processes and is used as part of the evaluation of performance and the consideration of remuneration for senior executives.

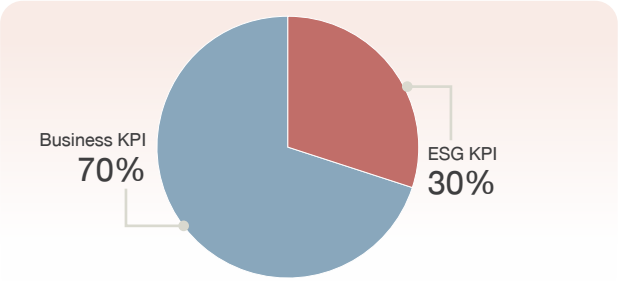
Dimension	Key Performance Indicators	CEO	Senior Executives	Employees
Economic	• Revenue and net profit	●	●	-
	• Recurring income ratio	●	●	-
	• Growth of recurring income through innovative products and services	●	●	●
Environmental	• Greenhouse gas emissions (Scope 1 & Scope 2)	●	●	●
	• Proportion of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

Performance Evaluation and Remuneration of Senior Executives

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

Performance Evaluation and Remuneration of Chief Executive Officer

The Nomination and Remuneration Committee is responsible for evaluating the performance and compensation of the Chief Executive Officer as a guideline although the current CEO declines to accept such compensation. Performance indicators are determined through mutual agreement between the Board of Directors and the CEO. These indicators encompass operational activities to achieve business objectives, weighted at 70%, along with sustainability (ESG) goals, weighted at 30%. In terms of compensation, a survey has been conducted to access salary adjustment rates and executive compensation benchmarks within the industry. The remuneration proposal is then reviewed by the Nomination and Remuneration Committee, which will be submitted to the Board of Directors for approval.



Welfare and Benefits

The Company provides additional welfare and benefits to all employees without discrimination by considering the appropriateness of duties and responsibilities. In the case of permanent and yearly contract employees, additional welfare, including life and accident insurance, disability and occupational injury coverage, annual health check-ups, maternity leave, language proficiency incentives, medical and dental treatment fees, annual influenza vaccination, loans, and various types of financial support, are given in accordance with the criteria set by the Company. However, the provident fund and retirement fund are given only to permanent employees. Moreover, the Company provides certain welfare benefits to permanent and yearly contract employees that also extend to cover family members of the employees, such as educational scholarships for their children and funeral allowance for family members, etc.

In 2025, the Company enhanced its employee health and wellness benefits by providing additional support for employees' access to fitness center services at both partner and non-partner facilities across all office locations. This initiative formed part of the Company's ongoing efforts to support employee well-being.

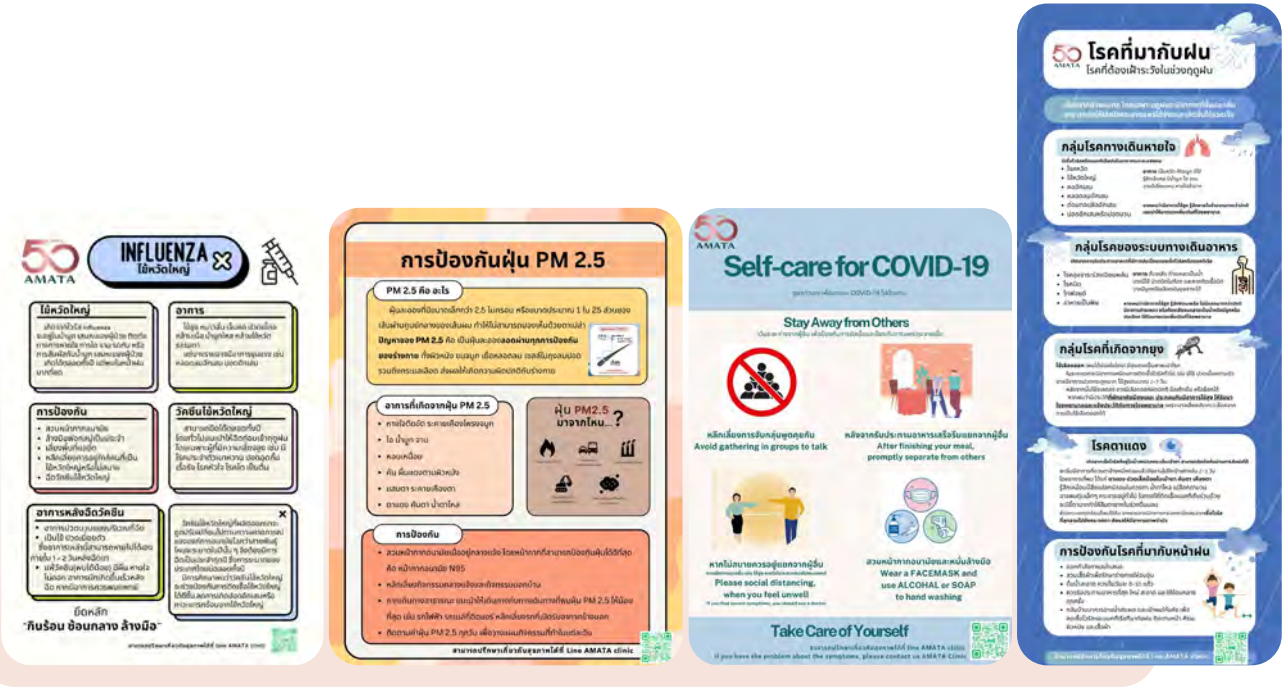
The Company has informed the employees of the available welfare and benefits since the first day of employment. The employees are also allowed to participate in the welfare program to improve it and create additional activities for the public's benefit through the Welfare Committee. The Welfare Committee consists of 18 employee representatives selected by the employees and 6 representatives of the Company. The Welfare Committee holds a meeting every three months. Recommendations and feedback from the Welfare Committee meetings are used as inputs for reviewing and improving relevant policies, regulations, and welfare programs to better align with employees' needs and to promote employees' quality of life, which in turn supports improved work performance. Furthermore, the Welfare Committee serves as an additional channel for fostering engagement between management and employees, as well as for receiving opinions, suggestions, and complaints related to welfare, occupational health and safety, labor standards, and other employee concerns.

Provident Fund

To promote long-term financial and retirement planning, the Company has established a provident fund, which has 173 members, accounting for 58% of the total number of employees in 2025. Since 2020, the Company has diversified investment risks by appointing two asset management companies to manage the provident fund in order to maximize benefits for the employees. Moreover, financial experts have been invited to educate employees about economic conditions, investment, and tax incentives.

Employee Health and Well-being

The Company has established an annual budget allocation policy to promote employee well-being and quality of life by supporting health and safety initiatives. These initiatives include the provision of fitness rooms and recreational spaces, which serve not only as wellness facilities but also as areas that encourage interaction and experience sharing between younger employees and retirees who are engaged under continued employment arrangements. In addition, members of senior executives regularly engage with employees through online meetings to communicate the Company's care and concern for employee health. The Company also disseminates health-related informational materials prepared by its in-house medical personnel through internal employee LINE groups. These communications cover personal health care and disease prevention related to environmental and public health conditions, such as preventive measures against fine particulate matter (PM2.5), common seasonal illnesses during the rainy season (including respiratory and gastrointestinal diseases), mosquito-borne diseases such as dengue fever, and conjunctivitis. Guidance on self-care and prevention of respiratory infectious diseases, including COVID-19 and seasonal influenza, as well as information on vaccinations and basic symptom monitoring, is also provided.



Employee Development

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

Strategic Aspirations 2023 - 2025: Human Resource

2023
- Talent Pool for Succession Plan
- AMATA Leadership Academy
- Digital HR

2024
- Talent Pool for Organizational Growth
- E-learning (Learning Management System)
- Career Management

2025
- Regional Talent Pool

Learning and Development Strategic Roadmap 2023 - 2025

- Successor & Talent Pool
- Leadership Academy
- Digital HR

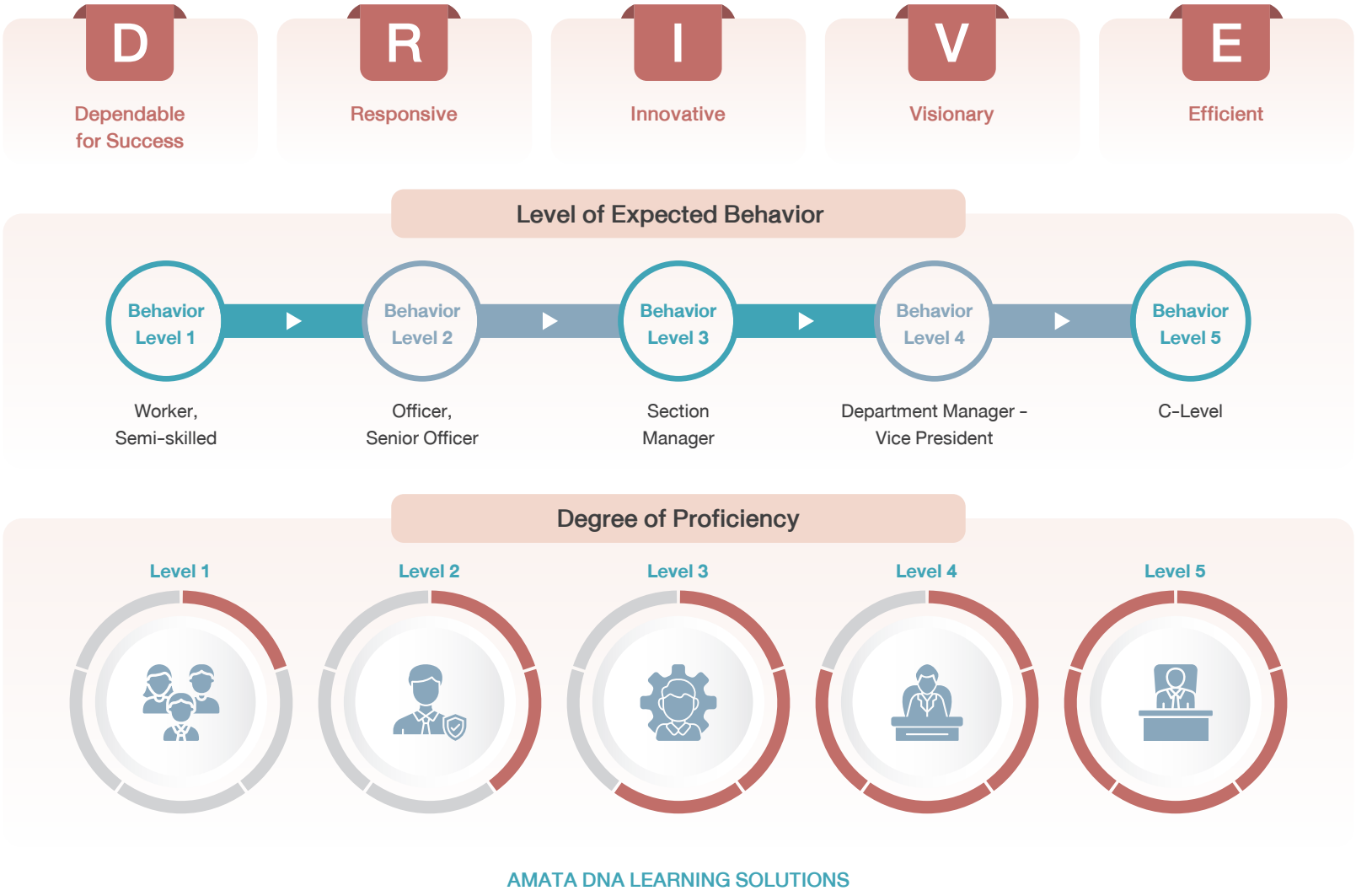
Learning and Development Strategic Goals

- Enable success of strategic priorities 2025 through competencies development of successors and talents
- Create long-term leadership pipeline to enhance competitiveness
- Leverage technological advancement for personalized learning

Success Indicators

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

In 2025, the Company provided training programs and learning and development initiatives for employees at all levels in accordance with the 70:20:10 Learning Model, with a focus on the application of artificial intelligence (AI) and digital transformation to enhance operational efficiency and reduce costs across business processes. The Company also delivered AI literacy and technology training to executives and employees across the organization. In parallel, the Company enhanced its training needs assessment process in collaboration with prioritized functions, namely the Sales and Marketing Department and the Engineering Department. These efforts focused on designing targeted learning programs to strengthen specialized workforce capabilities, covering both behavioral skills (soft skills) and technical skills (hard skills) relevant to each professional discipline. This approach aims to improve the effectiveness and relevance of work processes, better align operations with customer needs, and help mitigate risks within the sales process.



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

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

AMATA LDP I Leadership Development Program

TRANSFORMATIONAL LEADER PROGRAM for Senior Management / Executive	For JL8 to JL9	• Understand and take role as business leaders • Formulate organization strategy in terms of increasing and balancing business and people capabilities • Use new management / business tools to manage business effectively • Create and lead change within the organization which leads to business and organization future growth sustainably
SMART LEADERSHIP ACCELERATOR PROGRAM 2 for Middle Manager	For JL6 to JL7-8	• Understand and take role as manager of managers • Translate organization strategy into execution strategy effectively • Formulate functional strategy to align with organization / business strategy • Manage team and resources to ensure the effectiveness of execution
SMART LEADERSHIP ACCELERATOR PROGRAM 1 for First-line Manager	For JL4 to JL5-6	• Understand and take role as a first line manager • Understand business and customers • Manage and engage team to commit and work dedicatedly, collaborate and effectively

The Company has continuously provided training programs to enhance workforce capability, with a focus on strengthening leadership skills and competencies essential for future business operations. Key initiatives include the SMART LAP 1 (New Leader Development Program for Department Managers), which aims to enhance managerial skills, foster strong team-building capabilities, and develop a fundamental understanding of business operations. In addition, the Company delivered upskilling training on AI Literacy and Technology Trends 2025 for employees and executives across all functions and levels. These programs are designed to enable participants to apply the acquired knowledge in their work, improve operational efficiency, and support readiness for technological change and evolving modern business practices.

Rising Star Program

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



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

Employees identified as Rising Stars receive individual development plans, career path planning, and priority consideration for inclusion in the succession plan. Since the inception of the program in 2021, the Company has identified a cumulative total of 12 Rising Star employees. However, in 2025, the Company was in the process of enhancing and refining its 360-degree assessment framework for potential identification to ensure alignment with the Company's business direction over the next three to five years. As a result, no additional Rising Star employees were selected during the year, and the cumulative number of Rising Star employees remained unchanged.

In addition, the Company has implemented an employee scholarship program since 2024 to encourage employees to further develop their knowledge and capabilities, apply such knowledge to their work, and enhance career growth opportunities. This initiative aligns with the Company's value of "Visionary for Leaders" and also serves as a motivation and retention mechanism for employees. Eligible employees may apply for scholarships throughout the year for undergraduate or postgraduate programs delivered in English at leading universities in Thailand. In 2025, one employee received a Company scholarship to pursue a Master of Business Administration (MBA) in International Entrepreneurship (International Program).





Succession Plan

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

In 2025, the Company completed successor profiles for 100% of senior executive positions, with a list of successors covering 88.2% of all senior executive positions, prioritizing internal high-potential candidates. The company then aims to create individual development plans to prepare employees for taking on leadership roles or executive positions, in order to replace executives who will be retiring in the next 1-3 years.

The Company requires employees identified as successor candidates to prepare Individual Development Plans (IDPs), focusing on development in three key areas:

1. Readiness for the target position: Preparation for the target role is supported through the assignment of additional roles and responsibilities, together with close mentoring.
2. Development of diverse skills and experience: Employees are assigned challenging projects or tasks that are defined as Key Performance Indicators (KPIs) within clearly specified timeframes. This is complemented by job shadowing to gain insights into the Company's culture, work processes, and management-level responsibilities, as well as participation in training programs that enhance networking, presentation skills, and the ability to represent the Company.
3. Leadership skills development: Leadership capabilities are strengthened through participation in training programs organized by the Company, together with coaching to enhance motivation, confidence, and readiness to perform leadership roles.

In 2025, the Company delivered a total of 101 training courses through both in-person and online formats, with total personnel development expenditure of amounting to 2.85 million Baht. A total of 90.27% of executives and employees, based on the total workforce, participated in training programs during the year. The average training hours were 24.45 hours per person per year. Average training hours for management-level employees were 20.94 hours per person per year, while operational-level employees averaged 25.10 hours per person per year, exceeding the target of 18 hours per person per year.

Average Training Hours per Employee in 2025 (hours per person per year)



Employee Engagement

The Company conducts an annual employee engagement survey to measure the level of engagement among employees. This includes their interests, expectations, feedback, suggestions, and any complaints they may have. The Human Resources Management Committee is responsible for developing and enhancing employee care programs and initiatives. The results of these efforts are then reported to executives and Board of Directors. Furthermore, the Company has informed the employees about the results of employee engagement survey through the Company's intranet and presented progress on the management of issues found in the previous year through quarterly staff meetings, as well as communicated via employee representatives in the Welfare Committee.

In 2025, the employee engagement score reached 83%, an increase from the previous year and exceeding the target of 74%. Based on employee feedback, the key areas identified for accelerated improvement include strengthening cross-functional collaboration, enhancing information sharing among departments, and improving the compensation system to better align remuneration with performance.

As part of these efforts, the Company plans to promote effective communication and coordination across business units through the regular organization of meetings and team-building activities, together with the establishment of clear working guidelines to enhance collaboration efficiency. In addition, the Company will further develop and improve communication channels and information-sharing systems to enhance accessibility and timeliness. These initiatives will be implemented in parallel with periodic reviews of the performance evaluation framework and compensation structure to ensure fairness, transparency, and appropriate linkage to employees' performance outcomes.

The Company sets a target for its employee turnover rate to remain at or below the industry average, based on survey data from the Personnel Management Association of Thailand (PMAT). In addition, the Company has set a target for the voluntary employee turnover rate of below 7.5%. In 2025, the voluntary employee turnover rate was 6.4%, representing an increase from 2024 but remaining within the target threshold of 7.5%. Nevertheless, the Company will continue to develop employee care in all aspects, fostering greater participation and engagement to retain quality personnel as a vital asset for the Company's future.

	2019	2020	2021	2022	2023	2024	2025
Average turnover rate of the real estate and construction industry (%)	22.6	22.6	20	16	25	20	24
Employee turnover rate* (%)	7.3	5.9	8.0	6.8	5.8	7.6	9.1
Target on voluntary employee turnover rate (%)	10	10	10	10	10	10	7.5
Voluntary employee turnover rate (%)	6.0	4.6	6.7	6.8	4.0	6.2	6.4

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

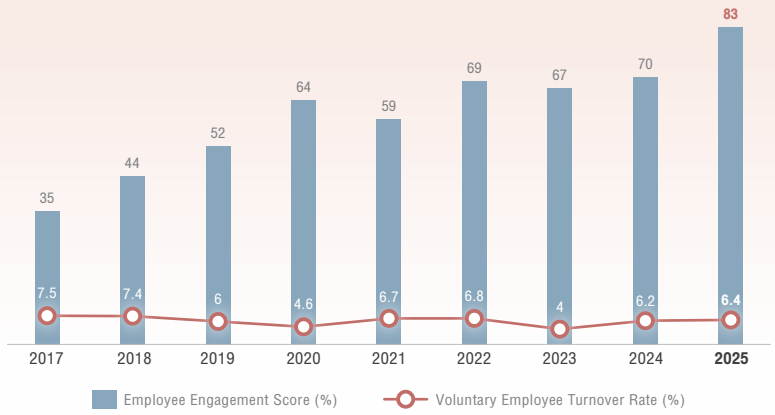
Note: In 2025, the Company revised the data coverage for voluntary employee turnover to align with the reporting scope applied in the Company's Sustainability Report. Accordingly, historical data for the years 2019-2024 were restated to reflect the revised reporting scope, in order to ensure appropriate year-on-year comparability of the disclosed information.



298
Total Employee
(Persons)



100%
Employee Engagement
Survey Coverage



Building A Safe Society

Material Topic with High Materiality

10. Traffic Management and Road Safety

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

Material Topic with High Materiality

11. Community Health and Well-being

- Community health and safety

Material Topic with Moderate Materiality

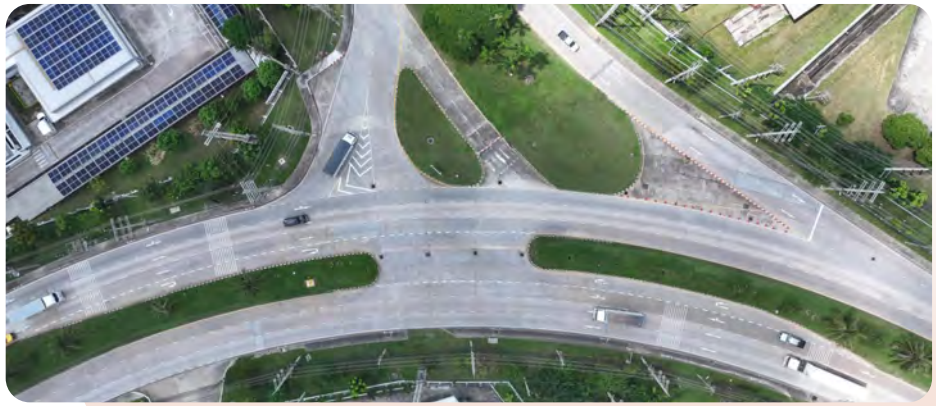
9. Health and Safety at Work

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

Contributions to SDGs



3.6, 3.9 | 8.8 | 11.2 | 16.1



Risk

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

Opportunity

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

	2030 Targets	2025 Targets		2025 Performances	
		Employees	Contractors	Employees	Contractors
Number of work-related accidents resulting in lost time injuries (cases)	0	0	0	0	0
Lost Time Injury Frequency Rate (LTIFR): cases per 1,000,000 hours worked	0	0	0	0	0
Number of road accidents in AMATA City Industrial Estates compared with 2024 base year	-	50% reduction		Increased by 17.27%	
Number of road traffic fatalities in AMATA City Industrial Estates compared with 2024 base year	-	50% reduction		Increased by 12.50%	

Management Approach

The Company is committed to creating a safe environment in and around the industrial estate. It emphasizes compliance with relevant laws, preparedness in equipment and manpower for various emergencies, and safety promotion activities for employees, customers, contractors, and surrounding communities. The goal is to foster safety awareness, provide knowledge and understanding, minimizing negative impacts on stakeholders, and collaboratively build a safe society and confidence in the communities neighboring the industrial estates.

The Company has assigned the Corporate Governance and Sustainable Development Committee to oversee occupational health, safety, and working environment matters at the policy level. The Committee is responsible for considering, approving, and periodically reviewing relevant policies and standards to ensure their appropriateness in relation to the Company's business risks. Its duties also include monitoring performance outcomes and material risk issues, as well as promoting the concrete implementation of safety policies and the development of a safety-oriented culture across the organization. Management is responsible for translating these policies into practice through the establishment of criteria, standards, action plans, and key performance indicators; the allocation of clear accountability structures and sufficient resources; the development of risk management and internal control systems; communication and training; and ongoing supervision to ensure that employees, suppliers, contractors, customers, and communities associated with the Company's operations are appropriately and continuously protected in terms of safety.

In addition, the Company has established an Occupational Health, Safety, and Working Environment Committee (OHS Committee) in accordance with legal requirements, with employee representatives appointed as committee members. The Committee serves as a formal mechanism for participation and consultation between management and employees on occupational health and safety matters. The Committee's responsibilities include reviewing safety-related plans and activities; monitoring operational performance and accident statistics; promoting training and employee well-being; establishing a system for reporting unsafe working conditions; and regularly providing recommendations to management. In parallel, employees and relevant workers are encouraged to report hazards, provide feedback, and follow up on corrective actions related to safety issues, with the objective of continuously enhancing the effectiveness of occupational health and safety management.

The Company has established a **"Quality, Safety, Occupational Health, and Working Environment Policy"** supported by standard operating procedures related to occupational health and safety. These include guidelines for employees, customers, and contractors operating within the Company's operational areas, requiring strict compliance with relevant rules, regulations, and legal requirements, such as the Labor Protection Act B.E. 2541 (1998), the Occupational Safety, Health, and Environment

Act B.E. 2554 (2011), as well as international standards adopted in estate management, including ISO 14001:2015 and ISO 45001:2018. In 2025, AMATA Facility Services Company Limited obtained ISO 45001:2018 certification covering 2 out of 4 operational sites, representing 50% of the total operational sites. The Company also conducts regular occupational safety risk assessments and evaluates the effectiveness of its occupational health and safety control measures.

Scan this QR Code for more details about our Quality, Safety, Occupational Health, and Working Environment Policy

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

Employee Occupational Health and Safety

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

To achieve this goal, the Company, led by the Occupational Health, Safety, and Environment Committee (OHSEC), with employee representatives as members, has organized activities to promote occupational health and safety, including health promotion for the Company’s employees, as follows:



1. Occupational Health and Safety Risk Assessment

The Company has established a systematic process for hazard identification and occupational health and safety risk assessment to prevent and control risks that may result in unsafe conditions or adverse health impacts on workers. The process covers routine and non-routine activities and applies to employees, as well as workers who are not employees, including contractors and workers of suppliers, whose work and/or workplace is controlled by the Company, across operating sites and projects under development.

Supervisory-level employees and relevant personnel jointly identify hazards, assess risks, and determine appropriate control measures for each activity or process in accordance with the Company’s guidelines, criteria, and standardized assessment tools. Assessments are conducted based on the hierarchy of controls to eliminate hazards and minimize risks to acceptable levels. Risks are reviewed at least once a year, or whenever significant changes occur. The process is carried out by designated personnel in line with their roles and responsibilities and who have received relevant safety training, in order to help ensure that the assessments are appropriate, consistent, and of adequate quality. The results are used to establish and review control measures, improve work procedures, plans, communication, and training, and support monitoring, inspection, and the continual improvement of the Company’s occupational health and safety management system.

2. Reporting and Investigating Unusual Incident or Accident

The Company requires employees and workers who are not employees, including contractors and other relevant workers whose work and/or workplace is controlled by the Company, to report work-related hazards, hazardous situations, and work-related incidents to their supervisors, safety officers, or through channels designated by the Company, so that appropriate investigation and corrective action can be undertaken. The Company has established measures to protect workers who report such information in good faith against reprisals. Where workers believe that a work situation could cause injury or ill health, they have the right to stop work and remove themselves from the situation, and to immediately notify their supervisor or other responsible personnel so that the situation can be assessed and controlled before work resumes. The Company does not impose disciplinary action or other reprisals on workers who exercise this right in good faith.

Furthermore, when a work-related incident occurs, the Company requires the incident to be formally reported and investigated by the relevant functions in collaboration with workers and supervisors. The investigation process includes identifying hazards and assessing the risks related to the incident, determining corrective actions in accordance with the hierarchy of controls, and identifying improvements needed in the Company’s occupational health and safety management system. The findings are used to review and improve control measures, operating procedures, communication, training, and the occupational health and safety management system on an ongoing basis in order to help prevent recurrence.

3. Employee Health Promotion

The Company provides occupational health management to prevent and mitigate adverse health impacts on employees arising from work-related risk factors. Key measures implemented include the following:

- Monitoring workplace environmental conditions based on area-specific risk factors, such as air quality, lighting, and noise levels, and implementing corrective improvements in accordance with applicable standards and job requirements, to ensure that all workers operate in a suitable working environment that does not pose health risks.
- Inspecting high-risk areas within office buildings that may potentially lead to work-related accidents or fire hazards, and carrying out improvements through the installation of additional equipment or replacement of equipment to ensure readiness for use.
- Regularly inspecting safety equipment to ensure it remains in proper working condition, such as CFC-free fire extinguishers, emergency flashlights installed at emergency exits, and safety signage.
- Providing pre-employment health examinations and annual health check-ups as employee welfare benefits to support ongoing health surveillance and continuous health care for employees.
- Appointing nursing personnels to provide health consultations to employees, with coverage extended to 100 percent of employees.

In addition, the Company promotes employee health beyond the scope of work-related risks by continuously supporting access to services and activities that enhance both physical and mental well-being. These initiatives include:

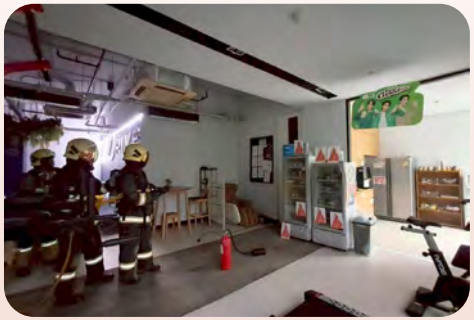
- Providing medical expense support and contributions toward vision care costs, including eyeglasses, for employees.
- Organizing annual quadrivalent influenza vaccinations for executives and employees to strengthen immunity and reduce the incidence of illness and potential complications from secondary infections.
- Promoting employee health and well-being activities covering both physical and mental health through the establishment of health and sports clubs based on employee interests, including meditation clubs and various sport activities such as yoga, running, badminton, football, and aerobic dance.
- Providing employee welfare benefits to support access to fitness center services, both through the Company's contracted partners and non-contracted facilities, to promote overall employee well-being.

4. Employee Occupational Health and Safety Training

In 2025, the Company continuously provided occupational health and safety training to employees and contractors engaged in operations within the Company's premises, covering all operational areas. The training programs comprised general safety awareness and training tailored to job-specific risks or emergency situations, such as safety training for new employees, basic fire-fighting training, and annual fire evacuation drills. These programs aim to ensure that all workers are adequately prepared to respond to emergency situations, possess the necessary knowledge and skills to perform initial fire-fighting, and are able to act correctly and safely in the event of a fire. The Company records and evaluates the outcomes of emergency drills. In 2025, the average evacuation time during drills was less than five minutes. The evaluation results were used to review communication effectiveness, worker preparedness, and to identify opportunities for improvement in training programs and emergency preparedness on an ongoing basis.

In 2025, the Company recorded no work-related injuries resulting in lost time among its employees. The Lost Time Injury Frequency Rate (LTIFR) for employees was zero cases per one million working hours. In addition, no work-related fatalities or fatal occupational illnesses were reported.






Occupational Health and Safety of Contractors

The Company places strong emphasis on preventing and mitigating occupational health and safety impacts that may arise from the activities of contractors, subcontractors, and workers of suppliers performing work within the Company's operational areas. This applies to both contractors engaged directly by the Company and contractors engaged by customers within the industrial estates. Risks associated with contractor activities include construction work, maintenance work, waste management, material handling, fire incidents, and other abnormal events that may affect workers and other stakeholders in the area. To manage these risks, the Company communicates its safety and occupational health policies, as well as relevant site-specific safety requirements and work practices, through pre-work briefing sessions prior to the commencement of work within both AMATA industrial estates. Contractors are required to strictly comply with applicable labour laws and occupational health and safety requirements. For contractors engaged by the Company, designated project owners are responsible for supervising and monitoring work performance. In the event of a serious work-related injury resulting in lost work time, contractors are required to report the incident to the Company immediately.

In 2025, the Company conducted occupational safety risk assessments of its suppliers and contractors, covering both compliance with operational standards and the occupational health and safety practices related to the care of their employees. The Company provided safety training and emergency preparedness activities for its contractors, including training programs on workplace safety and work-related risk management; spill response drills for solid waste handling employees engaged in waste transport and segregation at the waste sorting facility; as well as basic fire-fighting training and fire evacuation drills for contractor employees working within the Company's premises. In parallel, the Company regularly organized contractor meetings to supervise operations and communicate policies, with an emphasis on reinforcing the importance of occupational health and safety in operational practices.

In addition, the Company regularly monitored and inspected the progress of factory construction within its industrial estates carried out by contractors engaged by the Company, in order to ensure that construction activities complied with construction standards, occupational safety standards, and were aligned with applicable laws, regulations, and the Company's policies. Furthermore, the Company organized practical workshops in collaboration with suppliers and contractors to enhance after-sales service systems and the management of repair and maintenance works for leased factories. These activities aim to encourage suppliers and contractors to conduct operations safely and with quality, strengthen stakeholder confidence, and prevent or mitigate potential occupational health and safety impacts that may arise in the future.





In 2025, no work-related injuries or occupational illnesses resulting in lost time, and no work-related fatalities, were recorded among contractor employees working within the Company's operational areas. Accordingly, the Lost Time Injury Frequency Rate (LTIFR) for contractor employees was zero cases per one million working hours.

Emergency Management in AMATA Industrial Estates

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

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

In 2025, the Company responded to a total of 10 fire incidents involving customers in both industrial estates. In all cases, the Emergency Response Center provided timely responses within the established 8-minute response time, and no incidents were found to have resulted in significant impacts on surrounding communities or common areas of the industrial estates. There were no injuries and no fatalities arising from these incidents. The Company monitored and investigated the causes of the incidents in collaboration with the relevant operators and provided recommendations to enhance preventive and emergency response measures in order to reduce the likelihood of recurrence. In addition, the Company carried out safety and occupational health promotion activities within the AMATA industrial estates as follows:

- The Company had organized basic firefighting, fire evacuation drills, and other safety-related training for the factories in both industrial estates, both onsite and online, with a total of 948 classes and a total of 145,881 trained factory workers, representing an increase of 16.8 percent compared to the number of trained participants in 2024.
- The Company, in collaboration with the offices of AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate, organized an on-site and online emergency control drill (chemical leaks, gas leaks, and fires) in 2025, with a total of two exercises conducted. A total of 160 participants from 13 companies took part in the drills. These drills were designed to ensure the readiness of Emergency Response Center personnel and to enhance their capabilities in operations, communication, and equipment usage, enabling effective incident control and mitigation for factory operators and surrounding communities.







- In collaboration with the Chonburi Provincial Labor Protection and Welfare Office and the Occupational Safety Center Region 11, the Company organized a seminar entitled "Compliance with the Ministerial Regulation on Licensing of Safety, Occupational Health, and Working Environment Professionals B.E. 2567 (2024)" on 16 February 2025 for factory operators in AMATA City Chonburi Industrial Estate. A total of 78 companies participated in the seminar, with 78 attendees in total. The objective of the seminar was to equip participants with the knowledge, skills, and qualifications required by law to apply for certification as Safety, Occupational Health, and Working Environment Professionals, and to enable them to effectively perform duties related to hazard identification, risk assessment, and safety planning within their organizations in compliance with applicable regulations.
- In collaboration with the Industrial Estate Authority of Thailand (IEAT), the Chonburi Provincial Disaster Prevention and Mitigation Office, and the Department of Geoinformatics, Faculty of Humanities and Social Sciences, Burapha University, the Company organized a seminar entitled "Effective Emergency Preparedness for Earthquake Situations for Business Establishments" on 25 April 2025 for factory operators in AMATA City Chonburi Industrial Estate. The seminar aimed to enhance participants' knowledge, understanding, and preparedness in responding to earthquake-related emergencies, thereby helping to reduce potential impacts on life, property, and business operations. A total of 146 companies participated in the seminar, with 162 attendees in total.

Road Safety in AMATA Industrial Estates and Adjacent Public Roads

Both AMATA Industrial Estates have more than 1,386 factories and tenants, with approximately 310,000 people working in these areas and over 1,108,788 residents in the surrounding communities (Source:Basic Data for Local Administrative Organization Development Planning in Chonburi and Rayong Provinces; and Official Websites of Municipalities/Subdistrict Administrative Organizations). The assessment of negative impacts associated with the Company's business operations identified traffic congestion and road safety as key issues of concern raised by all primary stakeholder groups. This is due to the layout of the AMATA Industrial Estate, which includes multiple public roads that either pass through or connect with internal estate roads. While these connections facilitate convenient commuting for stakeholders working within the estate and for residents of the surrounding communities, the high volume of traffic has led to direct negative impacts. These include increased road congestion and a heightened risk of traffic accidents affecting tenant factories, employees, and local commuters.

The results of the road usage survey within the AMATA Industrial Estate in 2025 revealed a high volume of daily vehicle movement, contributing significantly to traffic congestion during peak hours. In AMATA City Chonburi Industrial Estate, more than 238,252 vehicles were using the roads per day, consisting of 37,042 employee shuttle buses, 112,160 personal passenger cars, and 89,050 motorcycles. In AMATA City Rayong Industrial Estate, the daily vehicle count is approximately 103,575, comprising 2,160 employee shuttle buses, 40,684 private cars, and 60,731 motorcycles. This high traffic volume results in substantial congestion, especially during peak hours, affecting both internal estate roads and adjacent public roads in nearby communities.

The Company has therefore set a target to implement road safety measures to reduce all types of accidents that occur within the AMATA Industrial Estate. The aim is to create a safe society to support the United Nations' Sustainable Development Goals (SDGs), specifically Goal 3, Target 3.6, which aims to reduce the number of deaths and injuries from road traffic accidents by half. In 2025, the Company has continuously carried out activities to create a "Safety City, Smart City" in order to address traffic and safety issues for the community members who use the roads within the AMATA Industrial Estates and the surrounding public roads.



Safety City, Smart City

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

The Company has set a target to enhance road safety by aiming to reduce all types of accidents and fatalities occurring within the AMATA industrial estates by 50% compared to 2024.



Engineering

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

Furthermore, the Company has collected accident statistics from the past five years to identify high-risk locations and their hazardous physical elements. This data was used to improve road structures, traffic patterns, and route configurations. In 2025, the Company applied the results of the analysis to design corrective measures, including adjustments to traffic routes and the installation of additional safety protection equipment at selected high-risk locations within AMATA City Chonburi Industrial Estate, such as:

- Installed guard rails at identified high-risk locations within the industrial estate to prevent accidents and reduce the severity of potential incidents.



- Repaired damaged road structures and surfaces to enhance safety and convenience for transportation within the industrial estate.

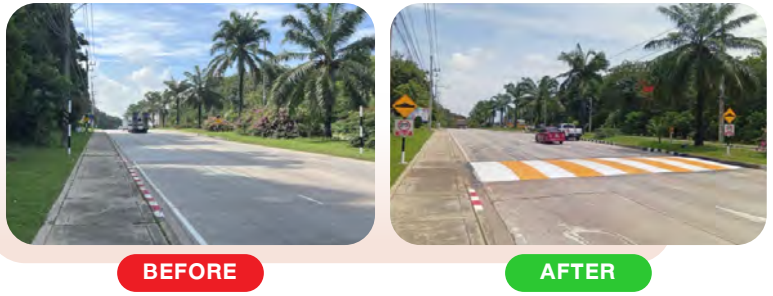


- Installed road barriers along the roadway from Siam Starry Services Co., Ltd. roundabout to Phase 7 roundabout to help reduce traffic-related accident risks.



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

- Installed additional speed humps in high-risk areas to reduce vehicle speeds and lower the risk of traffic-related accidents.



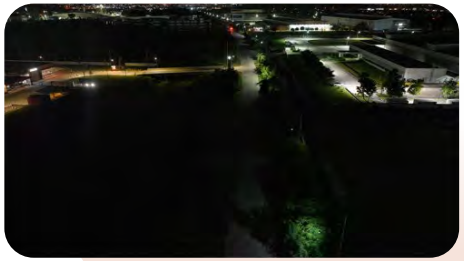
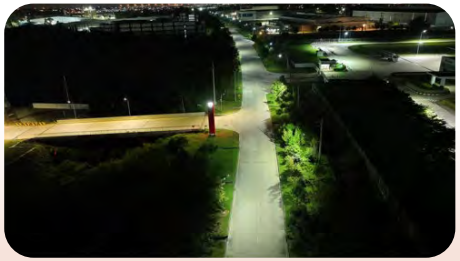
- Installed traffic safety signage to designate no-parking zones along designated routes and to improve traffic organization in identified high-risk areas.




- Improved damaged road structures and surfaces to enhance safety and facilitate convenient transportation within the industrial estate.

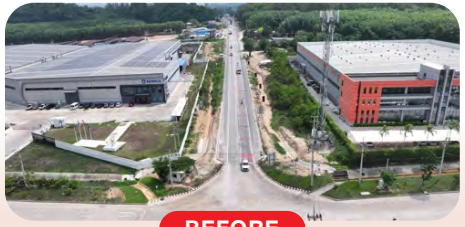
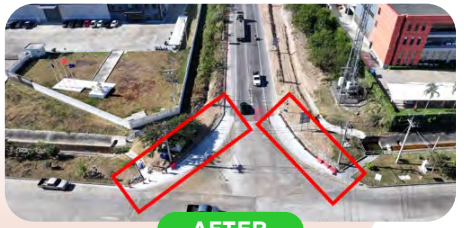



- Installed additional solar-powered lighting in high-risk areas along Soi 5 to improve visibility and enhance safety for nighttime transportation within the industrial estate.

BEFORE AFTER

- Expanded the road curvature at the intersection in the high-risk area at Khao Maphood Junction to improve visibility and reduce blind spots.

BEFORE AFTER

Education

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

In 2025, the Company organized the “AMATA 100% Helmet Safety Riding Project” at Suankularb Wittayalai Chonburi School, located within the AMATA City Rayong Industrial Estate, with the objective of promoting road safety and fostering safe driving behavior within the industrial estate. The initiative aimed to reduce injuries and losses from road traffic accidents, particularly head injuries, which are a leading cause of fatalities resulting from traffic accidents. As part of the initiative, the Company distributed 600 safety helmets to relevant stakeholders, including business operators, community leaders, contractors, AMATA employees, and students, to raise safety awareness from an early stage. In addition, a panel discussion titled “Working Together for Safer Roads: 100% Helmet Use” was organized to strengthen safety awareness and promote a shared road safety culture.





Encouragement

The Company has promoted and supported factories in both AMATA City Industrial Estates and related parties, including local government offices, hospitals, rescue teams, and clubs surrounding the industrial estates, to cooperate and work together in road safety management. In 2025, the Company organized its annual Emergency Preparedness and Response Network Meeting on road safety and safety in the areas surrounding industrial estates. The meeting served as a platform for shared dialogue and collaboration on safety improvements. Key stakeholders include tenant networks from both AMATA City industrial estates, such as the AMATA City Chonburi Human Resources Association, the AMATA City Rayong Occupational Safety, Health and Environment Club, and the AMATA City Rayong Executive and Management Club. These stakeholder groups played an important role in driving collective actions and providing constructive feedback and recommendations to enhance safety management within the estates.

Enforcement

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

The Company established a Traffic Solving Committee (TSC), consisting of representatives from government agencies, traffic police officers, local leaders, and factory representatives. The committee collaborates to develop measures for safe driving and road use within the AMATA City Industrial Estates, creating an implementation plan and seeking input from relevant stakeholders. In 2025, the Traffic Solving Committee (TSC) did not hold meetings for both industrial estates but had an active plan and conducted activities, regularly monitoring performance. The committee also authorized police officers to establish checkpoints within the industrial estates for traffic discipline and law enforcement. Furthermore, the committee issued letters requesting cooperation on traffic discipline and conducted awareness campaigns for business and factory operators within the AMATA City Chonburi and AMATA City Rayong Industrial Estates. They also announced traffic discipline control zones, which include enforcement measures such as arrests, fines, and vehicle seizures and towing.

Emergency Management System (EMS)

Since incident suppression and accidents response are considered important factors that help contain and reduce impacts if a road accident occurs, the Company established the Command Centers and installed 147 CCTV cameras at 96 locations in AMATA City Chonburi Industrial Estate and 139 CCTV cameras at 60 locations in AMATA City Rayong Industrial Estate for 24-hour surveillance.

In addition, the Company applies artificial intelligence technology to support management and enhance traffic safety by installing intelligent closed-circuit television systems (AI CCTV) to monitor traffic volume and use the data as input for appropriate traffic management planning. The Company also implements a system to detect motorcycle riders who do not wear helmets in order to support surveillance and continuously reduce road accident risks within the industrial estate areas.



Evaluation

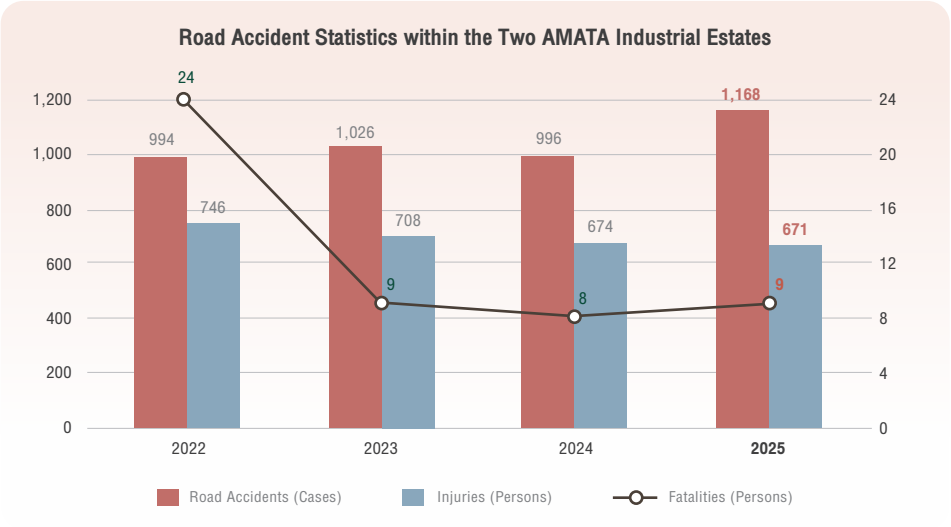
The management and analysis of accident statistics over time has enabled the Company to plan its operations more effectively. As a result, the Company has organized data management training for security personnel to ensure accurate recording of accident data throughout the year. The collected data is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

In 2025, the Company expanded the scope of accident data collection to include AMATA City Rayong Industrial Estate in order to enhance the completeness of safety reporting. As a result, historical data for the years 2022–2024 were restated to align with the new reporting boundary, thereby enabling appropriate year-on-year comparison.

Based on the implementation of the 6E Concept under the Safety City, Smart City initiative, performance results for 2025 indicate that a total of 1,168 accidents occurred across the two AMATA Industrial Estates, resulting in 671 injured persons and 9 fatalities. Compared with 2024, the number of accidents and fatalities increased by 17.2% and 12.5%, respectively. Analysis of the data indicates that the increase in accident occurrences was primarily associated with road-user behavior, including speeding, careless driving, unsafe lane-cutting at close distances, and driving under the influence of alcohol. In addition, ongoing road and public utility construction in areas adjacent to the AMATA Industrial Estates has resulted in traffic diversions through the industrial estate areas. This has led to increased traffic density within the industrial estates and elevated road safety risks, which may have contributed to the observed increase in accidents.

In response to this situation, the Company has continuously implemented measures to reduce accident risks and enhance road safety within the industrial estate areas. These measures focus on engineering improvements and traffic management at high-risk locations. Key actions include the repair of damaged road structures and surfaces, optimization of traffic patterns, installation of speed humps, additional traffic signage and safety equipment, enhancement of street lighting in high-risk areas, and realignment of road curves to reduce blind spots. In addition, guardrails and road barriers have been installed at identified high-risk points to help reduce both the likelihood and severity of accidents and to enhance overall traffic safety within the industrial estates.

In parallel, the Company has implemented awareness-raising and enforcement measures in cooperation with local traffic police, including the establishment of traffic checkpoints to strengthen road discipline and promote safe driving behavior within the industrial estate areas. The Company also promotes collaboration with customers and surrounding communities through safety-related initiatives, such as joint road-marking activities within the estates and safe-driving campaigns conducted in collaboration with local communities, with the objective of fostering safe driving behavior and reducing losses from road traffic accidents.



Community Safety surrounding AMATA Industrial Estates

Due to the rapid growth of the AMATA Industrial Estates, the surrounding communities have expanded quickly, resulting in a dense population from the influx of workers. This has increased the risk of fire hazards. In response, the Company has consistently ensured that both personnel and equipment are always ready to assist the communites. The Company has also provided basic firefighting training to local schools and communities. In 2025, the Company's Emergency Response Center, staffed with fire-fighting and disaster relief experts who have received legal training, responded to 24 fire incidents in the surrounding communities of the industrial estates. Of these, 7 incidents occurred around the AMATA City Chonburi Industrial Estate, including 1 off-site factory and residential fire and 6 grass and vacant land fires. In the nearby area of AMATA City Rayong Industrial Estate, 17 incidents were addressed, comprising 6 off-site factory and community fires and 11 grass and vacant land fires. The Company fully covered all associated fire response costs, totaling 192,000 Baht.

Community and Social Development

Material Topic with High Materiality

11. Community Health and Well-being

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

Contributions to SDGs



Risk

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

Opportunity

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

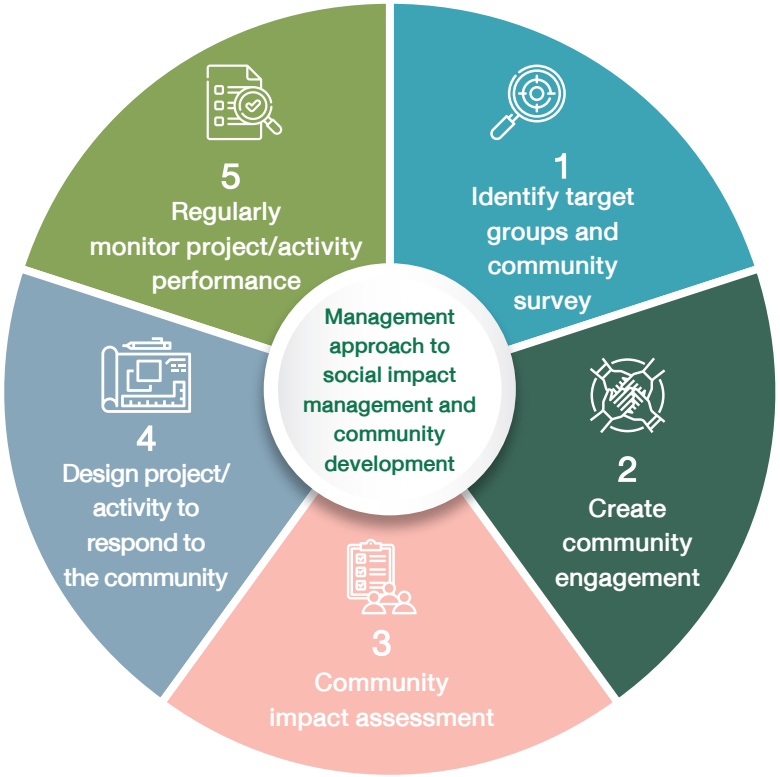
	2030 Target	2025 Target	2025 Performance	
Community satisfaction score surveyed by the Industrial Estate Authority of Thailand	Exceeding 95%	Exceeding 85%	AMATA City Chonburi: 94.6%	AMATA City Rayong: 93.6%

Management Approach

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

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

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

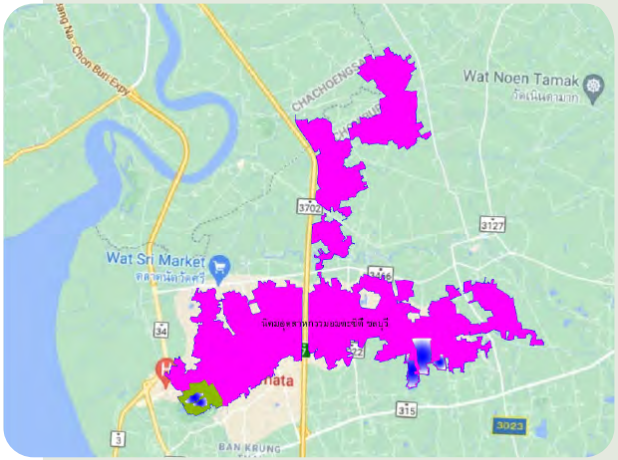




1. Identifying Target Groups and Conducting Community Survey

Currently, the development of three AMATA Industrial Estates in Thailand covers an area of over 70 square kilometers in three provinces: Chonburi, Chachoengsao, and Rayong. The factory workers and surrounding community residents are totally over 1.42 million people. The industrial estate expansion has affected the surrounding communities and society, including increased population density and traffic congestion, urbanization resulting from labor migration, road safety issues, and other concerns. Therefore, the Company places great importance on supervising and taking care of the local communities located within a 5-kilometer radius of the AMATA Industrial Estates, who are directly affected by the Company's business operations.

AMATA City Chonburi and AMATA Smart City Chonburi



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

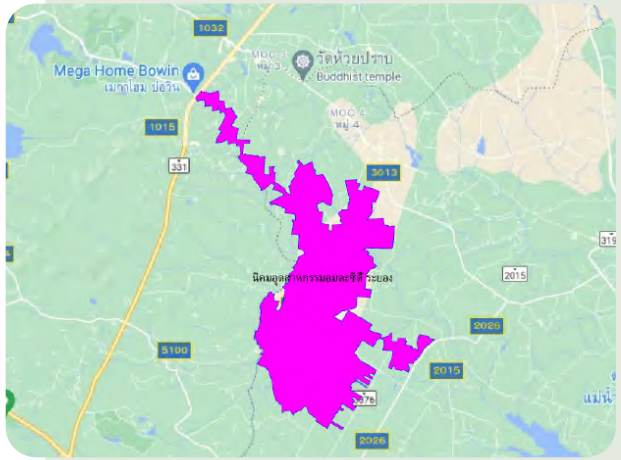
25,549 Rais
(40.88 sq.km.)

195,000
Factory employees

862
Factories and tenants

851,453
People living within 5 km. radius

AMATA City Rayong



- 2 Provinces
- 4 Districts
- 10 Subdistricts
- 36 Villages

17,898 Rais
(28.64 sq.km.)

115,000
Factory employees

524
Factories and tenants

257,335
People living within 5 km. radius

Remark: Information as of 31 December 2025 (Total population including those not officially registered)

AMATA City Chonburi Industrial Estate and AMATA Smart City Chonburi Industrial Estate currently operate in the areas of over 40.88 square kilometers, covering 5 districts and 31 subdistricts across Chonburi and Chachoengsao Provinces. There are communities in 236 villages surrounding the industrial estate within a radius of 5 kilometers from the edge of the project area, covering an area of over 260 square kilometers, with a census registered population of approximately 232,406 people (Source: Basic data for planning the development of local administrative organizations in Chonburi and Chachoengsao Provinces, and municipal/subdistrict administrative organization websites); however, the total population including the non-registered population relocated to work in these areas is approximately 841,453 people. The number of employees working in industrial factories in AMATA City Chonburi Industrial Estate as of 31 December 2025 was more than 195,000.

AMATA City Rayong Industrial Estate currently operates in the area of 28.64 square kilometers, covering 4 districts and 10 subdistricts across Chonburi and Rayong Provinces. There are 36 villages located within 5 kilometers radius from the edge of the project area, and approximately 147,367 people are registered in the census as residing in these surrounding communities. However, the total population, including non-registered individuals who relocated to work in the area, is approximately 257,335 people (Source: Basic data for planning the development of local administrative organizations in Chonburi and Rayong Provinces, and municipal/subdistrict administrative organization websites). As of 31 December 2025, the number of employees working in industrial factories within AMATA City Rayong Industrial Estate was more than 115,000.

2. Creating Local Community Engagement

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

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

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

Committees	Objectives	2025 Performances
The Committee for Surrounding Community Development - AMATA City Chonburi Industrial Estate comprising 97 representatives from public, government agencies and business sector. **The Committee for Surrounding Community Development - AMATA City Rayong Industrial Estate** comprising 29 representatives from public, government agencies and business sector.	• 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.	• The Committees of both industrial estates had two meetings in 2025. • The Committees of both industrial estates expressed satisfaction and confidence in the Company's environmental management in accordance with set standards. Recommendations were made regarding traffic management in areas connecting to the communities, safety and accident prevention, the promotion of employment or occupation for the local community, and knowledge exchange between the industrial sector and the community. • The Committee of AMATA City Rayong Industrial Estate expressed an interest in the traffic management, road accidents, income distribution to the community, and educational support.
Eco-Green Network A working group formed to develop and link the operational network of CSR + ECO + Environment & Safety + CG or Eco-Green Network in AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate. The working group consists of representatives from the Company, factories in the industrial estates, local communities, local government entities, hospitals and schools.	• 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.	• 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 2025. • A 2025 action plan and projects to develop an Eco-Industrial City concept for the industrial estates were discussed. • The Eco-Green Network's working group of AMATA City Chonburi Industrial Estate expressed an interest, in particular, in community wastewater and waste management, traffic management, supplementary occupation development, and the use of alternative energy such as solar energy. In addition, the Group organized study visits with surrounding communities and entrepreneurs to promote relationships and knowledge exchange between the industrial sector and the community. Local administrators, community leaders, and representatives of community enterprise groups participated in study visits on community enterprise management and approaches to developing agro-tourism destinations as a means of generating income. • The Eco-Green Network's working group of AMATA City Rayong Industrial Estate expressed particular interest in community income-generation occupations, health promotion, educational support, income generation for the elderly, and supporting activities related to local traditions and culture.

3. Assessing Impacts on Local Communities

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

In 2025, both AMATA Industrial Estates organized joint meetings with the Community Development Committees to gather feedback from local communities regarding issues and impacts arising from the operations of the industrial estates, as well as recommendations for further development. The details are summarized as follows:

Communities surrounding AMATA City Chonburi Industrial Estate placed importance on environmental management, safety, and traffic management. Key concerns included reducing the number of accidents through Smart Safety approaches, managing traffic at connection points with surrounding communities, and the use of technology to support safety monitoring and control. In addition, these communities emphasized the promotion of local employment and livelihood opportunities to enhance quality of life and support sustainable community-based economic development through collaboration between the industrial estate and surrounding communities.

Meanwhile, communities surrounding AMATA City Rayong Industrial Estate emphasized safety and the promotion of traffic discipline, particularly the reduction of traffic accidents, traffic management during peak hours, and safety in areas surrounding educational institutions. They also highlighted the importance of enhancing community quality of life through support for education, social activities, appropriate waste management, and the monitoring of potential impacts related to air quality and odors from industrial activities.









4. Designing Projects and Initiatives to Address Community Needs

The Company uses the results of community impact assessments, together with feedback, expectations, and concerns expressed by local stakeholders, as inputs in designing community development projects and activities that are appropriately aligned with the specific needs of each area. This approach is guided by the concept of Strategic Community Investment, under which community value creation is integrated into the sustainable development and management of industrial cities, rather than being limited to ad hoc or charitable activities. Accordingly, the Company designs its projects in alignment with its "ALL WIN" business philosophy and links them to its core sustainability strategies, namely Strategy 4: Creating Opportunities for Stakeholders, and Strategy 5: Creating a decent civil society for the benefit of society as a whole. These efforts focus on promoting access to opportunities, enhancing quality of life, supporting local economic development, and fostering collaboration among the Company, factory operators, surrounding communities, and local government agencies. The objective is to generate collective impact and shared value in a balanced manner for both business and society over the long term.

The Company has developed community development strategies and activities that align with the specific needs and expectations of each stakeholder group. These efforts are conducted in collaboration with the Company's customers operating in industrial estates, government entities, local authorities, and communities. This approach is structured around a five-dimensional community development framework that also supports the UN Sustainable Development Goals (UN SDGs). For 2025, the Company has set a community development goal to achieve a community satisfaction score of over 85%.



In 2025, the Company had implemented a total of 31 projects and activities with a social investment budget of 8.20 million Baht (excluding donations). There were 30,759 participants in the activities, and more than 77,896 people directly and indirectly benefited from these projects and activities.

	AMATA City Chonburi		AMATA City Rayong	
	Communities (subdistricts)	Factories in the industrial estate	Communities (subdistricts)	Factories in the industrial estate
Target groups*	31	862	10	524
Number of participated communities / factories	31	348	6	144
Percentage of participated communities / factories	100%	40.37%	60%	27.48%
Number of participants (persons)	17,124		13,635	
Social investment (million Baht) in 2025	4.84		3.36	

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

1st Dimension: Community Economic Development

The growth of industrial estates has both positive and negative impacts on the local community's economy, such as income distribution, increased labor demand, and the emergence of demand for goods and services. At the same time, urban growth leads to higher living costs. Economic challenges are therefore a key concern for the community, with expectations for the Company to address them. This aligns with the Company's **"ALL WIN"** business philosophy, which prioritizes the development of local communities alongside the growth of the industrial estates. The Company's strategy focuses on creating economic opportunities for all community stakeholders, including local entrepreneurs, the working-age population, the elderly, and socially disadvantaged groups. This is achieved through local employment support and projects designed to meet the needs and empower these groups, enabling them to create sustainable livelihoods and become self-reliant.

Farm to Factory Project

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

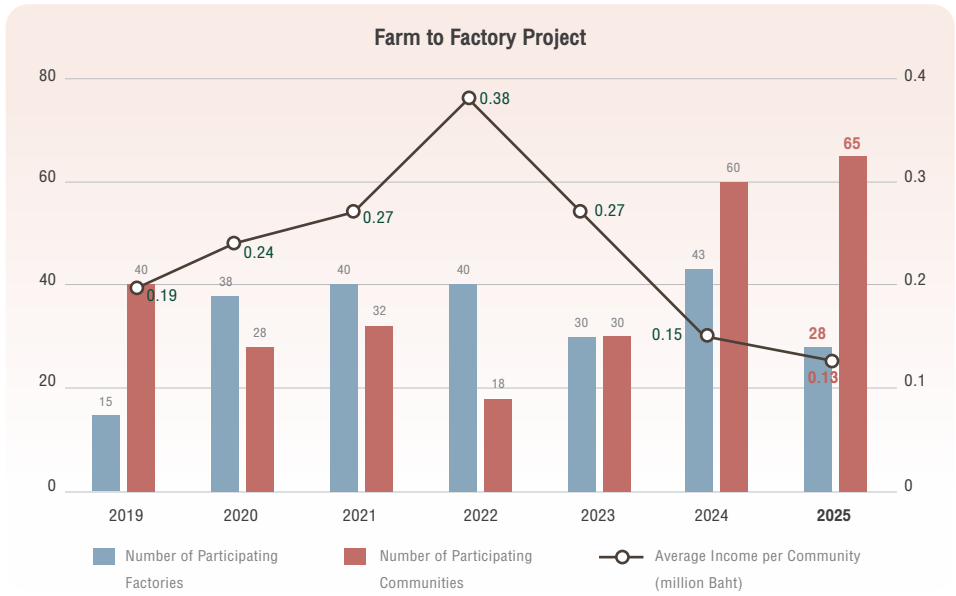
The Company initiated the "Farm to Factory" project in 2018 in collaboration with the Industrial Estate Authority of Thailand, using AMATA City Chonburi Industrial Estate as a pilot area. The initiative aims to create marketing channels and income-generating opportunities for community enterprises located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

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

In 2025, 28 factories in AMATA City Chonburi and AMATA City Rayong Industrial Estate participated in the "Farm to Factory" project, as well as 65 local communities from Chachoengsao, Chonburi, and Rayong provinces that sold their products to the factories, completing 245 visits. The total revenue from product sales in 2025 was 8.51 million Baht, with an average income of 131,000 Baht per community per year.

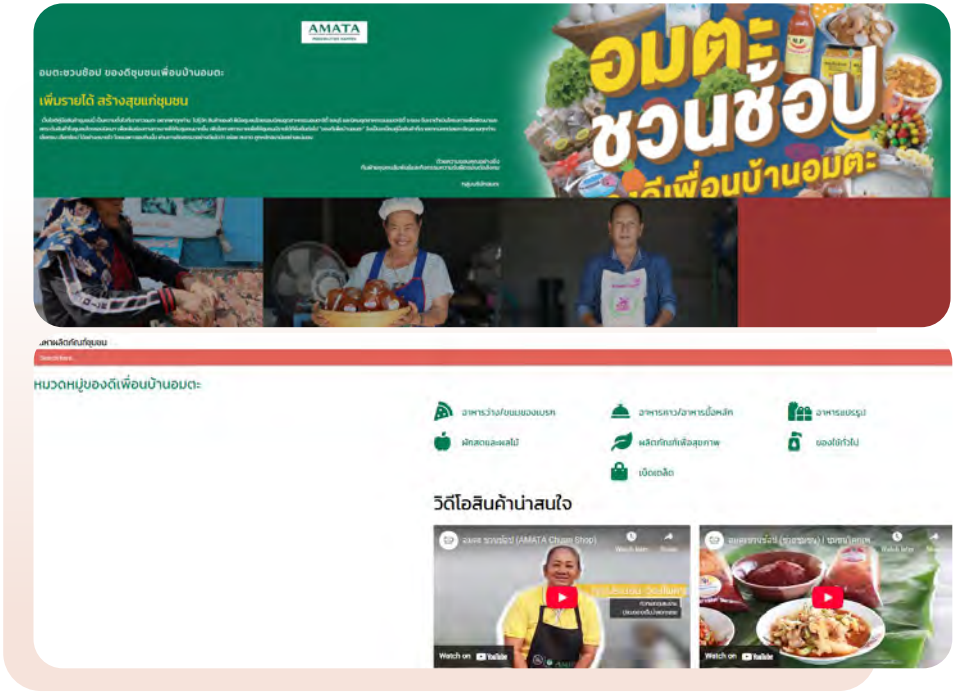




Online Marketplace Platform for Community Products

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





Training in Supplementary Occupations to Enhance Community Income

The supplementary occupation development project to boost community income is a project that the Company initiated since 2022 and has been continuously implementing for the communities surrounding the AMATA Industrial Estates, both in AMATA City Chonburi and AMATA City Rayong. The Company acknowledges the significance of enhancing the local economy and generating income opportunities for community members. As a result, it has been offering training courses to equip them with skills for various supplementary occupations such as cooking, household item production, and handicrafts. Over the years, the Company has conducted training for over 12 occupations, including weaving, coconut broom making, salad roll making, pork floss making, fresh tofu making, oyster mushroom cultivation, fabric doll making, herbal inhaler making, plant pot crafting, scented candle making, etc. These programs have seen participation from more than 580 people.

In 2025, the Company organized training courses to enhance knowledge and skills in an additional four supplementary occupations. These were divided into two areas, namely:

Communities surrounding AMATA City Chonburi	Vocational Trainings for Additional Income Generation (2 sessions)
Number of participants: 61 persons	Session 1 / 2025: The Company organized a vocational training on "Plant pot crafting using green mussel shells" for communities in Bang Pakong Phromtheprangsan Subdistrict, Bang Pakong District, Chachoengsao Province.
Number of participants: 70 persons	Session 2 / 2025: The Company organized a vocational training on "Mushroom cultivation" for communities in Na Pradu Subdistrict, Phan Thong District, Chonburi Province.



Communities surrounding AMATA City Rayong	Vocational Trainings for Additional Income Generation (3 sessions)
Number of participants: 50 persons	Session 1 / 2025: The Company organized a vocational training on “Scented candle making” for communities in Maenam Khu Subdistrict, Pluak Daeng District, Rayong Province.
Number of participants: 50 persons	Session 2 / 2025: The Company organized a vocational training on “Plant pot crafting and salad roll making” for communities in Map Yang Phon Subdistrict, Pluak Daeng District, Rayong Province.
Number of participants: 50 persons	Session 3 / 2025: The Company organized a vocational training on “Scented candle making” for communities in Bo Win Subdistrict, Si Racha District, Chonburi Province.







AMATA Caravan: Creating Smiles Project

The AMATA Caravan: Creating Smiles Project is the Company’s initiative to help reduce household expenses for the communities surrounding the AMATA Industrial Estate. The AMATA Caravan travels through various areas to provide comprehensive assistance. The Company collaborates with partners from factories operating in the AMATA Industrial Estates, as well as external organizations such as E. Tech College in Chonburi, Chonburi Provincial Office of Learning Encouragement, Bankai Technical College in Rayong, Honda Asia Bo Win Branch in Chonburi, Village Health Volunteer (VHV), and Subdistrict Health Promoting Hospitals to provide services to the communities free of charge. These services include motorcycle lube oil changes, haircuts, electrical appliance repairs, setting up fun game booths, and providing lunch for participants. This also includes the provision of basic health screening services, such as blood pressure and diabetes checks. The AMATA Caravan: Creating Smiles Project has garnered significant interest and participation from the community.

The mentioned activities have been regularly held from 2019 until 31 December 2025, benefiting a total of 74 communities. It has contributed to saving community members’ expenses by over 5,100,000 Baht, benefiting more than 7,850 people.

In 2025, the AMATA City Chonburi Industrial Estate organized the AMATA Caravan: Creating Smiles Project, providing services to nine communities in two provinces, namely Chonburi and Chachoengsao. The Company collaborated with local organizations as follows: Khlong Tamru Municipality and Nong Mai Daeng Municipality, Mueang District, Chonburi Province; Ko Loy Bang Hak Subdistrict Administrative Organization, Khok Khee Non Subdistrict Administrative Organization, and Phan Thong Municipality, Phan Thong District, Chonburi Province; Bang Pakong Phromtheprangsan Municipality and Tha Kam Municipality, Bang Pakong District, Chachoengsao Province; and Nong Irun Subdistrict Administrative Organization, Ban Bueng District, Chonburi Province.

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



2nd Dimension: Environmental Stewardship

Sustainable Water and Waste Management Community Role Model Project

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

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

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

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

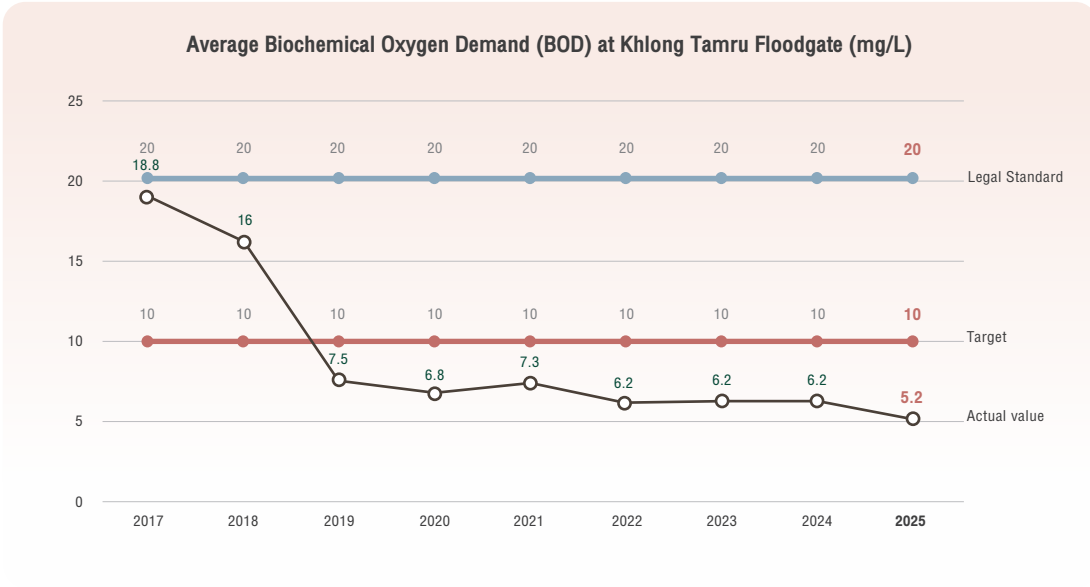
- The training was held on 18 September 2025 at the Ratchaphruek Meeting Room, 1st Floor, AMATA Service Center Building, AMATA City Chonburi Industrial Estate, with a total of 50 participants from five local administrative organizations.







Ongoing implementation of the model community project for sustainable water and waste management has led to continuous improvement in water quality. In 2025, the average BOD (Biochemical Oxygen Demand) level at the Khlong Tamru floodgate monitoring point was 5.2 mg/L, showing a steady decline since 2017. This meets the Company's target of maintaining community water sources with BOD levels not exceeding 10 mg/L, which is significantly better than the Pollution Control Department's standard of 20 mg/L.













AMATA Re-No-WASTE Project: From PET Plastic Bottles to School Bags Project

The Company implemented the "AMATA Re-No-WASTE: From PET Plastic Bottles to School Bags" project in collaboration with Indorama Ventures Public Company Limited and an industry partnership network. The project aims to promote the systematic reduction and reuse of plastic waste within AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate, in line with the principles of resource efficiency and circular economy. Under the project, PET plastic bottles were collected from factories operators in the industrial estates and processed into more than 3,000 school bags, which were distributed to schools in communities surrounding the industrial estates. The project contributed to reducing plastic waste and greenhouse gas emissions, while supporting educational opportunities and fostering environmental awareness and sustainable resource use among youth and local communities.

AMATA Youth for Environmental Conservation Program

The Company is committed to continuously promoting education and fostering environmental awareness among youth living within and surrounding its industrial estates. In 2025, the Company implemented the “AMATA Youth for Environmental Conservation” program to enhance knowledge, understanding, and practical skills related to waste management, recycling, and circular economy concepts through experiential learning processes, including study visits and hands-on workshop activities.

In 2025, the Company invited Ban Tha Kam Tangtrongjit 10 School, Tha Kam Subdistrict, Bang Pakong District, Chachoengsao Province, to participate in the program. A group of 30–35 student leaders, together with supervising teachers, took part in a study visit and workshop titled “Waste Management and Recycling for Value Creation” at Wat Chak Daeng, Phra Pradaeng District, Samut Prakan Province. The site serves as a practical learning center for waste management and recycling that can be applied in a tangible manner. The program was implemented in collaboration with PTT Global Chemical Public Company Limited, which supported knowledge sharing on Circular Living and provided examples of innovations derived from recycled plastics. These activities aimed to inspire youth to recognize the value of resources and to apply circular economy concepts sustainably within their schools and local communities.









Zero Waste School Program

AMATA City Rayong Industrial Estate organized the “Zero Waste School” program, under which two sets of waste separation bins were provided to Nikhom Sang Ton Eng Rayong 4 School, Phana Nikhom Subdistrict, Nikhom Phatthana District, Rayong Province. The school has over 1,080 students and had faced challenges related to an insufficient number of waste bins relative to the student population. In addition, the Company collaborated with PTT Global Chemical Public Company Limited to conduct training on waste segregation practices, with the aim of enhancing students’ understanding of proper waste management. The initiative is intended to support the school’s progression toward becoming a zero-waste school in a sustainable manner over the long term.







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

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

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

AMATA Foundation and AMATA U Co., Ltd., which has expertise in water management, in collaboration with the Company's suppliers, experts from the International Circular and Climate Foundation (ICCF), and officials from Khao Yai National Park, jointly supported the development of wastewater management within the National Park. In 2025, the working team jointly designed a wastewater treatment system for the Lam Ta Khong campsite area, with consideration for suitability to site conditions, ease of maintenance, and treatment efficiency. The proposed system is planned to be presented to the Advisory Committee of Khao Yai National Park and the Department of National Parks, Wildlife and Plant Conservation for consideration in due course. In addition, the working team collaborated with restaurant operators at the food court within the Khao Yai National Park Visitor Center to plan the development of a separate wastewater treatment system for food service activities. This project is expected to be completed in 2026.

Another initiative prioritized by AMATA Foundation, its partners from both the United States and Thailand, and AMATA Corporation Public Company Limited is the development and enhancement of the capacity of officials responsible for national parks and wildlife sanctuaries. Since 2022, the organizations have jointly implemented the "National Park Management Competency Development Training Program" under the "Sister Parks Arrangement for Resources and Knowledge Sharing (SPARK)" initiative. To date, the program has already trained over 400 participants, including chiefs and deputy chiefs from national parks and wildlife sanctuaries across Thailand, as well as heads of wildlife sanctuaries from Lao PDR—such as Nam Pouy, Phou Xieng Thong, and Nam Tha wildlife sanctuaries-and officials from the Ministry of Agriculture of Lao PDR and the Ministry of Environment of Cambodia. Both countries are considered strategic conservation partners, as they share transboundary protected areas with Thailand. The program also aims to strengthen international relationships and expand cooperation in biodiversity conservation in the future.

In 2025, the working team implemented an advanced training course for 30 high-performing heads of national parks and wildlife sanctuaries who had demonstrated outstanding capabilities. The training focused on strengthening leadership competencies and enhancing the application of knowledge in real-world situations, with the objective of developing participants as "Change Agents" capable of driving conservation efforts in a concrete and practical manner. The training program was conducted over a six-day period at Training Center 2 (Khao Yai), Khao Yai National Park.







3rd Dimension: Community Safety and Well-being

Road Safety Promotion Project

More than 310,000 employees are working in the areas of both AMATA Industrial Estates. The survey on road usage within AMATA industrial estates in 2025 found that AMATA City Chonburi Industrial Estate accommodates over 238,252 vehicles daily. These include approximately 37,042 employee shuttle buses, 112,160 private cars, and 89,050 motorcycles. Meanwhile, AMATA City Rayong Industrial Estate records over 103,575 vehicles per day, comprising around 2,160 employee shuttle buses, 40,684 private cars, and over 60,731 motorcycles. This high volume of traffic poses a significant risk of road accidents. The Company must therefore strictly manage traffic and provide a road safety management plan that integrates all sectors to jointly manage traffic within the AMATA Industrial Estates and surrounding areas according to the '6E Concept'. Further details can be found under **the section titled "Building A Safe Community" on page 217**.

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

AMATA Safety Road Project

The Company, in collaboration with the AMATA City Rayong Industrial Estate Office, government agencies, local authorities, and the Khao Mapood community in Phana Nikhom Subdistrict, organized the “AMATA Safety Road Campaign for Safe Driving in Khao Mapood Village”. The campaign was held in Khao Mapood Village, Phana Nikhom Subdistrict, Nikhom Phatthana District, Rayong Province—an area adjacent to AMATA City Rayong. This route serves both factory operators and local residents and has been a frequent site of traffic accidents. To address this, the Company installed 10 safety awareness signs at intersections and high-risk locations within the community and distributed 40 motorcycle helmets to residents participating in a basic motorcycle safety training. The initiative aims to reduce road accidents and strengthen a sustainable local safety network. Furthermore, the Company provided 60 motorcycle helmets to parents and students of the Khao Mai Kaew Subdistrict Child Development Center to enhance travel safety for children and youth in the area.





Traffic Education Training Program for Educational Institutions

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





Road Safety Checkpoint Support Project during Festivals

Under the Road Safety Checkpoint Support Project during festivals, the Company provided drinking water and consumer goods to relevant local authorities, including Bo Win Subdistrict Administrative Organization and Khao Mai Kaew Subdistrict Administrative Organization in Chonburi Province; as well as Pluak Daeng Subdistrict Administrative Organization, Map Yang Phon Subdistrict Administrative Organization, and Phana Nikhom Subdistrict Administrative Organization in Rayong Province. Support was also extended to the Rayong Provincial Disaster Prevention and Mitigation Center. The support was provided to facilitate the establishment and operation of road safety and public service checkpoints during the New Year holiday period for fiscal year 2026, from 30 December 2025 to 5 January 2026. The initiative aimed to support the duties of officials in preventing and reducing road accidents, thereby contributing to public safety during the festive season.




Khru Arsa AMATA (Volunteer Teachers) Project: Basic Fire Extinguishing Training

The Company conducted basic fire extinguishing and fire evacuation training program, which is one of the subjects of the Khru Arsa AMATA Project organized by the Company, for Wat Sriphalothai School, located in Nong Mai Daeng Subdistrict, Mueang Chonburi District, Chonburi Province, approximately three kilometers from the industrial estate, and Ban Map Sam Kliao School, Don Hua Lo Subdistrict, Mueang Chonburi District, Chonburi Province, located approximately seven kilometers from the industrial estate. This training aimed to educate students and teachers on self-care and fire response, providing them with the skills to use various fire extinguishers correctly and effectively. This knowledge can significantly reduce the loss of life and property.









AMATA x Essilor (OneSight Clinic): Vision Care for Communities Project

The Company, in collaboration with EssilorLuxottica and Hotel Nikko AMATA City Chonburi, implemented the “OneSight Clinic: Vision Care for Communities” project to enhance access to quality eye examinations and corrective eyewear for students, local residents, and employees in communities surrounding AMATA City Chonburi Industrial Estate and AMATA City Rayong Industrial Estate, free of charge. The initiative aimed to reduce healthcare expenses and improve the quality of life of local communities. The project was conducted over three days, from 9 to 11 December 2025, at Hotel Nikko AMATA City Chonburi, with the support of more than 90 volunteer staff members from the AMATA Group and EssilorLuxottica, who provided eye examinations and eyewear services.

Throughout the project period, more than 1,750 people received vision care services, including appropriate eye examinations and prescription glasses based on individual needs. The project contributed to improved vision and quality of life in terms of education, work performance, and daily living. This initiative reflects the shared commitment of AMATA and its partners to conducting business alongside social responsibility under the concept of “Giving for Good Vision,” creating sustainable shared value for surrounding communities.









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

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

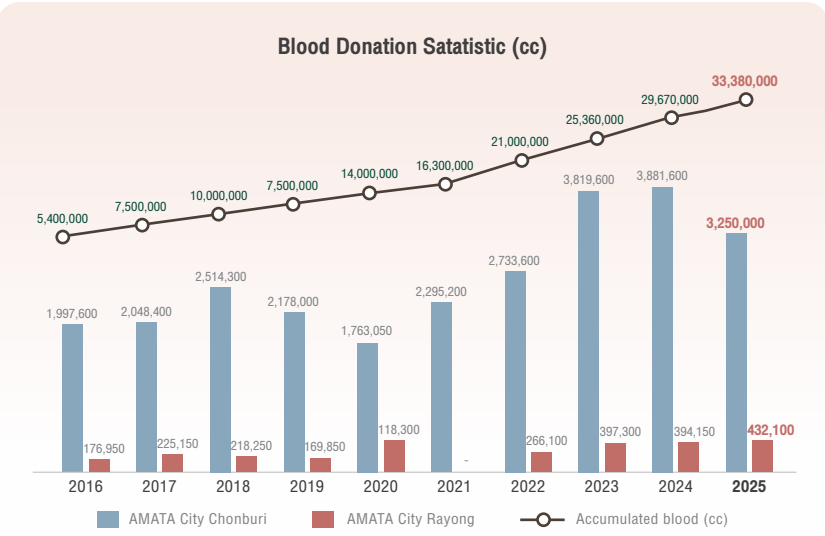
The Company has been organizing blood donation activities for employees working in the factories and the general public in the surrounding industrial estates continuously for over 14 years. Starting in 2022, the Company aimed to increase stakeholder participation in blood donation to boost the blood supply. This effort was carried out under the project “100 Million CC, AMATA for the Thai Red Cross Society”, receiving excellent cooperation from the Industrial Estate Authority of Thailand, the Blood Service Division 3, Chonburi Province, Rayong Province Red Cross Society, and the factory operators in both AMATA industrial estates. The common goal was to bolster the blood reserve for the Thai Red Cross Society, guaranteeing a sufficient and prompt supply for emergency patient care.

In 2025, the project successfully supplied 3.68 million cc of blood to the Thai Red Cross Society, with 3,250,000 cc contributed from AMATA City Chonburi Industrial Estate and 432,100 cc from AMATA City Rayong Industrial Estate. Over the past 14 years, the cumulative blood donations have reached 33.38 million cc; 30.22 million cc from AMATA City Chonburi and 3.16 million cc from AMATA City Rayong. This volume has supported treatment for over 222,500 patients, based on the Thai Society of Hematology’s guideline that a single 450 cc donation can aid three patients.









AMATA Friendship Sports

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

The Company has therefore organized the “AMATA Friendship Sports” competition within both AMATA Industrial Estates continuously for over 20 years. Each year’s competition includes teams of athletes from the factories in the industrial estates, with over 500 teams participating. This competition is considered the largest sports event, with the highest number of participants among industrial estate operators.

	AMATA City Chonburi Industrial Estate	AMATA City Rayong Industrial Estate
Competition period	15 June – 23 November 2025	5 July – 19 October 2025
Number of sports competition participants	8,500 people from 372 teams	1,500 people from 143 teams
Number of participating factories	116 factories	54 factories
Sports Categories	• 11-a-side Football (men) • 7-a-side Football (women) • Senior Football (men) • Volleyball (men and women) • Basketball (men) • Sepak Takraw (men) • Badminton (men's doubles, women's doubles, and mixed doubles) • Table tennis (men, women, and mixed doubles) • Doubles pétanque (men)	• 7-a-side Football (men) • Volleyball (men and women) • Doubles pétanque (men and women) • Sepak Takraw (men)









"AMATA Junior League": Youth Friendship Sports

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

In 2025, the 13th "AMATA Junior League" sports competition was organized by AMATA City Chonburi Industrial Estate. The competition comprised 4 sports categories: Men's football (7 players), Women's volleyball, Men's sepak takraw, and Men's and Women's petanque. These competitions were further divided into two levels: upper primary school level, Grade 4 to Grade 6, and lower secondary school level, Grade 7 to Grade 9 (M1-3). Teams of athletes and schools around AMATA City Chonburi Industrial Estate showed interest in participating, totaling 194 teams from 53 schools. The event had over 1,500 participants.

AMATA City Rayong Industrial Estate organized the 14th "AMATA Junior League" sports competition. The competition comprised four sports categories, similar to AMATA City Chonburi Industrial Estate, and was divided into two levels: upper primary school level, Grade 4 to Grade 6, and lower secondary school level, Grade 7 to Grade 9 (M1-3). Teams of athletes and schools around AMATA City Rayong Industrial Estate showed interest in participating, totaling 202 teams from 41 schools. There were over 1,350 participants in the event.

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













4th Dimension: Learning and Education

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

Following Father's Footsteps for Sufficiency Schools Project

The Company implements the "Following Father's Footsteps for Sufficiency Schools Project" with the objectives of supporting the provision of ingredients for school lunches and reducing school expenses. Additionally, it provides an opportunity for schools to earn extra income. Furthermore, this project serves as an opportunity to learn about the Sufficiency Economy Philosophy of King Rama IX. In 2025, the company supported the construction of a 4 x 12 meter greenhouse for vegetable cultivation and organized a hands-on learning activity on growing home vegetables at Ban Mab Toei School, Mab Yang Phon Subdistrict, Pluak Daeng District, Rayong Province. The activity aimed to encourage students to learn and practice vegetable growing, such as Chinese morning glory, eggplant, and chili. This helps develop life skills and strengthen agricultural knowledge.

The activity was carried out with the support and participation of factory operators in AMATA City Rayong Industrial Estate, including Sumitomo Rubber (Thailand) Co., Ltd., AMATA B.Grimm Power (Rayong) Co., Ltd., Elastomix (Thailand) Co.,Ltd., and Daikin Compressor Industries Ltd..







School Development Project Around the Industrial Estate

The Company and the AMATA Volunteer Club, Rayong, jointly implemented the “Ban Mab Toei School Development Project” in Map Yang Phon Subdistrict, Pluak Daeng District, Rayong Province. The objectives were to help develop the school and promote learning outside the classroom for students. The project included activities to provide knowledge on safety and health to students, creating outdoor learning spaces, and implementing Brain-based Learning (BBL) activities through drawing pictures. Additionally, it involved upgrading the school infirmary by providing new beds and first aid kits. The project also aimed to enhance the school library and provide teaching equipment, sports equipment, and more. This project fostered stronger relationships and collaboration between the Company and the factories within the AMATA City Rayong Industrial Estate in community development activities for the benefit of society as a whole. In 2025, more than 100 participants from 12 companies operating in the industrial estate took part in these activities.





In 2025, AMATA City Chonburi Industrial Estate implemented the “School Development and Learning Enhancement” activities with the aim of improving the quality of education and enhancing a learning-conducive environment for youth in communities surrounding the Industrial Estate. The activities were carried out at Wat Sriphalothai School, Nong Mai Daeng Subdistrict, Mueang Chonburi District, Chonburi Province, and Wat Woraphot Sangkawat School, Bang Nang Subdistrict, Phan Thong District, Chonburi Province. The activities included improvements to school facilities, the promotion of out-of-classroom learning through Brain-based Learning (BBL) activities, the establishment of agricultural plots to support school lunch programs, the planting of crops and vetiver grass to promote environmental conservation, as well as basic training on fire prevention and fire suppression. These activities supported the development of students’ life skills, enhanced environmental awareness, and fostered sustainable collaboration among the industrial sector, educational institutions, and local communities.









AMATA Volunteer Teacher Project

The Company, together with factory operators within the AMATA City Chonburi Industrial Estate and the AMATA City Rayong Industrial Estate, organized the “AMATA Volunteer Teacher” project to build relationships with the community and schools around the industrial estates. The project supports the enhancement of knowledge and skills for young students with the “Reduce Study Time, Increase Learning Time” curriculum. In 2025, the project was organized in three schools: Khlong Tamru Municipal School, Mueang Chonburi District, Chonburi Province; Wat Laem Khae School, Phan Thong District, Chonburi Province; and Ban Mab Toei School, Pluak Daeng District, Rayong Province.



The project’s target group consists of primary school students in Grade 4 to 6. The project took place between July and December 2025, with 8 hours of school teaching (1 hour per week) per school. A total of 270 students participated in the project.







AMATA City Children’s Day Activities

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

In 2025, the Company organized a Children’s Day event at the AMATA City Chonburi Industrial Estate on 9 January 2025. The event received cooperation from the AMATA City Industrial Estate Office in Chonburi and 44 factory operators in the industrial estate. They provided scholarship funds, on-stage prize draws, game booths, and food booths to bring joy to the more than 1,835 children who participated in the event.

The Company organized a Children’s Day event at the AMATA City Rayong Industrial Estate on 8 January 2025. The event received cooperation from the AMATA City Industrial Estate Office in Rayong and 42 factory operators in the industrial estate. They provided scholarship funds, on-stage prize draws, game booths, and food booths to bring joy to the more than 1,000 children who participated in the event.









Education and Future Career Guidance Program

AMATA City Rayong Industrial Estate organized the “Education and Future Career Guidance” activity to provide guidance on further education and emerging career opportunities for students. The program targeted more than 400 students at secondary education levels (Grades 9 and 12) from Suankularb Wittayalai Chonburi School, Bo Win Subdistrict, Si Racha District, Chonburi Province. The activity was conducted in the form of a panel discussion to share knowledge on educational pathways and career fields with strong growth potential in the future. The program was implemented in collaboration with the Rayong Provincial Employment Office, the AMATA City Rayong Industrial Estate Office, and six factory operators in AMATA City Rayong Industrial Estate. Representatives from these organizations shared practical work experience across various career paths and operated exhibition booths to enable students to engage directly and learn from real-world examples.





5th Dimension: Local Tradition and Cultures

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

In 2025, the Company’s executives and employees participated in activities with the local communities surrounding the AMATA City Chonburi Industrial Estate. These activities covered 31 subdistricts, five districts, and two provinces, including Chonburi and Chachoengsao provinces. Some of the activities included participating in the Tod Pha-Pa Mahakusol Ceremony, Kathin Samakkhi ceremonies, Songkran festivities, Elderly Day events, Loy Krathong celebrations, Annual merit-making ceremonies, and Merit-making to pay homage to local sacred sites activities.

- Traditional merit-making ceremony at Mae Ngob Shrine and mangrove conservation activities, Khlong Tamru Subdistrict, Mueang Chonburi District, Chonburi Province.
- Cultural heritage activities honoring the Goddess Thap Tim Shrine, Ban Hua Laem Community, Moo 1, Tha Kham Subdistrict, Bang Pakong District, Chachoengsao Province.
- Annual merit-making ceremony, Wat Ban Kao, Ban Kao Subdistrict, Phan Thong District, Chonburi Province.
- Annual merit-making ceremony, Wat Woraphot Sangkawat, Ko Loi Subdistrict, Phan Thong District, Chonburi Province.
- Annual merit-making ceremony, Wat Ban Pho, Ban Pho Subdistrict, Ban Pho District, Chachoengsao Province.
- Annual merit-making ceremony, Wat Nong O, Ko Loi Subdistrict, Phan Thong District, Chonburi Province.
- Annual merit-making ceremony, Wat Bang Hak, Bang Hak Subdistrict, Phan Thong District, Chonburi Province.
- Annual merit-making ceremony, Wat Phan Thong, Phan Thong Subdistrict, Phan Thong District, Chonburi Province.
- Annual merit-making ceremony, Wat Intharam, Nong Tin Nok Subdistrict, Ban Pho District, Chachoengsao Province.
- Annual merit-making ceremony, Wat Khok Tha Charoen, Phan Thong Subdistrict, Phan Thong District, Chonburi Province.
- Songkran Festival and Elderly Day activities.
- Loy Krathong Festival tradition-preservation activities, Don Hua Lo Subdistrict, Mueang Chonburi District, Chonburi Province.
- Loy Krathong Festival tradition-preservation activities, Phan Thong District Office, Chonburi Province.



AMATA City Rayong Industrial Estate participated in Songkran Festival and Elderly Day activities in collaboration with local Subdistrict Administrative Organizations. Souvenirs and essential consumer goods were provided to elderly residents in Khao Mai Kaew Subdistrict, Bang Lamung District, Chonburi Province; Bo Win Subdistrict, Si Racha District, Chonburi Province; Phana Nikhom Subdistrict, Nikhom Phatthana District, Rayong Province; as well as Pluak Daeng, Map Yang Phon, and Maenam Khu Subdistricts in Pluak Daeng District, Rayong Province.

- Candle Procession Ceremony during the Buddhist Lent Festival at Wat Prasittharam, Phana Nikhom Subdistrict, Rayong Province.
- Merit-making Ceremony and Kathin Robe Offering Ceremony at Wat Khao Maput, Phana Nikhom Subdistrict, Nikhom Phatthana District, Rayong Province.
- Activities to promote and preserve the Loy Krathong Festival tradition, including budget support and the organization of activity booths for community members to participate in the Loy Krathong celebrations, were conducted at three locations: Phana Nikhom Subdistrict Administrative Organization, Nikhom Phatthana District, Rayong Province; Ban Wang Tan Mon Community, Map Yang Phon Subdistrict, Pluak Daeng District, Rayong Province; and Khao Mai Kaew Subdistrict Administrative Organization, Bang Lamung District, Chonburi Province.

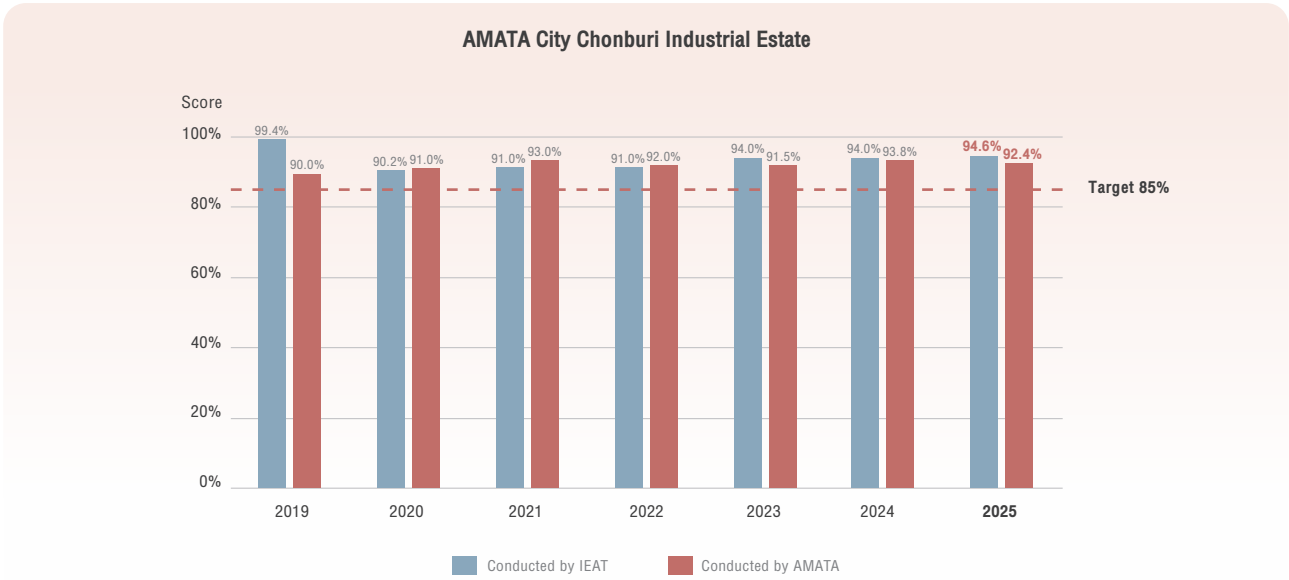


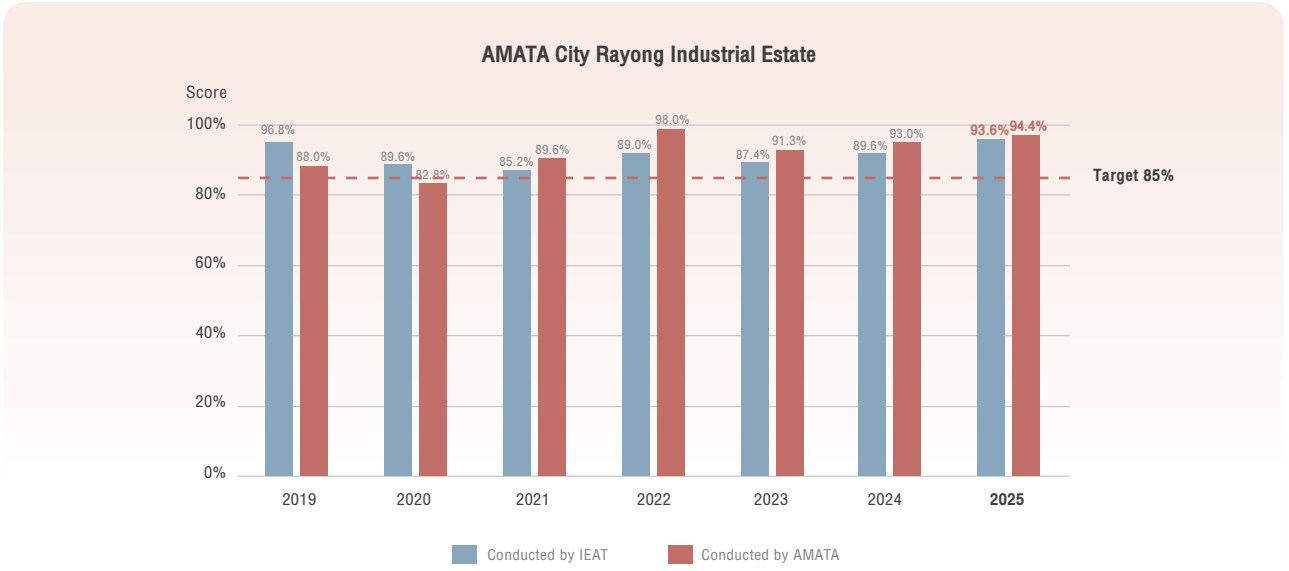
5. Monitoring Project and Initiatives Performance

The Industrial Estate Authority of Thailand (IEAT) conducts an annual community satisfaction survey covering 46 industrial estates across the country. In collaboration with the Company, community satisfaction surveys were conducted for the communities surrounding both AMATA industrial estates. In 2025, AMATA City Chonburi Industrial Estate recorded average community satisfaction scores of 94.6%, while AMATA City Rayong Industrial Estate recorded average scores of 93.6%, exceeding the target of 85%.

In addition, the Company's Community Relations and Social Responsibility Working Committee conducted field visits and in-depth interviews to identify key issues and understand community expectations of the Company. The information obtained is used as baseline input for the planning of future community initiatives. The Company also conducts annual community satisfaction surveys covering the communities surrounding both AMATA City Chonburi and AMATA City Rayong, in collaboration with the Faculty of Communication Arts, Sripatum University (Chonburi Campus). The surveys are intended to provide in-depth insights into community satisfaction with the Company's various community development initiatives, as well as to further clarify community needs and expectations. In 2025, the survey results showed that AMATA City Chonburi Industrial Estate received an average satisfaction score of 92.4%, while AMATA City Rayong Industrial Estate received an average satisfaction score of 94.4%.

Community Satisfaction Survey Results





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

Based on the Community Satisfaction Survey conducted in 2025, communities surrounding AMATA City Chonburi Industrial Estate expressed expectations for the Company to continuously support the promotion of local employment and income distribution in the surrounding areas. In parallel, the communities emphasized the importance of developing and enhancing the readiness of infrastructure and public utilities, as well as leveraging technology to support educational development. These efforts are expected to increase access to knowledge and skills that will be essential in the future.

For communities surrounding AMATA City Rayong Industrial Estate, the survey results indicated that communities expect the Company to play a greater role in supporting local economic development. In particular, communities expressed the need for support in promoting local employment, expanding livelihood and income-generating opportunities, and supporting community products, as well as facilitating income distribution to areas surrounding the Industrial Estate. In addition, the communities expressed expectations for the Company's involvement in enhancing quality of life across multiple dimensions, particularly in the areas of health, education, and inclusive participation in holistic community development.

The Company uses community feedback and the results of the Community Satisfaction Survey as key inputs in designing, developing, and enhancing its social responsibility projects and community development activities. These efforts are aimed at ensuring that initiatives are aligned with local contexts, community needs, and the creation of sustainable shared value. For the following year, the Company has established a framework for the further development and enhancement of its activities by linking planned initiatives to the community feedback assessment across three key dimensions, as outlined below.

1) Economic Development and Employment

The Company plans to systematically promote job creation and income distribution in communities surrounding its industrial estates through several initiatives. These include the development of the AMATA Jobs Online employment platform, coordination with relevant agencies to organize job fairs, the expansion of the Farm to Factory project, and the provision of community market spaces within factory premises to enable local communities to sell their products directly. In parallel, the Company will continue to strengthen vocational capacity-building, support community enterprises, and expand online marketing channels for community products through the "AMATA Chuan Shop" website and live-stream sales activities. These efforts aim to broaden market access and support sustainable income generation for local communities.

2) Quality of Life, Health, and Education

The Company plans to implement initiatives to enhance the quality of life in surrounding communities, with a focus on preventive health promotion and support for vulnerable groups. In parallel, the Company aims to strengthen youth capacity development through education, technology, and skills aligned with the evolving world of work. These efforts are intended to expand learning opportunities and strengthen long-term community readiness and resilience.

3) Community Infrastructure and Environmental Stewardship

The Company plans to develop and enhance infrastructure, public utilities, and public spaces in communities surrounding its industrial estates to promote safety and improve overall quality of life. In parallel, the Company will support environmental initiatives, such as waste management, waste segregation, and recycling, by encouraging the active participation of both local communities and establishments in joint environmental stewardship.







Performance Summary

Economic Performance & Corporate Governance

Consolidated Financial Performance for the Year ended 31 December	2022	2023	2024	2025
Common Share Information (THB)				
Par value	1	1	1	1
Book value per share	16.92	17.75	24.27[4]	26.45
Earnings per share	2.04	1.64	2.15[4]	2.74
Dividend per share	0.50	0.65	0.65	0.90
Economic Performance (THB, million)				
Revenue from sales and services	6,501.74	9,516.83	14,723.56	14,281.49
Total revenue	8,049.25	9,698.81	14,986.80[4]	14,524.34
Net profit	3,163.14	2,461.14	3,457.20[4]	4,098.10
Net profit attributable to owners of the Company	2,341.35	1,884.76	2,467.12[4]	3,148.66
Financial Position (THB, million)				
Current assets	11,308.51	20,304.22	21,138.31[4]	28,753.37
Total assets	47,658.85	57,588.09	64,925.34[4]	69,654.04
Current liabilities	8,694.57	15,346.80	19,553.70	20,161.54
Total liabilities	23,244.12	31,860.99	37,013.62[4]	39,232.64
Registered and paid-up capital	1,150.00	1,150.00	1,150.00	1,150.00
Total shareholders' equity attributable to owners of the Company	24,414.73	25,727.10	27,911.72[4]	30,421.40

Consolidated Financial Performance for the Year ended 31 December	2022	2023	2024	2025
Financial Ratios				
Return of equity (%)	12.59	9.45	11.68[4]	13.89
Return on assets (%)	8.81	6.89	7.61[4]	8.39
Gross margin (%)	47.91	39.02	33.74	44.56
Current ratio (times)	1.30	1.32	1.08	1.43
Debt to equity ratio (times)	0.95	1.24	1.33[4]	1.29
Value Distribution to Stakeholders (THB, million)				
Domestic procurement [1]	3,226.81	2,284.00	2,796.54	2,776.72
Tax paid to the state and local authorities [1]	465.88	477.10	495.38[4]	883.96
Effective tax rate (%) [2]	13	16	13[4]	18
Financial cost [1]	472.10	687.48	706.53	664.44
Dividend to shareholders	575.00	747.49	747.43	1,034.92
Employee compensation [3]	398.38	431.57	469.83	541.48
Directors' remuneration	40.92	51.61	61.52	68.83
Social activities	3.33	6.37	6.13	7.50
Social investment exclude donation	1.21	0.70	1.61	1.92
Donation	5.78	5.10	7.26	8.20

NA = Not Available

[1] The information from the 2025 consolidated financial statements of AMATA Corporation Public Company Limited and its subsidiaries.

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

[3] Consists of salary, bonus, wage, welfare, provident fund, social security, and personal development expenses.

[4] The comparative figures in the financial statements for the year ended 31 December 2024 have been restated to align with the classification and presentation of accounting items adopted in the preparation of the financial statements for the year 2025 under the current auditor. Such restatement relates solely to presentation and classification and has no material impact on the financial position or operating results of the Company and its subsidiaries as a whole.

Business Ethics	2022	2023	2024	2025
Number of complaints regarding violations of business ethics reported through the whistleblowing system (cases)	0	1	1	0
• Fraud and Corruption	0	0	0	0
• Insider Trading	0	0	0	0
• Bribery	0	0	0	0
• Human Rights	0	1	1	0
• Taxation	0	0	0	0
• Other cases violating business ethics	0	0	0	0
Number of substantiated business ethics violations (cases)	0	1	1	0

Law and Regulatory Compliance	2022	2023	2024	2025
Total number of significant instances of non-compliance with laws and regulations (cases)	0	0	0	0
• Instances for which fines were incurred (cases)	0	0	0	0
• Instances for which non-monetary sanctions were incurred (cases)	0	0	0	0
Total number of fines paid for instances of non-compliance with laws and regulations during the reporting period (cases)	0	0	0	0
• Fines paid for instances of non-compliance with laws and regulations that occurred in the current reporting period (cases)	0	0	0	0
• Fines paid for instances of non-compliance with laws and regulations that occurred in previous reporting periods (cases)	0	0	0	0
Monetary value of fines paid for instances of non-compliance with laws and regulations during the reporting period (THB)	0	0	0	0
• Monetary value of fines paid for instances of non-compliance with laws and regulations that occurred in the current reporting period (THB)	0	0	0	0
• Monetary value of fines paid for instances of non-compliance with laws and regulations that occurred in previous reporting periods (THB)	0	0	0	0

Supply Chain Management	2022	2023	2024	2025
Percentage of local purchases of goods and services [5]	100%	100%	100%	100%
Total number of tier-1 suppliers	527	654	732	473
Critical tier-1 suppliers	85	63	51	53
Critical non-tier 1 suppliers	NA	24	18	64
Total number of new suppliers	11	52	89	59
Percentage of suppliers who have been assessed for Environmental, Social, and Governance (ESG) risks				
• Critical tier-1 suppliers	100%	100%	100%	100%
• New suppliers	100%	100%	100%	100%
Number of suppliers with very high and high Environmental, Social, and Governance (ESG) risks				
• Critical tier-1 suppliers	1	0	1	0
• New suppliers	0	0	0	0
Total number of suppliers subject to on-site audits				
• Critical tier-1 suppliers	11	22	21	18
On-site audit completion rate for critical tier-1 suppliers	100%	100%	100%	100%
• New suppliers	0	0	0	0

[5] Procurement of goods and services within Thailand.

Environmental Performance

Operational Areas	Unit	2022	2023	2024	2025
Total Operational Areas	Rai	32,254.71	33,203.54	40,122.22	40,922.21
	Hectare	5,160.75	5,312.57	6,419.55	6,547.55
AMATA City Chonburi	Rai	17,588.82	17,813.44	17,892.20	18,525.88
	Hectare	2,814.21	2,850.15	2,862.75	2,964.14
AMATA City Rayong	Rai	14,665.89	15,390.10	15,782.29	15,855.05
	Hectare	2,346.54	2,462.42	2,525.17	2,536.81
AMATA Smart City Chonburi [6]	Rai	-	-	4,506.74	4,600.23
	Hectare	-	-	721.08	736.04
AMATA City Chonburi 2 [7]	Rai	-	-	1,941.05	1,941.05
	Hectare	-	-	310.56	310.56

[6] The Company received the first-time approval of the Master Plan for AMATA Smart City Chonburi Industrial Estate from the Industrial Estate Authority of Thailand in 2024.

[7] The Company received the first-time approval of the Master Plan for AMATA City Chonburi 2 Industrial Estate from the Industrial Estate Authority of Thailand in 2024.

Energy[8]	Unit	2022	2023	2024	2025
Total energy consumption within the organization	**GJ**	**129,788.04**	**128,844.28**	**122,559.11**	**131,115.03**
Non-renewable energy consumed	GJ	183,342.32	185,367.75	205,935.77	196,706.24
• Fossil fuel	GJ	6,080.24	6,905.74	7,301.65	8,253.46
• Electricity purchased	GJ	177,262.08	178,462.01	198,634.11	188,452.79
• Steam, heating, and cooling	GJ	-	-	-	-
Renewable energy consumed	GJ	11,979.27	14,415.54	16,623.47	18,332.81
• Renewable fuel	GJ	-	-	516.41	640.15
• Electricity purchased	GJ	11,979.27	14,415.54	16,107.06	17,682.87
• Electricity self-generated	GJ	-	-	-	-
Self-generated energy	GJ	-	-	-	9.79
• Non-renewable energy generated	GJ	-	-	-	-
• Renewable energy generated	GJ	-	-	-	9.79

Energy[8]	Unit	2022	2023	2024	2025
Energy sold	GJ	65,533.56	70,939.02	100,000.13	83,924.02
• Electricity sold from non-renewable energy	GJ	65,533.56	70,939.02	100,000.13	83,914.23
• Electricity sold from renewable energy	GJ	-	-	-	9.79
Energy intensity per unit of operational area (Energy Intensity - Ha)	GJ/hectare	25.15	24.25	22.75	23.83
Energy intensity per unit of operational area (Energy Intensity- Rai)	GJ/rai	4.02	3.88	3.64	3.81

[8] The Company revised its data collection processes and energy calculation methodologies for 2022 to 2024 to align with the new calculation approach adopted in 2025 and to improve data accuracy. This revision also took into account observations and recommendation raised by the external assurance provider. As a result, the total energy data for 2022 to 2024 differ from those previously disclosed in the prior sustainability report.

Water and Effluents	Unit	2022	2023	2024	2025
Total water withdrawal	**m^3**	**30,928,500**	**36,779,103**	**38,012,004**	**34,293,962**
Water withdrawal by source					
1) Surface water[9]	m^3	25,379,266[13]	29,469,034[13]	30,808,921[13]	26,809,024
• Freshwater with Total Dissolved Solids ≤1,000 mg/L	m^3	25,379,266[13]	29,469,034[13]	30,808,921[13]	26,809,024
• Other water with Total Dissolved Solids > 1,000 mg/L	m^3	0	0	0	0
2) Groundwater	m^3	0	0	0	0
3) Produced water [10]	m^3	0	0	0	0
4) Third-party water [11]	m^3	5,549,234[13]	7,310,069[13]	7,203,083[13]	7,484,938
Total water withdrawal from water-stress areas	m^3	30,928,500	36,779,103	38,012,004	34,293,962
• Freshwater with Total Dissolved Solids ≤1,000 mg/L	m^3	30,928,500	36,779,103	38,012,004	34,293,962
• Other water with Total Dissolved Solids > 1,000 mg/L	m^3	0	0	0	0
Total water discharge					
Water discharge by destination	m^3	0	0	0	0

Water and Effluents	Unit	2022	2023	2024	2025
1) Surface water	m^3	0	0	0	0
2) Ground water	m^3	0	0	0	0
3) Seawater	m^3	0	0	0	0
Water discharge by water quality					
• Freshwater with Total Dissolved Solids ≤1,000 mg/L	m^3	0	0	0	0
• Other water with Total Dissolved Solids > 1,000 mg/L	m^3	0	0	0	0
Total water consumption	m^3	30,928,500	36,779,103	38,012,004	34,293,962
Water intensity per unit of operational area (Water Intensity - Ha)	m^3/hectare	5,993.02	6,923.04[12]	7,055.05	6,233.75
Water intensity per unit of operational area (Water Intensity - Rai)	m^3/rai	958.88	1,107.69[12]	1,128.81	997.40

[9] Surface water is the natural source from lake, stream, or river.

[10] Produced water is the water from extraction, distillation or use of raw materials that requires further management by the Company.

[11] Third party water refers to water procured by the Company from third-party suppliers, including tap water and raw water. The Company does not extract or produce water directly from natural water sources.

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

[13] The Company revised the data recording methodology for surface water and water from third-party providers for 2022 to 2024 to align with the new recording approach adopted in 2025, in order to improve data accuracy. This revision also took into account observations and recommendations raised by the external assurance provider. As a result, the reported data for surface water and third-party water for 2022 to 2024 differ from those previously disclosed in the prior sustainability report. The revision, however, did not affect the total water withdrawal data disclosed in the report.

Quality of effluent discharged from central treatment plant [14] [15] [16]	Unit	Standards	2022	2023	2024	2025
AMATA City Chonburi Industrial Estate						
pH		5.5-9.0	6.5-8.3	6.4-8.0	6.6-7.9	6.6-7.8
Temperature	°C	≤ 40	28-34	27-36	25-36	27-34
Biochemical Oxygen Demand (BOD_5)	mg/L	≤ 20	<2.0-17.6	<2.0-13.6	<2.0-14.6	<2.0-17.2
Chemical Oxygen Demand (COD)	mg/L	≤ 120	<40-80	<40-95	<40-97	<40-92
Grease and Oil	mg/L	≤ 5	<3.0	<3.0	<3.0	<3.0
Suspended Solid (SS)	mg/L	≤ 50	<5-39	<5-30	5-39	<5-43
Total Dissolved Solid (TDS)	mg/L	≤ 3000	612-2,025	792-2,636	836-2,744	616-2,496
Total Kjeldahl Nitrogen (TKN)	mg/L	≤ 100	<5-34	<5-62	<5-39	<5-43
Mercury (Hg)	mg/L	≤ 0.005	<0.0010	<0.0010	<0.0010	<0.0010
Selenium (Se)	mg/L	≤ 0.02	<0.0020, <0.0050	<0.0020	<0.0020	<0.0020
Cadmium (Cd)	mg/L	≤ 0.03	<0.03	<0.03	<0.03	<0.03
Lead (Pb)	mg/L	≤ 0.2	<0.03, <0.10-0.14	<0.03	<0.03	<0.03
Arsenic (As)	mg/L	≤ 0.25	<0.0020-0.0141, <0.10	<0.0020-0.0665	<0.0020-0.1384	<0.0020-0.0081
Chromium (Cr^{3+})	mg/L	≤ 0.75	<0.10-0.20	<0.03-0.04	<0.03-0.03	<0.03-0.09
Chromium (Cr^{6+})	mg/L	≤ 0.25	<0.050	<0.050	<0.050-0.14	<0.050
Barium (Ba)	mg/L	≤ 1.0	<0.03-0.13	<0.03-0.06	<0.03-0.05	<0.03-0.12
Nickel (Ni)	mg/L	≤ 1.0	<0.10-0.90	0.05-0.74	0.03-0.48	0.03-0.52
Copper (Cu)	mg/L	≤ 2.0	<0.03-0.13, <0.10	<0.03-0.15	<0.03-0.14	<0.03-0.13
Zinc (Zn)	mg/L	≤ 5.0	0.06-0.89	0.09-1.01	0.05-0.33	0.10-1.32
Sulfide as H_2S	mg/L	≤ 1.0	<0.50-0.67	<0.50-0.97	<0.50-0.86	<0.50-0.55
Cyanide as HCN	mg/L	≤ 0.2	<0.020	<0.020	<0.020	<0.020
Chloride as Cl_2	mg/L	≤ 1.0	<0.1-0.4	<0.1-0.4	<0.1-0.6	<0.1-0.7

Quality of effluent discharged from central treatment plant [14] [15] [16]	Unit	Standards	2022	2023	2024	2025
AMATA City Rayong Industrial Estate						
pH		5.5-9.0	6.6-8.1	6.2-7.7	6.3-7.4	6.2-7.7
Temperature	°C	≤ 40	28-33	26-33	28-34	26-34
Biochemical Oxygen Demand (BOD_5)	mg/L	≤ 20	<2.0-9.1	<2.0-12.3	<2.0-8.4	<2.0-15.8
Chemical Oxygen Demand (COD)	mg/L	≤ 120	<40-68	<40-79	<40-58	<40-86
Grease and Oil	mg/L	≤ 5	<3.0	<3.0-3.4	<3.0	<3.0
Suspended Solid (SS)	mg/L	≤ 50	<5-42	<5-43	<5-34	<5-32
Total Dissolve Solid (TDS)	mg/L	≤ 3000	844-2,200	1,008-2,674	272-2,244	568-2,144
Total Kjeldahl Nitrogen (TKN)	mg/L	≤ 100	<5-17	<5-26	<5-21	<5-25
Mercury (Hg)	mg/L	≤ 0.005	<0.0010	<0.0010	<0.0010	<0.0010
Selenium (Se)	mg/L	≤ 0.02	<0.0050	<0.0020	<0.0020	<0.0020
Cadmium (Cd)	mg/L	≤ 0.03	<0.03	<0.03	<0.03	<0.03
Lead (Pb)	mg/L	≤ 0.2	<0.03, <0.10	<0.03	<0.10	<0.03
Arsenic (As)	mg/L	≤ 0.25	<0.0020-0.0056, <0.10	<0.0020-0.0090	<0.0020-0.0148	<0.0020-0.0430
Chromium (Cr^{3+})	mg/L	≤ 0.75	<0.10	<0.03-0.05	<0.03-0.06	<0.03-0.07
Chromium (Cr^{6+})	mg/L	≤ 0.25	<0.050	<0.050	<0.050	<0.050
Barium (Ba)	mg/L	≤ 1.0	0.04-0.08	0.08-0.11	0.04-0.10	0.03-0.07
Nickel (Ni)	mg/L	≤ 1.0	<0.10-0.32	0.03-0.42	0.05-0.28	<0.03-0.73
Copper (Cu)	mg/L	≤ 2.0	<0.03, <0.10	<0.03-0.03	<0.03-0.11	<0.03-0.10
Zinc (Zn)	mg/L	≤ 5.0	0.13-0.86	0.06-0.56	0.09-0.46	0.07-1.01
Sulfide as H_2S	mg/L	≤ 1.0	<0.50, <0.53	<0.50-0.65	<0.50	<0.50-0.98
Cyanide as HCN	mg/L	≤ 0.2	<0.020	<0.020	<0.020	<0.020
Chloride as Cl_2	mg/L	≤ 1.0	<0.1-0.2	<0.1-0.2	<0.1-0.3	0.1-0.6

ND = Not Detected

[14] The quality of treated water monitored by laboratories registered with the Department of Industrial Works.

[15] The quality of treated water from the Central Wastewater Treatment Plant before utilizing in water reclamation system, cooling system in power plants, and green areas.

[16] The effluent standard set under the announcement of the Ministry of Natural Resources and Environment, B.E. 2559 (2016) and the announcement of the Ministry of Industry, B.E. 2560 (2017).

Greenhouse Gas Emissions	Unit	2022	2023[18]	2024[19]	2025[20]
Total Greenhouse Gas Emissions [17]	tons CO_2e	58,077	63,861	1,587,779	1,450,828
Direct GHG emissions (Scope 1)	tons CO_2e	454	579	1,438	1,345
Indirect GHG emissions (Scope 2)	tons CO_2e	15,393	14,639	23,442	18,252
• Location-Based	tons CO_2e	15,393	14,639	23,442	18,252
• Market-Based[21]	tons CO_2e	15,393	14,639	23,442	18,252
Total direct and indirect GHG emissions (Scope 1 & 2)	tons CO_2e	15,847	15,218	24,880	19,597
Total biogenic carbon dioxide emissions (Scope 1)	tons CO_2	-	-	3.82	30.22
Other indirect GHG emissions (Scope 3)	tons CO_2e	42,230	48,643	1,562,899	1,431,232
• **Category 1** Purchased goods and services	tons CO_2e	31,675	33,918	55,205.20	57,555
• **Category 2** Capital goods	tons CO_2e	-	-	528.33	6,513
• **Category 3** Fuel- and energy-related activities	tons CO_2e	10,555	14,725	775,746.31	682,257
• **Category 4** Upstream transportation and distribution	tons CO_2e	-	-	53.73	55
• **Category 5** Waste generated in operations	tons CO_2e	-	-	4,150.88	2,054
• **Category 6** Business travel	tons CO_2e	-	-	116.49	103
• **Category 7** Employee commuting	tons CO_2e	-	-	352.82	296
• **Category 8** Upstream leased assets	tons CO_2e	-	-	113.60	116
• **Category 13** Downstream leased assets	tons CO_2e	-	-	68,540.92	68,357
• **Category 15** Investments	tons CO_2e	-	-	658,090.02	613,926

Greenhouse Gas Emissions	Unit	2022	2023[18]	2024[19]	2025[20]
Greenhouse gas emission intensity (Scope 1&2) per unit of operational area (GHG emission intensity-ha)	tons CO_2e/ hectare	3.07	2.86	2.71	2.58
Greenhouse gas emission intensity (Scope 1&2) per unit of operational area (GHG emission intensity-rai)	tons CO_2e/ rai	0.49	0.46	0.43	0.41

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

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

[19] The Company expanded the scope of its greenhouse gas (GHG) emissions disclosure to cover all ten entities within the scope of the consolidated financial statements, in order to ensure that the reporting appropriately reflects the Company's current business structure, operational activities, scale of operations, and energy consumption profile. Consequently, the Company restated the total organizational GHG emissions data for 2024. The restated data have been verified and certified in accordance with the greenhouse gas emissions assessment guidelines of the Thailand Greenhouse Gas Management Organization (Public Organization), with verification conducted by SGS (Thailand) Limited. The Company has designated 2024 as the new base year for the purpose of setting targets and monitoring future GHG emissions reduction performance.

[20] Greenhouse gas emissions were calculated in accordance with the greenhouse gas emissions assessment guidelines and emission factors issued by the Thailand Greenhouse Gas Management Organization (Public Organization). However, the Company is currently in the process of appointing an independent verifier that is officially registered with the Thailand Greenhouse Gas Management Organization (Public Organization). The Company expects to complete the verification process and obtain certification and registration of its Carbon Footprint for Organization by the second quarter of 2026.

[21] The Company reports Scope 2 greenhouse gas emissions using the market-based method in accordance with the GHG Protocol. As the Company did not purchase renewable electricity or Renewable Energy Certificates (RECs) during the reporting year, Scope 2 greenhouse gas emissions under the market-based method were calculated using the grid emission factor, consistent with the location-based method.

Other Air Emissions [22]	Unit	Standards	2022	2023	2024	2025
AMATA City Chonburi Industrial Estate						
Location 1: Boonyarasri Temple (A1)						
Nitrogen Dioxide: NO_2	mg/m^3	≤ 0.17	<0.001-0.028	<0.001-0.026	0.001-0.037	<0.001-0.036
Sulfur Dioxide: SO_2	mg/m^3	≤ 0.30	0.003-0.012	<0.001-0.074	0.004-0.017	0.002-0.007
Total Suspended Particulates: TSP	mg/m^3	≤ 0.33	0.039-0.143	0.027-0.111	0.020-0.124	0.036-0.110
PM 10	mg/m^3	≤ 0.12	0.031-0.071	0.008-0.057	0.004-0.090	0.019-0.042
Location 2: Ban Yan Sue School (A2)						
Nitrogen Dioxide: NO_2	mg/m^3	≤ 0.17	0.001-0.045	0.002-0.033	<0.001-0.027	0.003-0.040
Sulfur Dioxide: SO_2	mg/m^3	≤ 0.30	0.002-0.059	0.001-0.087	0.010-0.029	<0.001-0.012
Total Suspended Particulates: TSP	mg/m^3	≤ 0.33	0.058-0.140	0.025-0.091	0.035-0.137	0.046-0.131
PM 10	mg/m^3	≤ 0.12	0.025-0.058	0.016-0.052	0.008-0.112	0.018-0.074
Location 3: Map Sam Kliaw Temple (A3)						
Nitrogen Dioxide: NO_2	mg/m^3	≤ 0.17	0.001-0.056	0.001-0.059	0.002-0.062	0.003-0.088
Sulfur Dioxide: SO_2	mg/m^3	≤ 0.30	<0.001-0.018	0.001-0.017	0.000-0.024	<0.001-0.017
Total Suspended Particulates: TSP	mg/m^3	≤ 0.33	0.018-0.095	0.019-0.092	0.015-0.099	0.013-0.134
PM 10	mg/m^3	≤ 0.12	0.013-0.063	0.010-0.094	0.008-0.072	0.008-0.091
PM 2.5	mg/m^3	≤ 0.05	0.004-0.046	0.004-0.033	0.001-0.004	0.006-0.043
Location 4: Pan Thong Sapachanupathum School (A4)						
Nitrogen Dioxide: NO_2	mg/m^3	≤ 0.17	0.003-0.067	0.003-0.065	0.000-0.049	0.001-0.083
Sulfur Dioxide: SO_2	mg/m^3	≤ 0.30	<0.001-0.009	0.001-0.010	0.000-0.066	0.001-0.019
Total Suspended Particulates: TSP	mg/m^3	≤ 0.33	0.046-0.157	0.042-0.153	0.031-0.130	0.049-0.188
PM 10	mg/m^3	≤ 0.12	0.034-0.090	0.030-0.104	0.022-0.086	0.028-0.101
PM 2.5	mg/m^3	≤ 0.05	0.008-0.050	0.014-0.037	0.018-0.035	0.014-0.036
Location 5: Don Damrongtham Temple (A5)						
Nitrogen Dioxide: NO_2	mg/m^3	≤ 0.17	0.001-0.041	0.002-0.057	<0.001-0.077	0.002-0.019
Sulfur Dioxide: SO_2	mg/m^3	≤ 0.30	<0.001-0.004	0.001-0.005	0.003-0.005	0.003-0.005
Total Suspended Particulates: TSP	mg/m^3	≤ 0.33	0.070-0.120	0.059-0.180	0.051-0.166	0.058-0.193
PM 10	mg/m^3	≤ 0.12	0.021-0.072	0.028-0.067	0.003-0.097	0.024-0.073

Other Air Emissions [22]	Unit	Standards	2022	2023	2024	2025
Location 6: Science-Based Technology Vocational College (A6)						
Nitrogen Dioxide: NO_2	mg/m^3	≤ 0.17	0.002-0.027	0.002-0.060	0.003-0.031	0.003-0.043
Sulfur Dioxide: SO_2	mg/m^3	≤ 0.30	0.009-0.036	0.001-0.052	0.001-0.007	0.001-0.007
Total Suspended Particulates: TSP	mg/m^3	≤ 0.33	0.047-0.138	0.020-0.052	0.026-0.075	0.025-0.112
PM 10	mg/m^3	≤ 0.12	0.025-0.073	0.009-0.044	0.007-0.065	0.013-0.054
Location 7: U Ta Pao Temple (A7)						
Nitrogen Dioxide: NO_2	mg/m^3	≤ 0.17	0.002-0.046	0.001-0.048	0.000-0.047	<0.001-0.077
Sulfur Dioxide: SO_2	mg/m^3	≤ 0.30	<0.001-0.011	0.001-0.022	<0.001-0.011	0.001-0.032
Total Suspended Particulates: TSP	mg/m^3	≤ 0.33	0.021-0.097	0.021-0.082	0.014-0.087	0.032-0.108
PM 10	mg/m^3	≤ 0.12	0.014-0.071	0.011-0.065	0.010-0.062	0.008-0.095
PM 2.5	mg/m^3	≤ 0.05	0.005-0.043	0.005-0.037	0.005-0.039	0.004-0.042
Location 8: Ban Map Sam Kliaw (A8)						
Nitrogen Dioxide: NO_2	mg/m^3	≤ 0.17	0.004-0.027	0.002-0.027	0.001-0.043	0.001-0.034
Sulfur Dioxide: SO_2	mg/m^3	≤ 0.30	0.007-0.016	<0.001-0.004	0.012-0.068	0.001-0.024
Total Suspended Particulates: TSP	mg/m^3	≤ 0.33	0.023-0.079	0.017-0.062	0.034-0.104	0.032-0.108
PM 10	mg/m^3	≤ 0.12	0.015-0.054	0.006-0.043	0.013-0.061	0.016-0.086
Location 9: Charoenwat Village (A9)						
Nitrogen Dioxide: NO_2	mg/m^3	≤ 0.17	<0.001-0.043	0.002-0.036	0.005-0.031	0.003-0.026
Sulfur Dioxide: SO_2	mg/m^3	≤ 0.30	0.039-0.055	0.001-0.019	0.006-0.011	0.003-0.005
Total Suspended Particulates: TSP	mg/m^3	≤ 0.33	0.043-0.079	0.027-0.052	0.018-0.109	0.039-0.099
PM 10	mg/m^3	≤ 0.12	0.026-0.052	0.013-0.023	0.013-0.076	0.019-0.066
Location 10: Ban Ngio Temple (A10)						
Nitrogen Dioxide: NO_2	mg/m^3	≤ 0.17	0.003-0.024	<0.001-0.037	<0.001-0.031	0.001-0.030
Sulfur Dioxide: SO_2	mg/m^3	≤ 0.30	0.001-0.012	<0.001-0.005	0.002-0.007	0.004-0.008
Total Suspended Particulates: TSP	mg/m^3	≤ 0.33	0.053-0.147	0.039-0.113	0.049-0.147	0.036-0.130
PM 10	mg/m^3	≤ 0.12	0.039-0.074	0.018-0.059	0.017-0.053	0.027-0.071

Other Air Emissions [22]	Unit	Standards	2022	2023	2024	2025
Location 11: Orm Kaew Temple (A11)						
Nitrogen Dioxide: NO_2	mg/m^3	≤ 0.17	0.001-0.033	<0.001-0.027	0.000-0.032	0.001-0.034
Sulfur Dioxide: SO_2	mg/m^3	≤ 0.30	<0.001-0.012	<0.001-0.014	0.001-0.027	<0.001-0.020
Total Suspended Particulates: TSP	mg/m^3	≤ 0.33	0.017-0.075	0.019-0.085	0.012-0.075	0.015-0.117
PM 10	mg/m^3	≤ 0.12	0.011-0.050	0.012-0.054	0.007-0.056	0.009-0.102
PM 2.5	mg/m^3	≤ 0.05	0.003-0.034	0.005-0.038	0.001-0.004	0.005-0.035
AMATA City Rayong Industrial Estate						
Location 1: Ban Wang Tanmon (A1)						
Nitrogen Dioxide: NO_2	mg/m^3	≤ 0.17	0.002-0.040	0.001-0.046	0.001-0.010	0.001-0.018
Sulfur Dioxide: SO_2	mg/m^3	≤ 0.30	0.001-0.016	0.001-0.007	0.001-0.006	0.003-0.006
Total Suspended Particulates: TSP	mg/m^3	≤ 0.33	0.042-0.074	0.043-0.112	0.028-0.120	0.023-0.075
PM 10	mg/m^3	≤ 0.12	0.019-0.056	0.024-0.087	0.019-0.067	0.010-0.055
Location 2: Rat Atsadaram Temple (A2)						
Nitrogen Dioxide: NO_2	mg/m^3	≤ 0.17	<0.001-0.009	<0.001-0.019	0.001-0.024	0.002-0.033
Sulfur Dioxide: SO_2	mg/m^3	≤ 0.30	0.001-0.044	<0.001-0.002	0.003-0.009	<0.001-0.008
Total Suspended Particulates: TSP	mg/m^3	≤ 0.33	0.036-0.209	0.062-0.181	0.051-0.125	0.046-0.097
PM 10	mg/m^3	≤ 0.12	0.022-0.068	0.039-0.083	0.035-0.072	0.022-0.055
Location 3: Ban Phusai School (A3)						
Nitrogen Dioxide: NO_2	mg/m^3	≤ 0.17	0.002-0.026	<0.001-0.013	0.002-0.011	0.002-0.040
Sulfur Dioxide: SO_2	mg/m^3	≤ 0.30	0.002-0.009	0.002-0.011	0.003-0.030	0.005-0.011
Total Suspended Particulates: TSP	mg/m^3	≤ 0.33	0.049-0.054	0.125-0.890	0.052-0.056	0.024-0.138
PM 10	mg/m^3	≤ 0.12	0.038-0.102	0.077-0.504	0.069-0.075	0.017-0.049
Location 4: Phananikhom Temple (A4)						
Nitrogen Dioxide: NO_2	mg/m^3	≤ 0.17	0.001-0.050	<0.001-0.046	0.002-0.060	0.000-0.060
Sulfur Dioxide: SO_2	mg/m^3	≤ 0.30	<0.001-0.024	<0.001-0.027	0.000-0.066	0.000-0.018
Total Suspended Particulates: TSP	mg/m^3	≤ 0.33	0.014-0.101	0.017-0.076	0.003-0.043	0.018-0.085
PM 10	mg/m^3	≤ 0.12	0.011-0.069	0.009-0.060	0.009-0.055	0.010-0.053
PM 2.5	mg/m^3	≤ 0.05	0.005-0.039	0.004-0.038	0.004-0.035	0.005-0.042

Other Air Emissions [22]	Unit	Standards	2022	2023	2024	2025
Location 5: Ban Mapyangphon Health Center (A5)						
Nitrogen Dioxide: NO_2	mg/m^3	≤ 0.17	0.002-0.065	<0.001-0.068	0.000-0.050	0.001-0.063
Sulfur Dioxide: SO_2	mg/m^3	≤ 0.30	<0.001-0.011	<0.001-0.012	0.001-0.025	0.000-0.011
Total Suspended Particulates: TSP	mg/m^3	≤ 0.33	0.024-0.068	<0.017-0.172	0.013-0.160	0.015-0.098
PM 10	mg/m^3	≤ 0.12	0.013-0.093	0.009-0.100	0.008-0.102	0.001-0.077
PM 2.5	mg/m^3	≤ 0.05	0.005-0.008	0.005-0.039	0.004-0.038	0.005-0.044

[22] The quality of air emission within 1 hour standard according to the Notification of the Ministry of Natural Resources and Environment, issue 33, B.E. 2552 (2009) and 24, B.E. 2547 (2004).

Waste	Unit	2022	2023	2024	2025 [26]
Waste Generated					
Total waste generated from business operations	Tons	27,974.92	26,329.11	34,432.20	38,330.95
• Hazardous waste	Tons				
◦ Bangkok Office	Tons	NA	NA	-	-
◦ AMATA City Chonburi	Tons	-	0.44 [23]	-	94.16
◦ AMATA City Rayong	Tons	-	-	-	-
• Non-hazardous waste	Tons				
◦ Bangkok Office	Tons	NA	NA	5.20	4.22
◦ AMATA City Chonburi	Tons	21,195.28	19,010.97	23,061.76[24]	25,669.53
◦ AMATA City Rayong	Tons	6,779.64	7,317.70	11,365.24[24]	12,563.04
Waste diverted from disposal					
Total waste diverted from disposal	Tons	2,267.71	2,126.36	8,774.94	10,792.18
• Hazardous waste	Tons				
◦ Reuse	Tons	-	-	-	-
- onsite	Tons	-	-	-	-
- offsite	Tons	-	-	-	-
◦ Recycle	Tons	-	0.44[23]	-	-
- onsite	Tons	-	-	-	-
- offsite	Tons	-	0.44[23]	-	-

Waste	Unit	2022	2023	2024	2025 [26]
• Non-hazardous waste	Tons				
◦ Reuse	Tons	-	-	6,781.00[25]	5,893.90
- onsite	Tons				
Bangkok Office	Tons	NA	NA	-	-
AMATA City Chonburi	Tons	-	-	4,044.00[25]	3,302.40
AMATA City Rayong	Tons	-	-	2,737.00[25]	2,591.50
- offsite	Tons				
◦ Recycle	Tons	2,267.71	2,125.92	1,993.94	3,191.88
- onsite	Tons	-	-	-	-
- offsite	Tons	2,267.71	2,125.92	1,993.94	3,191.88
◦ Composting or organic waste decomposition	Tons	-	-	-	1,706.40
- onsite	Tons	-	-	-	-
- offsite	Tons	-	-	-	1,706.40
Waste directed to disposal					
Total waste directed to disposal	Tons	25,707.21	23,329.96	23,873.64	25,800.10
• Hazardous waste	Tons	-	-	-	94.16
◦ Incineration without energy recovery	Tons	-	-	-	-
- onsite	Tons	-	-	-	-
- offsite	Tons	-	-	-	-
◦ Incineration with energy recovery	Tons	-	-	-	94.16
- onsite	Tons	-	-	-	-
- offsite	Tons	-	-	-	94.16
◦ Landfilling	Tons	-	-	-	-
- onsite	Tons	-	-	-	-
- offsite	Tons	-	-	-	-

Waste	Unit	2022	2023	2024	2025 [26]
• Non-hazardous waste	Tons	25,707.21	23,329.96	23,873.64	25,705.94
◦ Incineration without energy recovery	Tons	-	-	-	22,912.56
- onsite	Tons	-	-	-	-
- offsite	Tons	-	-	-	22,912.56
◦ Incineration with energy recovery	Tons	18,927.57	16,012.26	15,242.90	119.94
- onsite	Tons	-	-	-	-
- offsite	Tons	18,927.57	16,012.26	15,242.90	119.94
◦ Landfilling	Tons	6,779.64	7,317.70	8,630.74	2,673.44
- onsite	Tons	-	-	-	-
- offsite	Tons	6,779.64	7,317.70	8,630.74	2,673.44

NA = Not Available

[23] Hazardous waste incidentally identified during the sorting of customers' non-hazardous waste fell outside the Company's standard service scope and was managed under separate handling and disposal procedures.

[24] The Company expanded the scope of data collection to cover waste generated from utility systems within the industrial estates, including sludge from the water supply production system and the centralized biological wastewater treatment system, resulting in a significant increase in the volume of waste reported.

[25] The Company expanded the scope of data collection to cover waste generated from utility systems within the industrial estates, including sludge from the water supply production system and the centralized biological wastewater treatment system, which had not been reported in previous years.

[26] In 2025, the Company expanded the scope of its services to include industrial waste management for customers in the industrial estates. As a result, the volume of waste managed by the Company and disclosed in the report increased significantly compared to 2024.

Environmental Compliance	2022	2023	2024	2025
Total number of significant instances of non-compliance with environmental laws and regulation (cases)	0	0	0	0
• Non-compliance with or violations of environmental laws and regulations related to air (cases)	0	0	0	0
• Non-compliance with or violations of environmental laws and regulations related to water and effluents (cases)	0	0	0	0
• Non-compliance with or violations of environmental laws and regulations related to waste (cases)	0	0	0	0
Monetary value of significant fines paid for non-compliance with environmental laws and regulations (THB)	0	0	0	0

Social Performance

Employment [27]	2022		2023		2024		2025	
	Persons	%	Persons	%	Persons	%	Persons	%
Total number of employees on 31 December	**250**	**100.0%**	**275**	**100.0%**	**289**	**100.0%**	**298**	**100.0%**
Number of employees by gender								
• Male	141	56.4%	156	56.7%	156	54.0%	163	54.7%
• Female	109	43.6%	119	43.3%	133	46.0%	135	45.3%
Number of employees by level								
Top Management (level 9-12)	12	4.8%	12	4.4%	13	4.5%	18	6.0%
• Male	7	58.3%	7	58.3%	9	69.2%	14	78.0%
• Female	5	38.5%	5	38.5%	4	30.8%	4	22.0%
Middle Management (level 6 - 8)	43	17.2%	49	17.8%	51	17.6%	50	16.8%
• Male	22	51.2%	23	46.9%	24	47.1%	24	48.0%
• Female	21	48.8%	26	53.1%	27	52.9%	26	52.0%
First-line Management (level 4 - 5)	65	26.0%	71	25.8%	75	26.0%	86	28.9%
• Male	27	41.5%	29	40.8%	28	37.3%	30	35.0%
• Female	38	58.5%	42	59.2%	47	62.7%	56	65.0%
Operational level (level 1 - 3)	130	52.0%	143	52.0%	150	51.9%	144	48.3%
• Male	85	65.4%	97	67.8%	95	63.3%	95	66.0%
• Female	45	34.6%	46	32.2%	55	36.7%	49	34.0%
Number of employees by age								
Under 30 years old	37	14.8%	43	15.6%	52	18.0%	55	18.5%
• Male	16	43.2%	21	48.8%	24	46.2%	27	49.1%
• Female	21	56.8%	22	51.2%	28	53.8%	28	50.9%
30-50 years old	169	67.6%	184	66.9%	191	66.1%	191	64.1%
• Male	94	55.6%	101	54.9%	100	52.4%	99	51.8%
• Female	75	44.4%	83	45.1%	91	47.6%	92	48.2%

Employment [27]	2022		2023		2024		2025	
	Persons	%	Persons	%	Persons	%	Persons	%
Over 50 years old	44	17.6%	48	17.5%	46	15.9%	52	17.4%
• Male	31	70.5%	34	70.8%	32	69.6%	37	71.2%
• Female	13	29.5%	14	29.2%	14	30.4%	15	28.8%
Number of employees by employment contract								
Permanent employees	145	48.7%	157	52.7%	172	57.7%	172	57.7%
• Male	65	44.8%	69	43.9%	76	44.2%	79	45.9%
• Female	80	55.2%	88	56.1%	96	55.8%	93	54.1%
Yearly contract employees	38	12.8%	39	13.1%	41	13.8%	54	18.1%
• Male	21	55.3%	21	53.8%	20	48.8%	28	51.9%
• Female	17	44.7%	18	46.2%	21	51.2%	26	48.1%
Temporary employees (outsource)*	67	22.5%	79	26.5%	76	25.5%	72	24.2%
• Male	55	82.1%	66	83.5%	60	78.9%	58	80.6%
• Female	12	17.9%	13	16.5%	16	21.1%	14	19.4%
Number of employees by employment type								
Full-time employee	250	100.0%	275	100.0%	289	100.0%	298	100.0%
• Male	141	56.4%	156	56.7%	156	54.0%	163	54.7%
• Female	109	43.6%	119	43.3%	133	46.0%	135	45.3%
Part-time employee	0	0.0%	0	0.0%	0	0.0%	0	0.0%
• Male	0	0.0%	0	0.0%	0	0.0%	0	0.0%
• Female	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Number of employees by location								
Bangkok office	65	26.0%	71	25.8%	70	24.2%	73	24.5%
• Permanent employee	36	55.4%	43	60.6%	47	67.1%	44	60.3%
• Yearly contract employees	12	18.5%	10	14.1%	8	11.4%	15	20.5%
• Temporary employees (outsource)	17	26.2%	18	25.4%	15	21.4%	14	19.2%
AMATA City Chonburi Office	142	56.8%	149	54.2%	159	55.0%	169	56.7%
• Permanent employee	91	64.1%	95	63.8%	102	64.2%	104	61.5%
• Yearly contract employees	23	16.2%	25	16.8%	27	17.0%	34	20.1%
• Temporary employees (outsource)	28	19.7%	29	19.5%	30	18.9%	31	18.3%
AMATA City Rayong Office	41	16.4%	50	18.2%	56	19.4%	56	18.8%
• Permanent employee	18	43.9%	19	38.0%	23	41.1%	24	42.9%
• Yearly contract employees	3	7.3%	4	8.0%	6	10.7%	5	8.9%
• Temporary employees (outsource)	20	48.8%	27	54.0%	27	48.2%	27	48.2%
Number of employees by hometown								
• Bangkok metropolitan region	43	18.1%	39	15.0%	58	21.5%	73	26.4%
• Central region	21	8.9%	38	14.6%	23	8.5%	13	4.7%
• Eastern region	94	39.7%	91	35.0%	95	35.2%	97	35.0%
• Western region	8	3.4%	7	2.7%	7	2.6%	8	2.9%
• Southern region	8	3.4%	12	4.6%	15	5.6%	14	5.1%
• Northern region	20	8.4%	26	10.0%	23	8.5%	25	9.0%
• North-Eastern region	43	18.1%	47	18.1%	49	18.1%	47	17.0%
Number of employees by nationality								
• Thai	237	94.8%	260	94.5%	270	93.4%	277	93.0%
• European	2	0.8%	2	0.7%	1	0.3%	1	0.3%
• New Zealander	0	0.0%	0	0.0%	1	0.3%	1	0.3%
• Chinese	4	1.6%	4	1.5%	5	1.7%	5	1.7%
• Taiwanese	0	0.0%	1	0.4%	0	0.0%	1	0.3%
• Singaporean	1	0.4%	1	0.4%	0	0.0%	0	0.0%
• Japanese	2	0.8%	2	0.7%	3	1.0%	4	1.3%
• Vietnamese	0	0.0%	0	0.0%	0	0.0%	0	0.0%
• Burmese	3	1.2%	4	1.5%	8	2.8%	8	2.7%
• Laos	1	0.4%	1	0.4%	1	0.3%	1	0.3%

* Temporary employees (outsource) presented in this table are not direct employees of the Company. However, they perform work under the Company's significant control. Accordingly, this information is disclosed to support reporting in accordance with GRI 2-8: Workers who are not employees.

Employment [27]	2022		2023		2024		2025	
	Persons	%	Persons	%	Persons	%	Persons	%
Number of employees with disabilities	**1**	**0.4%**	**1**	**0.3%**	**1**	**0.3%**	**1**	**0.3%**
• Male	1	100.0%	1	100.0%	1	100.0%	1	100.0%
• Female	0	0.0%	0	0.0%	0	0.0%	0	0.0%

[27] The data on employment for 2022-2024 were restated to align with the reporting scope applied in the 2025 Sustainability Report, which includes five entities. As a result, the data differ from those disclosed in the previous report.

New Employee Hires [28]	2022		2023		2024		2025	
	Persons	%	Persons	%	Persons	%	Persons	%
New employees	32	12.8%	42	15.3%	35	12.1%	39	13.1%
New employees by gender								
• Male	15	46.9%	24	57.1%	16	45.7%	21	53.8%
• Female	17	53.1%	18	42.9%	19	54.3%	18	46.2%
New employees by age								
• Under 30 years old	15	46.9%	17	40.5%	19	54.3%	19	48.7%
• 30-50 years old	16	50.0%	22	52.4%	14	40.0%	18	46.2%
• Over 50 years old	1	3.1%	3	7.1%	2	5.7%	2	5.1%
New employees by level								
• Top Management	1	3.1%	1	2.4%	1	2.9%	2	5.1%
• Middle Management	1	3.1%	4	9.5%	1	2.9%	4	10.3%
• First-line Management	8	25.0%	11	26.2%	10	28.6%	17	43.6%
• Operational level	22	68.8%	26	61.9%	23	65.7%	16	41.0%

[28] The data on new employee hires for 2022-2024 were restated to align with the reporting scope applied in the 2025 Sustainability Report, which includes five entities. As a result, the data differ from those disclosed in the previous report.

Employee Turnover [30]	2022		2023		2024		2025	
	Persons	%	Persons	%	Persons	%	Persons	%
Employee turnover rate [29]	17	6.8%	16	5.8%	22	7.6%	27	9.1%
By Gender								
• Male	2	11.8%	8	50.0%	15	68.2%	14	51.9%
• Female	15	88.2%	8	50.0%	7	31.8%	13	48.1%
By Age								
• Male	10	58.8%	6	37.5%	4	18.2%	10	37.0%
• Female	6	35.3%	5	31.3%	14	63.6%	16	59.3%
• Over 50 years old	1	5.9%	5	31.3%	4	18.2%	1	3.7%
Voluntary employee turnover rate	17	6.8%	11	4.0%	18	6.2%	19	6.4%
By Gender								
• Male	2	11.8%	7	63.6%	12	66.7%	9	47.4%
• Female	15	88.2%	4	36.4%	6	33.3%	10	52.6%
By Age								
• Male	10	58.8%	6	54.5%	4	22.2%	8	42.1%
• Female	6	35.3%	4	36.4%	13	72.2%	11	57.9%
• Over 50 years old	1	5.9%	1	9.1%	1	5.6%	0	0.0%
By Level								
• Top Management	0	0.0%	0	0.0%	2	11.1%	0	0.0%
• Middle Management	0	0.0%	1	9.1%	1	5.6%	5	26.3%
• First-line Management	8	47.1%	5	45.5%	6	33.3%	5	26.3%
• Operational level	9	52.9%	5	45.5%	9	50.0%	9	47.4%

[29] Employee turnover includes voluntary resignation, dismissal, retirement and death.

[30] The data on employee turnover for 2022-2024 were restated to align with the reporting scope applied in the 2025 Sustainability Report, which includes five entities. As a result, the data differ from those disclosed in the previous report.

Parental Leave[31]	2022		2023		2024		2025	
	Persons	%	Persons	%	Persons	%	Persons	%
Employee that took parental leave	3	1.2%	3	1.1%	0	0.0%	3	1.0%
Employee returned to work after parental leave	2	66.7%	3	100.0%	0	0.0%	3	100.0%

[31] The data on parental leave for 2022-2024 were restated to align with the reporting scope applied in the 2025 Sustainability Report, which includes five entities. As a result, the data differ from those disclosed in the previous report.

Employee Development [32]	2022	2023	2024	2025
	Hours	Hours	Hours	Hours
Total number of training hours (hours)	**5,095.00**	**5,654.00**	**6,736.59**	**7,285.20**
Average training hours per person per year	**20.38**	**20.56**	**23.31**	**24.45**
By Gender (per person per year)				
• Male	16.95	13.59	18.72	22.27
• Female	24.43	29.27	28.82	27.04
By Level (per person per year)				
• Management level	30.91	36.85	54.63	20.94
• Operational level	18.79	17.77	17.72	25.10

[32] The data on employee development for 2022-2024 were restated to align with the reporting scope applied in the 2025 Sustainability Report, which includes five entities. As a result, the data differ from those disclosed in the previous report.

Compensation[33]	2022	2023	2024	2025
Employee compensation by gender (THB)				
• Total compensation	219,887,471.50	248,247,926.22	259,925,086.94	273,751,024.77
• Compensation for male employee	114,807,337.33	131,499,971.38	132,354,293.93	145,876,876.84
• Compensation for female employee	105,080,134.17	116,747,954.84	127,570,793.01	127,874,147.93

Compensation[33]	2022	2023	2024	2025
Employee compensation by level (THB)				
• Top Management (level 9-12)	63,929,527.87	68,097,585.09	63,962,033.55	67,322,251.48
◦ Male	30,422,682.75	39,702,657.07	38,260,923.11	51,597,392.43
◦ Female	33,506,845.12	28,394,928.02	25,701,110.44	15,724,859.05
• Middle Management (level 6 - 8)	70,949,185.58	86,819,692.65	96,925,592.07	96,205,953.87
◦ Male	40,498,067.41	46,776,609.19	50,266,083.43	48,397,837.45
◦ Female	30,451,118.17	40,043,083.46	46,659,508.64	47,808,116.42
• First-line Management (level 4 – 5)	56,326,614.78	61,841,852.77	64,387,618.77	73,545,443.43
◦ Male	28,369,440.36	28,780,545.98	25,412,681.58	26,055,292.16
◦ Female	27,957,174.42	33,061,306.79	38,974,937.19	47,490,151.27
• Operational level (level 1 – 3)	28,682,143.27	31,488,795.71	34,649,842.55	36,677,375.99
◦ Male	15,517,146.81	16,240,159.14	18,414,605.81	19,826,354.80
◦ Female	13,164,996.46	15,248,636.57	16,235,236.74	16,851,021.19
Basic salary ratio by level (Female:Male)[34]				
• Top Management (level 9-12)	1.27:1	0.92:1	1.11:1	0.95:1
• Middle Management (level 6 - 8)	0.81:1	0.82:1	0.81:1	0.86:1
• First-line Management (level 4 – 5)	0.78:1	0.84:1	0.93:1	1.04:1
• Operational level (level 1 – 3)	0.98:1	0.93:1	0.95:1	1.03:1
Employees' provident fund				
• Number of employees in provident fund (Persons)	146	149	158	173
• Company contributions to provident fund (THB)	12,192,670.93	12,116,667.99	13,557,389.70	14,113,642.01

[33] The data on employee compensation for 2022-2024 were restated to align with the reporting scope applied in the 2025 Sustainability Report, which includes five entities. As a result, the data differ from those disclosed in the previous report.

[34] The Company calculates the basic salary ratio (Female:Male) based on base salary only, excluding other remuneration components, in order to ensure transparency, clarity, and appropriate comparability of the data.

Employee Engagement and Participation	2022	2023	2024	2025
Complaints on labor practices and human rights (cases)	0	0	0	0
Major labor disputes (cases)	0	0	0	0
Employee engagement score (%)	69	67	70	83

Occupational Health & Safety[41]	2022		2023		2024		2025	
	Male	Female	Male	Female	Male	Female	Male	Female
Total number of workers covered by the occupational health and safety management system (Persons)								
• Employee	250		275		289		298	
	141	109	156	119	156	133	163	135
• Contractor	NA		NA		3,698		8,755	
	NA	NA	NA	NA	3,289	409	7,022	1,733
Percentage of workers covered by the occupational health and safety management system (%)								
• Employee	100		100		100		100	
• Contractor	NA		NA		100		100	
Total working hours (hours)								
• Employee	529,721.56		598,061.04		609,352.22		621,168.98	
	304,848.16	224,873.41	369,846.17	228,214.87	364,805.30	244,546.92	377,277.13	243,891.85
• Contractor	15,312		517		3,654,202.52		3,662,273.02	
	15,296	16	416	101	3,212,455.52 [40]	441,747.00 [40]	3,141,583.67	520,689.35
Number of work-related fatalities [35] (cases)								
• Employee	0		0		0		0	
	0	0	0	0	0	0	0	0
• Contractor	0		0		0		0	
	0	0	0	0	0	0	0	0
Fatality rate (cases per 1 million hours worked)								
• Employee	0		0		0		0	
• Contractor	0		0		0		0	

Occupational Health & Safety[41]	2022		2023		2024		2025	
	Male	Female	Male	Female	Male	Female	Male	Female
Number of serious work-related injuries resulting in lost workdays [36] (cases)								
• Employee	0		0		0		0	
	0	0	0	0	0	0	0	0
• Contractor	0		0		0		0	
	0	0	0	0	0	0	0	0
Serious work-related injury rate resulting in lost workdays (cases per 1 million hours worked)								
• Employee	0		0		0		0	
• Contractor	0		0		0		0	
Number of work-related injuries resulting in lost workdays (cases)								
• Employee	0		1		1		0	
	0	0	1	0	1	0	0	0
• Contractor	0		0		0		0	
	0	0	0	0	0	0	0	0
Work-related injury rate resulting in lost workdays (cases per 1 million hours worked)								
• Employee	0		1.67		1.64		0	
• Contractor	0		0		0		0	
Total number of work-related injuries [37] (cases)								
• Employee	0		1		1		0	
	0	0	1	0	1	0	0	0
• Contractor	0		0		0		0	
	0	0	0	0	0	0	0	0
Total injury rate (cases per 1 million hours worked)								
• Employee	0		1.67		1.64		0	
• Contractor	0		0		0		0	
Lost Time Injury Frequency Rate (LTIFR) [38] (cases per 1 million hours worked)								
• Employee	0		1.67		1.64		0	
• Contractor	0		0		0		0	

Occupational Health & Safety[41]	2022		2023		2024		2025	
	Male	Female	Male	Female	Male	Female	Male	Female
Number of work-related illness fatalities (cases)								
• Employee	0		0		0		0	
	0	0	0	0	0	0	0	0
• Contractor	0		0		0		0	
	0	0	0	0	0	0	0	0
Total number of work-related illnesses (cases)								
• Employee	0		0		0		0	
	0	0	0	0	0	0	0	0
• Contractor	0		0		0		0	
	0	0	0	0	0	0	0	0
Occupational Illness Frequency Rate (OIFR)[39] (cases per 1 million hours worked)								
• Employee	0		0		0		0	
• Contractor	0		0		0		0	

NA = Not Available

[35] Work-related incidents or company activities that resulted in fatalities.

[36] Work-related accidents resulting in disability, permanent impairment, or severe injuries requiring more than 6 months of medical treatment.

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

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

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

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

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

[41] The data on occupational health and safety for 2022-2024 were restated to align with the reporting scope applied in the 2025 Sustainability Report, which includes five entities. As a result, the data differ from those disclosed in the previous report.

Customer Data Protection and Information Security	2022	2023	2024	2025
Substantiated complaints concerning breaches of customer privacy (cases)	0	0	0	0
• Substantiated complaints received from outside parties (cases)	0	0	0	0
• Substantiated complaints received from regulatory bodies (cases)	0	0	0	0
Identified incidents of leaks, thefts, or losses of customer data (cases)	0	0	0	0
Incidents involving unauthorized access to customer data (cases)	0	0	0	0
Incidents involving leakage of customers' confidential business information (cases)	0	0	0	0
Substantiated complaints concerning breaches of personal data privacy of other stakeholders, such as employees, job applicants, suppliers, contractors, and communities (cases)	0	0	0	0
Identified incidents of leaks, thefts, or losses of personal data of other stakeholders (cases)	0	0	0	0
Number of affected data subjects among other stakeholders (persons)	0	0	0	0

Membership

AMATA Corporation Public Company Limited

	Organization Name	Type of Organization	Purpose of Membership	Company's Role
1	British Chamber of Commerce Thailand	Business Organization	To build business networks and gain access to international economic and regulatory information	Member
2	German-Thai Chamber of Commerce	Business Organization		Member
3	Korean-Thai Chamber of Commerce	Business Organization		Member
4	Malaysian-Thai Chamber of Commerce	Business Organization		Member
5	The American Chamber of Commerce in Thailand	Business Organization		Member
6	Thai-Japanese Association	Business Organization		Member
7	Swiss-Asian Chamber of Commerce	Business Organization		Member
8	Swiss Thai Chamber of Commerce	Business Organization		Member
9	Thai-Chinese Promotion of Investment and Trade Association	Business Organization		Member
10	Thai European Business Association	Business Organization		Member
11	Netherlands Thai Chamber of Commerce	Business Organization		Member
12	Thai Industrial Estate and Strategic Partner Association	Association	To exchange knowledge and best practices in the development and management of industrial estates, promote sustainable industrial development, and support coexistence with surrounding communities	Member
13	Thai Listed Companies Association	Association	To promote good governance, robust corporate governance practices, and the exchange of best practices in business operations and disclosure practices among listed companies	Member
14	The Federation of Thai Industries	Industry Representative Organization	To stay informed of government policies and to support the promotion of industrial standards	Member
15	Personnel Management Association of Thailand	Association	To enhance knowledge and capacity in human resource management, exchange good practices, and promote fair and sustainable labor management	Member
16	Thailand Carbon Neutral Network	Cooperative Network	To seek strategic collaboration on climate change and enhance the Company's greenhouse gas management in alignment with national standards	Member
17	Thailand Carbon Capture, Utilization, and Storage Alliance	Cooperative Network	To exchange knowledge and monitor technological developments, including preparing readiness in terms of land and utility infrastructure, in order to support long-term strategic planning for greenhouse gas emission reduction	Member

Subsidiaries

	Organization Name	Country	Type of Organization	Purpose of Membership	Company's Role
1	Thai-Vietnam Business Council	Thailand	Business Organization	To serve as a primary channel for accessing networks of investors and business partners, and to stay informed of developments in economic policies and legal frameworks in Vietnam	Member
2	Thai-Vietnam Friendship Association	Thailand	Cooperative Network	To build and strengthen people-to-people and cultural relationships at the international level	Member
3	Thai Chamber of Commerce	Thailand	Business Organization	To serve as a representative of the business sector in promoting, advancing, and safeguarding overall national trade interests, and to facilitate access to business networks	Member
4	Thai Listed Companies Association	Thailand	Association	To promote good governance, robust corporate governance practices, and the exchange of best practices in business operations and disclosure practices among listed companies	Member
5	The Federation of Thai Industries	Thailand	Industry Representative Organization	To stay informed of government policies and to support the promotion of industrial standards	Member
6	The Environmental Engineering Association of Thailand	Thailand	Association	To exchange knowledge and experience in environmental management, learn good practices and new innovations, strengthen collaborative networks, and enhance the Company's role in sustainability	Member
7	Water Users Organization of AMATA City Chonburi Industrial Estate, Bang Pakong River Basin	Thailand	Water Stakeholder Organization	To serve as a collective of water users with a shared commitment to the use, development, management, maintenance, rehabilitation, and conservation of water resources within the watershed of each water users organization, and to provide the authority and responsibilities to carry out such objectives in accordance with applicable laws, rules, and regulations	Member
8	Water Users Organization of AMATA City Rayong Industrial Estate, Eastern Coastal Basin	Thailand	Water Stakeholder Organization		Member
9	Thailand Carbon Neutral Network	Thailand	Cooperative Network	To seek strategic collaboration on climate change and enhance the Company's greenhouse gas management in alignment with national standards	Member
10	Thailand Carbon Capture, Utilization, and Storage Alliance	Thailand	Cooperative Network	To exchange knowledge and monitor technological developments, including preparing readiness in terms of land and utility infrastructure, in order to support long-term strategic planning for greenhouse gas emission reduction	Member

	Organization Name	Country	Type of Organization	Purpose of Membership	Company's Role
11	Thai Chamber of Commerce and Industry in Vietnam	Vietnam	Business Organization	To build business networks and access economic and regulatory information in Vietnam, facilitate trade and investment, and participate in national-level business seminars	Member
12	Vietnam Chamber of Commerce and Industry - Ho Chi Minh City	Vietnam	Business Organization		Member
13	Vietnam Chamber of Commerce and Industry - Northern Coast Branch	Vietnam	Business Organization		Member
14	Korea Chamber of Commerce and Industry	Vietnam	Business Organization		Member
15	Hong Kong Business Association	Vietnam	Business Organization		Member
16	Singapore Chamber of Commerce and Industry	Vietnam	Business Organization		Member
17	European Chamber of Commerce in Vietnam	Vietnam	Business Organization		Member
18	Vietnam National Real Estate Association – Industrial Real Estate	Vietnam	Association	To exchange knowledge and best practices in the development and management of industrial estates, promote sustainable industrial development, and support coexistence with surrounding communities	Member
19	Regional Security Committee of Long Binh Ward	Vietnam	Local Safety Cooperation Network	To coordinate safety and public order in areas surrounding the industrial estate, and to support effective traffic management	Member
20	The Australia Chamber of Commerce Lao PDR	Laos	Business Organization	To build business networks and access economic and regulatory information in the Lao People's Democratic Republic	Member
21	European Chamber of Commerce and Industry in Lao PDR (EuroCham Laos)	Laos	Business Organization		Member
22	American Chamber of Commerce in Laos	Laos	Business Organization		Member

Assurance Statement

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Independent practitioner's limited assurance report on the selected Subject Matter Information included in the Sustainability Report of Amata Corporation Public Company Limited and its subsidiaries for the year ended 31 December 2025

To the management of Amata Corporation Public Company Limited

Limited Assurance Conclusion

We have conducted a limited assurance engagement on the selected subject matter information included in the Sustainability Report (the Subject Matter Information) of Amata Corporation Public Company Limited and its subsidiaries as below (collectively "the Companies") for the year ended 31 December 2025. The details of selected subject matter information are set out in Appendix A.

The subsidiaries cover:

- Amata Summit Ready Built Company Limited
- Amata Facility Services Company Limited
- Amata City Rayong Company Limited
- Amata U Company Limited

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Subject Matter Information is not prepared, in all material respects, in accordance with Reporting Criteria described in the Subject Matter Information and Reporting Criteria section below.

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Subject Matter Information and Reporting Criteria

The Subject Matter Information and the Reporting Criteria are set out below:

The Subject Matter Information	Reporting Criteria	Applicable Topic in the Standard
Total energy consumption within organisation	The Global Reporting Initiative's Sustainability Reporting Standards (the GRI Standards)	GRI 302-1 Energy consumption within the organisation
Water withdrawal		GRI 303-3 Water withdrawal
Water discharge		GRI 303-4 Water discharge
Water consumption		GRI 303-5 Water consumption
Waste generated		GRI 306-3 Waste generated
Waste diverted from disposal		GRI 306-4 Waste diverted from disposal
Waste directed to disposal		GRI 306-5 Waste directed to disposal
Workers covered by an occupational health and safety management system		GRI 403-8 Workers covered by an occupational health and safety management system
Work-related injuries		GRI 403-9 Work-related injuries
Work related ill health		GRI 403-10 Work related ill health - Data reported for employee only

Basis for Conclusion

We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised), Assurance engagements other than audits or reviews of historical financial information (ISAE 3000 (Revised)), issued by the International Auditing and Assurance Standards Board.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion. Our responsibilities under these standards are further described in the Practitioner's responsibilities section of our report.

Our independence and quality management

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Responsibilities for the Subject Matter Information

Management of the Companies is responsible for:

- the preparation of the Subject Matter Information in accordance with the Reporting Criteria.
- designing, implementing and maintaining such internal control as management determines is necessary to enable the preparation of the Subject Matter Information, in accordance with the Reporting Criteria, that is free from material misstatement, whether due to fraud or error; and
- the selection and application of appropriate sustainability reporting methods and making assumptions and estimates that are reasonable in the circumstances.

Inherent limitations in preparing the subject matter information

The Subject Matter Information is subject to more inherent limitations than financial information, given the characteristics of the underlying subject matter and the methods used for determining such information. The precision of different measurement techniques may also vary.

It is anticipated that the principles and methodologies used to measure and report the Subject Matter Information will develop over time and may be subject to change in line with market practice and regulation, impacting comparability year-on-year.

Practitioner's Responsibilities

Our responsibility is to plan and perform the assurance engagement to obtain limited assurance about whether the Subject Matter Information is free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our conclusion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the Subject Matter Information.

As part of a limited assurance engagement in accordance with ISAE 3000 (Revised) we exercise professional judgement and maintain professional scepticism throughout the engagement. We also:

- determine the suitability in the circumstances of the Companies' use of the Reporting Criteria as the basis for the preparation of the Subject Matter Information;
- perform risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify where material misstatements are likely to arise, whether due to fraud or error, but not for the purpose of providing a conclusion on the effectiveness of the Companies' internal control; and
- design and perform procedures responsive to where material misstatements are likely to arise in the Subject Matter Information. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Summary of the Work Performed

A limited assurance engagement involves performing procedures to obtain evidence about the Subject Matter Information. The procedures in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

The nature, timing and extent of procedures selected depend on professional judgement, including the identification of where material misstatements are likely to arise in the Subject Matter Information, whether due to fraud or error.

In conducting our limited assurance engagement, we performed the following:

- Obtained an understanding and evaluating of the Companies' control environment, processes and systems including control activities relevant to the preparation of the Subject Matter Information at the Companies' level.
- Evaluated the suitability in the circumstances of the Reporting Criteria as the basis for preparing the Subject Matter Information.
- Assessed the risks that the Subject Matter Information may be materially misstated and determined the nature, timing and extent of further procedure.
- Performed analytical procedures for consistency of data with trends and our expectation.
- Performed limited substantive testing on a sampling basis on transactions included in the Subject Matter Information of the Companies, which involved agreeing data points to/from source information to check that underlying subject matter had been appropriately evaluated or measured, recorded, collated and reported.
- Checked mathematical formulas used in the Subject Matter Information against the Reporting Criteria.
- Evaluated appropriateness disclosures presentation the Subject Matter Information based the Reporting Criteria; and
- Evaluated the appropriateness of measurement and evaluation methods used and estimates made by the Companies, noting that our procedures did not involve testing the data on which the estimates are based or separately developing our own estimates against which to evaluate the Companies's estimates.

Restriction of Use

Our report has been prepared solely for Amata Corporation Public Company Limited the Companies in accordance with the agreement between us and Amata Corporation Public Company Limited the Companies dated 26 November 2025. To the fullest extent permitted by law, we do not accept or assume responsibility or liability to anyone other than Amata Corporation Public Company Limited the Companies for our work or our report except where terms are expressly agreed between us in writing.

For PricewaterhouseCoopers ABAS Ltd.

Kulthida W.

By Kulthida Wiratkapan
Partner
Bangkok, Thailand
24 April 2026

Appendix A - The Subject Matter Information

Total energy consumption: GRI 302-1 Energy consumption within the organisation

Indicators	2025 (GJ)
Total energy consumption within the organization	**131,115.03**
Non-renewable energy consumed	196,706.24
• Fossil fuel	8,253.46
• Electricity purchased	188,452.79
• Steam, heating, and cooling	-
Renewable energy consumed	18,323.02
• Renewable fuel	640.15
• Electricity purchased	17,682.87
Self-generated energy	9.79
• Electricity generated from non-renewable sources	-
• Electricity generated from renewable sources	9.79
Energy sold	83,924.02
• Electricity sold from non-renewable sources	83,914.23
• Electricity sold from renewable sources	9.79

- The conversion factors for total energy consumption are sourced from the Energy Statistics of Thailand 2025 prepared by Energy Policy and Planning Office (EPPO), Ministry of Energy.
- The calculation methodology is total energy consumption within the organisation (GJ) = non-renewable consumed + renewable consumed + self-generated energy - energy sold.

Water withdrawal: GRI 303-3 Water withdrawal

Indicators	2025 (m^3)
Water withdrawal from all areas	**34,293,962**
Water withdrawal separated by water source	
1) Surface water	26,809,024
• Freshwater with Total Dissolved Solids ≤1,000 mg/L	26,809,024
• Other water with Total Dissolved Solids > 1,000 mg/L	-
2) Groundwater	-
3) Produced water	-
4) Third-party water	7,484,938
Water withdrawal from water-stress areas	
• Freshwater with Total Dissolved Solids ≤1,000 mg/L	34,293,962
• Other water with Total Dissolved Solids > 1,000 mg/L	-

Water discharge: GRI 303-4 Water discharge

Indicators	2025 (m^3)
Water Discharge	
Water Discharge to all areas separated by destination	-
1) Surface water	-
2) Ground water	-
3) Seawater	-
Water Discharge to all areas separated by water quality	-
• Freshwater with Total Dissolved Solids ≤1,000 mg/L	-
• Other water with Total Dissolved Solids > 1,000 mg/L	-

Water consumption: GRI 303-5 Water consumption

Indicators	2025 (m^3)
Total water consumption	**34,293,962**

- Surface water is the natural source from lake, stream, or river.
- Produced water is the water from extraction, distillation or use of raw materials that requires further management by the Companies.
- Third party water refers to water withdrawn indirectly by the Companies through external water service providers, including potable water and raw water. The Companies did not directly withdraw (abstract) water from natural sources, such as surface water, groundwater, or seawater, by itself.
- The water stress area identified for total water withdrawal and consumption from water-stress areas are sourced from Aqueduct were assessed by the World Resources Institute (WRI).
- The calculation methodology is total water consumption (m^3) = water withdrawal – water discharge.

Waste generated: GRI 306-3 Waste generated

Indicators	2025 (Ton)
Amount of waste generated from business operations	**38,330.95**
Hazardous waste	
• Bangkok Office	-
• AMATA City Chonburi	94.16
• AMATA City Rayong	-
Non-hazardous waste	
• Bangkok Office	4.22
• AMATA City Chonburi	25,669.53
• AMATA City Rayong	12,563.04

Waste diverted from disposal: GRI 306-4 Waste diverted from disposal

Indicators	2025 (Ton)
Amount of waste diverted from disposal	**10,792.18**
Hazardous waste	
• Reuse	-
○ onsite	-
○ offsite	-
• Recycle	-
○ onsite	-
○ offsite	-
Non-hazardous waste	
• Reuse	5,893.90
○ onsite	
▪ Bangkok Office	-
▪ AMATA City Chonburi	3,302.40
▪ AMATA City Rayong	2,591.50
○ offsite	-
• Recycle	3,191.88
○ onsite	-
○ offsite	3,191.88
• Other recovery operations - Composting or organic waste decomposition	1,706.40
○ onsite	-
○ offsite	1,706.40

Waste directed to disposal: GRI 306-5 Waste directed to disposal

Indicators	2025 (Ton)
Amount of waste directed to disposal	**25,800.10**
Hazardous waste	94.16
• Incineration with energy recovery	-
○ onsite	-
○ offsite	-
• Incineration without energy recovery	94.16
○ onsite	-
○ offsite	94.16
• Landfilling	-
○ onsite	-
○ offsite	-
Non-hazardous waste:	25,705.94
• Incineration with energy recovery	22,912.56
○ onsite	-
○ offsite	22,912.56
• Incineration without energy recovery	119.94
○ onsite	-
○ offsite	119.94
• Landfilling	2,673.44
○ onsite	-
○ offsite	2,673.44

- Hazardous waste arising from other activities not included in the organization's municipal solid waste management system.
- Non-hazardous waste - reuse is sludge generated from the central water supply system and the central biological wastewater treatment system within the industrial estate.
- The waste is classified as hazardous or non-hazardous based on the regulations set by the Department of Industrial Works (DIW).
- The calculation methodology is total waste generated, diverted from disposal, and directed to disposal was weighed in kilograms and converted to ton.

Health and safety management system: GRI 403-8 Workers covered by an occupational health and safety management system

Indicators	Unit	2025	
		Male	Female
Workers covered by an occupational health and safety management system			
• Employee	Person	298	
		163	135
• Contractor	Person	8,755	
		7,022	1,733
Workers covered by an occupational health and safety management system that are assessed by internal audit			
• Employee	Percentage	100	
• Contractor	Percentage	100	
Workers covered by an occupational health and safety management system that are assessed by external party			
• Employee	Percentage	100	
• Contractor	Percentage	100	
Hours Worked			
• Employee	Hours	621,168.98	
		377,277.13	243,891.85
• Contractor	Hours	3,662,273.02	
		3,141,583.67	520,689.35

- The calculation methodology is
  - The number of contractors were estimated from contractors' agreement in effect for the year ended 31 December 2025.
  - The hours worked of employees (hours) = standard working hours + overtime hours - annual leave, sick leave, business leave, ordination leave, and maternity leave.
  - The hours worked of contractors (hours) were estimated from working hours based on contractors' agreement in effect for the year ended 31 December 2025.

Work-related injuries: GRI 403-9 Work-related injuries

Indicators	Unit	2025	
		Male	Female
Number of work-related fatalities			
• Employee	Cases	0	
		0	0
• Contractor	Cases	0	
		0	0
Fatality rate			
• Employee	Cases/1,000,000 Hours Worked	0	
• Contractor		0	
Number of serious work-related injuries resulting in lost workdays			
• Employee	Cases	0	
		0	0
• Contractor	Cases	0	
		0	0
Serious injury rate			
• Employee	Cases/1,000,000 Hours Worked	0	
• Contractor		0	

Work-related injuries: GRI 403-9 Work-related injuries (continue)

Indicators	Unit	2025	
		Male	Male
Total number of work-related injuries			
• Employee	Hours	0	
		0	0
• Contractor	Hours	0	
		0	0
Total injury rate			
• Employee	Cases/1,000,000 Hours Worked	0	
• Contractor		0	
Lost Time Injury Frequency Rate (LTIFR)			
• Employee	Cases/1,000,000 Hours Worked	0	
• Contractor		0	

- Work-related injuries are defined on work-related fatalities, serious work-related injuries and Medical Treatment Injury (MTI).
- Work-related fatalities are work-related incidents or company activities that resulted in fatalities.
- Serious work-related injuries resulting in lost workdays is work-related accidents resulting in disability, permanent impairment, or severe injuries requiring more than 6 months of medical treatment.
- MTI refers to incidents that require medical attention to address injury, illness, or physical abnormalities, including but not limited to wound sutures, casting or splinting, minor or major surgeries, detoxification, gastric lavage, intravenous fluid administration, blood transfusion, CPR, medication for treatment, physical rehabilitation, amputation, job reassignment due to injury, and death. While excluded from MTI classification:
  - First aid only
  - Medical consultations without treatment
  - Diagnostic procedures such as X-rays, ultrasounds, blood tests, or medications for diagnostic purposes (e.g. eye dilation drops)
- Lost-time Injury Frequency Rate (LTIFR) refers to the frequency of work-related injuries that result in at least one day of absence from work.

Work related ill health: GRI 403-10 Work related ill health - for employee only

Indicators	Unit	2025	
		Male	Female
Number of work-related illness fatalities			
• Employee	Cases	0	
		0	0
Total number of work-related illnesses			
• Employee	Cases	0	
		0	0
Occupational Illness Frequency Rate (OIFR)			
• Employee	Cases/1,000,000 Hours Worked	0	

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

GRI Content Index

STATEMENT OF USE	AMATA Corporation Public Company Limited has reported in accordance with the GRI Standards for the period January 1, 2025 to December 31, 2025.
GRI 1 USED	GRI 1: Foundation 2021
APPLICABLE GRI SECTOR STANDARD(S)	Not applicable

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			EXTERNAL ASSURANCE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GENERAL DISCLOSURES						
GRI 2: General Disclosures 2021	2-1 Organizational details	Sustainability Report p. 14–16				
	2-2 Entities included in the organization's sustainability reporting	Sustainability Report p. 3–4				
	2-3 Reporting period, frequency and contact point	Sustainability Report p. 3, 8				
	2-4 Restatements of information	Sustainability Report p. 4–7				
	2-5 External assurance	Sustainability Report p. 8, 281–287				
	2-6 Activities, value chain and other business relationships	Sustainability Report p. 17–19				
	2-7 Employees	Sustainability Report p. 262–263				
	2-8 Workers who are not employees	Sustainability Report p. 262, 265–266				
	2-9 Governance structure and composition	56-1 One Report p. 12–13, 175–183				
	2-10 Nomination and selection of the highest governance body	56-1 One Report p. 171, 181, 189–191, 195				
	2-11 Chair of the highest governance body	56-1 One Report p. 14, 176–177 Sustainability Report p. 11				
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Report p. 21–22, 60, 72 56-1 One Report p.182-184				

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			EXTERNAL ASSURANCE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GRI 2: General Disclosures 2021	2-13 Delegation of responsibility for managing impacts	Sustainability Report p. 21–22, 72–73				
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Report p. 22, 60				
	2-15 Conflicts of interest	56-1 One Report p. 171, 178, 180, 193–195				
	2-16 Communication of critical concerns	Sustainability Report p. 60, 65–66, 89, 92				
	2-17 Collective knowledge of the highest governance body	Sustainability Report p. 57, 59				
	2-18 Evaluation of the performance of the highest governance body	Sustainability Report p. 58 56-1 One Report p. 174, 189				
	2-19 Remuneration policies	56-1 One Report p. 185, 187 Website: CG Handbook p. 197-200, 204-206 https://investor.amata.com/storage/content/corporate-governance/corporate-governance-and-download/20250327-amata-good-corporate-governance-handbook-2024-en.pdf				
	2-20 Process to determine remuneration	56-1 One Report p. 181, 185, 189, 192–193 Website: CG Handbook p. 197-200, 204-206 https://investor.amata.com/storage/content/corporate-governance/corporate-governance-and-download/20250327-amata-good-corporate-governance-handbook-2024-en.pdf				

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			EXTERNAL ASSURANCE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GRI 2: General Disclosures 2021	2-21 Annual total compensation ratio	Omitted	2-21(a) to 2-21(c)	Confidentiality constraints	AMATA considers this information confidential because it involves personal data and commercially sensitive details that could impact competitiveness. Disclosure may compromise employee privacy and the Company's strategic position.	
	2-22 Statement on sustainable development strategy	Sustainability Report p. 10–11, 23–25, 28				
	2-23 Policy commitments	Sustainability Report p. 24–25, 62, 88 Website: CG Handbook https://investor.amata.com/storage/content/corporate-governance/corporate-governance-and-download/20250327-amata-good-corporate-governance-handbook-2024-en.pdf				
	2-24 Embedding policy commitments	Sustainability Report p. 21–25, 62, 88-89, 101–102				
	2-25 Processes to remediate negative impacts	Sustainability Report p. 65–66, 88				
	2-26 Mechanisms for seeking advice and raising concerns	Sustainability Report p. 65–66, 86, 118				
	2-27 Compliance with laws and regulations	Sustainability Report p. 67–70, 254				
	2-28 Membership associations	Sustainability Report p. 267–269				
	2-29 Approach to stakeholder engagement	Sustainability Report p. 29–36				
	2-30 Collective bargaining agreements	Sustainability Report p. 272 AMATA has no labour union during the reporting period. Therefore, 0% of total employees were covered by collective bargaining agreements.				

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			EXTERNAL ASSURANCE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
MATERIAL TOPICS						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Sustainability Report p. 37–38				
	3-2 List of material topics	Sustainability Report p. 39–40				
Environmental Quality Control						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 110–119				
GRI 305: Emissions 2016	305-7 Nitrogen oxides (NO_x), sulfur oxides (SO_x), and other significant air emissions	Sustainability Report p. 113–114, 258-260				
Climate and GHG Emissions						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 120–138				
GRI 102: Climate Change 2025	102-1 Transition plan for climate change mitigation	Sustainability Report p. 126–136				
	102-2 Climate change adaptation plan	Sustainability Report p. 124, 126-127				
	102-3 Just Transition	Sustainability Report p. 137	102-3(a) to 102-3(j)	Information unavailable/ incomplete	While AMATA has not yet formalized a specific Just Transition strategy, the Company actively supports its tenants in transitioning towards a Green Industry without compromising local employment. We have established ongoing upskilling and reskilling programs for our workforce and surrounding communities to ensure they are equipped for future industrial shifts. AMATA is currently in the process of integrating these initiatives into a comprehensive climate transition framework and aims to provide more structured disclosures in future reporting cycles.	

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			EXTERNAL ASSURANCE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GRI 102: Climate Change 2025	102-4 GHG emissions reduction targets and progress	Sustainability Report p. 130-132				
	102-5 Scope 1 GHG emissions	Sustainability Report p. 128–130, 257				Yes (Verified by TGO)
	102-6 Scope 2 GHG emissions	Sustainability Report p. 128–130, 257				Yes (Verified by TGO)
	102-7 Scope 3 GHG emissions	Sustainability Report p. 128–129, 131, 257				Yes (Verified by TGO)
	102-8 GHG emissions intensity	Sustainability Report p. 130, 258				
Energy Efficiency and Renewables						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 139–145				
GRI 103: Energy 2025	103-1 Energy policies and commitments	Sustainability Report p. 140				
	103-2 Energy consumption and self-generation within the organization	Sustainability Report p. 141–143, 150, 255				
	103-3 Upstream and downstream energy consumption	Sustainability Report p. 143-144	103-3 (a)	Information unavailable/ incomplete	AMATA is in the process of refining its data collection system to specifically track energy consumption across all Scope 3 categories.	
	103-4 Energy intensity	Sustainability Report p. 150, 255				
	103-5 Reduction in energy consumption	Sustainability Report p. 144–149	103-5 (a) to (c)	Information unavailable/ incomplete	Total energy savings are disclosed; however, the specific reduction achieved from each individual initiative is not currently available due to limitations in the granularity of project-level data. AMATA is enhancing its energy management system to support more detailed and itemized disclosure in future reporting periods.	

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			EXTERNAL ASSURANCE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Sustainability Report p. 141–143, 150, 255				Yes
	302-2 Energy consumption outside of the organization	Sustainability Report p. 143-144	302-2 (a)	Information unavailable/ incomplete	AMATA is in the process of refining its data collection system to specifically track energy consumption across all Scope 3 categories.	
	302-3 Energy intensity	Sustainability Report p. 150, 255				
	302-4 Reduction of energy consumption	Sustainability Report p. 144–149				
Catchment Protection and Rehabilitation						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 161–167				
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Sustainability Report p. 153–155, 166-167				
	303-3 Water withdrawal	Sustainability Report p. 155, 159, 255–256				Yes
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	Sustainability Report p. 162				
	101-2 Management of biodiversity impacts	Sustainability Report p. 162, 165-167				
	101-3 Access and benefit-sharing	Omitted	101-3(a) to 101-3(b)	Not applicable	AMATA's business activities do not involve the utilization of genetic resources or associated traditional knowledge for commercial purposes.	
	101-4 Identification of biodiversity impacts	Sustainability Report p. 165				
	101-5 Locations with biodiversity impacts	Sustainability Report p. 163–164, 168				
	101-6 Direct drivers of biodiversity loss	Sustainability Report p. 164–166				
	101-7 Changes to the state of biodiversity	Sustainability Report p. 168–169				

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			EXTERNAL ASSURANCE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GRI 101: Biodiversity 2024	101-8 Ecosystem services	Sustainability Report p. 166–169 AMATA operates a self-reliant water management system using its own reservoirs. By not withdrawing water from natural surface water sources, the Company minimizes its dependency on and impact on local ecosystem services. Details on water recycling and storage are provided in the Water Management section.				
Industrial Water and Effluent						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 151–156, 160				
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Sustainability Report p. 152–155				
	303-2 Management of water discharge-related impacts	Sustainability Report p. 156				
	303-3 Water withdrawal	Sustainability Report p. 155, 159, 255–256				Yes
	303-4 Water discharge	Sustainability Report p. 156, 256–257				Yes
	303-5 Water consumption	Sustainability Report p. 157–159, 256				Yes
Waste						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 170–178				
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Sustainability Report p. 171–172, 175				
	306-2 Management of significant waste-related impacts	Sustainability Report p. 171, 173–178				
	306-3 Waste generated	Sustainability Report p. 172, 260				Yes
	306-4 Waste diverted from disposal	Sustainability Report p. 173–175, 260				Yes
	306-5 Waste directed to disposal	Sustainability Report p. 173, 175, 260-261				Yes

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			EXTERNAL ASSURANCE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Sustainable Products and Services						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 182–189				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Sustainability Report p. 193, 253				
	201-2 Financial implications and other risks and opportunities due to climate change	Sustainability Report p. 124–127, 182, 185–186				
Customer Responsibility						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 194–199, 202				
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Sustainability Report p. 199, 266				
Health and Safety at Work						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 217–222				
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Sustainability Report p. 218–219				
	403-2 Hazard identification, risk assessment, and incident investigation	Sustainability Report p. 219, 221				
	403-3 Occupational health services	Sustainability Report p. 220				
	403-4 Worker participation, consultation, and communication on occupational health and safety	Sustainability Report p. 218, 221–222				
	403-5 Worker training on occupational health and safety	Sustainability Report p. 220–222				
	403-6 Promotion of worker health	Sustainability Report p. 220				
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Sustainability Report p. 221–222				

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			EXTERNAL ASSURANCE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
	403-8 Workers covered by an occupational health and safety management system	Sustainability Report p. 219, 265				Yes
	403-9 Work-related injuries	Sustainability Report p. 220-221, 265-266				Yes
	403-10 Work-related ill health	Sustainability Report p. 220-221, 265-266				Yes
Employee Development and Retention						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 203–216				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Sustainability Report p. 206, 216, 263				
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Sustainability Report p. 210				
	401-3 Parental leave	Sustainability Report p. 264				
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Sustainability Report p. 215, 264				
	404-2 Programs for upgrading employee skills and transition assistance programs	Sustainability Report p. 211–215				
	404-3 Percentage of employees receiving regular performance and career development reviews	Sustainability Report p. 208				

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			EXTERNAL ASSURANCE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Community Health and Well-being						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 229–234, 250				
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Sustainability Report p. 230–252				
	413-2 Operations with significant actual and potential negative impacts on local communities	Sustainability Report p. 229, 231, 233				
Traffic Management and Road Safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 217, 223–228				
GRI 413: Local Communities 2016	413-2 Operations with significant actual and potential negative impacts on local communities	Sustainability Report p. 223–228				
Corporate Governance and Business Integrity						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 56–66				
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Sustainability Report p. 63–64				
	205-2 Communication and training about anti-corruption policies and procedures	Sustainability Report p. 64-65				
	205-3 Confirmed incidents of corruption and actions taken	Sustainability Report p. 66, 254				

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			EXTERNAL ASSURANCE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Compliance and Policies						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 67–70				
Sustainable and Responsible Supply Chain						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 100–106				
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Sustainability Report p. 104, 253-254				
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Sustainability Report p. 102, 104				
	308-2 Negative environmental impacts in the supply chain and actions taken	Sustainability Report p. 104–106				
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Sustainability Report p. 102, 104-105				
	414-2 Negative social impacts in the supply chain and actions taken	Sustainability Report p. 104–106				
Data Security and Privacy						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 83–86				
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Sustainability Report p. 86, 199, 266				

AMATA
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Feedback Form for Sustainability Report 2025

1. Your basic information

Gender ◯ Female ◯ Male ◯ LGBTQ+ ◯ Prefer not to say

Age ◯ below 30 ◯ 30-50 ◯ over 50 ◯ Prefer not to say

2. Which stakeholder group do you belong to?

◯ Employees ◯ Customers ◯ Communities ◯ Business Partners

◯ Shareholders ◯ Suppliers ◯ Creditors ◯ Government Agencies

◯ Medias ◯ Competitors ◯ Other (Please specify .....)

3. How did you receive the sustainability report?

◯ The Company's website ◯ Seminar report ◯ Company's staff

◯ Visiting the Company ◯ Others (Please specify.....)

4. What is your objective in reading the 2025 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 2025 sustainability report format?

Completeness of the report	◯ High	◯ Moderate	◯ Low	◯ Should be improved
Issue specification of the report	◯ High	◯ Moderate	◯ Low	◯ Should be improved
Interesting presentation	◯ High	◯ Moderate	◯ Low	◯ Should be improved
Report design	◯ High	◯ Moderate	◯ Low	◯ Should be improved
Easy understanding language	◯ High	◯ Moderate	◯ Low	◯ Should be improved
Overall satisfaction	◯ High	◯ Moderate	◯ Low	◯ Should be improved

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

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You can simply scan the QR Code to get this feedback form and send it to the address specified at the back cover or email to sustainability@amata.com
AMATA Corporation PCL would like to thank you for your cooperation.

Get this feedback form

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