



AMATA  
VN

SUSTAINABILITY  
REPORT  
2023

AMATA VN PUBLIC COMPANY LIMITED



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# ABOUT THIS REPORT

AVN is committed to sustainability and has been publishing annual sustainability reports. This is our 8<sup>th</sup> Sustainability Report, highlighting our ongoing dedication to sustainability. It provides a comprehensive overview of our sustainability strategies, management approach, and performance regarding environmental, social, and governance (ESG) factors that are material to AMATA VN Group's business and stakeholders during the period from January 1<sup>st</sup> to December 31<sup>st</sup>, 2023, and is disclosed as a supplement of AMATA VN PCL's 56-1 One Report 2023. This voluntary disclosure of information adopts the internationally recognized Global Reporting Initiative (GRI) reporting framework and has been prepared in reference to the updated GRI Universal Standard 2021. The report also highlights its contributions to the United Nations Sustainability Development Goals (UN SDGs).

In 2022, AMATA VN Group has introduced a new materiality assessment process by adopting a double materiality approach to reflect a more holistic understanding of the impact of Group's activities on both financial and non-financial factors. The assessment has identified 16 material topics that reflect the current context and remain relevant to this year's reporting. There were 7 critical sustainability issues which include water management, land management, innovation development, law and regulation compliance, waste management, community safety and well-being and GHG management. This year the team has renewed and made adjustment to reflect the current context.

Furthermore, the Company has adjusted the reported greenhouse gas emissions for the years 2017 and 2021 to align with the updated emission factor announced by TGO. This adjustment has led to a 10% reduction in carbon footprint for the year 2017 and a 15% increase for the year 2021, with a focus on scope 1 and 2 emissions.

## Reporting Boundary

The report covers the performance and operational data of AVN, as well as comprehensive information on all business investments in which it holds shares, both directly and indirectly, exceeding 50% ownership threshold and where it exercises management control namely:

- Amata City Bien Hoa JSC
- Amata City Long Thanh JSC
- Amata City Halong JSC
- Amata Township Long Thanh Ltd

## Report Assurance

The key contents of the report were reviewed and approved by high-level executives of each department and business units to ensure completeness, accuracy, balance, and timeliness of the report covering all material topics and responses to stakeholders. The carbon footprint for organization (CFO) has been verified and validated by a private agency, VGREEN, that is TGO certified to ensure reliability, completeness, and accuracy in reporting.

## Report Publication

To reduce our environmental impact, AMATA VN is embracing sustainability by releasing this year's SustainabilityReport exclusively in electronic format. A restricted quantity of printed copies of the 56-1 One Report will be printed and distributed during April 2024. AVN's corporate website, [www.amatavn.com](http://www.amatavn.com), provides access to both the 56-1 One Reports and Sustainability Reports for convenient retrieval and review.

## Feedback

AVN welcomes feedback from stakeholders for our continual improvement. Please send your comments and suggestions to:

**AMATA VN PCL**  
**Company Secretary Department**  
**2126 New Petchburi Road, Bangkok,**  
**Huay Kwang, Bangkok, Thailand 10310**  
**Tel : +66 (0) 2 792 0000**  
**Email : [sustainability@amata.com](mailto:sustainability@amata.com)**



# 2023 PERFORMANCE HIGHLIGHTS

## ENVIRONMENT



6

CLEAN WATER  
AND SANITATION

7

AFFORDABLE AND  
CLEAN ENERGY

12

RESPONSIBLE CONSUMPTION  
AND PRODUCTION

13

CLIMATE  
ACTION

7.33%

Carbon Emission  
Reduction  
from base year 2017

14.7%

ASC Building  
Water Consumption  
Reduction  
from base year 2018

34%

Waste Reduction  
from year 2022

0

Significant  
Environment  
Complaint

## SOCIAL



1

NO  
POVERTY

3

GOOD HEALTH  
AND WELL-BEING

4

QUALITY  
EDUCATION

5

GENDER  
EQUALITY

8

DECENT WORK AND  
ECONOMIC GROWTH

9

INDUSTRY, INNOVATION  
AND INFRASTRUCTURE

10

REDUCED  
INEQUALITIES

11

SUSTAINABLE CITIES  
AND COMMUNITIES

99%

Local Procurement



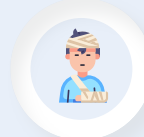
2.6M THB

CSR Contribution



87.2%

Community Satisfaction



3.02

Employee Loss Time  
Injury Rate (LTIFR)

0

Contractor Loss Time  
Injury Rate (LTIFR)

42%

of Female in  
Manager Level

18.36

Average training hours /  
person /year

83%

Employee  
Satisfaction

## GOVERNANCE



16

PEACE, JUSTICE AND STRONG  
INSTITUTIONS

17

PARTNERSHIPS  
FOR THE GOALS

0

of Corruption,  
Misconduct,  
or Non-compliance  
with the Code  
of Conduct

100%

of Employees  
Passed Code of  
Conduct and  
CG Training

100%

of Suppliers  
Passed an Assessment  
and Supplier  
Code of Conduct

90%

Customer  
Satisfaction



# AWARDS AND RECOGNITIONS



## SET ESG Ratings 2023 - “AA” Ratings

AMATA VN has received the SET ESG Ratings (formerly known as Thailand Sustainability Investment, THSI) for the 4<sup>th</sup> consecutive year in the Real Estate and Construction sector with an increase in the assessment score and was classified as an outstanding AA level,



## Annual General Shareholder’s Meeting Assessment

AMATA VN PCL received a full score of 100 on the 2023 Annual General Shareholders’ Meeting (AGM) Assessment conducted by the Thai Investors Association for 7 consecutive years.



## Top 10 Businesses in Vietnam - Corporate Sustainability Index (CSI) 2023

AMATA City Bien Hoa (ACBH) recognized as one of the Top 10 “Sustainable Businesses in Vietnam in the Trade and Services Sector” announced and organized by Vietnam Chamber of Commerce and Industry (VCCI) and the Vietnam Business Council for Sustainable Development (VBCSD) under the management of the Central Government, Ministry of Labor, Invalids and Social Affairs, and Ministry of Natural Resources and Environment.



## Certified Membership of CAC

AMATA VN PCL has received CAC membership renewal certification, emphasizing the commitment of conducting business with integrity, transparency and fairness, by establishing policy and compliance standards to prevent corruption in every form. AMATA VN PCL first joined as a member of CAC in 2020 and has passed the renewal assessment in 2023.



## Corporate Governance Report (CGR)

Amata VN PCL received the “5 stars” (Excellent) CG scoring of the Corporate Governance Report from Thailand Institute of Directors (IOD) for 6 consecutive years, reflecting our commitment to enhancing the efficiency of organizing shareholder meetings and prioritizing the operational potential of the company, along with a focus on developing good corporate governance.



## Certificate of Merit from Dong Nai People’s Committee

AMATA City Bien Hoa (ACBH) received a Certificate of merit from Dong Nai People’s Committee for the excellent achievement in participating and contributing to the “Planting 1 billion trees in the period of 2021 - 2025” project in the Dong Nai province.



### Certificate of Merit - Blood Donation

AMATA City Bien Hoa (ACBH) has been awarded a Certificate of Merit from Dong Nai People's Committee for the outstanding contribution to the blood donation activity in 2022 which is a testament to our commitment to giving back to the community and supporting important public health initiatives.



### Positive Contributions in Social and Economic Activities in the Emulation Movement

AMATA City Ha Long (ACHL) has been awarded the Commendation from the Chairman of Quang Yen Town for positive contributions in social and economic activities in the emulation movement commemorating the 60<sup>th</sup> foundation anniversary of Quang Ninh Province at the Ceremony to honor and reward outstanding individuals and organizations.

## Membership of Associations

### Amata VN PCL (AVN)

- Thai - Vietnam Business Council
- Thai - Vietnam Friendship Association
- Thai Listed Companies Association
- Thai Chamber of Commerce

### Amata City Bien Hoa (ACBH)

- Thai Chamber of Commerce and Industry in Vietnam
- Vietnam Chamber of Commerce and Industry
- Hong Kong Business Association (HKBAV)
- Singapore Chamber of Commerce and Industry
- Regional Security Committee of Long Binh Ward
- Vietnam National Real Estate Association - Industrial Real Estate

### Amata City Ha Long (ACHL)

- Korea Chamber of Commerce and Industry
- Vietnam National Real Estate Association - Industrial Real Estate

### Amata City Long Thanh (ACLT)

- Vietnam National Real Estate Association - Industrial Real Estate



# MESSAGE FROM CEO



## Dear Stakeholders

Reflecting on 2023, a year filled by both challenges and triumphs. I want to take this opportunity to discuss our sustainability performance. Despite the challenging economic landscape of 2023, AMATA VN Group recorded a consolidated net profit of THB 424.9 million. While this figure represents a 57% reduction compared to the previous year, primary attributed to the divestment of ready-built factories (RBF), we witness promising growth in both real estate sales and utility services revenue.

In our pursuit of environmental sustainability, we have made significant progress towards reducing our carbon footprints. In 2023, we achieved a notable 7.3% reduction in carbon emissions, alongside impressive decreases of 34% in total solid waste and 14% in water consumption. Guided by our newly introduced Strategic Roadmap to Sustainability, we actively explore innovative solutions to further minimize our environmental impact, aiming for Carbon Neutrality City in 2040.

Our journey towards sustainability extends far beyond mere environmental stewardship. Our people are the centre of our achievements. Throughout 2023, we continued investing in our diverse workforce, through initiatives such as internal rotations, innovation competitions, and individual development programs. The “Boot Camp Program” underscores our commitment to talent development and fostering a culture of continuous learning and innovation.

Moreover, this year, AMATA VN Group played a pivotal role in driving economic development in regions we operate, generating employment opportunities for nearly 60,000 individuals, with a commendable 99% being local residents. We are committed to prioritizing accountability, transparency, integrity, and adherence to legal and regulatory framework. Collaborating with our tenants, we actively promote health, well-being, and education within our communities.

As we embark on the next phase of our sustainability journey, I want to express my deepest gratitude to you, our valuable stakeholders, for your unwavering support and partnership. Together, we will continue to shape a more sustainable and prosperous future for all.

**Somhatai Panichewa**

Chief Executive Officer

Amata VN Public Company Limited



# ABOUT THE COMPANY

- BUSINESS OVERVIEW
- MARKET AND PRODUCT DEVELOPMENT
- BUSINESS VALUE CHAIN
- BUSINESS CORE VALUES





# BUSINESS OVERVIEW

Amata VN Public Company Limited (AVN), founded in 2012, is a holding company with investment solely in Vietnam in core businesses that are in the field of industrial estates, commercial and residential development and operations. AVN currently has projects covering an area of over 3,000 hectares.

## 29 YEARS OF EXPERIENCE



**>60,000**

Total working population



**Near 3,000 Hectares**

Total Land under development



**>4.8 Billion USD**

FDI Recruited



**176**

Tenants in operation

### Main Business Categories

#### LAND LEASE DEVELOPMENT

Industrial Land



Commercial Land

#### RENTAL

Ready Built Factory



Commercial Space Rental

#### UTILITIES



Power Supply



Water Supply



Wastewater Management



Telecommunication Networks



Renewable Energy



Common Area Management



**4**

INDUSTRIAL PARKS

**ACBH**

Amata City Bien Hoa Joint Stock Company

**ACLT**

Amata City Long Thanh Joint Stock Company

**ACHL**

Amata City Halong Joint Stock Company

**QTIP**

Quang Tri Development Consortium Co., Ltd.



**3**

URBANS

**ATLT**

AMATA Township Long Thanh Company Limited

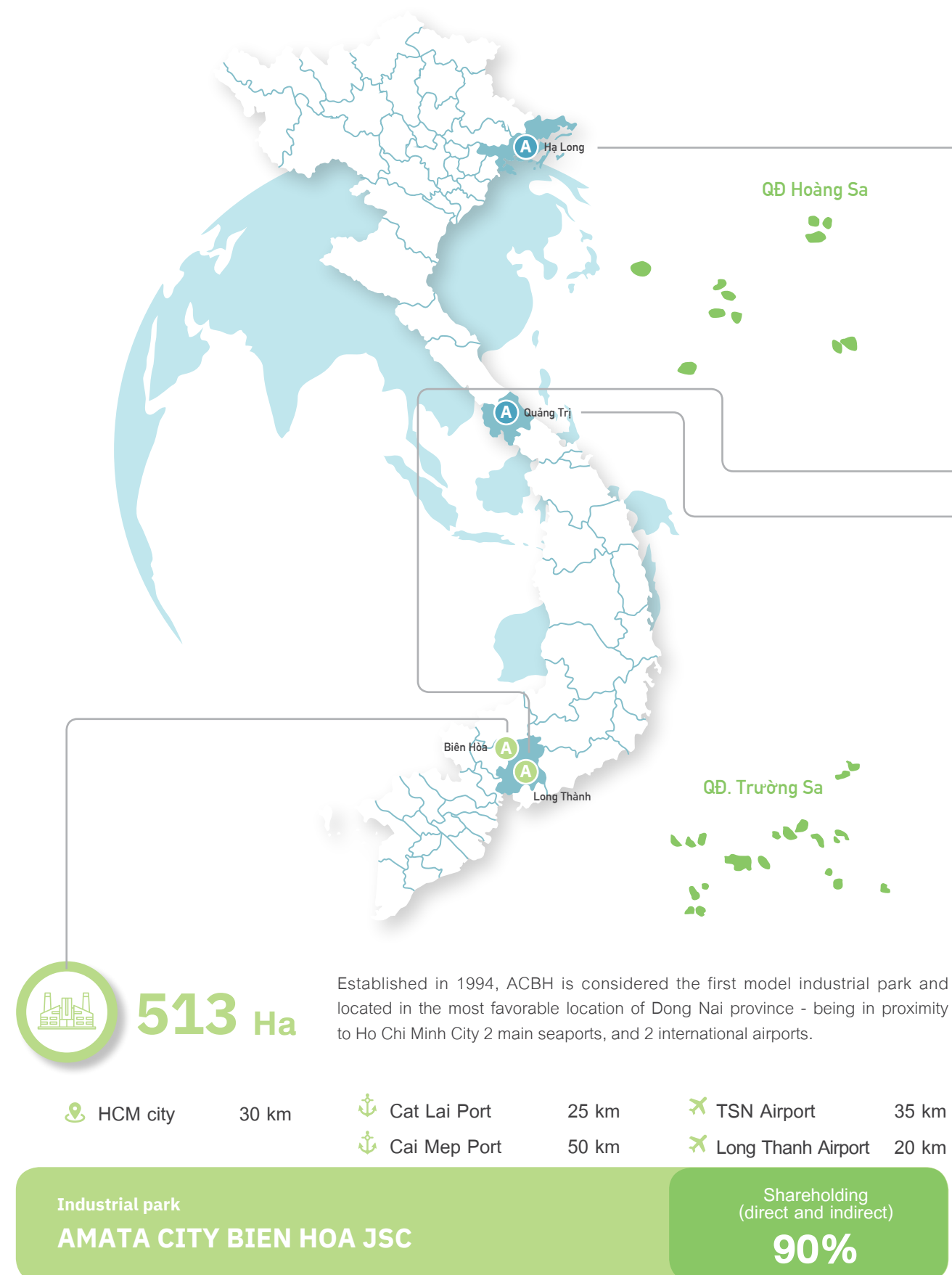
**ASCLT1**

AMATA Service City Long Thanh 1 Company Limited

**ASCLT2**

AMATA Service City Long Thanh 2 Company Limited

# SHAREHOLDING AND LOCATIONS



**714 Ha**

The optimal location for production transfer from China, as well as being subject to the Economic Zone with the maximum tax incentive in Vietnam. The project itself is the new rising star with direct access to the new logistics hub (deepsea ports) with expectation to reduce domestic logistics costs for imports and exports.

📍 Ha Noi	130 km	⚓ Cai Lan Port	20 km	✈️ Cat Bi airport	25 km
📍 China border	160 km	⚓ Lach Huyen Port	35 km		

**Industrial park**  
**AMATA CITY HALONG JSC**

Shareholding (direct and indirect)  
**100%**



**410 Ha**

The high-tech industrial park located directly adjacent to the Ho Chi Minh City - Long Thanh - Dau Giay Expressway, and only 10 kilometers from Long Thanh International Airport, easy access to different infrastructures from both Ho Chi Minh City and Dong Nai province.

📍 HCM city	20 km	⚓ Cat Lai Port	20 km	✈️ TSN Airport	25 km
		⚓ Cai Mep Port	40 km	✈️ Long Thanh Airport	10 km

**Industrial park**  
**AMATA CITY LONG THANH JSC**

Shareholding (direct and indirect)  
**93.5%**



**859 Ha**

Besides the Industrial Park, Amata is also planning for a 753ha Township and 107 ha Service township with a smart city concept. Adjacent to the Dong Nai River with easy commuting between Ho Chi Minh City and Dong Nai province. The location fits for commercial developments to support investors and neighboring communities with all necessary facilities and amenities for comfortable living.

📍 HCM city	20 km	⚓ Cat Lai Port	20 km	✈️ TSN Airport	25 km
		⚓ Cai Mep Port	40 km	✈️ Long Thanh Airport	10 km

**Urban development**  
**AMATA TOWNSHIP LONG THANH LTD**  
**AMATA SERVICE CITY LONG THANH 1 & 2 LTD.**

Shareholding (direct and indirect)  
**93.4%**  
**47.69%**



**500 Ha**

Established in Feb 2022 under consortium of 3 investors: Vietnam Singapore Industrial Park Joint Co (VSIPJV), Sumitomo Corporation, and Amata City Bien Hoa JSC to develop Quang Tri Industrial Park. Quang Tri has been earmarked as a future economic hub along the East-West Economic Corridor linking Vietnam, Laos, Thailand and Myanmar.

📍 Hue city	50 km	⚓ Cat Lai Port	20 km	✈️ Phu Bai Airport	60 km
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**Industrial park**  
**Quang Tri Development Consortium Co., Ltd.**

Shareholding (direct and indirect)  
**18.7%**



## MARKET AND PRODUCT DEVELOPMENT

AMATA VN Group seeks new opportunities to achieve long-term growth and achieve positive impact to economy and society. The Business Development Department takes the major role considering customer demands, considering strategic benefits, and assessing environmental and society concerns when exploring opportunities in new markets. Opportunities that fit with these conditions are executed as an investment which can be solely invested by the Group or through a joint investment with strategic partners.

Land in Vietnam is administered by the state authority and to obtain addition land for the project, it takes great effort and time as it links to expropriation of land and the people as well as must be in correlation with the socio-economic development of the province.

### AMATA CITY BIEN HOA

*Investment in Bien Hoa City, Dong Nai Province*



AMATA City Bien Hoa JSC (ACBH) is the first project invested by Amata VN PCL operating as an industrial estate developer and related business in Vietnam. The industrial park covers an area of 513 hectares. In 2021, ACBH was among the 3 industrial parks selected by the Ministry of Planning and Investment and the United Nations Industrial Development Organization to be a pilot for setting standard for Vietnam's industrial parks to transform into an ECO-IP. AMATA City Bien Hoa JSC was honored as one of the Top 10 "Sustainable Businesses in Vietnam 2023 in the Trade and Services Sector" among 500 companies, organized by the Vietnam Chamber of Commerce and Industry (VCCI) and the Vietnam Business Council for Sustainable Development (VBCSD). This recognition highlights ACBH commitment to developing a robust business ecosystem that prioritizes long-term, sustainable benefits for our partners and stakeholders.

### AMATA CITY LONG THANH

*Investment in Long Thanh District, Dong Nai Province*



Amata City Long Thanh (ACLT) has a total land area of 517 hectares in which 410 hectares was designated for industrial park development while the remaining areas are for commercial activities under the subsidiaries namely Amata Service City Long Thanh 1 Company Limited (ASCLT 1) and Amata Service City Long Thanh 2 Company Limited (ASCLT 2). The Company has entered into a sale and purchase agreement to sell 49% of shares in ASCLT 1 and ASCLT 2, as a result, ACLT's shareholding has decreased to 51% in both entities. ACLT has recorded 554 million Baht surplus from this transaction. In the year 2023, the main land works for 120 hectares of have been completed for industrial development and have welcomed 3 new customers.

## AMATA TOWNSHIP LONG THANH

### *Investment in Long Thanh District, Dong Nai Province*

Amata Township Long Thanh covering an area of 753 hectare is located along the Dong Nai River which is ideal for commercial developments such as accommodating residential, shopping centers, commercial and service complexes projects. The project is waiting for land handover by the government.

## AMATA CITY HA LONG

### *Investment in Quang Ninh Province*

AMATA City Ha Long, also referred to as Song Khoai Industrial Park at Quang Ninh province was established in 2018 as the third industrial park of AMATA in Vietnam. With its economic zone status, excellent infrastructure, and strategic location between the bustling cities of Ha Long and Hai Phong offers convenient access to a skilled and abundant workforce, Amata City Ha Long is the perfect choice for establishing manufacturing operations in northern Vietnam. The Ha Long project has a total of 714 hectares and now has 8 customers in operation and 6 still under construction.



## QUANG TRI INDUSTRIAL PARK

### *Investment in Quang Tri Province*

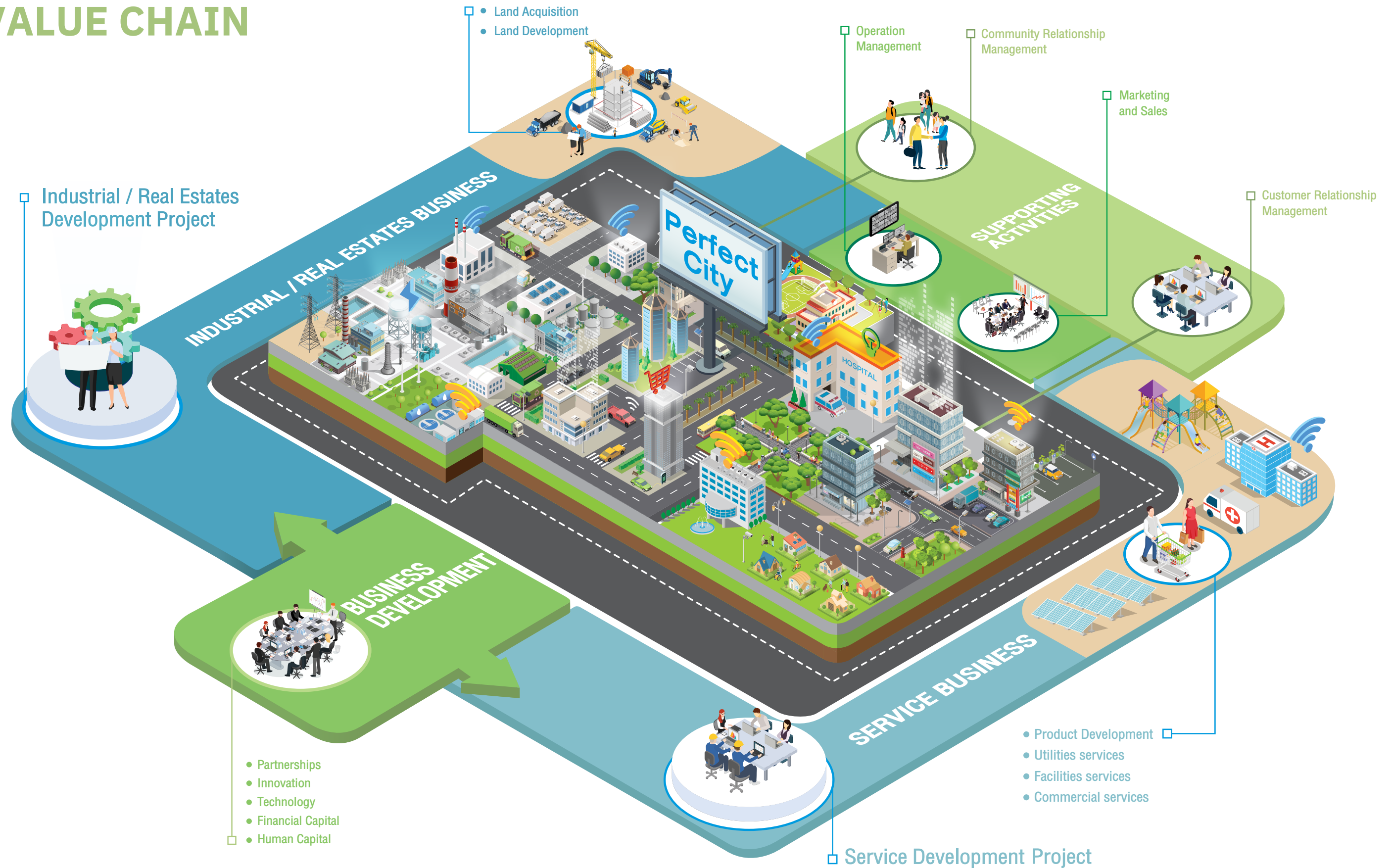
Quang Tri Industrial Park project (QTIP) is the key project of Quang Tri province which has been developed under the a joint venture of 3 investors including Vietnam-Singapore Industrial Park J.V. Co, LTD, Amata City Bien Hoa JSC and Sumitomo Group under the name Quang Tri Development Consortium Co., Ltd, having total area of 481 hectares. The first initial phase, covering 97.4 hectares, commenced with its groundbreaking ceremony in December 2023.

The Industrial Park's target industries include textiles, footwear, packaging and printing, wood and furniture processing, and F&B. With the advantages of strategic geographical location, identified as a future economic center along the East-West Economic Corridor connecting Vietnam, Laos, Thailand and Myanmar, the project is expected to boost the economic growth, thereby to contribute to long-term development of Quang Tri province. The project is expected to create jobs for 30,000-40,000 workers when it comes into operation.





# BUSINESS VALUE CHAIN





# BUSINESS CORE VALUES

## Philosophy

### Vision

Creating Perfect Cities  
where opportunities arise

### Mission

Committed to innovation  
in building a city that  
enriches quality of life and  
expanding a new frontiers  
by a culture of ALL WIN  
for our stakeholders

Responsible  
to society

Friendly to  
environment

Everyone  
Succeeds

Walking  
together

ALL

WIN

## AMATA DNA

**D**  
Dependable  
for success

Having mindset and ability to achieve excellence and common goals for all stakeholders towards existing and futuristic transformation in order to create all-win situation and resilience.

**R**  
Responsive

Engaging all stakeholders with proactive means and impactful communication to better serve business chain.

**I**  
Innovative

Having mindset and ability to initiate positive change, create innovative solutions, and transform with advanced principle and technology to encounter Volatility, Uncertainty, Complexity and Ambiguity.

**V**  
Visionary

Nurturing and cultivating coaching culture in order to build AMATA's bench strength and visionary leaders.

**E**  
Efficient

Enabling self and others to produce the most efficient results in order achieve more profitability and reduce financial resources.



# INTEGRATION OF SUSTAINABILITY

- SUSTAINABILITY AT AMATA VN GROUP
- MULTI-STAKEHOLDER ENGAGEMENT
- MATERIALITY ASSESSMENT



# SUSTAINABILITY AT AMATA VN GROUP

Sustainability has always been integral part of AMATA VN and its subsidiaries (“AMATA VN Group” or “the Group”) as indicated in the Group’s mission statement that alongside our growth and expansion, we need to be responsible corporate citizen to create a long-term value and sustainability future for our businesses. To obtain this goal, we have defined performance standards and controls in the Code of Conduct and Good Corporate Governance Handbook of AVN on treatment on ESG and sustainability development which are to be adopted and shared throughout AMATA VN Group.

The sustainability policy is based on four main fundamentals:

- **Increase Business Values Through Innovation and Quality:** Focusing on enhancing and developing work processes and services, promoting value-added through innovation, new markets, new businesses.
- **Conduct Business with Ethics and Integrity:** Following the principle of transparency, honesty, fairness, and compliance with laws and ethics.
- **Responsible Towards Society and Environment:** Embracing clean innovation and sustainable practices for our operations, prioritizing initiatives that generate positive impact for the future generation.
- **Accountable to All Stakeholders:** Operating under caution to create minimal impact and actively contribute to the well-being of both stakeholders and society.

The Company has regularly reviewed and enhanced its policies, management standards, and practices relating to social and environmental concerns. Moreover, it fosters process innovation and the development of new businesses to mitigate adverse effects on stakeholders, society, and the environment. This approach is aimed at establishing balanced and sustainable value for all stakeholders, in accordance with the “ALL WIN” philosophy.

## ALL WIN Philosophy

Our business activities follow the principle of “ALL WIN” set by our parent company, AMATA Corporation PCL, that believes for the business to have a long-term growth, the communities we are in must also grow.

The Group does not only focus on its own interest but also recognizes the importance of our stakeholders in the value chain, tries to minimize negative impacts on the communities and the environment, and efficiently utilize the limited natural resources as we are aware that our operations are connected to numerous people, communities, and ecosystem.

“ ALL WIN ”

Everyone succeeds-Friendly to environment-Responsible  
to society-Walking together

## SUSTAINABILITY LEADERSHIP STRUCTURE

The Chief Executive Officer (CEO) of AMATA VN Group holds overall accountability for sustainability within the organization. In 2019, the Sustainable Development Working Team (SDWT) was formed, comprising of members across all departments and operating units. In addition, a designated Sustainability Development unit was set up to facilitate the seamless integration of sustainability practices throughout departments and operational units in both Vietnam and Thailand. Chaired by the CEO, the SDWT sets strategies, identifies materiality issues, establishes targets, drives sustainability projects, and compiles the Sustainability Report. The team convenes at least twice annually to set sustainability plans and review performance. Department heads are responsible for their ESG performances, which are reflected in their annual performance evaluations and linked to their remuneration.





Board of Directors

- Set sustainable development policy, integrate Environmental, Social and Governance (ESG) goals into Company's strategy
- Oversees material ESG-related risks and opportunities assessment and advice on appropriate operational approach for sustainability



Chief Executive Officer

- Implement ESG strategy and integrate sustainability in performance management and defining targets
- Build corporate culture where sustainability is integrated in all business functions
- Understand business challenge where the company can have greatest impact and identify opportunities and contribute positive impacts to the people and the planet



Sustainable Development Working Committee

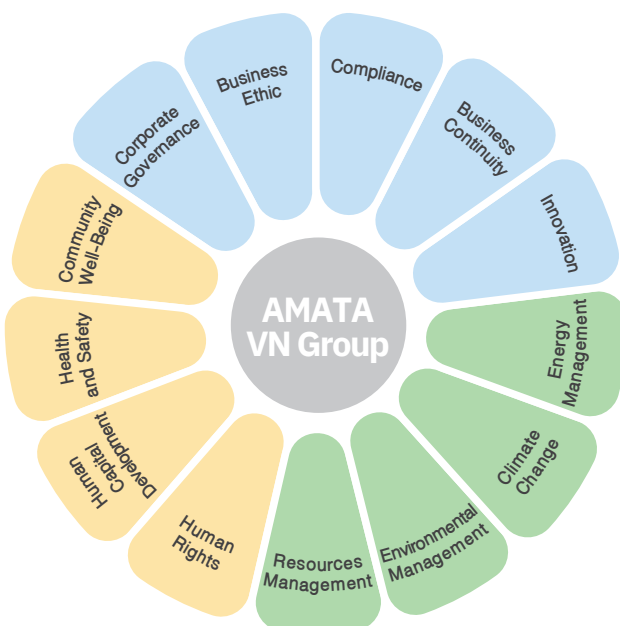
- Assess risk and impacts affecting sustainability in context of ESG
- Identify materiality issues
- Develops, advice and support Group's sustainable development initiatives to respond to materiality issues
- Improve strategies, policies, processes and ensure delivery are consistent across the Group and implemented in line with best practices
- Collect data and prepare annual Sustainability report

## SUSTAINABILITY FRAMEWORK

AMATA VN Group strongly believes that being a responsible corporate to environment, social, and stakeholders, will enable us to have a sustainable future. Our sustainable framework is focused on issues that are most material to our businesses and our stakeholders by

addressing on our impacts to the environment, meeting the expectations of the society, and competitiveness of our businesses at the same time. The Group has contributed 15 out of 17 UN's Sustainable Development Goals.

### Integrating UN SDGs to AMATA VN Group Creating Shared Value Principle



# SUSTAINABILITY STRATEGY

For AMATA VN Group, sustainability means addressing challenges and lessening social impact of our businesses, as well as, creating value from which everyone benefits while reducing our ecological footprint along our value chain. We will only succeed through collaboration with business partners, customers, governments, local communities, and other stakeholders.

Our sustainable strategy was initiated on our outlook of the real estate sector and emerging global trend opportunities, and collaboration with stakeholders to integrate economic, environmental, and social considerations into decision-making in order to develop businesses that will grow sustainably through the ever-changing business environment.

AMATA VN Group positioned its strategies for sustainable business as follow:

## 1

**"SMART" CONCEPT  
INCLUSION**



Adapt, innovate and improve products/services to meet the needs of our customers by integrating new technologies and transitioning to cleaner energy sources and materials, thereby becoming a low - carbon city

## 2

**MAKE POSITIVE  
CONTRIBUTION TO  
SOCIETY**



Play a positive role in both national level and within local communities by contributing to local economies through job creation, skills enhancement, local sourcing, taxes compliance, and supporting community projects that meet the needs of the local people.

## 3

**SAFETY TO  
PEOPLE AND THE  
ENVIRONMENT**



Operate with respect to people, their safety, and the environment by strictly adhering to regulations and engaging with communities to educate and support on health and safety issues.

## 4

**RAISE THE  
LEVEL OF GOOD  
CORPORATE  
GOVERNANCE**



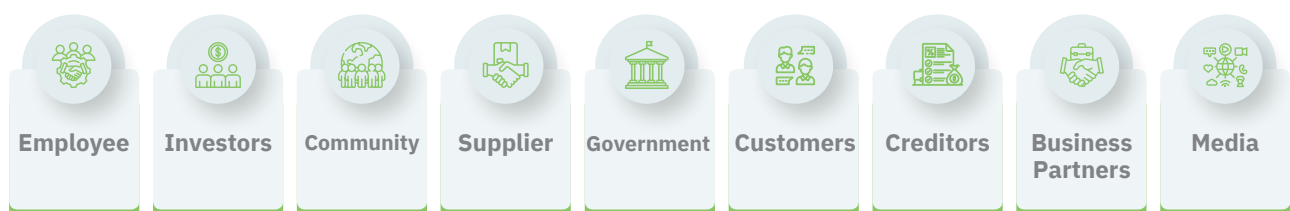
Develop an effective governance and decision-making structure to ensure accountability, transparency, and compliance with the laws and regulations, fostering sustainability for both society and the organization.

# MULTI-STAKEHOLDER ENGAGEMENT

Stakeholders in this report, following the GRI standard's definition, are individuals or groups that have interests that are affected or could be affected (negatively or positively) by an organization's activities throughout the value chain. Stakeholders play an important role in the long-term sustainability of AMATA VN Group and ensure its social license to operate, therefore, engaging with stakeholders helps the Group to understand their perception, identify and manage its negative and positive impact. The Group welcomes open dialogue and collaboration with stakeholders and conducts various communication channels such as through public survey via group meetings, questionnaires, and interviews to engage stakeholders to voice their expectations, needs, concerns and opinions. These inputs serve as the key information for defining the material topics that are relevant to stakeholders.

Stakeholders are identified throughout the value chain and prioritized through a systematic process once a year based on their level of impact to and from the Group's value chain, their level of influence and importance to the success of the Group. Once the business function prioritized the stakeholders and consolidated the stakeholders' topic, the Sustainable Development Working Team reviews for alignment with the corporate goal and the determine the level of participation towards each stakeholder group in accordance to the established stakeholder engagement for appropriate allocation of resources, building strategic partnerships, and effectively meeting the needs of those who have the most significant impact to the success of the Group.


## KEY STAKEHOLDERS





AMATA VN Group has classified 9 key stakeholders, namely: Investors (including Shareholders), Employees, Government Agencies/Regulator, Creditors, Business Partners, Customers, Communities, Media and Suppliers (including Contractors).



# STAKEHOLDER ENGAGEMENT RESULT

Stakeholders	Engagement Channels	Issues and Concerns	Group's Actions and Responses
Investors 	<ul style="list-style-type: none"> <li>• Annual General Shareholders' Meeting</li> <li>• Quarterly participation in SET Opportunity Day</li> <li>• Occasional meeting for investor relations</li> <li>• Annual Report</li> <li>• Annual Sustainability Report</li> <li>• AMATA VN website</li> </ul>	<ul style="list-style-type: none"> <li>• Good returns and profitability</li> <li>• Stock value</li> <li>• Continuous business growth</li> <li>• Good governance</li> <li>• Anti-corruption</li> <li>• Equal treatment of shareholders</li> <li>• Risk Management process in place</li> <li>• Transparent and reliable disclosure</li> </ul>	<ul style="list-style-type: none"> <li>• Continuously developed new business</li> <li>• Promoted innovations and applied technology in cost reduction</li> <li>• Carried out business in a transparent and fair manner</li> <li>• Conducted sustainability risk management process covering economic, social and environmental aspects</li> <li>• Established measures for employees and contractors working in the operation process and customer services</li> <li>• Transparent information disclosure in accordance with Thai, Vietnam and associated international standards</li> <li>• GHG emission verification by 3<sup>rd</sup> party</li> </ul>
Employee 	<ul style="list-style-type: none"> <li>• Annual Engagement survey</li> <li>• Annual Town Hall Meeting</li> <li>• Whistleblowing</li> <li>• Email</li> <li>• Intranet/in-house newsletter</li> <li>• Annual message from CEO</li> <li>• Quarterly employee welfare committee meetings</li> <li>• Annual Labor union meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Clear Company's direction</li> <li>• Reasonable welfare and benefits</li> <li>• Career advancement and job security</li> <li>• Development of knowledge and capability</li> <li>• Occupational health and safety</li> <li>• Economic performance</li> </ul>	<ul style="list-style-type: none"> <li>• Regularly reviewed and improved compensation and offered appropriate welfare</li> <li>• Offered priority to internal employees for job rotations and recruitment for job positions within the group of companies</li> <li>• Organized training courses that meet the needs and keep up with global changes for continuous development</li> </ul>

Stakeholders	Engagement Channels	Issues and Concerns	Group's Actions and Responses
			<ul style="list-style-type: none"> <li>• Provide safety equipment and inspections of area that can cause possible harm to employee on annual basis</li> <li>• Continual communication with clear information and updates on company's direction, operation and associated news</li> <li>• Inform of company's performance at townhall on annual basis</li> </ul>
Government Agencies 	<ul style="list-style-type: none"> <li>• Occasional panel and study groups with government agencies</li> <li>• Participation in accreditation and award scheme</li> <li>• Participation in national projects</li> <li>• Occasional exchanges of official correspondence</li> <li>• Collaboration in seminar organization</li> <li>• Continual engagement by relevant units</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with regulations and laws</li> <li>• Economic development for local community and the nation</li> <li>• Good governance and business ethics</li> <li>• Corporate philanthropy</li> <li>• Contribution to national and global goals</li> </ul>	<ul style="list-style-type: none"> <li>• Complied with laws and regulations and transparent</li> <li>• Regularly monitor social and environmental impacts</li> <li>• Engaged with local communities and authorities and supported social and environmental developments</li> <li>• Develop or improve work processes to reduce social and environmental impact from the Company's operation following specified measures</li> </ul>
Creditors 	<ul style="list-style-type: none"> <li>• Occasional face-to-face meetings</li> <li>• Quarterly update status through documents, letters, and personal calls</li> </ul>	<ul style="list-style-type: none"> <li>• Honoring terms and agreement</li> <li>• Business growth and financial performance</li> </ul>	<ul style="list-style-type: none"> <li>• Strictly followed contract's terms and conditions</li> <li>• Disclosed accurate and complete financial information</li> <li>• Sustained the Company's business performance by increasing work efficiency and managing cost effectively</li> </ul>
Business Partners 	<ul style="list-style-type: none"> <li>• Occasional face-to-face meetings</li> <li>• Occasional worksite tours</li> <li>• Occasional Joint participation in different activities</li> <li>• Periodic discussions, inquiries, and feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Doing business with integrity and fairness</li> <li>• Collaborate for growth and business development</li> </ul>	<ul style="list-style-type: none"> <li>• Followed code of business ethics</li> <li>• Developed fair joint venture agreements</li> <li>• Kept confidential information of business partners</li> </ul>

Stakeholders	Engagement Channels	Issues and Concerns	Group's Actions and Responses
Customers 	<ul style="list-style-type: none"> <li>• Annual satisfaction survey</li> <li>• Quarterly joint activities</li> <li>• 24-7 Call centers to receive complaints and problems</li> <li>• Seminars and training organization</li> <li>• 24-7 online /email communications</li> <li>• Periodic communication to relevant units</li> </ul>	<ul style="list-style-type: none"> <li>• Product/ service quality and safety</li> <li>• Customer's rights and personal data protection</li> <li>• Emergency management</li> <li>• Good governance and business ethics</li> <li>• Compliance with law</li> <li>• Energy management</li> <li>• Contribution to society</li> <li>• Anti-corruption</li> <li>• Customer Service and experience</li> </ul>	<ul style="list-style-type: none"> <li>• Supported customers' business operations, such as organizing training courses for customers in accordance with the law</li> <li>• Responded to customer complaints effectively</li> <li>• Conducted risk management process in all aspects Prepared crisis management plan and emergency response plan including well-trained officers and equipment</li> <li>• Developed sources of renewable energy in Industrial estates</li> <li>• Maintaining Cybersecurity and Customer's personal data protection with utmost security</li> <li>• Provision and accurate and complete information to customers</li> </ul>
Communities 	<ul style="list-style-type: none"> <li>• Monthly engagement with community social contribution activities</li> <li>• Monthly dialogue with local communities</li> <li>• Occasionally assist with state agencies to resolve local issues</li> </ul>	<ul style="list-style-type: none"> <li>• Social and environment impact</li> <li>• Community well-being</li> <li>• Infrastructure development</li> <li>• Promote community activities</li> <li>• Corporate philanthropy</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage the factory operators to have efficient waste management</li> <li>• Promoted and provided opportunities for people in the surrounding communities to access education and skill development</li> <li>• Conducted projects to protect and restore ecosystems in the area</li> <li>• Responded to community complaints effectively</li> <li>• Promoted the development for a better quality of life and economy in the communities and society</li> </ul>

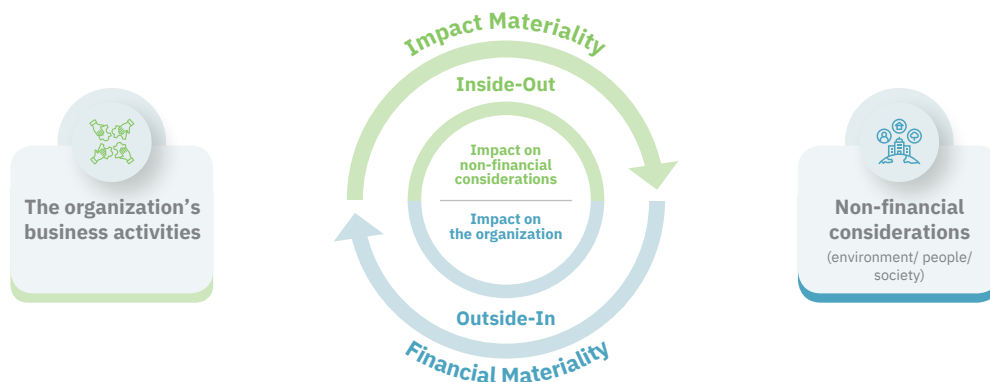


Stakeholders	Engagement Channels	Issues and Concerns	Group's Actions and Responses
Suppliers 	<ul style="list-style-type: none"> <li>• Regular on-site consultation</li> <li>• Periodic work completion evaluation</li> <li>• Weekly communication by relevant unit</li> <li>• Periodic orientation on policy direction of the Company</li> </ul>	<ul style="list-style-type: none"> <li>• Good corporate governance and business ethics</li> <li>• Transparent procurement process</li> <li>• Compliance with contract</li> <li>• Good relationship</li> <li>• Support in solving problems</li> </ul>	<ul style="list-style-type: none"> <li>• Complied with laws and regulations</li> <li>• Developed procurement policy and best practices to create sustainable supply chain management</li> <li>• Information sharing on new technology and best practices</li> <li>• Appoint a department to communicate with suppliers/contractors on related issues</li> </ul>
Media 	<ul style="list-style-type: none"> <li>• Occasional arrangement of Press releases</li> <li>• Occasional public relations</li> <li>• Occasional in-depth interviews</li> <li>• Occasional information updating</li> </ul>	<ul style="list-style-type: none"> <li>• Receive accurate and timely information</li> <li>• Business growth</li> <li>• Compliance to law and regulations</li> <li>• Social and environmental impact</li> </ul>	<ul style="list-style-type: none"> <li>• Disclosed accurate information based on facts</li> <li>• Maintained long-term relationship with media</li> </ul>

# MATERIALITY ASSESSMENT

Materiality assessment helps identify and prioritize issues that matter most to our business and stakeholders based on environmental, social, and governance (ESG) context and determine what should be reported. AMATA VN Group conducts an extensive formal materiality assessment every 2 years and updates our assessment each year to ensure

that material issues are being reported in this Sustainability Report. In year 2022, AMATA VN Group has conducted an extensive materiality assessment adopting the new double materiality approach in reference to the GRI Universal Standard 2021 that considers financial and non-financial impacts throughout AMATA VN Group's operations.



## Process of Materiality Assessment



AMATA VN Group conducted an analysis of the Company's context through internal and external analysis to gain a comprehensive understanding of company's sustainability landscape and factors that influence the company's operations, stakeholders, and environment. This involves analyzing organizational risk factors, business strategy, regulatory environment and relevant standards, global industrial trends, stakeholders' needs and expectation, and reviews of previous materiality assessment outcome. Furthermore, the Group identifies actual and potential negative and positive impacts to the economy, the people and society, and the environment affecting the Group (inward impact) and how the Group itself impact the environment, people and society, including impact to human rights, (outward impact) at large throughout AMATA VN Group's whole value chain by drawing from relevant departments within the organization, multi-stakeholders' feedback, and external expert consultations to consolidate and categorize material topics under Environmental, Social, and Governance issues. Each ESG topics identified earlier were assessed by AMATA VN Group's top management consisting of senior

departmental manager together with external experts in the relevant field, on the likelihood and the severity based on the scope, scale, and remediability of the impact on economy, environment, and people with human rights put into consideration following the OECD Due Diligence Guidance for Responsible Business Conduct.

The sustainability topics were prioritized based on the potential significant impact on economy, environment, people and society, including on human rights (impact materiality) and the potential magnitude of impact of such topics on the Group's financial performance and long-term value creation perspective. The material topics are ranked according to moderate, high, and very high. The list of material topics of 2023 has been reviewed by the Sustainability Development Working Team (SDWT) for inclusiveness, completeness, and relevancy before presenting to the Group's executives which includes general directors of each business units and the CEO of AMATA VN for validation. After having validated, the materiality process and the materiality assessment were presented to the Board of Directors for approval.

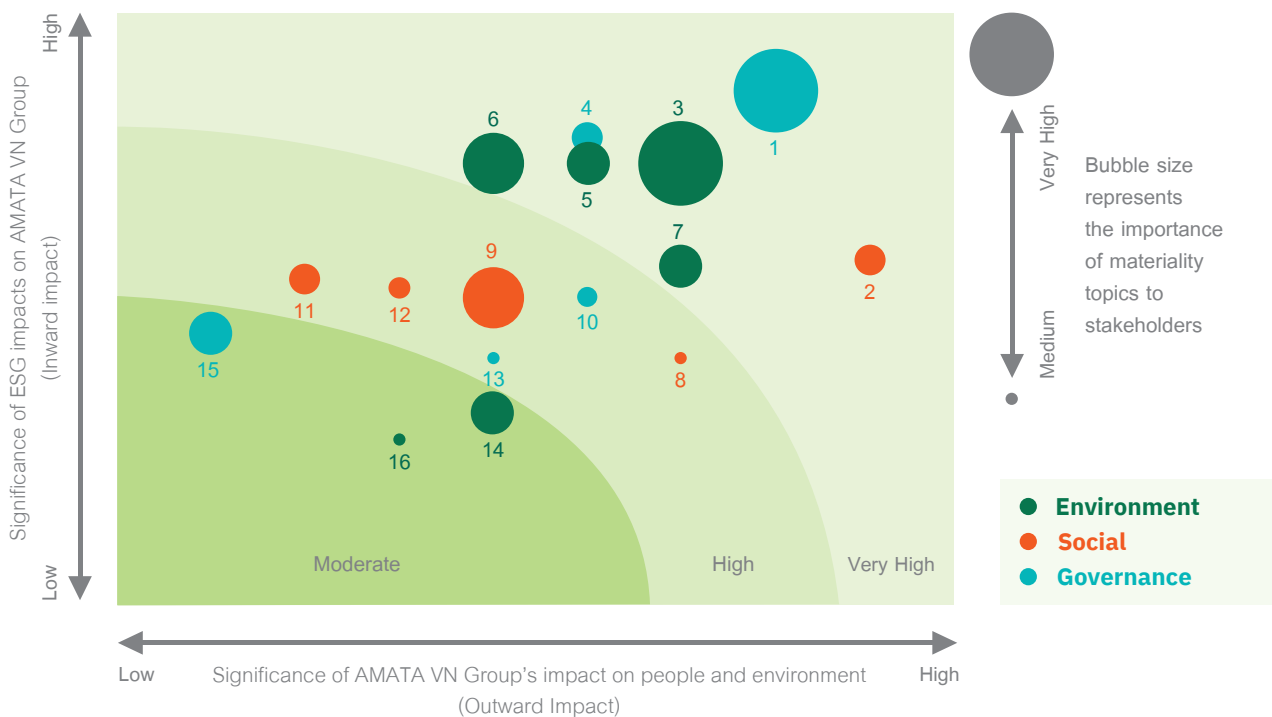
## Material Topics

In 2023, the Sustainable Development Working Team (SDWT), consisting of managerial representatives from diverse departments, conducted a thorough review of the sustainability topics identified in 2022. This evaluation aimed to ensure that the identified topics accurately align with the feedback gathered through stakeholder engagement, involving employees, customers, and state authorities, and are responsive to the current context.

In 2023 there were total of 16 material topics and are categorized based on their significance impact according to Moderate, High, and Very High. The significance of ethical and transparent business practices has grown, leading to its inclusion in the 'Very High' material topic list for 2023. This results in a total of seven 'Very High' material topics, reflecting an increase of one topic from the 2022

count. While innovation development and energy efficiency were reviewed and perceived having less direct influence and less pronounced impact on broader societal issues or for a real estate business.

The 16 material topics are mapped on the material matrix to Very High, High, and Moderate based on their level of impact to the Group and to the stakeholders, where the "Y" axis represents topics that has the most significant impact to the value creation of the Group and "X" axis representing the outward impact of the Group to society and the planet. The Board formally acknowledged the outcomes of the assessment and approved for the very high material topics to be incorporated into the Group's strategy and KPI's setting.





















Very High Material Topics	High Material Topics	Moderate Material Topics
1. Law and Regulation Compliance 2. Community Safety & Well-being 3. Water Management 4. Ethical and Transparent Business ▲ 5. Land Management 6. Waste Management 7. GHG Management	8. Contribution to Society 9. Occupational Safety and Health 10. Responsible Supply Chain Management 11. Human Rights 12. Employee Development & Retention 13. Innovation Development ▼	14. Energy Efficiency ▼ 15. Data privacy 16. Biodiversity Conservation








▼ Ranking increase from previous year's materiality ▲ Ranking decrease from previous year's materiality


Moving forward the top management has set strategic priorities to define the corporate goal, strategies, and management approaches from the pool of material topics especially the very high category. ESG-related key performance indicators (KPI) have been established for these material topics on a corporate, departmental, and individual level which links to their annual performance evaluation to ensure alignment of business strategies and sustainable and responsible practices, managing risks, meeting stakeholder expectations, and creating long-term value for both the company.

## Actions in Addressing Risks and Opportunities of Material ESG Issues

Material ESG issues and SDGs	Stakeholder impacted	GRI Standard Disclosures	Risk and Opportunities	Responses	Address in this report
<b>Water Management</b>  3.9  6.3  8.4  12.2  12.4  15.1	Investors, Government agencies, Customers, Communities, Business partner, Employee	GRI 303: Water and Effluents 2018	<p>Responsible water usage can help lower operational costs and ensure non-disruptive operation for both the Company and our customers aside from conserving water.</p> <p>Wastewater on the other hand needs to be properly treated and discharged to avoid impact to the environment and the community.</p>	<ul style="list-style-type: none"> <li>Adapted technologies and adjusted process to decrease water wastage</li> <li>Closely monitoring water consumption and wastewater discharge quality</li> <li>Constructed an emergency pond for storage of irregularities in wastewater.</li> <li>Make awareness to users on water conservation</li> </ul>	Chapter: Efficient Use of Resources <ul style="list-style-type: none"> <li>Water management</li> </ul>
<b>Land Management</b>  12.2	Investors, Government agencies, Customers, Communities, Supplier, Business partner	GRI 304 Biodiversity 2016	Land acquisition is a complicated and costly process, therefore, efficient usage of the land obtained is essential in obtaining “license to operate” as well as staying competitive.	<ul style="list-style-type: none"> <li>Developed land-use plan to analyze physical condition and identify potential alternatives for land usage</li> </ul>	Chapter: Efficient Use of Resources <ul style="list-style-type: none"> <li>Land Use</li> </ul>
<b>Waste Management</b>  11.6  12.4  12.5	Investors, Government agencies, Customers, Communities, Supplier	GRI 306 Waste 2020	Large volume of solid waste (hazardous or non-hazardous) is being generated due to day-to-day operation and improper disposal will impact the safety, health and environment of the community leading to regulatory actions and protest from people in the community.	<ul style="list-style-type: none"> <li>Ensure proper disposal of waste by engaging with certified service provider only</li> <li>Avoid usage of hazardous material and replace with alternatives where possible</li> </ul>	Chapter: Environment Impact Management <ul style="list-style-type: none"> <li>Solid Waste Management</li> </ul>
<b>GHG Management</b>  7.2  9.4  11.b  13.1	Investors, Government agencies, Customers, Communities, Supplier, Business partner, Employee	GRI 305 Emissions 2016	Global action towards climate change has put pressure to decrease carbon emissions. Expectation for more stringent regulations on energy conservation and in favor of renewables will be enacted. With the major carbon footprint of AMATA VN Group attributed from energy consumption, strategies for reducing and replacing fossil fuel were implemented	<ul style="list-style-type: none"> <li>Set target for reduction of carbon emission</li> <li>Adapted technologies to reduce energy consumptions</li> <li>Installed solar panels</li> <li>Educated employees to save energy</li> </ul>	Chapter: Climate Change Resilience and Adaptation
<b>Energy Efficiency</b>  7.3  8.4  9.4	Investors, Government agencies, Customers, Communities, Supplier, Employee	GRI 302 Energy 2016			
<b>Biodiversity conservation</b>  15.1	Investors, Government agencies, Customers, Communities, Supplier, Employee	GRI 304 Biodiversity 2016 GRI 413 Local communities 2016		<ul style="list-style-type: none"> <li>Conducted EIA before project development</li> <li>Followed avoidance, reduction, and offset strategies to reduce impact to biodiversity</li> <li>Allocated 7-20% for green landscaping</li> <li>Have nursery for local plants for replacement and expansion</li> </ul>	Chapter: Efficient Use Resources <ul style="list-style-type: none"> <li>Biodiversity</li> <li>Promoting Environmental Awareness</li> </ul>



Material ESG issues and SDGs	Stakeholder impacted	GRI Standard Disclosures	Risk and Opportunities	Responses	Address in this report
<b>Human Rights</b>  5.1, 5.2, 5.5  8.5, 8.7, 8.8  10.2, 10.3, 10.4  16.1, 16.2, 16.b	All stakeholders across the value chain	GRI 2-23 Policy commitments	The Group is committed to uphold human rights wherever we operate. Providing decent and safe work environment, equal opportunity, and non-discrimination is the key principle of socially responsible employer. Abuse of such would have negative impact to the business operations and reputation.	<ul style="list-style-type: none"> <li>Established Human Resources Management Committee to oversight on human resources strategies and policies to be in compliance with laws and regulations and best practices</li> <li>Conducted human right due diligence</li> <li>Set policy and equipped employees with the knowledge on human rights and appropriate treatment</li> <li>Engaged with contractors and suppliers to abide with Supplier Code of Conduct</li> </ul>	Chapter: Human Rights
<b>Occupational Safety &amp; Health</b>  3.4, 3.6  8.8  11.2  16.1	Investors, Government agencies, Customers, Communities, Supplier, Business partners, Employee	GRI 403 Occupational Health and Safety 2018	Management of industrial park encompasses with diverse activities that bear risk of harming health and safety of our employees, contractors, and even people in the community. The Group can be exposed to safety, reputation, and regulatory risks.	<ul style="list-style-type: none"> <li>Strictly abide to relevant laws and regulations</li> <li>Audited site for unsafe area, set up plan for action, equip personnel with safety protection, and monitor working condition</li> <li>Provided health check-ups for employees</li> <li>Educated community on emergency suppression</li> <li>Managed road system to reduce accidents</li> </ul>	Chapter: Occupational Health and Safety
<b>Employee Development &amp; Retention</b>  4.3, 4.4, 4.5  8.5	Investors, Customers, Business partners, Employee	GRI 401 Employment 2016 GRI 404 Training and Education 2016	Employees are the one who runs the organization, therefore, their dedication, emotional connection, and knowledge development is important to drive the company towards profits and value creation	<ul style="list-style-type: none"> <li>Established Human Resources Management Committee to oversight on human resources strategies and policies to be in compliance with laws and regulations and best practices</li> <li>Embedded corporate DNA, attract talent, provide grievance channel, and offer welfare benefits for improve work life quality</li> <li>Developed talent program for career development</li> </ul>	Chapter: Human Capital Management
<b>Community Safety &amp; Well-Being</b>  1.4  3.6  4.4  8.1, 8.3  9.2  11.2	Investors, Government agencies, Customers, Communities, Supplier, Business partners, Employee	GRI 413 Local Communities 2016	Management of industrial park encompasses with diverse activities that bear risk of harming health and safety of our employees, contractors, and even people in the community. The Group can be exposed to safety, reputation, and regulatory risks and it wishes to minimize negative impacts it brings to the community	<ul style="list-style-type: none"> <li>Supported countries' measures to prevent COVID-19 and reaching out to the most vulnerable</li> <li>Invested on traffic system for road safety</li> <li>Supported country's blood bank</li> <li>Conduct community satisfaction to identify areas of improvement</li> </ul>	Chapter: Community and Social Development <ul style="list-style-type: none"> <li>Community Health and Well-Being Support</li> </ul>
<b>Contribution to Society</b>  1.4  3.6  4.4  8.1, 8.3  9.2  11.2	Investors, Government agencies, Customers, Communities, Business partners, Employee	GRI 413 Local Communities 2016	Standing the philosophy of "ALL WIN", we aim to build growth for our business and for the society and the communities we live in.	<ul style="list-style-type: none"> <li>Support local procurement</li> <li>Engaged in investment promotion activities with the authorities and property agent leader</li> <li>Organized roadshows in potential countries</li> <li>Invested in future workforce</li> </ul>	Chapter: Community and Social Development <ul style="list-style-type: none"> <li>Community Economic Development Promotion</li> <li>Educational Support</li> </ul> Chapter: Corporate Governance <ul style="list-style-type: none"> <li>Tax Policy</li> </ul>

Material ESG issues and SDGs	Stakeholder impacted	GRI Standard Disclosures	Risk and Opportunities	Responses	Address in this report
Law and Regulation Compliance  <b>16.3</b>  <b>17.1</b>	All stakeholders across the value chain	GRI 2-27 Compliance with Laws and Regulations	Non-compliance may lead to extreme cases of suspension of “license to operate”.	<ul style="list-style-type: none"><li>Conducted risk management process in each department with internal legal department monitoring violation cases</li></ul>	Chapter: Corporate Governance <ul style="list-style-type: none"><li>Laws and Regulation Compliance</li></ul>
Data Privacy  <b>16.10</b>	All stakeholders across the value chain	GRI 2-27 Compliance with Laws and Regulations  GRI 418 Customer Privacy 2016	Data privacy is linked with human rights and is protected by the law. Without proper management, our business can lead to regulatory risk.	<ul style="list-style-type: none"><li>Set policy on personal data protection (PDPA) and established PDPA working Committee to act as a controller</li><li>Appoint Data Protection Officer to ensure compliance with the law</li></ul>	Chapter: Corporate Governance <ul style="list-style-type: none"><li>Laws and Regulation Compliance</li></ul>
Ethical and Transparent Business  <b>16.5</b>	All stakeholders across the value chain	GRI 205 Anti-Corruption 2016	Misconduct by our employees (including the Board of Directors) can lead to financial and reputational loss. Our determination to stand by the principle of good corporate governance with zero tolerance to corruption will provide our stakeholders with confidence.	<ul style="list-style-type: none"><li>Participation in Thailand's Private Sector Collective Action Coalition Against Corruption</li><li>Cascaded anti-corruption to subsidiaries and supplier</li><li>Ensured employees have a clear understanding of the Code of Conduct for transparency, our corporate policies are published on our website and intranet.</li></ul>	Chapter: Corporate Governance <ul style="list-style-type: none"><li>Laws and Regulation Compliance</li></ul>
Responsible Supply Chain  <b>4.4</b>  <b>8.4</b> <b>8.8</b>  <b>12.7</b>  <b>16.5</b>	Investors, Government agencies, Customers, Communities, Supplier, Business partners, Employee	GRI 204 Procurement practices 2016  GRI 308 Supplier environmental assessment 2016  GRI 414 Supplier social assessment 2016	The area of highest risk of human right violation would be in the procurement process. Unfair labor practices of the supply chain can negatively impact the Group’s business operations and reputation as well as harm the people in the community.	<ul style="list-style-type: none"><li>Implemented Supplier Code of Conduct with each key supplier evaluating their ESG performance based on the set criteria</li><li>Monitored and will report OSH of supplier annually in SD report</li><li>Assessed supplier’s performance on ESG before handover</li></ul>	Chapter: Responsible Supply Chain Management
Innovation Development  <b>8.2</b> <b>8.4</b>  <b>9.4</b>  <b>13.1</b>	Investors, Government agencies, Customers, Communities, Supplier, Business partners, Employee, Creditors	GRI 201 Economic Performance 2016	The world’s ever-changing business environment can bring disruption as well as opportunities to business. By innovation in products and services and in process improvement, AMATA VN Group will remain resilient against disruptions and increase productivity.	<ul style="list-style-type: none"><li>Incorporate innovation into KPI</li><li>Host INNO AWARD</li><li>Provide resources and knowledge to support a culture innovation</li></ul>	Chapter: Innovation Development



# PRESERVING GOOD GOVERNANCE



- CORPORATE GOVERNANCE
- RESPONSIBLE SUPPLY CHAIN MANAGEMENT



# CORPORATE GOVERNANCE

## POSITIVE AND NEGATIVE IMPACT

Effective corporate governance practices can enhance trust and confidence among stakeholders by ensuring that management operates in the best interests of shareholders and stakeholders, aligning with corporate strategies with societal needs and long-term sustainability goals. It is even more critical for AMATA VN Group with

subsidiaries with operations overseas. We face additional challenges in ensuring consistency and compliance across diverse regulatory environments and cultural contexts. Despite these challenges, strong governance practices can help mitigate risks, maintain operational efficiency, and promote ethical conduct throughout our operations.

## MANAGEMENT APPROACH

AMATA VN Group intends to be an organization that is effective in conducting its business in full compliance with the principles of good corporate governance, accountability, transparency, and sustainability which includes managing risks, establishing adequate measures, driving business ethics and transparency, opposing corruption, promoting equality, and complying to rules and regulations. The board of directors takes the leadership role in driving AMATA VN Group to ensure maximum benefits for the shareholders while considering the interests of all its stakeholders. This involves establishing the direction, strategy, policies, and guidelines to align with the Group's business plan, build shareholder's trust, and achieve its objectives, thereby enhancing the Group's competitiveness for sustainable growth. AMATA VN Group

has in place a Corporate Governance policy and revised and formed a Corporate Governance (CG) Committee to provide guidance to the Board of Directors (Board) and supervise the company's corporate governance initiatives. Furthermore, leveraging shared service of personnel from AMATA VN to its subsidiaries in Vietnam ensures consistent alignment with corporate policies, procedures, and values. With personnel from the parent company overseeing key functions such as finance, risk management, and compliance, there is greater visibility into the operations of the subsidiaries, enabling the board of directors to make well-informed decisions for the benefit of the Group. In addition, the Board has established various Board Committees to assist in carrying out its responsibilities.

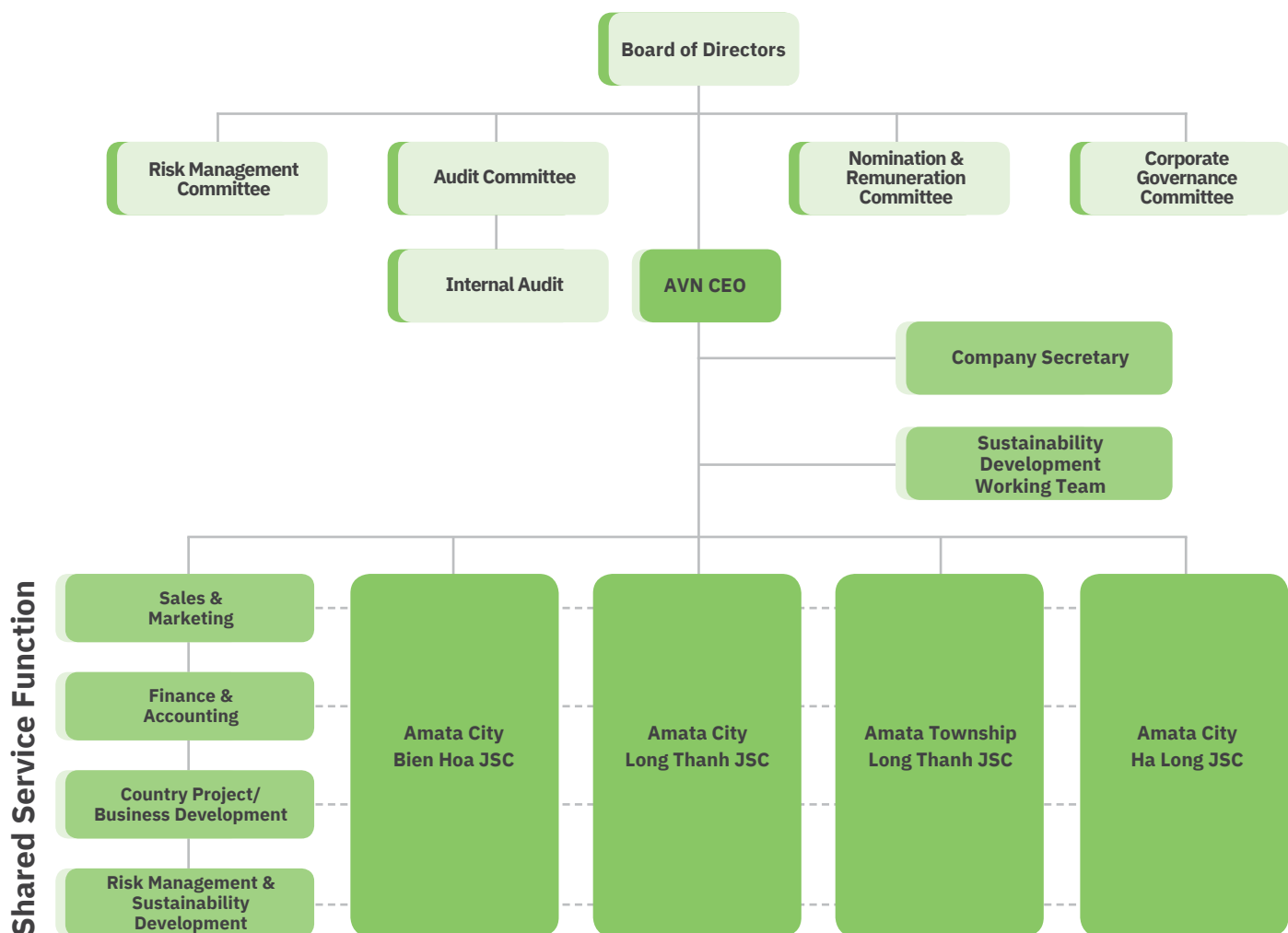


16.3  
16.5  
16.10



17.1





## Board Performance Assessment in 2023

Thriving for good corporate governance efficiency, a self-evaluation of the Board of Directors is conducted on an annual basis to assess the effectiveness of the Board as a group, the sub-committee, and individual directors using the assessment form guided by Stock Exchange of Thailand (SET). The Board of Directors then analyzes and summarizes the results of the assessment to formulate measures to further enhance the efficiency of the Board of Directors to maximize the benefit of the Company and its stakeholders.

## Results of the Board of Directors' Annual Performance Assessment in 2023



**Board as a group**  
**98.07%**



**Sub-Committee**  
**99.07%**



**Individual**  
**100%**

## Directors' Development

In the ever-changing business environment, effective leadership from the Board of Directors plays a pivotal role in steering the company towards sustainability. As such, the company places strong emphasis on training and development for its board members to leverage their knowledge and expertise in addressing new challenges and opportunities for the company advancement. AMATA VN supports various forms of knowledge enhancement, including institutional programs, in-house training, online courses, and self-directed learning. Newly appointed Directors undergo comprehensive face-to-face orientation sessions on AMATA VN Group's

business overview, supplemented by a detailed "board orientation package" containing policies, articles of association, the Group's regulations, Board charters, and other relevant documents outlining the company's direction and performance. Furthermore, the company organizes on-site visits to its overseas operations to ensure a clear understanding of the Group's business dynamics. In 2023, 6 out of 8 directors, accounting for 75%, have undergone training primarily on topics related to climate risk, cybersecurity, future trends, and business strategy with a total of 129 training hours.

 Name	 Programs
Dr. Huynh Ngoc Phien	Panel Discussion: 300th Anniversary of Adam Smith, Forum
Professor Dr. Warapatr Todhanakasem	Board Best Practices and Future Top Challenges, Australian Institute of Management (AIM), Sydney, Australia Asia Director's training on Geopolitical Update, Standard Chartered Bank (Thai) Annual Board training on Managing Information & Cybersecurity Risk in the Bank by Regional & Country ICS, Standard Chartered Bank (Thai) Cyber Resilience Leadership - Mission for Embracing the future AI & Cybersecurity, The Bank of Thailand and the securities and exchange commission
Mrs. Oranuch Apisaksirikul	CIMB-Cambridge Institute for Sustainability Leadership Programme (CISL) (4 Sessions) Joint Board for Group Sustainability Cooler Earth Sustainability Summit 2023
Mrs. Somhatai Panichewa	In-house workshop: Corporate Strategy In-house workshop: Business Unit Strategy In-house workshop: Project Management In-house training: Usage of artificial intelligence - ChatGPT
Ms. Nattamon Limthanachai	Successful Formulation & Execution of Strategy, IOD National Director Conference 2023: Delivering "Net Zero" Together Hot Issue for Directors: Climate Governance class 3/2023 Director's Briefing Topic Sustainability trends in business across industries
Mr. Aukkares Choochuay	Successful Formulation & Execution of Strategy, IOD



# BUSINESS ETHICS AND ANTI-CORRUPTION

## POSITIVE AND NEGATIVE IMPACT

AMATA VN Group recognizes that corporate compliance, integrity, and adherence to high standards of business ethics are paramount for achieving sustainability and maintaining its "license to operate." Any misconduct by directors, management, or employees can significantly impact stakeholders' confidence in the company's business operations and reputation. By operating ethically

and implementing anti-corruption measures, the Group ensures compliance with laws and regulations, thereby reducing the risks of legal and financial consequences. Additionally, ethical behavior fosters a positive work culture, enhancing employee morale and earning respect from both customers and the community.

## MANAGEMENT APPROACH

AMATA VN Group is determined to stand by the principles of good corporate governance and has put in place policies and guidelines to ensure adherence to these standards within the company, as outlined in the Code of Conduct (CoC) and the Corporate Governance (CG) Handbook. These policies and guidelines are being reviewed and revised on an annual basis by the Corporate Governance Committee to ensure they remain current with changes in regulations and technology, consistent with the industry's best practices, reflect the latest situation and operating environment, as well as enhance transparency and ethical business conduct. The CoC and the CG handbook are communicated through the company's website, staff intranet and Amata HR application-all channels are accessible to all employees in Thailand and Vietnam. It is considered the duty and responsibility of all board of directors, management group members and staff to acknowledge and act in full compliance with the established policies and guidelines contained in the Group's Code of Conduct and the Corporate

Governance; whereby such compliance is not on a voluntary basis, and stating the fact of "not being fully aware of the established operating guidelines" cannot be used as an excuse for non-compliance. All executives and management group members, at every level within the organization, are required, as a top priority, to oversee and act to ensure that their respective subordinates fully acknowledge, understand, and genuinely behave in strict compliance. AMATA VN Group holds our employees and board members to the highest ethical standards and seeks to do business with customers and business partners who share our values. To ensure transparency and accountability, we have established channels for reporting concerns on suspected wrongdoings or corrupted practices (whistleblowing) within the Company. Additional, in 2023, the Group has established a Compliance Team dedicated to help cascade policies from the parent company to our subsidiaries in Vietnam, providing training and monitoring for noncompliance.

Furthermore, in 2023, the Board of Directors has made revision to 3 significant governance policies - whistleblowing, conflict of interest and anti-corruption - to provide clarity regarding responsibilities and scope, ensuring alignment with local and international standards. Information regarding the company's policies can be found on its website at [www.amatavn.com](http://www.amatavn.com).

## • Code of Conduct

AMATA VN Group strives to build a culture of integrity, legal compliance, ethical and moral business practices within the organization. It has established a Code of Conduct to ensure that everyone in the company-the Board, executives, and staff understands, accepts, and adheres to the Code of Conduct. The Code of Conduct has revised

2 policies in 2023 to improve the clarity and alignment with our business operation and employee guidance towards ethical conduct, business honesty, and best practices towards shareholders, customer, suppliers, creditors, staff members, company's asset and information, social and environmental responsibility.

## • Anti-Corruption

AMATA VN Group has zero tolerance for corruption and clearly declare its rules on anti-corruption in the Code of Conduct. With the determination to fight corruption and drive ethical business growth, in 2020, AVN has granted an initial certification as a member of Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) and has successfully renewed membership in 2023. Commitment towards anti-corruption has been expanded

outside the corporate and onto the subsidiaries supply chain in Vietnam as well. AVN has adopted the policy to its subsidiaries in Vietnam through the Supplier Code of Conduct since 2021. The Anti-corruption policy was one of the 2 policies that underwent revision in the CoC in 2023 to enhance clarity and ensure alignment with the current context.

## • Conflict of Interest

AMATA VN Group recognizes the potential conflicts of interest that may arise from transactions involving related persons. The conflict of interest policy has been instituted to ensure that business transactions are conducted with transparency, fairness, and in the best interest of the company, thereby creating additional value and maximizing benefits for the organization in the long run. Guidelines to prevent conflict of interest are as follows:

1. The transaction has undergone a transparent approval process by directors and executives with responsibility, caution, and honesty, without stakeholders participating in decision-making.
2. The transaction is conducted with the Company's interests in mind, as if it were a transaction with an outside party.
3. A tracking and inspection system is in place to ensure that transactions follow the correct procedure.

In 2023, the conflict of interest policy was updated to incorporate specific information regarding duties and responsibilities, as well as a refined definition of each type of conflict of interest.





## • Whistleblowing

AMATA VN has enacted policies and guidelines on whistleblowing for both its internal and external stakeholders to report concerns about suspected wrongdoings, share their recommendation, or send grievance or complaints, or report concerns about suspected wrongdoings relating to law, regulations, corporate governance principles, company's policies, or ethics. Measures are in place to protect the rights and confidentiality of the whistle-blower. The whistleblowing policy was updated in 2023 to incorporate specific duties and responsibilities for the company's board of directors, management, employees, and related personnel. The revision also emphasized the requirement for communication and the provision of training on whistleblowing to employees.

Process of handling grievances/whistleblowing report:

1. Filed grievance or report whistleblowing incident in "Whistleblowing form"
2. Facts are screened and investigated by authorized person
3. Reports has well-ground will be submitted to either Corporate Governance Committee or the Audit Committee depending on the incident as specified in the whistleblowing policy
4. The committee will appoint an ad hoc investigation committee
5. Report results to Corporate Governance Committee and the Board of Directors' meeting at least once a year

## Grievance and whistleblowing Channels



### **Dr. Apichart Chinwanno**

Chairman of the Board of Directors  
apichart@amata.com



### **Mrs. Somhatai Panichewa**

Chief Executive Officer  
somhatai@amata.com



### **Mrs. Oranuch Apisaksirikul**

Chairman of the Audit Committee  
oranuch.a@amata.com



### **Company Secretary**

Chairman of the Audit Committee  
cs@amata.com



### **Prof.Dr. Warapatr Todhanakasem**

Chairman of the Corporate Governance Committee  
warapatr@amata.com



### **Or mail to:**

Amata VN Public Company Limited  
2126 Kromadit Building,  
New Petchburi Road, Huay Kwang,  
Bangkok 10310, Thailand

Further procedures undertaken in the event of receiving complaints can be found in the Whistleblowing Policy under the Code of Conduct. In 2023, the Company has not found any misconduct or received any information on unlawful actions.

## Disciplinary and remedy action

At AMATA VN Group, adherence to the law, Code of Conduct, and principles of good corporate governance is of utmost importance. Any actions that are contrary to these standards will not be tolerated. The Board of directors, management group members, and company staff are expected to uphold good business ethics, and failure to do so may result in disciplinary action, ranging from a verbal warning to termination of employment or legal action, depending on the severity of the breach.

Any violations will be reported to the Corporate Governance Committee and the Board of Directors and will be added to the risk profile if the damage is significant. The relevant department will be tasked with improving control measures to prevent future occurrences, and processes for prevention will be subject to internal.

## Performance

In 2023, AMATA VN Group provided training to all employees on anti-corruption and new governance best practices with the purpose of refreshing employees' understanding of permissible and prohibited activities. All new employees were trained in the Group's governance handbook (including anti-corruption) and the Code of Conduct on their 1st day of work. Assessment on the understanding of the Code and the principle of good corporate governance (including anti-corruption) was conducted on an annual basis to employees as a reminder of company policies and their adherence to, and understanding of the CoC. Employees must achieve a score of over 80% to pass the assessment. All employees have taken the assessment tests and 100% passed the test with an average score of 93% in 2023.

"No Gift" policy and guideline were communicated to executives, employees, subsidiaries, and external parties

during festive season as a reminder of the Group's anti-corruption policy and its expectation to abide with the policy in accepting and giving gifts so to maintain fair and transparent organization. A formal letter informing of the "NO Gift" policy was distributed to customers, contractors, and other stakeholders for their cooperation in not sending gifts to the Group. In cases where gifts cannot be declined, they will be registered before being sent for donation or redistributed to staff through a lucky draw.

AMATA VN Group has also communicated the awareness of the Group in fighting against corruption to its supplier on the subsidiary level and has asked all suppliers to participate in this effort by signing the Supplier Code of Conduct during contract agreement signing stage.

No cases of corruption, misconduct, or non-compliance with the Code of Conduct were filed or found in 2023.

### Employee acknowledged and passed Code of Conduct assessment



### Employee acknowledged and passed Corporate Governance assessment



### Number of employee violated company's regulation



### Number of material complaints relating to governance





# LAWS AND REGULATIONS COMPLIANCE

## POSITIVE AND NEGATIVE IMPACT

AMATA VN Group is committed to managing its businesses in a responsible manner and in compliance with the legal requirements and regulations of the countries where it operates. Compliance with laws and regulations has a positive impact on businesses as it helps to maintain good reputation, build trust with stakeholders, and avoid legal penalties. It also promotes a fair and competitive business environment. On the other hand, the Group, which invests in and operates industrial estates, commercial, and

residential developments, is subject to various laws and regulations in its operations. Non-compliance with these regulations could lead to severe consequences such as suspension of the Group's "License to operate". In addition, differences in practices and laws and regulations between countries (Thailand and Vietnam), as well as Vietnam's ongoing efforts to reform the country by amending its laws and regulations have posed challenges in ensuring compliance with relevant laws and regulations to the Group.

## MANAGEMENT APPROACH

### • Laws and regulations compliance

In order to operate the business in compliance with the various laws and regulations, the Group has formulated the management guideline based on the risk management process where each department in the business value chain is to identify all legal and regulatory compliance risks in their respective area, assess the severity, set measures to manage the risks, monitor the business operation to comply with all respective laws. The internal legal department will

be responsible for compiling cases of violation of legal compliances and is to report to the management team, Risk Management Committee, Corporate Governance Committee which will be brought forth to the Board of Directors at least once a year. In addition, the Group has engaged with external internal audit to help trigger possible legal and reputational risks and offer insights into industry best practices and regulatory requirements.



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16.10



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## • Personal Data Protection Policy

In respect to human right as well as increasing high risk of unintentional violation of data privacy, AMATA VN has enacted Confidentiality Policy and developed Personal Data Protection Policy in 2019 and is contained in the “Good Corporate Governance Handbook 2021”. The Personal Data Protection Policy defines basic principles to which the Company processes the personal data of customers, suppliers, business partners, employees, and individuals; and indicates the responsibilities of its employees in processing these data with precautions

to keep the information confidential. The Group has established a PDPA Working Committee to act as a controller for data obtained and appointed Data Protection Officer to provide advice, oversight the collection and disclosure process, and coordinate with relevant officers to ensure compliance with the Thailand's Personal Data Protection Act (PDPA) 2562. The practice and procedure implemented in Thailand will be adopted by the subsidiaries in Vietnam in 2024, with adjustment made to align with Vietnam's Decree No. 13/2023/ND-CP.

## Performance

In 2023, Cybersecurity Awareness and Personal Data Protection Act (PDPA) trainings administered by a third-party expert were provided to management and employees in Thailand. This training aids individuals in recognizing and addressing security threats, mitigating the risk of data breaches resulting from human error or malicious intent. It emphasizes the importance of protecting personal and sensitive information. No complaints regarding breaches of customer privacy and no identified leaks, thefts or losses of customer data were reported in 2023.

Uncertainty in laws and regulation has been identified as one of the key risks in the risk management workshop in 2023. Consequently, relevant units have developed a mitigation plan, setting up a risk tolerance threshold to closely monitor any changes in laws and regulations so to avoid potential adverse consequences on the business operations. There were no cases of non-compliance in 2023, however, there is still one pending court case since 2019.

### Number of non-compliance of laws or regulations



### Number of complains on data privacy





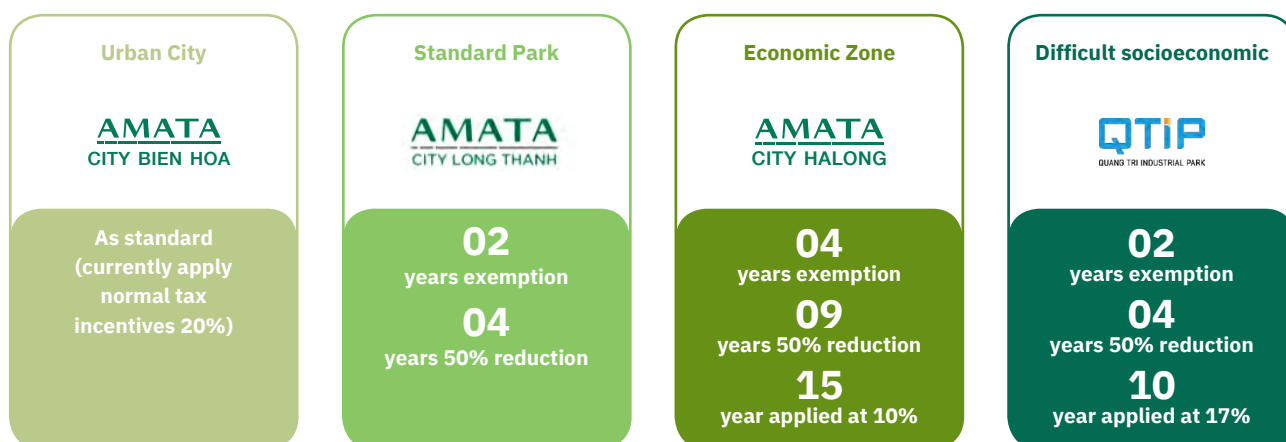
## TAX POLICY

AMATA VN Group acknowledges the direct and indirect risks associated with tax and its impact on the economy and society. Effective tax management not only fosters sustainable business practices but also contributes to national development as a whole. Tax policy, which was introduced in 2021, guides the Group to operate in compliance with the revenue code and tax laws, utilize tax incentives in line with national and local tax structures, and potentially qualify for tax exemption privileges in accordance with the country's tax policies, all within

the context of effective, sustainable, and appropriate business operations. Transfer pricing for intra-group transactions is determined using the arm's-length principle, in line with normal commercial activities. (For more information on our tax policy, please visit our website <https://investor.amatavn.com/en/corporate-governance/cg-handbooks-and-download>)

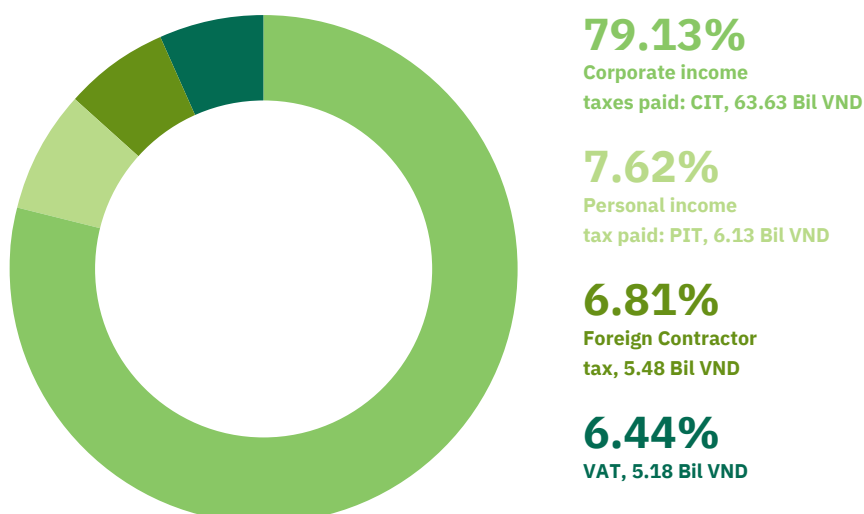
AMATA VN Group has obtained special corporate incentives for revenue derived from its utility business operations. The incentives obtained are as follows:

### Corporate Income Tax (CIT) incentive for utility business only



### Total tax contribution

AMATA VN Group contributes to the economic development of the country where it conducts business through tax payments. In the year 2023, total taxes paid amounted to 119.07 Mil THB equivalent (84.746 Bil VND). The composition of tax contributions is shown in chart below:



# RESPONSIBLE SUPPLY CHAIN MANAGEMENT

## POSITIVE AND NEGATIVE IMPACT

Effective supply chain management is crucial in fostering sustainable business practices. In today's business environment, where transactions and operations activities are more complex and growing demand for business responsibility towards environmental and social issues have raised the importance of supply chain management. AMATA VN Group recognized the importance of social responsibility and has engagement with various types of supply chain partners across our value chain and operations, therefore, adopted sustainable supplier management practices that integrates social, environmental, and corporate governance issues into business operations throughout the supply chain, from upstream to downstream. This helps reduce the potential social and environmental risks and impacts associated with the suppliers' conduct, prevent reputational risks, reduce business disruptions, ensure quality, increase competitiveness, and promote long-term growth value creation for the Company.

## MANAGEMENT APPROACH

AMATA VN Group adheres to the principles of fairness and transparency in our dealings with all suppliers, in accordance with the established **Procurement Policy**. We aim to work with suppliers, including contractors, that provide the Company with maximum benefits, correspond with business requirements, while conducting in an economically, environmentally, and socially responsible manner.

To promote responsible supply chain management, AMATA VN Group has established a comprehensive **Procurement Manual**. This manual provides operational guidance for employees on supplier treatment practices, new supplier selection and classification, risk assessment, performance evaluation and auditing, as well as supplier capacity development. In addition, AMATA VN Group has implemented a **Supplier Code of Conduct (SCoC)** that integrates the ten principles of the United Nations Global Compact. The Code applies to all suppliers providing a service value exceeding 2 million Baht, or 1.5 bil. VND, excluding general merchandise.

### Key issues covered in Supplier Code of Conduct



**Regulatory Compliance**



**Conflict of Interest**



**Working Environment**



**Occupational Health and Safety**



**Non-discrimination and Equality**



**Harassment**



**Child Labor**



**Forced Labor**



**Anti-corruption**



**Fair Competition**



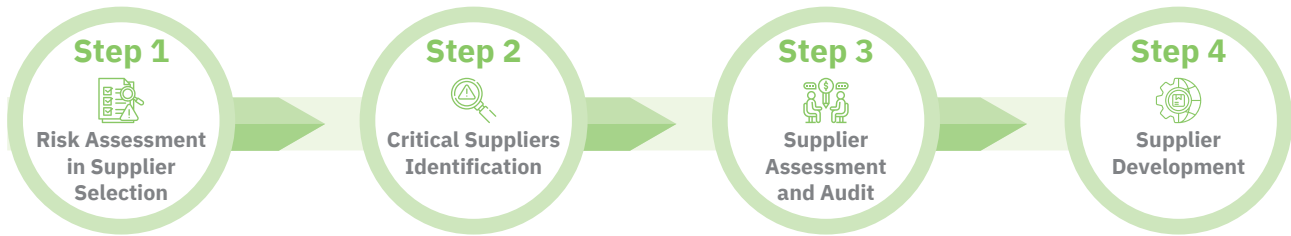
**Environmental Management**



**Confidential Information**

## SUPPLY CHAIN ESG RISK MANAGEMENT PROCESS

AMATA VN Group has adopted sustainable supply chain management practices that integrate ESG risks into business operations throughout the supply chain, from upstream to downstream. The sustainable supply chain management process is as follows:

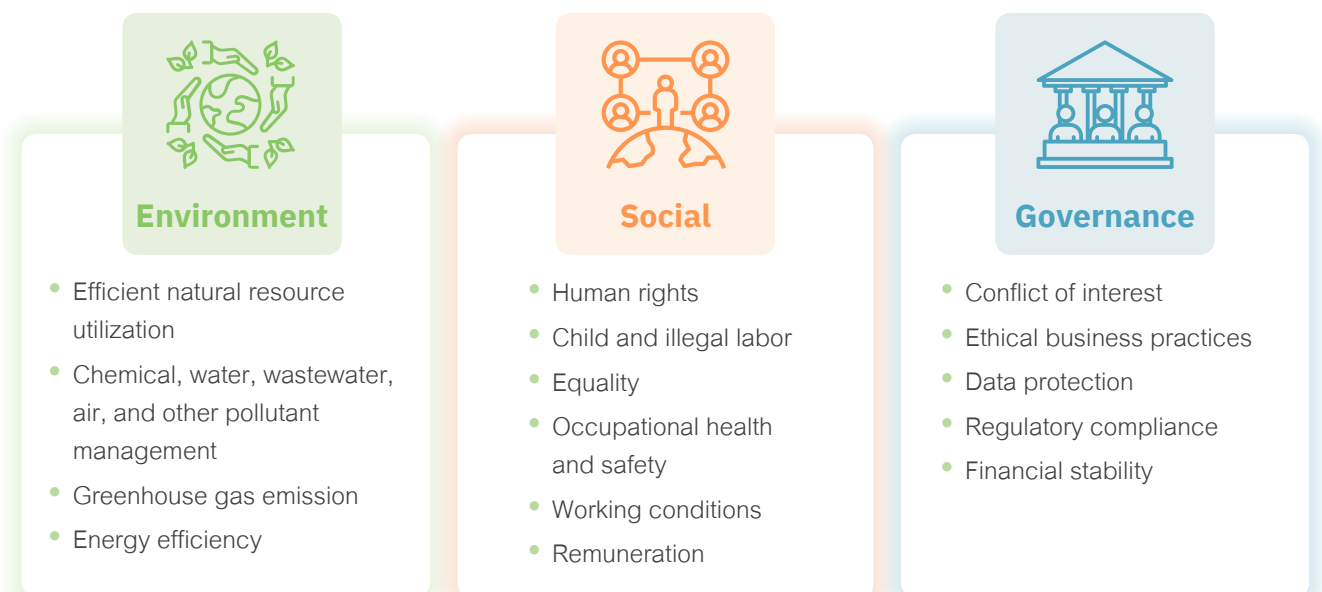


### 1. Risk Assessment In Supplier Selection

The Company procurement process focuses on transparency and fairness. The Company gives all suppliers/contractor equal opportunity through fair and transparent tender and bidding evaluation process. In selecting the right contractor, all new suppliers, excluding general suppliers, undergo a preliminary risk assessment on key criterion such as reliability and quality of product/services delivered, value for money, compliance with relevant regulations and laws on environment and impact to the public, financial stability, their reply on the Supplier Self-Assessment Questionnaire (SAQ) and their commitment to comply with the Supplier Code of Conduct (SCoC). Emphasis on environmental responsibility is conveyed through a written contract.

For current suppliers, an added evaluation criterion involves assessing their actual performance in areas such as human rights, occupational health and safety for employees, environmental management, and the successful completion of previous projects. In cases where tendering is not required, suppliers will be chosen from the current Approved Vendor List (AVL) as they have already undergone initial screening. The selection process in such cases will prioritize price competitiveness. The Supplier Self-Assessment Questionnaire (SAQ) will be done at least once every 3 years for existing suppliers, excluding general suppliers.

ESG topics assessed in the SAQ covers the following:



## 2. Critical Supplier Identification And Assessment

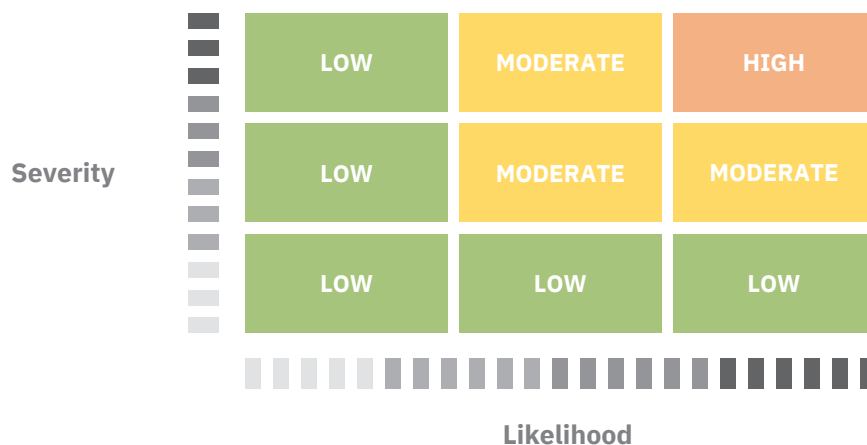
AMATA VN Group applies the supply chain management processes with a specific emphasis on the Critical suppliers (Tier-1) and high environmental, social, and governance (ESG) risk suppliers as follows:

**Critical supplier (Tier-1)** can be identified based on meeting one of the following criteria:

- Supplier/Contractor with expenditures exceeding 5 billion VND or 1 million THB
- Supplier/Contractor providing critical components
- Supplier/Contractor offering non-substitutable products/services

Important suppliers who do not directly do business with the company but are important to the Critical supplier of AMATA VN Group, **Critical Non-Tier 1 suppliers**, are identified based on the same criteria.

**High ESG risk suppliers** are identified through the Self-Assessment Questionnaire (SAQ). Suppliers will be categorized into 3 groups: Low, Moderate, and High risks. Categorization allows AMATA VN Group to tailor audit plans and implement corrective actions based on individual supplier risk profiles to avoid negative impact to the Company and the society.



## 3. Supplier Evaluation And Audit

AMATA VN Group has formulated an assessment and audit plan for Critical suppliers and high ESG risk suppliers to ensure they perform their work responsibly towards the surrounding communities, environment, and protecting the Group's corporate image. The Company applies 3 methods to assess, evaluate, and mitigate risks from our suppliers.

### ESG supplier self-assessment

All suppliers, excluding general suppliers, have undergone preliminary ESG risk assessment through the Supplier Self-Assessment Questionnaire (SAQ) at least once every 3 years. The assessment result serves as the basis for audit plans development.

#### Self-assessment questionnaire rating

Rating	ESG Risk	Audit plan
A-level	Low	Follow procurement manual procedure
B-level	Moderate	On-site ESG audit every 2 years
C-level	High	Annual on-site ESG audit and improvement plan shall be established

## On-site audit evaluation

In conjunction with the SAQ, during the service period, a periodic on-site monitoring and assessing the risk of environmental, social and governance risk is conducted by assigned third party/relevant department using the audit checklist form. The audit can indicate significant risk, minor issues, potential improvement, and good practice issues. Findings will be communicated to the supplier and follow-ups on the corrective action plan according to the agreed time frame.

## Performance Evaluation

Following the completion of work, suppliers are evaluated on-site based on their adherence to contractual obligations, responsible governance practices, social responsibility, and environmental impact. The suppliers are then categorized as white, grey, or black which serves as the basis for developing audit plans, implementing corrective actions, and improving supplier sustainability practices. The Company conducts on-site audits for all suppliers with high ESG risk and all critical suppliers, excluding those rated as “White” in the performance evaluations. The frequency and the detail of these on-site

ESG audits are determined by the risk level and actual performance results. Suppliers graded as “Grey” are required to have a corrective action plan and will be audited periodically. “Black” suppliers require immediate corrective action within a designated time frame and are re-evaluated after corrective action completed. In the event the supplier neglects to implement corrective measures, Amata VN Group reserves the right to temporarily terminate procurement or remove them from the Approved Vendor List. These audits are carried out by the relevant department head and/or assigned third party.

## 4. Supplier Development

AMATA VN Group aims to have long-term relationships with our suppliers and in doing so, we wish to create their awareness of sustainability practices, enhance capability, performance, and competitiveness. Development involves collaborating with suppliers to improve various aspects of quality, efficiency, innovation, and overall business practices to foster a win-win benefit, promoting continuous improvement and innovation across the Group’s entire supply network.

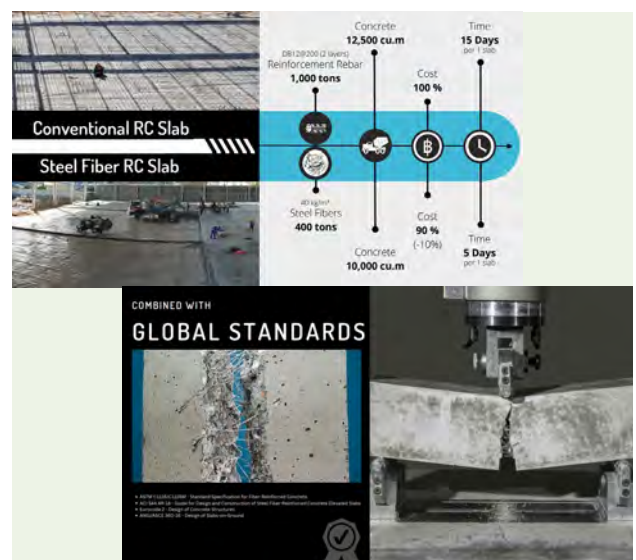
- **Occupational Health and Safety Training for suppliers.**

AMATA VN Group held up occupational health and safety training for suppliers to reduce the risk of workplace injuries and illnesses and to ensure a safe and healthy work environment while performing any construction or related work in our area.



- **New Floor innovation knowledge sharing.**

AMATA VN Group has shared an information with our supplier on the latest innovation in floor construction, the Steel fiber RC Slab, with an intention to assist our supplier in product and construction development, providing them with the opportunity to explore new construction solutions and gather feedback for further analysis for construction feasibility on our side. We believe that this collaboration will not only benefit our supplier but also contribute to the advancement of construction practices in Vietnam.

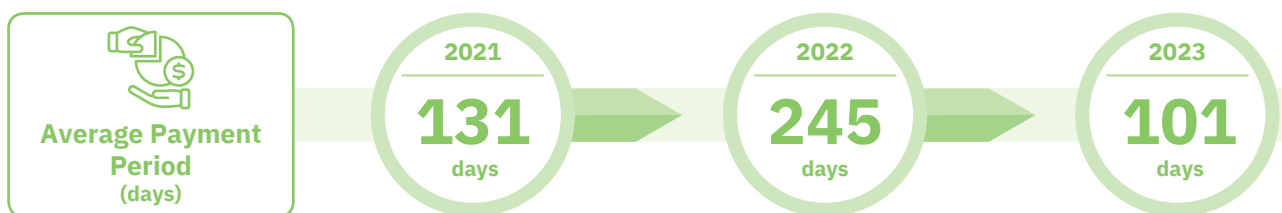




## Credit terms with suppliers

AMATA VN Group is committed to fostering strong and mutually beneficial relationships with our suppliers. While our company may not have a formalized credit terms policy, we are committed to ensuring punctual and reliable financial transactions with our suppliers. As part of our standard procedure, payments are typically processed within a 30-45-day timeframe upon receiving the invoice. However, it is important to note that the payment period may be based on factors such as the nature of the product/service, contractual terms with suppliers,

and adherence to quality standards for the provided products/services. Our commitment to transparent communication ensures that we work collaboratively with our suppliers, addressing any concerns and maintaining a trustworthy and mutually beneficial business relationship. In context of activities in Vietnam in 2023, a significant portion is attributed to lengthy contractual terms associated to construction projects, which inherently require substantial time for completion. Consequently, the total average payment period extends to 101 days.



## KEY PERFORMANCE IN 2023

ACBH is a mature and fully developed industrial park. Given the extensive construction already completed, ongoing operations incur relatively modest expenditures, and sourcing products is readily accessible in the market. Therefore, in 2023, among a total of 96 active Tier-1 suppliers, there were 11 new suppliers and 5 critical suppliers. The critical tier-1 suppliers accounted for 36% of ACBH's total expenditure. Construction works are considered to account for a significant portion of potential negative impact on the environment and the people,

as the result, the company monitors and evaluates its contractors 100% during and after works completion. There were 3 contractors services awarded in 2023 and works are still under construction. Once the works are to be handed over, the contractors will be evaluated on their performance according to the terms of the contract as well as for human rights, occupational health and safety of the employees, and environmental management. There was no termination of supplier in 2023.



Number of suppliers acknowledged SCoC

Total number of Critical suppliers (Tier-1)



Total number of Critical Non-Tier 1 suppliers



Percentage of suppliers assessed for ESG risks through SAQ

Total number of Critical suppliers (Tier-1)



Total number of Critical Non-Tier 1 suppliers

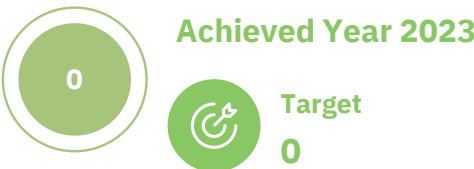


On-site ESG audit

Percent of on-site ESG audit completion



Number of suppliers terminated





# ENRICHING PEOPLE AND THE COMMUNITY



- HUMAN RIGHTS
- HUMAN CAPITAL MANAGEMENT
- OCCUPATIONAL HEALTH AND SAFETY
- INNOVATION DEVELOPMENT
- CUSTOMER RELATIONSHIP MANAGEMENT
- COMMUNITY AND SOCIAL DEVELOPMENT





# HUMAN RIGHTS

## POSITIVE AND NEGATIVE IMPACT

The issues of human rights are becoming increasingly prominent in today's globalized world. As a corporation with international clients, AMATA VN Group is committed to upholding the principles of human rights. We firmly believe that all individuals are entitled to equal status, rights, and opportunities, and it is our responsibility to ensure that human rights are respected within our sphere of influence. It is imperative that we avoid any actions that may result

in the violation of human rights, whether through our own operations or through our business relationships with other parties since any infringement on human rights could not only have a detrimental impact on our business operations but also tarnish the reputation of AMATA VN Group as a whole. Therefore, we are dedicated to promoting and protecting human rights in all aspects of our business.

## MANAGEMENT APPROACH

AMATA VN Group respects internationally recognized human rights within the scope of our business activities and is committed to conducting our operations ethically with focus on safeguarding human rights. To ensure that human rights are respected in our sphere of influence, a Human Rights Policy was incorporated in AMATA VN's Corporate Governance Handbook and in the Code of Conduct. This policy underscores the entitlement of all staff members to non-discrimination, equality, freedom, and fair hiring, compensation, safety, and opportunities, and more in alignment with the International Labor Organization (ILO) and the Principles of the United Nations Global Compact (UNGC). The Human Right Policy encompasses all internal and external stakeholders along the Group's

business value chain. Additionally, the Supplier Code of Conduct, coupled with established supplier assessment criteria, has been implemented to address risks related to human rights impact, both present and potential in the future. These include concerns such as discrimination and equality, underage and forced labor, occupational health, safety and work environment, fair compensation, and environmental impact to human rights. The established policies have been communicated to employees at all levels and to our business partners, contractors, and suppliers. Furthermore, AMATA VN Group has conducted human rights due diligence in all activities within the value chain as a means of risk management to ensure legal compliance, social license to operation, and reputation management.

## HUMAN RIGHTS DUE DILIGENCE

The human rights due diligence process helps identify potential and actual adverse impacts, prevent, mitigate, and account for how they address impacts on human rights. AMATA VN Group performs human rights impact assessment as an initial stage of every project development through environmental and social impact assessments. During the project implementation, the human rights due diligence is incorporated in the risk management process to identify potential and actual adverse impact, prevent, mitigate and account for how they address impacts on human rights. The scrutinization of the impact or potential

impact is performed 100% throughout AMATA VN Group's operational sites, along each value chain, including supply chain and in business relationships such as joint ventures. The human right due diligence is carried out in accordance with the Guiding Principles of the United Nations on Business and Human Rights which includes commitment, identifying and assess potential human rights impacts, integrating and acting upon the findings to acceptable level, monitoring the performances, and remediating adverse impacts by relevant functions/unit.

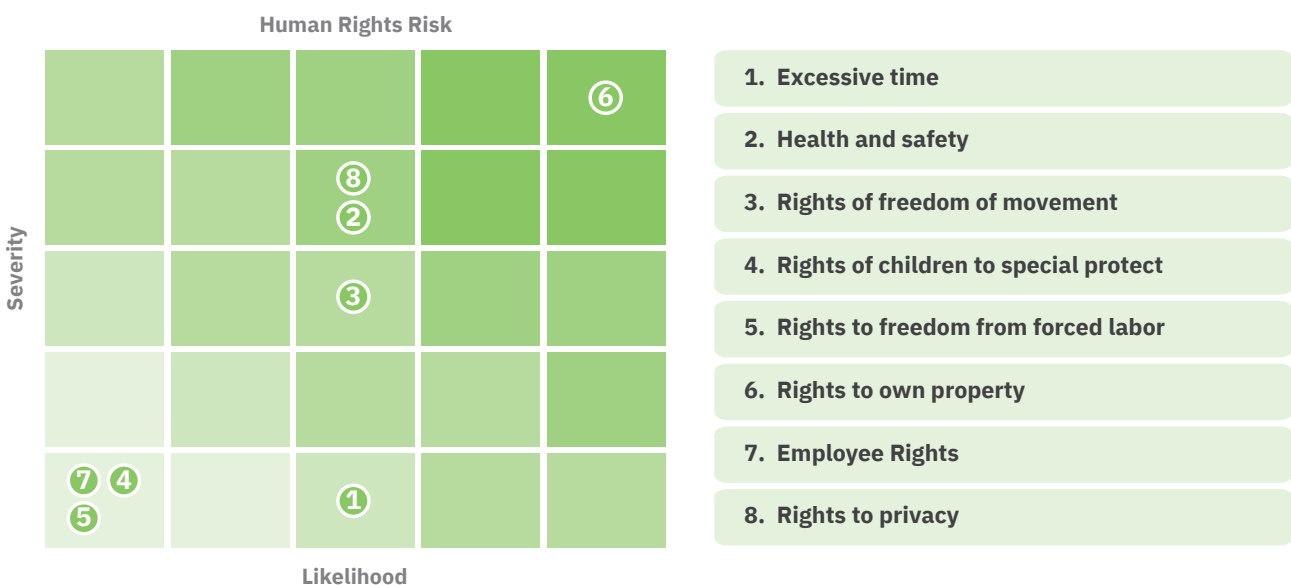
### Human Rights Due Diligence Process



To assess and address the impacts of our operation on human rights, AMATA VN Group follows the HRIA methodology that identifies, prioritizes potential/actual human rights impact on Internal and external stakeholders, to effectively address and remediate any adverse impacts on human rights. According to the 38 basic human rights

defined by the International Bill of Rights, 8 human rights issues were identified that are relevant to our industry. Through internal and external assessment criteria, the impact human right risks are evaluated by considering the likelihood and severity of the occurrence.

### Human Rights Risk 2023





## Human Right Risks Management Measures

In 2023, 100% of the business units under AMATA VN Group were assessed for human rights risks. The salient human rights risks identified relevant to our operation are as follow:

Salient Human Rights Issues	Affected Stakeholders	Mitigation and Remedy
Contribute to expropriation of local residents (Rights to own property and right of freedom of movement)	Specific local resident	<ul style="list-style-type: none"> <li>Seek project sites away from population areas</li> <li>Conduct public hearing prior to project initiation</li> <li>Collaborate with authorities to identify suitable relocation sites and compensation</li> <li>Comply with law and regulation</li> </ul>
Personal data (Rights to privacy)	All stakeholders that Company holds information	<ul style="list-style-type: none"> <li>Enact Personal Data Protection policy as a management standard and good practice</li> <li>Establish personal information control management process in accordance with the law to ensure data confidentiality</li> <li>Provide training to employees on importance of personal data protection and process in managing the data</li> </ul>
Health and Safety (Rights to adequate standard of living and right of freedom of movement)	Employee, Customer, Community, Contractors' Workers	<p><u>Employee, contractors' worker, customer</u></p> <ul style="list-style-type: none"> <li>Provide safety gear and uniforms for employees in hazardous areas</li> <li>Conducted OSH auditing on-site and inspect damage or disorder within the estate periodically</li> </ul> <p><u>Community</u></p> <ul style="list-style-type: none"> <li>Comply with all measures indicated in the Environmental Impact Assessment Report (EIAR)</li> <li>Conduct risk assessment of potential hazards that may occur during operation annually to identify and set measures to mitigate those risks</li> </ul> <p><u>All stakeholders</u></p> <ul style="list-style-type: none"> <li>Implement measures to manage traffic flow to prevent road access blockages</li> <li>Provide training courses and communication relating to health and safety, fire drills, pandemic updates and prevention.</li> <li>Establish grievance channels for stakeholders to report complain</li> </ul>

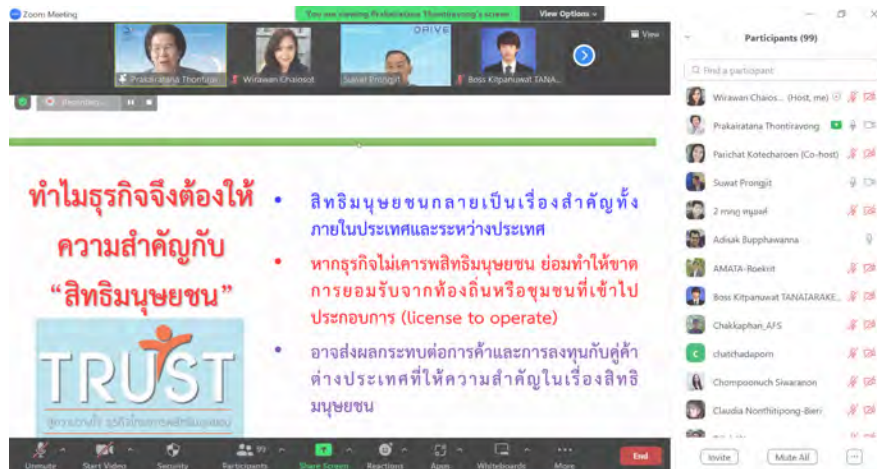
\*Further detail of the mitigation plan is mentioned in OSH chapter

## Monitoring and Remediation of Impact

AMATA VN Group has in place whistle-blowing channel to report any potential human rights violation. Both our employees and all external stakeholders can report suspected cases either by telephone, on our website, or post mail. We thoroughly investigate all complaints received and take countermeasures

if necessary. Effective remedy and compensation will be provided to those that were harmed.

In 2023, there were no noted violation of Human Rights Complaints filed by our employees nor by external stakeholders.

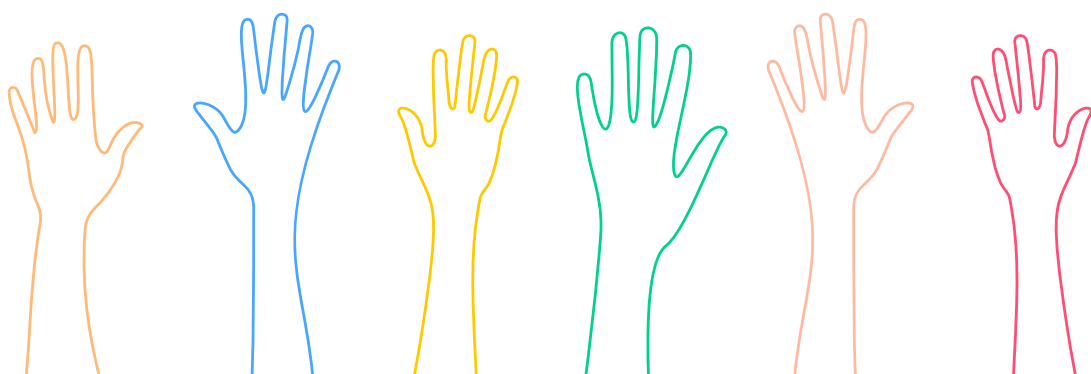


## HUMAN RIGHTS AWARENESS

To inform employees of their rights, a staff manual informing employees of the benefits and rights the Company provides to employees according to various condition are posted on the Company's intranet. Human Rights Policy and staff manual has been communicated as part of new employees' orientation by Human Resources Department. Testing to refresh the understanding of human rights of the employees are being conducted on an annual basis.

In addition, Human rights policies are also posted on AMATA VN's website as a reminder to both internal and external stakeholders of the Group's commitment and expectations regarding human rights.

In 2023, 100% of new employees and 50% employees at AVN has gone through intensive human rights training with a total of 54 hours.





# DIVERSITY, EQUITY AND INCLUSION (DEI)

## POSITIVE AND NEGATIVE IMPACT

AMATA VN Group is committed to promoting diversity, equity, and inclusion in all aspects of our operations to create an environment where everyone is respected, included, and treated with fairness. We encourage participation of individuals in various activities regardless of their backgrounds, to obtain different perspective angles, create feeling of inclusiveness, and widen our

access to the best talents. Through a corporate culture of fair opportunities and empowerment, not only enables us to attract top talent but also improves business performance and fosters long-term growth of the company. This approach stimulates innovation and creativity, boost staff retention, and elevates a positive reputation and brand image.

### Principles of DEI

AMATA VN Group has integrated the principles of diversity, equity and inclusiveness into every policy outlined in its Code of Conduct and Corporate Governance Handbook. This underscores the significance the Company attaches to DEI, ensuring it remains free from bias or discrimination

against any personal characteristics, background, nationality, religion, sexual orientation, disability, social status, or any other personal traits that are not related to the undertaking of its business operations. The core value of Group's DEI is as follows:

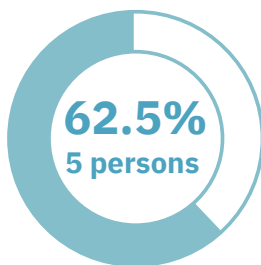
- 1. Provide equal opportunities and make fair and transparent processes throughout the employee lifecycle, from recruitment and remuneration to termination and personnel management**
- 2. Foster diversity in the Board of Directors and management**
- 3. Create an inclusive culture that empowers staff members have the freedom to display their potential and work on an equal basis**
- 4. Treat every customer and business partners on equal and uniform manner**

## GOVERNANCE DIVERSITY

Selecting Board Directors with varied qualifications, to achieve diversity of the overall composition of the Board of Directors, will facilitate having increased and differing viewpoints, promoting robust discussion and methods of problem solving within the Amata VN's Board of Directors. These differing qualifications are additional to the required and specified basic general qualifications regarding education and professional experience together with due consideration to diversity in gender, age, tenure, ethnicity and culture, and geographical background including nationality, as well as any other relevant aspects of diversity. Recognizing the importance of diverse representation, AMATA VN Group has stipulated the Board Diversity Policy in its Corporate Governance Handbook. The Nomination and Remuneration Committee has taken into account the diverse qualifications of the potential

candidates for nomination as directors. These qualifications are evaluated using a “Board Skills Matrix” to ensure the Board’s composition is well-suited for overseeing the Company and addressing stakeholder expectations. As of end of year 2023, AMATA VN’s Board of Directors comprises 8 members, with 62.5% serving as independent directors and 37.5% female directors. The BOD is consisted of experts in 9 specialized fields: corporate governance, business strategy, industrial/real estate, finance/accounting, risk management, international relation/legal affairs, economics, and water management. These diverse perspectives and experiences across genders, ages, and backgrounds enables the Board of Directors effectively represent the best interests of the Company and its diverse stakeholders in decision-making processes.

### Independent Directors



### Female Directors



Name	Position	Corporate governance	Business strategy	Industrial / Real estate	Finance / Accounting	Marketing	Risk mgmt	International relations / Legal Affairs	Economics	Water mgmt
Dr. Apichart Chinwanno	Chairman, Independent Director	•	•					•	•	
Dr. Huynh Ngoc Phien	Non-executive Director	•	•	•				•		•
Dr. Warapatr Todhanakasem	Independent Director	•	•	•	•		•		•	
Mrs. Somhatai Panichewa	Executive Director	•	•	•		•	•			
Ms. Nattamon Limthanachai	Independent Director		•	•		•				
Mr. Aukkares Choochouy	Non-executive Director	•	•	•		•			•	
Mrs. Oranuch Apisaksirikul	Independent Director	•	•		•		•	•	•	
Mr. Kittitangjitmaneesakda	Independent Director	•	•	•			•	•		



## WOMEN EMPOWERMENT

AMATA VN Group acknowledges that fostering opportunities for women is essential for the company's sustainable growth and societal benefit. The Group also promotes global initiatives for supporting women through recognitions and places efforts to increase the proportion

of women in managerial positions. In addition to having a female CEO, the Company implements development programs aimed at nurturing female talent and leadership within the Group. (Refer to Human Capital Development section for more information)

### Sponsoring Women-Focused Events and Activities

In celebration of Woman Day, the Group recognize and honor the contributions of our female employees who play as a valuable role in our organization and the wider community. AMATA VN Group extends gratitude in fostering an inclusive and supportive environment where all employees, regardless of gender, can thrive and succeed.

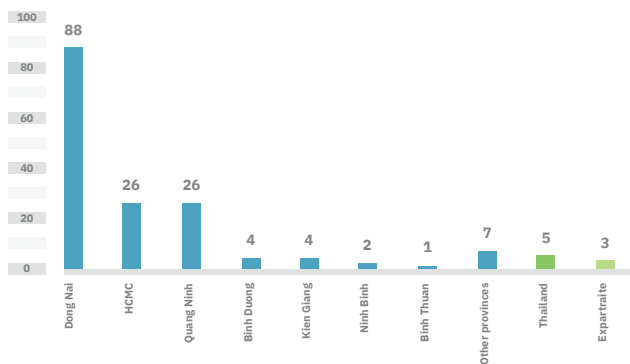
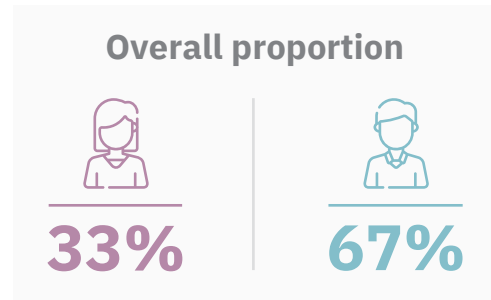
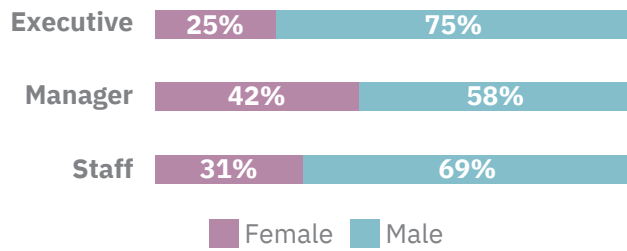


## GENDER PAY ANALYSIS

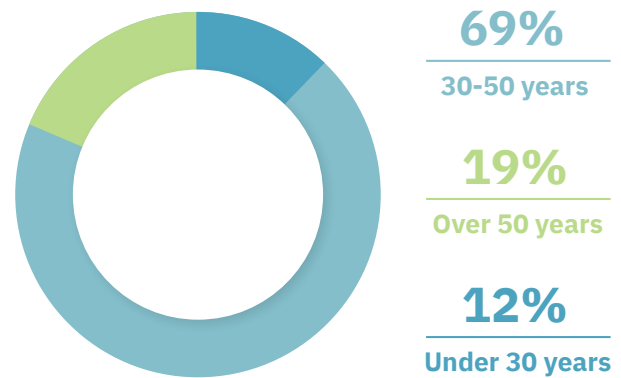
AMATA VN Group determines employee compensation based on an individual's role and achievements, with no divisions or differences based on gender or age. In 2023, the gender pay gap (female: male) of subsidiaries operating in Vietnam indicate male employees were paid 6.8% more than female employees were due to higher proportion of male holding at higher positions. The Group's gender pay disparity is better than the overall national level where mean is more favored to men of 13.7%, with reference to the executive summary of country gender equality profile Vietnam 2021 published by UN Women.



## EMPLOYEE DIVERSITY



Number of Employees by Geography



Percentage of employees by Age

## DISABILITY INCLUSION

Where possible, AMATA VN Group provides fair employment opportunities for the less physically abled. As of 31 December 2023, AMATA VN Group has one disability employee who has been with the ACBH for 19 years.

# HUMAN CAPITAL MANAGEMENT

## POSITIVE AND NEGATIVE IMPACT

Employees play a vital role in the company's success and sustainability as they are the driving forces of the company. Their dedication, skills, and contribution are essential in achieving the Company's goal and maintaining competitive edges. Effective human capital management fosters positive workplace culture, promoting job satisfaction and loyalty among the workforce that can lead to increased productivity and innovation. On the other hand, inadequate management of human capital will make rise to high turnovers rates, recruitment challenges, and

possible legal compliance issues impacting the company's stability, growth, and ability to adapt to market changes. Recognizing the importance, AMATA VN Group place great effort to nurture human capital by prioritizing employee development, fostering a positive work environment, and addressing respect, diversity, equality, and safety. By doing so, the company can cultivate a resilient and motivated workforce that is integral to our long-term success and adaptability in an ever-evolving business landscape.

## MANAGEMENT APPROACH

Amata Corporation and subsidiaries within the Group have collaboratively established Human Resources Management Committee (HRC). The primary responsibility of HRC is to support management in formulating and supervising human resources strategies and policies that incorporates international best practices while ensuring adherence to legal and regulatory requirements, including human rights standards, and creating attractive environment for current and prospective. The HRC comprises of 13 members being "C-Level" positions, being Chief Executive Office, Chief Financial Officer, Chief Marketing Officer, Acting Chief Strategic and Risk Officer, managing/general directors of subsidiary

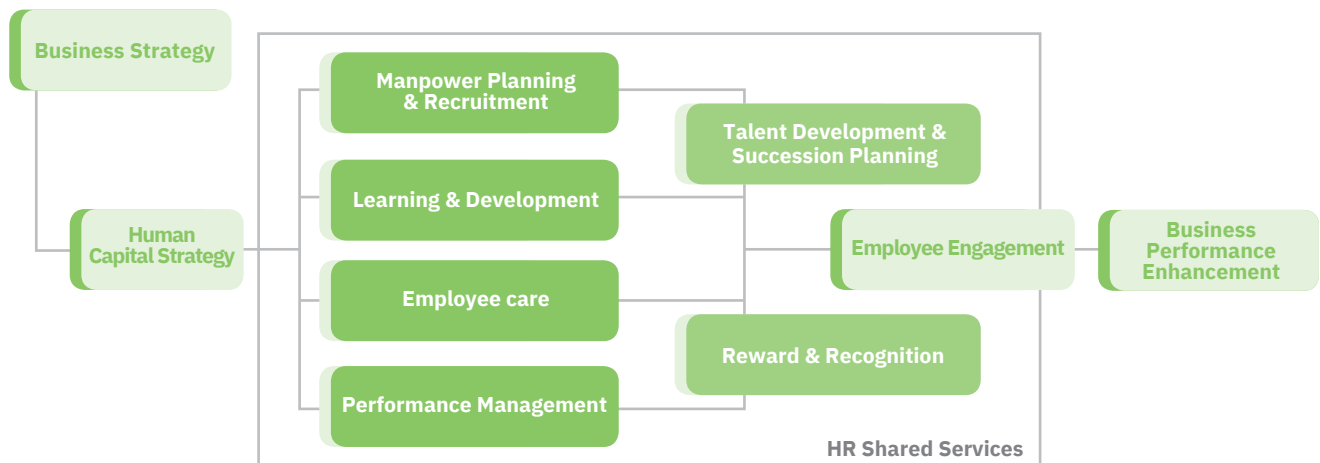
companies, and key management within the group of companies. As one of Amata Corporation's subsidiaries, AMATA VN Group has been actively participating in the Human Resources Management Committee (HRC) since 2012.

The Human Resources Department of AMATA VN Group is then responsible for adapting and adopting the standards endorsed by the HRC and works hand-in-hand with leaders from various functions and business units to develop strategies to further strengthen our employees' capacity as well as enhance skills needed to respond effectively to changes in the business environment.

## Four key areas focused on human capital management



## Human Resources Framework



## Corporate DNA

The Group has redefined the corporate DNA in 2021 to be competitive with VULCA business environment. The corporate DNA is used to drive, connect, and embed employees of expected behaviors to align with the Company and share the sense of purpose. The DRIVE DNA is defined as below:



## TALENT ATTRACTION

Building a team with top-caliber people will enable the company to be better prepared for the competition in the market. Recruitment and selection process plays an important role driving the Company towards sustainability and growth. A strategic manpower planning is in place to address short-term operational needs and anticipated future human resource requirements to ensure our people align with the company's strategic direction and corporate DNA. Recruitment for potential candidates is sought from between subsidiaries within AMATA VN Group and from external sources based on the principles of transparency, equality, and non-discrimination. Strategies the management has implemented are as follow:

### 1. Manpower and competency planning for workforce requirement

In October, the Group's business plan for the following year and based on the business strategic direction, the manpower and competency plan of the following year are established. To ensure that the candidates fit with the corporate DNA and culture, the final selection process will involve an interview with the CEO.

### 2. Encourage cross-functional or cross business units to expand and enhance competencies and opportunities

Internal rotation within the business units or functions empowers employees to cultivate diverse skill sets, fosters a culture of continuous learning, provides opportunities for career advancement, and boost overall employee engagement, thereby promoting employee retention. These factors collectively contribute to the overall success and effectiveness of the Group. In addition, internal rotation plays a crucial role in succession planning by identifying and nurturing potential leaders from within the Group, ensuring a consistent pool of qualified individuals for key roles.

### 3. Strengthened branding to attract credentials

Human Resources Department has deployed diverse recruitment channels to enhance visibility among a external talents pools. These initiatives include active participation in job fairs at provincial universities, collaboration with third-party agencies, and publicly posting opportunities on the corporate website. In addition, the referral program contributes to conveying positive comments to potential candidates.

In 2023, the Group has 26 job vacancies and successfully hired 84.6% of the positions with equal ratio of male : female.

Recruitment	2021	2022	2023
Position openings	33	44	26
Total recruits	29	34	22
• Male	21	16	11
• Female	8	18	11
Internal rotation	8	7	5
Recruitment Rate	87.9%	75%	84.6%

## REMUNERATION AND PERFORMANCE ASSESSMENT SYSTEM

AMATA VN Group recognizes the importance of effective compensation management in employee retention and attraction. The HRC consistently reviews and benchmarks compensation and benefit programs with other companies in the same business sector to maintain a competitive remuneration structure and ensures that employees are appropriately compensated and motivated to contribute to the organization's success.

The Group employs the Balanced Scorecard (BSC) performance management system to oversee and monitor performance, aligning it with the organization's overall objectives. This strategic tool serves as means to enhance overall productivity, employee engagement,

and reduce staff turnover. The BSC encompasses four key perspectives: financial, customer, internal processes, and learning and growth. Collaboratively, managers and employees establish individual Key Performance Indicators (KPIs) with measurable targets for each perspective, ensuring a clear understanding of expectations, goals, and deliverables. All employees must undergo performance assessment twice a year (mid-year and year-end) based on their contributions to these KPIs and expected DNA behavior, establishing a tangible link between individual efforts and organizational strategy. The assessment of employees considers 3 key areas:



### PERFORMANCE INDICATORS (KPI)



### BEHAVIORAL ASSESSMENT THROUGH "AMATA DNA"



### CAREER DEVELOPMENT

1. Performance Indicators (KPI) serve as a mechanism to assess the effectiveness of staff performance based on mutually agreed-upon measurable indicators between supervisors and staff members.
2. Behavioral assessment involves evaluating the presence of core competencies and expected behavior as the company holds the belief that shared characteristics among all staff contribute to the attainment of the company's objectives.
3. Career Development requires supervisor to assess the strengths and areas requiring further improvement of individual staff members for the purpose of development planning.

The significance placed on KPIs and behavioral assessment may vary depending on the organizational hierarchy, with KPI being more crucial at higher level (75% : 25%). From the performance review process, skill gaps and training needs can be identified, fostering continuous improvement and skill enhancement. The information gathered from this performance management system aids in decision-making, including aspects such as reward, recognition, promotions, and strategic succession planning. Fair compensation and suitable rewards, benchmarked against industry standards to uphold competitiveness in remuneration, are determined based on the performance assessment.



In 2023, there were total of 12 staffs being promoted following their performance assessment.



## LEARNING AND DEVELOPMENT

Development of employee's potential, knowledge, and skills is essential to enhance competitiveness of AMATA VN Group, enabling to better counteract challenges and support business opportunities in the future. In anticipation of forthcoming changes, the human resource department strategically analyzes and plans training programs to ensure that the workforce is equipped and possesses necessary skills, facilitating business expansion and continuity. Embracing the 70:20:10 Learning model, the company emphasizes 70% learning from on-the-job experiences, 20% from interactions with others, and 10% from formal learning methods (e-learning or classroom sessions) focusing not only on technical skill but also on development of core competencies. Individual development plan, succession planning and boot camp program has been initiated in 2023.

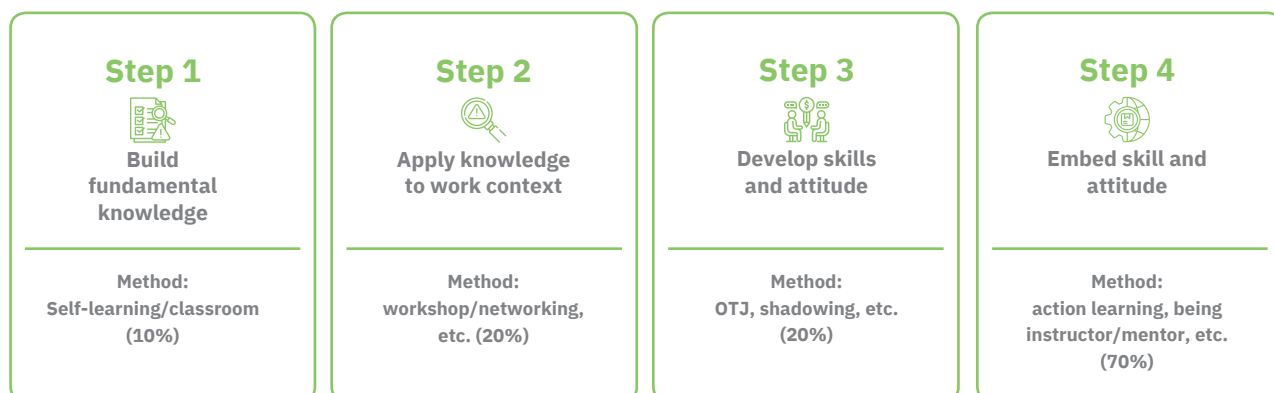
### Core Competencies Development Program

In 2023, the company has introduced the "Learning Journey and Learning Solutions" framework, adhering to the requirements of the Corporate Core Competencies DNA. The framework serves as a guide on the expected skills and competencies (DNA) of staff members at each hierarchical level and provides recommended forms of learning intervention. The expected DNA includes "talent potential factors", encompassing strategic thinking, solution provider, collaboration and teamwork, goal orientation (ambitious), and people development. The Human Resources has coached and encouraged all staff members develop their knowledge and skill sets accordingly, either through in-house training programs or external sources.

### Individual Development Program

The individual development plan (IDP) for each staff member can be derived from the results of the performance assessment. In this process, the supervisor may identify areas for improvement, and staff members can propose areas they aim to enhance in alignment with the core competencies framework. In 2023, the company provided training for all staff, guiding them on crafting their IDPs to propose to their supervisor. The human resources department will compile training needs identified by each supervisor to develop a comprehensive training plan for the upcoming year.

### IDP Construction Process



## Succession Plan

### Talent Development Program

Towards the end of 2022, AMATA VN Group has initiated a trial deployment of 360-degree feedback, targeting managerial level and for critical position staff members. The 360-degree evaluation system runs based on five key dimensions called “talent potential factors”, encompassing strategic thinking, solution provider, collaboration and teamwork, goal orientation (ambitious), and people development (for manager) or self-development (for staff). Based on the 360-degree evaluation and the performance assessment results, staff members are selected to participate in the Talent Development Program. The Talent Development Program was developed under the management’s direction to “Grow people from within” with the objective of creating development opportunities for employees, maximizing capabilities through cross-functional development program initiatives, and preparing the next generation of leaders. In 2023, the total talent pool comprised of 10 candidates. This talent pool will go through development programs to close skill gap between current positions and future workforce planning by focusing on the 5 talent potential factors through diverse training methods and cross-functional project assignments. Annually, candidates for the talent pool will be chosen to join the earlier batches.

### Successor Planning

In order to ensure business continuity and prepare for future expansion, the Company has implemented a program aimed at developing successors capable of taking on crucial roles held by high-level executives. This program is specifically tailored to address executives nearing retirement or holding pivotal positions vulnerable to potential risks that could disrupt business operations. The supervisor will recommend potential successors, who will subsequently be appointed to specific roles on a designated strategic project, such as a strategic planning coordinator, to familiarize themselves with the responsibilities of their potential successor roles. In 2023, the human resource department has conducted a “Business & Leadership Development” Boot Camp to help equip talents and potential successors with sufficient tools to perform the assigned tasks.

### Boot Camp

In continuation of the talent development program, in 2023, talent candidates for managerial positions underwent “Business & Leadership Development” Boot Camp Program. This comprehensive program involved a series of intensive workshops, activities, simulations, and practical exercises designed to accelerate the learning process and equip participants with the skills necessary for success in their future roles. The Boot Camp runs for the duration of 6 months, emphasizing the cultivation of 5 potential talent factors: strategic thinking, solution provider, collaboration and teamwork, goal orientation (ambition), and people development.

In 2023, AMATA VN Group has organized a total of 39 training programs, including 6 programs specifically designed to enhance employee’s soft skills in communications, team collaboration, mindset, and strategic thinking, aligning with the corporate core competencies. The remaining programs aimed to bolster technical skills and facilitate digital transformation to stay abreast of market trends.

#### Average Training Hours/person/ year (office level up) by gender



#### Average Training Hours/person/ year (office level up) by position



#### Average Training Hours



## RETENTION OF TALENTED EMPLOYEE

Retaining employees is not only beneficial for saving time and money, but it also increases productivity and improves morale. To achieve this, the organization focuses on building employee engagement through various strategies. In addition to providing competitive compensation packages and professional development, other aspects considered in retaining talent include ensuring that employees feel valued and supported by giving them a voice, providing benefits beyond salary, allowing flexible working arrangements, and fostering a healthy work culture. These efforts contribute to a positive work environment, boost employee satisfaction, and ultimately lead to higher retention.

### Welfare Committee

A comprehensive welfare and benefits package makes the Group more appealing to potential hires in a competitive job market and positively impacts employee well-being and satisfaction. AMATA VN Group offers employee welfare and benefits that surpass legal requirements and is tailored based on appropriateness of duties and responsibilities. These benefits are transparently communicated to employees on their first day of employment.

In Thailand, companies within the Amata Corporation Group, the parent company, have established a Welfare Committee to serve as a representative platform for employees. This committee voices employee preferences regarding benefits, work-life quality, and serves as a forum for expressing concerns or suggesting improvements. The quarterly Welfare Committee meeting convenes with 18 representatives across the Amata Corporation Group, including a representative from AVN.

AVN actively participates in the Welfare Committee through its designated representative. The scope of welfare benefits is determined in alignment with the Company's criteria. Presently, the provided welfare benefits encompass annual health examinations, coverage for medical treatment fees, group insurance, allowances for lunch meals, provisions for medicine and supplements,

financial support for specific events, and participation in a provident fund. In addition, since 2020, the Company has engaged two asset management companies to oversee the provident fund, aiming to diversify investment risks and optimize employee benefits. All AVN employees have been enrolled in provident funds as part of this initiative.

In Vietnam, employees at ACBH and ACHL subsidiaries, excluding general directors and expatriates, voluntarily join the labor union affiliated with the Vietnam General Confederation of Labor (VGCL) under the guidance of the Communist Party operates similarly to that the Welfare Committee in being the voice of the employee, safeguarding the rights and interests, and providing recommendations to the Company's management. The Company supports the labor union's activities by contributing 2% to VGCL annually.

Aside from the labor union, employees are entitled to a range of benefits, including healthcare insurance, meal allowances, petrol and mobile allowances, annual company-sponsor trips, and allowances for events such as birthdays, marriages, and funerals. All employees who have completed their probationary period in both countries are eligible for these benefits.

### Enhancing the “Bonding” Culture

Annually several activities have been organized with aim to build strong sense of connection and engagement with the organization. These initiatives aim to cultivate a positive work culture, which frequently results in heightened job satisfaction and greater levels of commitment, productivity, and loyalty among employees. A strong connection with the company also contributes to employee retention.

## AMATA FAMILY DAY, MORE LOVE - MORE LIGHT



AMATA VN Group organized Family Day for our staff at ACBH in June and ACHL in August with the theme “More Love - More Light” to ensure a bright future for the Amata VN Family. This activity is meant to strengthen the bond and create a family-friendly culture among staff members. The program featured a day of engaging outdoor activities for our employees and their families, providing an opportunity for engagement and vitality. The activities also aimed to instill the Amata DNA in all participants, with the hope that Amata's core values will guide our professional growth and bring happiness to our families.

- Team building activities

Various activities to foster teamwork, promote better communication, and cultivate stronger relationships among employees were organized within the year. New year party, team building activities, annual company trip with employees and families were some of the initiatives to engage with employees.





- Message of Group CEO

Annually, towards the end of the year following the Lunar calendar, the CEO of the Group engages in direct communication with all employees during the Townhall Meeting. At this meeting, the CEO shares the overall performance of the previous year, communicates the goals and values of the Group, offers guidance on strategic direction, and empowers employees.



## The Voice Of Employees

Various communication channels are provided to gather input, address issues, and handle complaints from employees to jointly enhance the work efficiency, overall improvement of the Company, and create a better quality of life for our employees. Channels for receiving suggestions, problems and expectations are provided for employees to voice and information is handled with justice and high confidentiality.



E-mail or line directly  
to the Chief Executive  
Officer (CEO)



Post mail to  
the Post Office  
PO Box 7,  
Monterey Tower,  
Bangkok 10323



Suggestion Box  
located in the office



Employee  
Engagement (EE)  
Survey



Chairperson of  
the labor union within  
the company  
(for subsidiaries  
in Vietnam)

HR manager will compile, review, and analyze grievance filings and depending on the degree of seriousness and the extent of possible loss/damages of the incident, an ad hoc investigation committee will be appointed to undertake the investigation of the true facts following the four principles of fairness, promptness, confidentiality, and clarity in the handling procedures. Members of the investigation committee must not have any personal vested interest in the complaint or reported incident in question to avoid prejudice and bias.



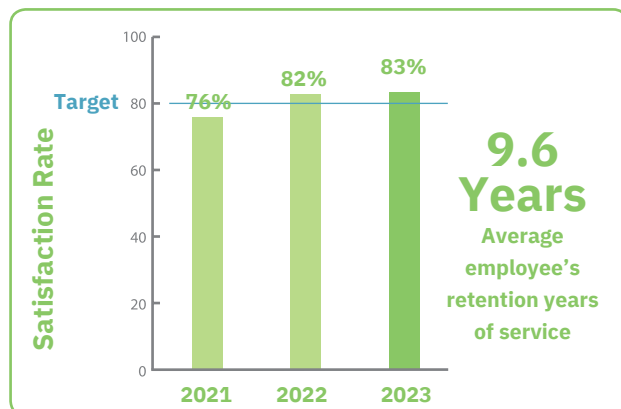
## Employee Engagement

To monitor and enhance the overall well-being and commitment of staff members, the Group regularly conducted an Employee Engagement (EE) Survey, an employee satisfaction survey tool, on an annual basis. By providing a platform for anonymous feedback, the survey allows staff members to express their opinions and concerns openly. Through the survey, valuable insights into employees' satisfaction, commitment, motivation and identifies areas for improvement are being collected by the Human Resources Department for further management and consideration. All employees (166) participated in the survey to evaluate their overall satisfaction. The results of the EE survey are communicated at the annual Townhall Meeting with action plans for issues recommended.

Following the completion of the 2023 EE Survey, AMATA VN Group has successfully communicated the results to all staff levels at the Townhall Meeting. In 2023, there was a slight increase in the employee engagement rate to 83%. From the feedback from employees, the identified priorities for improvement include Pay and Benefits, Career & Development, and Talent & Staffing. Moving forward,

the company will devise additional action plans to address these areas, which involve a comprehensive review of the salary structure in comparison to industry peers. Non-financial rewards will also undergo assessment to enhance the recognition program. Special attention will be directed towards talent development and training, particularly in leadership skills, to support employees' future career growth.

In terms of retention, there is a sign of declining turnover rate compared with the previous 2 years. The turnover rate is 9.09%, lower than Vietnam's average industry voluntary turnover rate of 10.4% (source from Talentnet 1<sup>st</sup> half 2023). A lower turnover rate signifies the company's competitiveness in the labor market, indicating a positive work environment that fosters employee loyalty. Note, the calculation of total turnover rate deducts internal rotation as AMATA VN Group encourages employee development by offering opportunities for internal rotation which requires employees to resign from one company and join another within the group.



Employee turnover	2021	2022	2023
Industry Voluntary turnover*	14.5%	15.8%	10.4%
Internal rotation	8	7	5
Voluntary turnover rate	10.07%	9.82%	9.09%

\* Reference Industry Voluntary turnover data from Talentnet.vn



# OCCUPATIONAL HEALTH AND SAFETY

## POSITIVE AND NEGATIVE IMPACT

The management of industrial park involves a diverse array of activities, extending from construction to infrastructure development to disaster management and beyond. Performing these activities carries inherent risks that could potentially jeopardize the health and safety of our people, our partners, and the public. In addition, a large population of people commute in and out of our estate each day together with having a large cluster of manufacturing factories in the premises makes the estate more susceptible

to road accidents, fire outbreaks, or chemical spills. As a result, AMATA VN Group places profound importance on occupational health and safety management and has identified it as a material topic to proactively address the issue. We are dedicated to mitigating these risks to prevent work-related injuries, fatalities, and adverse impact on surrounding communities. Such measures are essential not only to safeguard our stakeholders but also to preserve our reputation.

## MANAGEMENT APPROACH

AMATA VN Group is committed to providing a safe and healthy workplace. We pursue initiatives based on our policy on occupational safety and hygiene and strictly comply with the requirements and regulations as stipulated in the Law on Occupational Safety and Health (Decree No.39/2016/ND-CP of Vietnam), the Labor Protection Act B.E.2541, the Occupational Safety, Health, and Environment Act B.E.2554, and other relevant laws. In addition, the management takes proactive actions

to identify unsafe conditions in all work situations and implement changes to prevent this risk to health and safety. The Site Management Manager takes the lead in generating and implementing checklists and plans which indicate the responsible person and planned period for action on an annual basis. The management aim to achieve **ZERO INJURIES** work environment. Beyond putting the needs of its employees first, the management also ensures the health and safety of the people in the community.

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## EMPLOYEE HEALTH AND SAFETY

- AMATA VN Group is committed to ensuring that employees have a safe and comfortable working environment. As part of this commitment, AMATA VN Group has implemented measures such as providing air filters in the workspace, conducting quarterly monitoring of air quality, lighting, and noise levels, and ensuring that employees have access to adequate tools and equipment to perform their job functions effectively.
- Annual health check-ups and medical support are provided to all employees.
- Annual assessments of occupational health and safety are being conducted to identify areas that might cause injury and fire by checking readiness of equipment e.g., fire extinguishers, and safety signage in good and usable condition.
- Initiatives for improving health of employees e.g. 5 - Minutes Workout program was implemented after every lunch break to alleviate stress and reduce office syndrome and AVN Running.

### “AVN RUNNING - A Step Towards Better Health”

With the purpose of improving employee health, AMATA VN Group respectfully organizes a program "AVN RUNNING-A Step Towards Better Health". The 1-month program was designed to encourage employees within the Group to stay healthy and active. The program offers a total award of 25 mil VND for male completing first at 120 km and 180 km, and for the first female who completed 60km, regardless of speed. This inclusive approach allows both beginners and experienced athletes to participate. AMATA VN Group believe that promoting a healthy lifestyle among our employees is essential for their overall well-being and productivity.



Unfortunately in 2023, there was 1 road incident, resulting in 328 hours of work absence reported, leading to an employee Lost Time Injury Frequency Rate (LTIFR) of 3.02 per million working hours.





## COMMUNITY HEALTH AND SAFETY

### Customer Health and Safety

- Labor policies and occupational disease insurance training

ACHL has collaborated with Department of Labor, Invalids and Social Affairs (DOLISA) of Quang Ninh Province to organize training on labor policies and specialized skills in labor accident and occupational disease insurance for customers at ACHL industrial park in Quang Yen. The training provided customers with knowledge for accelerated awareness and effective implementation of policies regarding employee safety, well-being and regulations related to Occupational Safety and Hygiene at industrial estate and enterprises.

- Firefighting Safety seminar

ACBH collaborated with Fire Fighting Police of Dong Nai to host a seminar on fire safety for customer within the industrial park. The company has received positive feedback from attendees, who appreciated the informative and beneficial nature of the seminar.

- Fire And Evacuation Training

Fire safety training is crucial to ensure that our employees and customers to familiarize themselves with the proper emergency procedure and protocols as well as how to effectively use safety equipment in the event of a fire so that to avoid or reduce the risk of injury or loss of life. AMATA VN Group organizes fire drills training every year in collaboration with professionals from the Fire Prevention



& Fighting Police of each province to educate employees and customers on basic fire-fighting skills. Additionally, these drills allow for the identification of any weaknesses in the evacuation plan, enabling the company to make necessary improvements and adjustments to ensure the highest level of safety for all individuals on our premises.



## CCTV Installation

In the advancement towards enhancing our urban infrastructure, Amata City Ha Long (ACHL) has integration of a Closed-Circuit Television (CCTV) system for the purpose of comprehensive traffic monitoring. This pivotal initiative underscores our unwavering commitment to modernizing industrial estate systems and ensuring the utmost safety and efficiency across the industrial estate by installing CCTV cameras at key intersections and vital points citywide.



## Contractor's Occupational Safety

AMATA VN Group prioritizes the well-being of both employees and contractors. Our internal regulations outline guidelines for contractors working within our industrial estates to ensure the safety of their workers and the surrounding community. We provide clear guidance to our contractors and customers upon their arrival at

our premises and strictly enforce compliance with these regulations. The performance of contractors is closely monitored by our project's employee in charge, and any incidents of injury to their employees must be reported to the Company. In 2023, there were no reported incidents resulting in work absences or fatalities of contractors.

## Road Safety

According to statistics previously collected, about 30,000 vehicles commuting in and out of the ACBH everyday consist of 84% motorbikes, 9% passenger cars, and 8% logistic trucks. The huge number of vehicles using the road has caused traffic congestion as well as unwanted accidents. Traffic congestion was still the main complaint received from the customer and community in 2022 and

2023. With the objective to increase road safety and improve traffic condition, the Site Management team management has installed the roundabout, speedbumps, repaint traffic signages and develop the traffic flow plan measures including inspection and monitoring of road condition with an assistance from local police and traffic experts.



## Safe Driving Training

ACBH has implemented measures to decrease road accidents by installing various hardware such as traffic lights, roundabouts, and signages. However, if road users remain unaware or fail to recognize the consequences of improper driving, accidents will persist. Despite the efforts in infrastructure improvement, promoting awareness and responsible driving behavior among road users is essential to effectively reduce accidents. As the result, in 2023, as part of its continued commitment to Road Safety, ACBH collaborated with the Youth Union of Dong Nai Province, the Driving Training & Testing Center, and YAMAHA Town Ha Dang to organize a training session and hands-on exercises on safe motorbike driving. This initiative was extended for employees and members of the community, encompassing individuals both within and outside ACBH Industrial Park. The session has attracted significant interest, with approximately 400 individuals. Furthermore, attendees had opportunities to review traffic safety knowledge through interactive activities such as answering questions and participating in practice runs to improve their skills in handling various traffic scenarios effectively.



## Drug Prevention Seminar



ACHL in collaboration with the Quang Yen Trade Union, the Police of Quang Yen, organized a seminar on drug prevention in 2023 with participation of 70 employees of Jinko Solar, our tenant. The primary objective of this seminar was to raise awareness within society, emphasizing the importance of preventing drug abuse for both a healthy working environment and a healthy society at large. During the seminar, the Quang Yen Police shared crucial knowledge on identifying and remain vigilant against newly emerging drugs, highlighting their unpredictable effects of drugs on individuals, families, and society. ACHL firmly believes that such educational initiatives not only contribute to the well-being of people in the estate but also reinforce our commitment to fostering a safe and drug-free society.

## Emergency Management

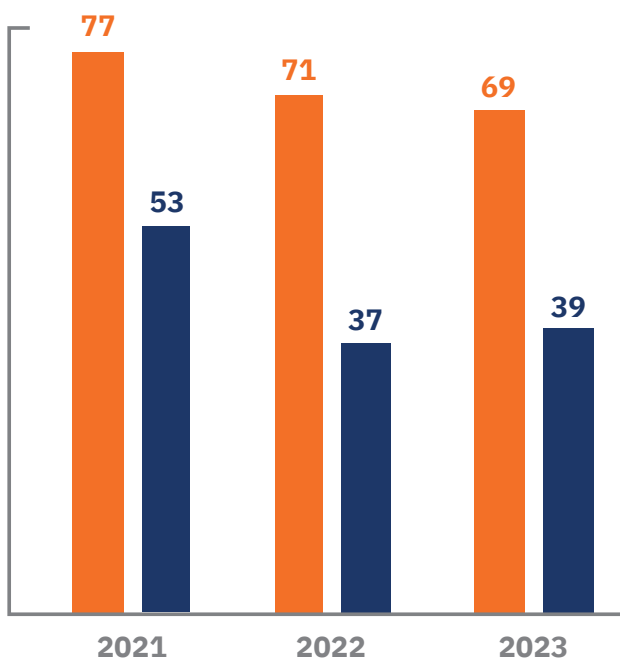
AMATA VN Group prioritizes the safety of customers and the community. We have implemented fire stations and trained firefighters to effectively handle and mitigate emergency situations. Our personnel are equipped with personal protective gear, safety equipment, and on-site facilities to ensure readiness for any potential incidents. Our team is dedicated to not only managing emergencies

within the industrial park but, in 2023 also participated as a member of the Regional Security Committee of Long Binh Ward, Vietnam, and providing support to the Fire Police in the wider community. In 2023, AMATA VN Group has supported suppressing 21 fire incidents, 15 inside the industrial park and 6 in the community nearby.



## KEY PERFORMANCE IN 2023

In 2023, the total road accidents have decreased by 2.6%, however, the toll number of injury and death rate has increased by 4.4% compared with previous reporting period. AMATA VN Group will continue to implement appropriate safety measurements and training programs to reduce accidents for road users, including employees, customers, and community members.



### ROAD ACCIDENT STATISTICS

Year 2022



Target  
<60%

Injury and Death  
37 (52.1%)

Year 2023



Target  
<60%

Injury and Death  
39 (56.5%)

■ Accident  
■ Death & Injury



**LTIFR of Employees**  
(per million working hours)  
**3.02**  
(1 incident, Target 0)



**LTIFR of Contractors**  
(per million working hours)  
**ZERO**  
(Target 0)

# INNOVATION DEVELOPMENT

## POSITIVE AND NEGATIVE IMPACT

Innovation development is essential for AMATA VN Group to maintain a competitive advantage in the market by allowing the company to reduce costs and enhance overall operations. Through ongoing improvement and adaptation of our products, services, and processes, the Group can stay ahead of the competition, optimize resource utilization, and provide better services to meet the evolving needs of the customers. Investing in innovation also helps companies increase efficiency, reduce costs and attract new customers.

The fast pace of innovation has also made it challenging for the Group to keep up with the competition while the high cost of implementing new technologies and the need for constant upgrades have put a strain on the company's financial resources. Failing to keep up with innovation may result in missed opportunities to attract investment from potential customers resulting in a decrease in the Group's market share and profitability. Therefore, optimizing innovation development is important for our sustainability and our pathway to SMART city.

## MANAGEMENT APPROACH

As innovation is essential for our business, AMATA VN Group emphasizes the importance of being “Innovative” as a desired quality among our employees, embedded in AMATA VN DNA. We encourage our employees to foster creativity and devise new approaches to enhance innovation in both our company's operations and for the benefit of society.

AMATA VN Group understands the significance of innovation in its long-term growth and sustainability. The strategies for innovation are focused on 3 main approaches:



**Products or services development**



**Process improvement**



**Digitalizing for cost-efficiency and productivity**

The innovation management policy has been established, and an INNOVATION AWARD program has been launched. This program aims to promote innovation among employees, seeking to enhance the company's operations, generate value for the organization, and boost work efficiency. The program encourages employees to cultivate innovative ideas and approaches that can positively impact the company's performance.

## Building Information Modeling (BIM)



Maximised Efficiency

Reduce Costs and Wastage

Improved Cost Estimates

Better Insights into Projects

Communication and Collaboration

Less Risk and Wastage

Better End Results

AMATA VN Group has implemented building information modeling (BIM) to assist the design stages to yield 3D visuals for architectural and structural works of construction project at ACLT in 2023. BIM fosters enhanced collaboration among architects, engineers, contractors, and stakeholders by providing a centralized platform for sharing project data. This streamlined communication reduces errors and enhances coordination. Moreover, BIM's ability to create detailed 3D models provides stakeholders with a vivid visualization of projects, facilitating informed decision-making and early issue identification. Beyond visualization, BIM optimizes project planning and analysis, resulting in cost savings through minimized material waste, efficient construction sequencing, and accurate cost estimation. Design duplications and clashes can quickly be identified and assessed, leading to reduction of reworks and delays in construction, thus improved project efficiency, minimize error, and enhance

overall project quality. BIM's comprehensive database of project information empowers better project management and decision-making, from design to facility management, improving overall project outcomes. The adoption of BIM leads to increased efficiency, cost savings, and improved project outcomes across the construction lifecycle and provides data for ongoing operations and maintenance.

Over the year, BIM has helped detect 36 potential clashes during the construction which equated to:

- Elimination of 252 days of delay theoretically (7 days for processing revisions to solve each clash).
- Total cost saving of approximately 501,000 THB (from both material and labor cost).
- Reduction in construction material use: 245 kg plastic pipes, 850 kg steel bar and 120,000 kg concrete (equivalent to 13.1 tCO<sub>2</sub>e GHG emissions reduction).

## Online Approval System

AMATA VN group is currently transitioning the approval process of purchase requests (PR) and purchase orders (PO) to an online approval system, aiming to streamline workflow, reduce paper works, and enhance efficiency within organizations. The online approval system was introduced in late September 2023 to ACBH and ACHL. The significant benefit is the reduction in approval time, allowing for quicker decision-making and enabling swift responses to urgent matters by offering approvers the flexibility to review and approve requests from any location at any time. Furthermore, the implementation of the online approval

system facilitates enhanced tracking and monitoring of requests, budget balances and assisting in audits leading to improved transparency and accountability.

This year, a total of 1,058 documents of ACBH and ACHL were approved through the online approval system which has resulted in an average of 1 week approval time reduction per request and reduction of GHG emission of 15.53 kgCO<sub>2</sub>e. The system training has successfully been conducted for 2 additional operational units, ACLT and ATLT, to utilize the system effectively in the forthcoming year of 2024.



## FOSTERING A CULTURE OF CONTINUOUS INNOVATION FROM WITHIN

AMATA VN Group recognizes the invaluable potential of its employees as creative individual with unique perspectives and ideas, capable of contributing to the company's advancement. By empowering employees to innovate and providing them with the resources and support needed to turn their ideas into reality, the company can unlock untapped potential and drive sustainable growth. Moreover, when innovation is deeply rooted in the Company's DNA, it not only stimulates individual creativity but also promotes collaboration, agility, and adaptability.

This, in turn, equips the company to navigate change and drive continuous improvement to shape the future of the organization. To create an environment where employees are encouraged to generate new ideas, experiment with new approaches, AMATA VN Group continues to host the "AMATA INNOVATION AWARDS" in 2023. In addition, a seminar on "Think Like an Innovator" was organized to provide practical tips and strategies on how to foster an innovative culture in the current work life.

### AMATA INNO AWARDS 2023

Opportunities are provided through "Amata Innovation Awards" which is held every year within Amata Group. This opportunity is a stage for employees to propose innovative ideas or develop new projects that improve the current work process, generate new products, and increase work efficiency. The award holds a total value of 2.5 mil THB and will be presented to the winners by the founder of Amata Group, Mr. Vikrom Kromadit.



### INNOVATION DAY, THINK LIKE AN INNOVATOR

An online conference was conducted with the theme "Think Like an Innovator" to highlight the importance of having a creative and innovative mindset among all employees. The event emphasized the importance of innovation in today's fast-paced and ever-changing business landscape, and it provided attendees with practical tips and strategies on how to foster an innovative culture in the current work life.





# CUSTOMERS RELATIONSHIP MANAGEMENT

## POSITIVE AND NEGATIVE IMPACT

The customer is one of AMATA VN Group's key stakeholders. The success of the customer's operation in the industrial estate is part of the long-term support to the economic growth of the Group. Strengthening customer relationships not only leads to new customer referrals, retention, and repeat sales in future projects, but also reduces costs associated with supporting and servicing them. Additionally, it fosters high customer satisfaction and loyalty, which are essential for the sustained success of our business.

On the other hand, failing to consistently meet the needs of its customers and failing to maintain a positive relationship

may result in a loss of trust in the Group and a negative impact on its reputation, both locally and internationally. The current customer base comprises influential figures across various industries, boosting extensive networks that span global supply chains. As a result, any dissatisfaction may not only affect the existing relationships but also influence the decisions of potential investors and future customers considering investments in the Group's industrial estates. Therefore, maintaining a strong and positive rapport with customers is a critical factor for the Group's continued success and expansion.

## MANAGEMENT APPROACH

AMATA VN Group believes that it takes more effort and cost to acquire a new customer than retaining an existing one, therefore, the management placed significant importance on retention of customers. Customer's opinion and recommendations are crucial input to the company, especially this period where there is a shift in customer expectations and behavior. AMATA VN Group continually engages with our customers through various methods and channels including customer visits, seminars on-site and online, and via instant communications applications. To better understand the customers' expectations, identify areas for improvement, and enhance service

quality, ACBH conducts customers satisfaction survey annually which inquired on their satisfaction towards the service and quality, the CSR activities organized, and their willingness to recommend the Company to others. The survey also inquired about issues of dissatisfaction, the future customers' plan, and expectations. The survey results were communicated in the management meeting for acknowledgement for future process improvement and that their concerns were taken into account during product and service development.

## ENHANCING CUSTOMER'S RELATIONSHIP

### • Trainings And Seminars

AMATA VN Group's customers are mainly foreign direct investors coming from over 20 countries. As such, there may be differences in practices and regulations between the customer's headquarters and local market. Understanding this customer's perspective and supporting the lifelong learning together, the Company emphasized educating customers about the local laws and regulations, capacity development and business trend updates. In 2023, the Group has organized 11 training courses and seminars such as Occupational Health and Safety training, Labor policies, Support Tax inspection for enterprises, sustainable management Investment trends and solutions, cash flow forecasting techniques, energy savings for customers to bring awareness and enhanced the customers' competitive capabilities.



### • Human Resource Committee

In 2022, the Company established the Human Resource Committee which comprised of 340 members from 170 companies operating in the estate. The purpose was to share experiences and knowledge relating to human resources management. In 2023, the committee had met 2 times.

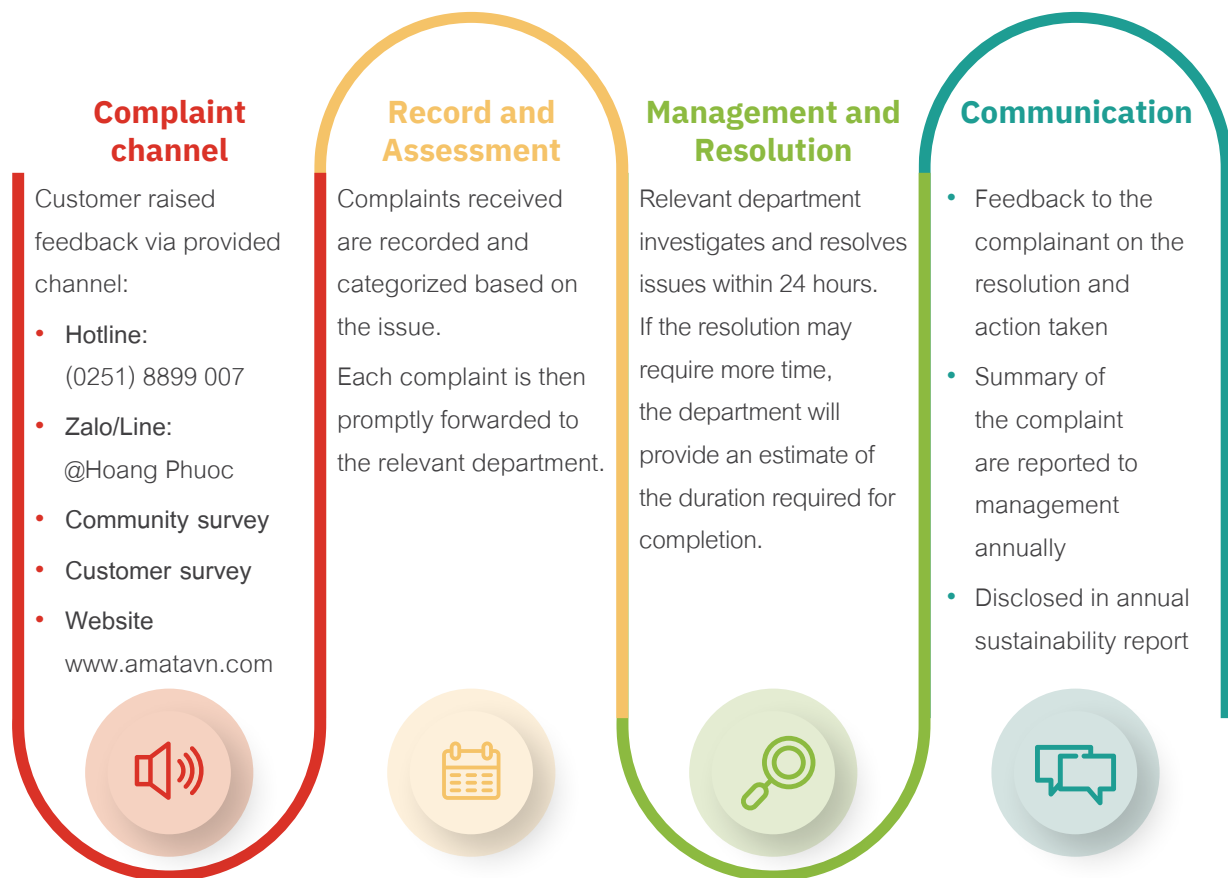


### • Amata Football Tournament

ACBH and ACHL have hosted a friendly football match with their esteemed customers. The event offered a excellent opportunity for employees of different companies to mingle with each other in a casual setting, fostering personal connections and solidifying the bond between the organizations in the two industrial parks.



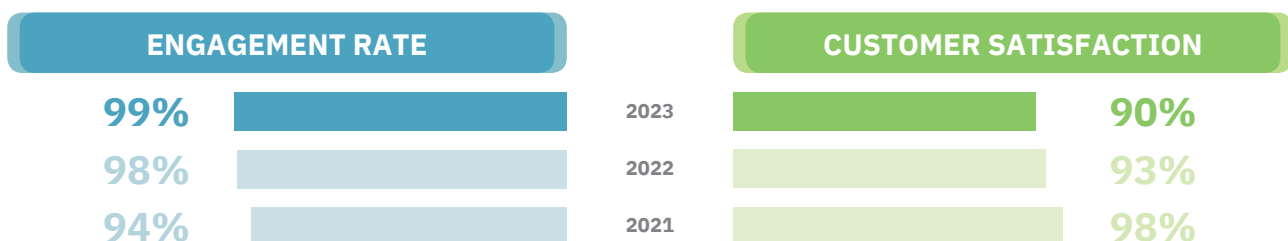
## CUSTOMER GRIEVANCE MANAGEMENT



Customers can voice their opinions, recommendations and concerns through both online and offline call center, email, website, in customer satisfaction survey, or feedback after seminar sessions. Once complaints are being raised, the problem must be initially addressed by the relevant department within 24 hours and must resolve the problem within a given period.

### Customer Satisfaction

AMATA VN Group conducts a customer satisfaction survey annually to analyze and monitor its customers' experiences, understand their expectations, and problems for further improvement in its operations. Our target is to achieve at least 85% satisfaction rate and above 80% engagement rate which we've achieved both targets in 2023.



In 2021, the COVID-19 pandemic significantly impacted customer concerns, prompting AMATA VN Group to implement various initiatives aimed at addressing these issues. As a result of these efforts, customers have expressed notably high levels of appreciation and satisfaction. Comparing the satisfaction rates from previous years, there is a slight decrease in satisfaction from 93% to 90%, however, the rate is considered high. The top three concerns areas among customers were related to telecommunication, traffic congestion, and water supply. All reported complaints (100%) have been successfully resolved, and customers have been promptly informed of the resolutions.





# COMMUNITY AND SOCIAL DEVELOPMENT

## POSITIVE AND NEGATIVE IMPACT

The development of industrial estates serves as the foundation of Vietnam's economic growth. AMATA VN Group takes immense pride in playing a role in fostering the development of the people, the economy, and society of Thailand and Vietnam. Our developments attract businesses ventures and investments to the region, thus creating employment opportunities, stimulating economic activities, and facilitating improvement in infrastructures. However, alongside our positive contributions, we recognize that our operations also have negative impacts on local communities and society. It is crucial to understand and address the needs of

the surrounding communities, mitigating any potential negative impacts from the Group's business operations and fostering strong relationships with local communities. Neglecting to do so may lead to resistance and disruption, posing risks to our operational continuity and future business endeavors, thereby resulting in reputation damage and possible regulatory consequences. Therefore, AMATA VN Group understands the strategic importance of engaging with the community, not only as a moral obligation but also as a prudent business strategy for sustained success.

## MANAGEMENT APPROACH

AMATA VN Group stands on our philosophy of "ALL WIN" where we aim on building growth for our business and for the society and the communities we live in, as well as be accountable for the well-being of people within the society. We make every effort to minimize negative impacts particularly for large-scale projects where the understanding and cooperation of local communities is crucial. Environmental Impact Assessment (EIA) study and public hearings are conducted before deploying any new projects for evaluating potential negative effects on the environment and society. Following this, measures to prevent and mitigation to address impacts are set in place. We hold dialogues with local authorities and

communities, actively supporting initiatives that align with our policies in 3 key focus areas: promoting community economic development, supporting community health and well-being, and providing educational assistance. Through assessment of possible impact, the management has determined to support initiatives to care of people in the community within 7 km diameter from the project sites and support initiatives for the wider society. Community survey and comments from the whistle-blowing channels were tools used to measure the effectiveness and satisfaction of the initiatives and operation and better understand the community's concerns and needs.



1.4



3.6



8.1

8.3



9.2



11.2

The Community survey is conducted on an annual basis and feedback from the community are communicated across all functions and business units at the monthly Management Meeting so to be aware and adjust the business processes and operation to prevent and mitigate those impacts. In 2023, ACBH and ACHL have received appreciation from provincial authorities for their positive CSR contribution to the social and economic development of the province.



## COMMUNITY ECONOMIC DEVELOPMENT PROMOTION

### • Local Procurement

Local procurement plays a pivotal role in job creation, contributing to public infrastructure improvement, and strengthening the economy of both our local community and the wider society. AMATA VN Group has made direct contribution to the growth of the local economy by sourcing goods and services from local businesses. This not only stimulates employment opportunities for residents, but also enables the Group to invest in communities where it operates, thereby boosting income for local businesses and nurturing a sustainable community. In 2023, 99% of products and services utilized by AMATA VN Group were procured from local suppliers.

### • Community Development Promotion

Vietnam's economic success is heavily influenced by foreign direct investment (FDI). It has significantly contributed to GDP growth, increase in exports, increase in employment rate, and increase to state revenue to name a few. AMATA VN Group recognizes these advantages and takes proactive steps to collaborate with local authorities and prominent property agents to organize numerous seminars and roadshows aiming at attracting foreign investors to Vietnam.





## Knowledge Sharing with Community SMEs



ACHL organized an open house event for the Asian Institute of Technology Vietnam, headed by the Director of AIT Vietnam, with the participation of nearly 80 attendees, comprising CEOs and managers from SMEs in Ha Noi province. The objective of the event was to offer insights into the management and operational experiences at ACHL Industrial Park. During the event, the General Director of ACHL and representatives from Jinko management team, our customer, openly shared valuable management experiences with the delegation, fostering mutual learning and collaboration. Additionally, the delegation had the opportunity to observe onsite activities at the water supply and wastewater plant inside industrial estate.

## • Workforce Creation

In 2023, ACBH has co-organized 2 job fairs in collaboration with Lac Hong University (LHU) and Dong Nai Technology University (DNTU) for over 92 enterprises looking for new hires. This collaborative approach facilitates employment opportunities, partnership development, and addressing local workforce needs, thereby supporting the growth of the community. More than 3,700 students attended the event and 88 enterprises have obtained applications from 762 potential candidates.



## • Connecting vocational institutions with business needs

In Quang Ninh, both vocational and university students face challenges in securing employment, while businesses encounter difficulties in recruiting workers. In response to these issues, the Department of Labor, War Invalid and Social Affairs of Quang Ninh province, in collaboration with ACHL, organized a workshop comprising 6 colleges and 42 educational institutions. The objective was to establish connections between vocational education providers and businesses within the industrial park, with the aim of addressing the mismatch between vocational training and labor needs of businesses. At the conclusion of the workshop, a decision was made to establish a Working Group consisting of 15 members. Additionally, Jinko Solar Vietnam Industry Co., Ltd (a tenant of ACHL) signed a MOU with one of the attending institution, Quang Ninh Vietnamese - Korean College, committing to cooperation in internships, recruitment, and human resource training.



## COMMUNITY HEALTH AND WELL-BEING SUPPORT

### • Road Safety

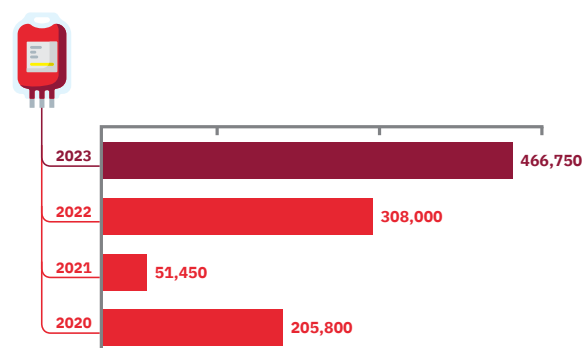
In response to customer complaints and previous statistics on road accidents, the management is highly committed to addressing the traffic problem and reducing the number of road accidents in the industrial park. With the aim of ensuring the safety of the community and protecting the company's assets, the Company has made investments to install traffic lights, speed bumps and a roundabout including repaint traffic signages in the areas most susceptible to accidents which are completed in 2023, with a total investment cost of 1.20 million THB. For more information on road safety (Please refer to the Occupational Health and Safety chapter for more information).

### • Blood Donation

Every year, Vietnam requires approximately 2 million units of blood. According to WHO guidelines, it is recommended that each country maintain a consistent blood donation rate of at least 2% of its population to ensure an adequate blood supply for emergency aid, medical treatment, and as reserves for accidents, disasters, and epidemics. Vietnam is still below that requirement. AMATA VN Group continues to cooperate with the provincial Red Cross and the Cho Ray Blood Transfusion Center to promote blood donation among employees and volunteers from companies inside and outside our industrial parks. Together ACBH and ACHL were able to collect a total of 466,750 cc to support emergency and treatment efforts for patients in our industrial estate area and nationwide.



### Volume of Blood Donation Collected (cc)





## • Support Disabled and Vulnerable People

In alignment with the UN SDGs of social inclusion and ensuring no one is left behind, AMATA VN Group has engaged in numerous philanthropic initiatives to alleviate the burdens of vulnerable communities. In 2023, the Group extended support to disabled children, orphans, elderly (including war veterans), and families of martyrs by offering various gifts, monetary donation, and supplying bicycles. Additionally, the Group contributed 50 mil VND to the Business Fund of Dong Nai Provincial Police, aimed to providing loans to individual returning to society after being released from prison, thereby facilitating their transition back into normal life.



## • Amata Running Activities

### “Amata Running – Bach Dang Heritage Road 2023”



On November 25th, 2023, Amata City Ha Long partnered with the Quang Yen Town People's Committee hosted “Amata Running - Bach Dang Heritage Road 2023”. This event, featuring a 3km and 5 km route, marked the first-ever large-scale running event in the region. The choice of the Bach Dang area as the event venue was significant, given its profound cultural and historical importance in Vietnam. This location marks the glorious victory of Vietnamese ancestors which brought peace not only to Vietnam but to neighboring countries like Japan and those in Southeast Asia during the period of northern invasion. The route through the Bach Dang Historical Relic Area provided participants with a unique opportunity to explore renowned historical relic sites such as the Tran Hung Dao Temple, Vua Ba Temple, and Bach Dang stake yard 1288. Over 1,200 professional and amateur athletes (including corporate teams, experts, workers, and foreign athletes) from inside and outside the province took part in the event. The event aimed to encourage healthy and active living while also enhancing the economic growth of the Quang Yen community through the promotion of cultural tourism. It is estimated that Quang Yen town specific and Quang Ninh province in general would have gained and estimated increase income from this event of over 580 mil VND (836,000 THB equivalent).

## “Amata Happy Run 2023”

On the beautiful Sunday morning of December 17, 2023, AMATA City Bien Hoa Joint Stock Company organized its inaugural fun run, the “AMATA HAPPY RUN 2023” event, with the support from many partners bringing together entrepreneurs and the community to promote sports, health, and a joyful atmosphere. The event aimed to strengthen the spirit of cooperation and friendliness between enterprises and the community. This year’s AMATA run emphasizes the message of Run for smiles, Run for health, Run for the future of children. Proceeds from this event will partly support the charity program “CÙNG EM ĐẾN TRƯỜNG” (Accompanying Children to School) sponsoring 50 bicycles for students with difficult circumstances from 5 primary school in Long Binh ward, Dong Nai province, as well as supporting the cost for public road repair. The event has pulled in 750 runners from within and outside the industrial park, partners, community, and state authorities.



## EDUCATIONAL SUPPORT

### • Scholarship Support

AMATA VN Group is dedicated to giving back to the community and investing in its future. We believe that offering scholarships will contribute to talent development - providing opportunities for individuals who may not have the financial means to pursue higher education, thereby nurturing a pool of skilled workers, in the long term, investing in education will yield benefits for the society in terms of increased level of education, enhanced innovation, reduced societal crime, and contribute to overall economic growth. In 2023, AMATA VN Group together with tenants in our industrial parks has provided 51 scholarships for students with difficulties in both Long Thanh and Song Khoai commune.





## • Empowering Education and Access

Aside from offering scholarships, AMATA VN Group collaborated with Dong Nai Union of Friendship Organization, Long Binh People's Committee, Quang Yen People's Committee, and tenants in our industrial parks to provide equipment and educational tool to enhance educational experiences and gain access to information and knowledge. These initiatives include donating 85 computers and an e-library with 300 audio and eBooks to schools in the commune. This initiative provides students with the opportunity to improve their computer skills and access information that will enhance their learning experience.



## • Vocational Skill Contest

In effort to foster active learning, problem-solving, and to encourage both teachers and students to unleash their creative ability, ACHL gladly supported the organization of Vocational Skill Contest 2023. This contest was initiated by Department of Labour, War Invalids and Social Affairs (DOLISA) of Quang Ninh to develop highly skilled labor force to meet the socio-economic needs of the province. At the contest, ACHL presented 5 scholarships to exceptional performers. These scholarships were awarded to recognized outstanding achievements, including the youngest female and male contestants, and individuals with highest scores in the field of automotive, electronics and refrigeration technology. These awards aimed to inspire students to pursue academic excellence for potential employment opportunities with our tenants.



## COMMUNITY SATISFACTION MONITORING

ACBH monitors the perception and satisfaction of its community by conducting an annual community survey with a sample size of 1200 representatives (accounting of 1% of population) through the support from the local district authorities. In 2023, the result of the survey showed a positive community perception of ACBH, with satisfaction rate of 87.2%. However, this satisfaction level is lower than target of 90% due to adjustments in the survey assessment aimed at obtaining more precise insights into community concerns and needs. Any concerns raised by the community is communicated to the management team for investigation, with appropriate corrective actions prepared if the events are assessed as a risk.





# BALANCING WITH NATURE



- ENVIRONMENTAL IMPACT MANAGEMENT
- EFFICIENT USE OF RESOURCES
- CLIMATE CHANGE RESILIENCE AND ADAPTATION





# ENVIRONMENT IMPACT MANAGEMENT

## POSITIVE AND NEGATIVE IMPACT

A core component of AMATA VN Group's commitment to sustainability is our focus on environmental stewardship. It is undeniable that the development of industrial estates brings about not only positive but also negative impacts on the sustainability of the community in terms of depletion of natural resources such as land, water, and the biodiversity of the area and environmental pollution. We recognize our duty to protect the environment and our responsibility to manage the environmental impacts of our operations.

AMATA VN Group places great importance on operating responsibly and actively strives to minimize the environmental impacts associated with our business activities and safeguarding the well-being of communities residing near our project sites. We emphasize the strategy to strictly comply with environmental regulations, efficiently utilize natural resources and implement measures to minimize environmental impact so to live in harmony with people in the community.

## MANAGEMENT APPROACH

The Board of Directors have established climate change and waste management policy in 2020 reflecting the Group's commitment to prevent and minimize environmental impacts while ensuring regulatory compliance and supporting industrial best practices. On the other hand, the management has set processes to identify and manage significant environmental issues arising from its operations. The processes include:

### a) Environmental due diligence

Environmental due diligence is conducted before having invested in any new projects to evaluate the appropriateness of the project location identifying and resolving environmental issues before they become a major concern to the project.

### b) Environmental impact assessments

Adhering to the Decree 18/2015/ND-CP of the Socialist Republic of Vietnam, all projects of AMATA VN Group have undergone the strategic environmental impact assessment and social impact assessment. Appropriate plans for monitoring and mitigating these impacts are proposed to the Ministry of Natural Resources and Environment as an EIA report for approval. Once approval is obtained, the Group takes great care in conducting and fulfilling all requirements and recommendations stipulated in the EIA reports and relevant regulations. The project's operating performance is reported on a bi-annual basis to the Department of Natural Resources and Environment of the province in which it operates. The reports include wastewater management, air quality (air, noise, and vibration), and solid waste management.

## c) Environmental monitoring

The management focuses on effective environmental management through actively managing and monitoring key environmental parameters such as wastewater discharged quality, air emission quality, and waste disposal to comply with the Vietnamese regulations and mitigation plans from EIA report.

Environmental Qualities	Compliance to	Parameters
Water discharged from central wastewater plant	National Technical Regulation on Industrial Wastewater QCVN40:2011/BTNMT	pH, Color (Pt-Co), Temperature, Biochemical Oxygen Demand (BOD 5), Chemical Oxygen Demand (COD), Grease and Oil, Suspended Solid (SS), Total Dissolve Solid (TDS), Total Kjeldahl Nitrogen (TKN), Ammonia (as nitrogen), Total Phosphorous (TP), Heavy Metals, Sulfide as H <sub>2</sub> S, Cyanide as HCN, Chloride as Cl <sub>2</sub>
Air quality	National technical regulation on ambient air quality QCVN 05:2013/ BTNMT	Nitrogen Dioxide: NO <sub>2</sub> Sulfur Dioxide: SO <sub>2</sub> Total Suspended Particulates: TSP
Solid Waste management - both domestic and hazardous - waste disposal	Decree 38/2015/NDCP on management of waste and discarded materials;  Circular 36/2015/BTNMT management of hazardous wastes	Proper collection, transporting, and management of solid wastes

The environmental data presented in this chapter are expressed as absolute value and have been gathered through collection of accounting evidence, meter readings, and evidence-based estimations.

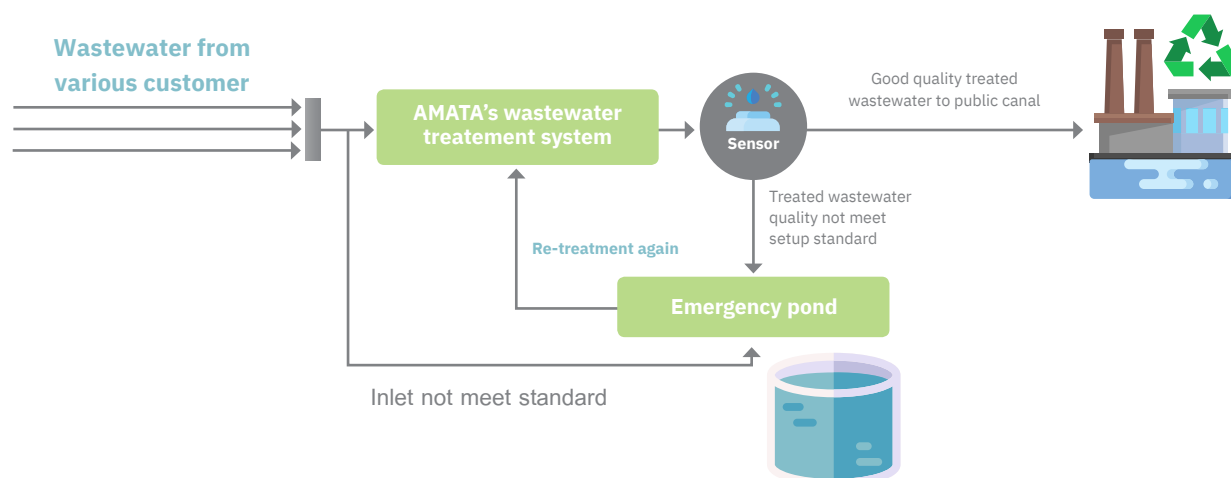
## WASTEWATER MANAGEMENT

ACBH is located near mainstream that provides water for the Long Binh community, therefore, it pays great attention to the quality of water discharged from the company's operation with constant monitoring and testing of the water quality both upstream and downstream. The Company has installed an on-line sensor to monitor the amount of chemical oxygen demand (COD) and the bio-chemical oxygen demand (BOD) level of treated wastewater to ensure the water quality is within the permissible limit. In the event of non-compliance, the sensor will notify the relevant operator to take appropriate actions to remedy the situation immediately. In addition, the Company

makes reporting of the water discharged performances to the Department of Natural Resources and Environment of Dong Nai on a bi-annual basis.

Water emergency pond has been constructed in 2022 and used as a storage pond to prevent and address leakage or spillage of water pollutants from impacting the respective water receiving bodies. The emergency pond has the capacity to store 15,000 m<sup>3</sup> volume of wastewater (25% more capacity than the wastewater treatment plant). Scenarios that will automatically enter the emergency pond and actions taken to mitigate the issues are as follow:

	Situation	Response activities
Scenario 1	Amount of wastewater entering the treatment plant is higher than capacity	Pump wastewater from the emergency pond back to the wastewater treatment plant for treatment during off peak period
Scenario 2	Treated wastewater did not meet with regulatory standard	Pump wastewater from the emergency pond back to the wastewater treatment plant for re-treatment until the quality of wastewater meet the standard requirement
Scenario 3	Inlet wastewater not meet internal permissible standard	Dilute with treated wastewater in the emergency pond and pump back to wastewater treatment plant for treatment
Scenario 4	Wastewater treatment plant stop for maintenance	Pump wastewater from the emergency pond back to the wastewater treatment plant for treatment when maintenance works are complete
Scenario 5	Operation failure in wastewater treatment plant	Pump wastewater from the emergency pond back to the wastewater treatment plant for treatment when problems are fixed



The wastewater collected from 170 customers goes through the industrial park's center wastewater treatment plant. Before discharging the treated water to the public canal, the treated water will pass through an online sensor. If water quality is over the limit permissible, the sensor will alert the staff and vault to public canal will be shut off. The over limit treated water will be diverted towards the emergency pond and wait for re-treatment at appropriate time.

In 2023, no monitored parameters were found to be in violation of the environmental law. In fact, the treated wastewater was found to be of better quality than the upstream. The audited wastewater parameters (such as Suspended Solid (SS), Total dissolved Solids (TDS)) are demonstrated in the environmental performance section at the end of the report.



## Reuse of treated wastewater

As part of our sustainable water management efforts, ACBH has reused and repurposed treated wastewater with aim to alleviate pressure on natural water sources and contribute to the conservation of our environment. This includes reusing treated wastewater for garden irrigation and road cleaning. In addition, ACBH has implemented the use of treated wastewater to clean sludge belt press equipment, a crucial component

in removing sludge in wastewater treatment system. The initiative helps to conserve 132,920 m<sup>3</sup> of freshwater for gardening, road, and sludge belt press cleaning which is equivalent to the average water consumption of 853 households per year. On the other hand, the Company was able to save near 2 billion VND (equivalent to 2,791,320 THB) per year.



## AIR MANAGEMENT

Air quality parameters were collected and concentration measured from pollution released through the chimneys of customer's factories located within the industrial estate. This monitoring was conducted using six air quality monitoring stations positioned throughout the estate. ACBH has established air quality standards, requiring its customers to operate within the prescribed limits and must comply with the local regulations, whichever is more stringent. The three main parameters being monitored are nitrogen dioxide (NO<sub>2</sub>), sulfur dioxide (SO<sub>2</sub>), and total suspended particulates (TSP). Continuous monitoring of air

quality enables the Company to identify potential sources of pollution and take corrective actions to minimize the impact on the environment, community, and public health. Throughout 2023, all air emissions parameters have consistently remained well below the thresholds set by regulatory authorities, reflecting a strong commitment to environmental stewardship and compliance. Detailed audited air quality parameters can be found in the Appendix: environmental performance section located at the end of this report.

## SOLID WASTE MANAGEMENT

Large volume of solid waste is being generated within Amata City Bien Hoa industrial park as the result of both the customers' operation and industrial park's operation itself. Proper disposal of solid wastes (both hazardous and non-hazardous) is essential to keeping the community clean, free from disease relating to hygiene, and protecting the environment. ACBH's primary focus is to minimize waste at the source by avoiding the use of hazardous materials and substituting them with alternatives whenever

feasible. ACBH is responsible for the disposal of our wastes, we managed all hazardous and non-hazardous wastes in accordance with local regulations and engages only with service providers who are certified for having proper waste disposal management system to collect our wastes for proper treatment and landfill. We also encouraged and instructed our customers for the same practice. Waste generation is being monitored by tracking the amount produced on a monthly basis.



Types of wastes	2021	2022	2023
Domestic (kg)	44,315	59,330	60,920
Hazardous (kg)	150	350	248
Industrial Solid Waste (kg)	3,820	6,360	4,300
Sludge waste (kg)	599,000	868,440	573,459
Hazardous Medical Waste (kg) (COVID-19 related waste)	6,549	0	0
<b>Total waste for disposal (kg)</b>	<b>653,834</b>	<b>934,480</b>	<b>638,927</b>

Total waste disposal has experienced a notable decrease in 2023 compared to the previous reporting period. The reduction can be attributed to operations having returned to normal following a significant increase in customer production demand in 2022. Additionally, significant efforts were made to inspect and clean wastewater pipes, reducing the buildup of small solid particles and maximizing the use of the upgraded wastewater treatment systems. These initiatives led to a significant reduction in both industrial solid waste and sludge waste in 2023.

## SOCIAL AND ENVIRONMENTAL COMPLAINT MANAGEMENT

AMATA VN Group has great intention to minimize its operational impact to the community and therefore has developed a complaint management system that provides an accessible channel for people in the community to file complaints. Please refer to grievance management in “Customer Relationship Management” chapter for detail grievance process management. No cases of significant environmental complaints and no cases of non-compliance with environmental laws and regulation were filed or found in 2023.

	2021	2022	2023
<b>Target : Zero significant complaint or non-compliance relating to environmental impact</b>			
Wastewater Management	1	0	0
Air quality Management	0	0	0
Solid waste Management	0	0	0
Significant social complaints	0	0	0
<b>Total non-compliance to environmental laws and regulations</b>	<b>1</b>	<b>0</b>	<b>0</b>

## EFFICIENT USE OF RESOURCES

Most of the world's raw material resources are available in limited quantities, regardless of whether they are water or land resources (in relation to the context of the company's operations). As a result, the resources used today may no longer be available to future generations. The efficient use of natural resources not only contributes to resource conservation and climate protection, but also to the competitiveness of companies and thus to sustainable

economic growth. Even beyond this, companies can benefit from increasing their own resource efficiency. Increase in resource efficiency and usage brings economic advantages such as cost savings but also reduce burden on the environment and thus obtain positive social feedback. By prioritizing efficient resource utilization, the company can contribute to a more sustainable future while also improving our own bottom line.

## WATER MANAGEMENT

Water plays a vital role in industrial operation. Although ACBH does not produce water, it redistributes the raw water supply from external suppliers to its customers for their operations. Responsible water management practices will ensure non disruptive operation for both the Company and our customers. In addition, societal pressure over recent years and the impact of drought in Vietnam caused by El Niño in 2023 has led the Company to place closer attention on water management to enhance efficiency and reduce water usage.

Most of the water consumed by ACBH is for cooling tower, toilets, pantries, irrigation and washing activities. Internal targets are set to encourage improvement in water management practices.

1. Reduction of water usage of the commercial building Amata Service Center (ASC) by 25% in year 2025 (based on year 2018 under normal operation).
2. Limiting water leakages to not exceed 2% within the industrial estate.

To achieve these objectives, continuous water conservation initiatives were implemented, and water performances were tracked. Water pipes within the estate were regularly checked and fixed to prevent water leakages and water losses. In addition, the company tried to limit the amount of water consumed for the landscape areas within the estate by watering in the morning period to avoid much evaporation as well as take advantage of “free water” during rainy seasons to usage. At our ASC, an auto-stop time delay faucets were installed, and the pressure water was controlled to limit unnecessary wastage of water flow per turned on. We also try to reduce freshwater withdrawal by utilizing a chiller system that re-circulates water to minimize water consumption and environmental impacts. The management also promotes water conservation practices within the building to share the spirit of water preservation. At the same time, the management is exploring opportunities in water recycling water, however, due to limitations in regulatory requirements, the project has not been able to be put into action.



### Design

- Incorporate water-efficient fittings and fixtures
- Grow plants requiring little watering for landscaping



### Construction

- Install auto-stop time delay faucets
- Install chiller
- Install septic tank before transferring wastewater to the contract treatment plant



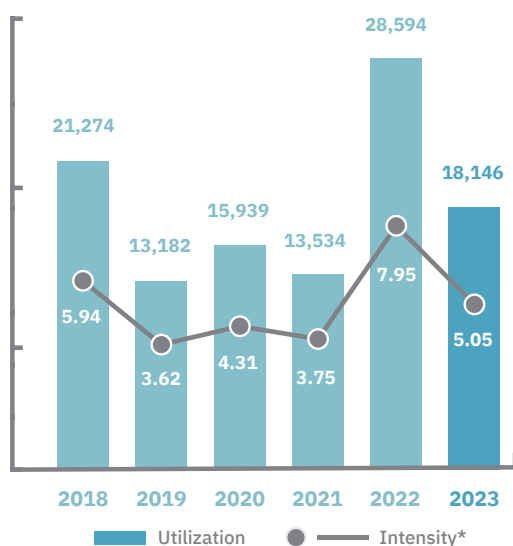
### Operation of building

- Conduct routine checks and fix on pipes, taps, and water closet flush system
- Improvement in fittings and fixtures as technology for water efficiency are developed
- Harvest rainwater for landscape irrigation

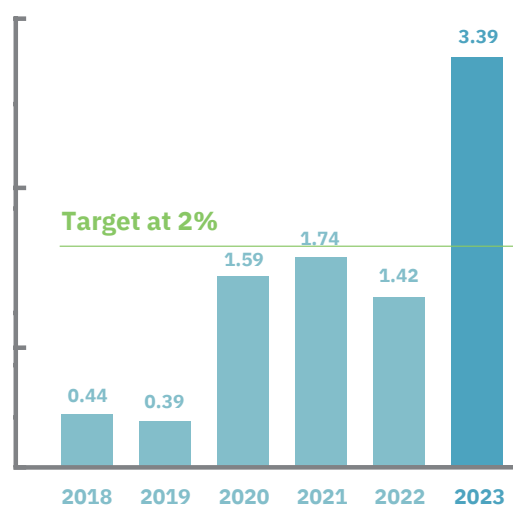
## Performance

Water consumption in 2023 has reduced drastically by 37% compared to the previous year and reduction of 15% on based year 2018. However, this performance is higher than expected due to a technical error that caused water to flow in reverse, resulting in an increase in water loss ratio of 4%.

**ASC Building, Water Utilization (m<sup>3</sup>)**



**Water loss ratio\*\*  
(Loss / Total received, %)**



## LAND USE

Land is an essential resource for real estate developers like AMATA VN Group. However, it is depletable, therefore, the Group proper planning of land usage is compulsory to ensure our land resources are efficiently utilized. Every project development of the Group has a land-use plan to manage resources in an integrated manner to achieve better and sustainable land management as well as promoting environmental and social effects that will benefit the local community. The land-use plan process includes analyzing the physical conditions relating to environment, social, and economy of the project land

area and identify potential alternatives for land usage, together with determining the amount of land needed to support now and, in the future, according to the socio-development of the local area. Where issues might be created to the surrounding environment, the problems are to be addressed during the land use planning process to ensure that the land can continue to be used for generations to come after the development has occurred. The management strictly follows the implementation plan stated in the EIA report and has maximized construction ratio appropriate to the location and environment.

\*ASC Water Intensity calculated from water utilization (cubic meter, m<sup>3</sup>) as Numerator and Operating area (square meter, m<sup>2</sup>) as Denominator.

\*\*Water Loss ratio has been adjusted to account for the meter precision in the calculations.

## BIODIVERSITY

Biodiversity goes in the opposite direction with the development of urbanization. As the community becomes more developed, the faster the diversity within the community declines. Aware of these circumstances, all projects of AMATA VN Group underwent environmental Impact assessment (EIA) process which also study the biodiversity of the “before” project development and takes into consideration the effects of the project’s development on biodiversity by integrating potential impacts into the mitigation hierarchy of avoidance, reduction, and offset measures. There were no projects located within or adjacent to protected areas and no material biodiversity risks were identified. The Company

avoids intruding into forest or areas with high habitat and allocates at least 7-20% of its development project area for green landscaping depending on the project’s nature. Customers are also asked to allocate a certain percentage of their land for greenery as well.

In addition, we actively promote biodiversity within the industrial park. We have dedicated 400 sqm to be a nursery for nurturing young trees for replanting and expansion purposes. As of 2023, ACBH industrial parks have over 50 species of local trees and 51 species of flowers for landscaping. The diversity of species has grown by 6% from the previous year.

## PROMOTING ENVIRONMENTAL AWARENESS

### CUMULATIVE TREES PLANTING

(2022-2023)



**13,835** Trees

### CUMULATIVE GHG EMISSIONS

ABSORPTION



**≈ 179** tCO<sub>2</sub>e

(avg 0.013 tCO<sub>2</sub>e of carbon is sequestered by a single tree)

AMATA VN Group places great importance on environmental stewardship and promotes the involvement of its employees, customers, and the wider community in caring for the environment. In line with this commitment, a range of initiatives were launched in 2023 to raise awareness about the principles of REDUCE, REUSE, and RECYCLE, and to encourage individuals to take tangible actions in preserving our natural resources as follows:

### Initiatives for Promoting Biodiversity



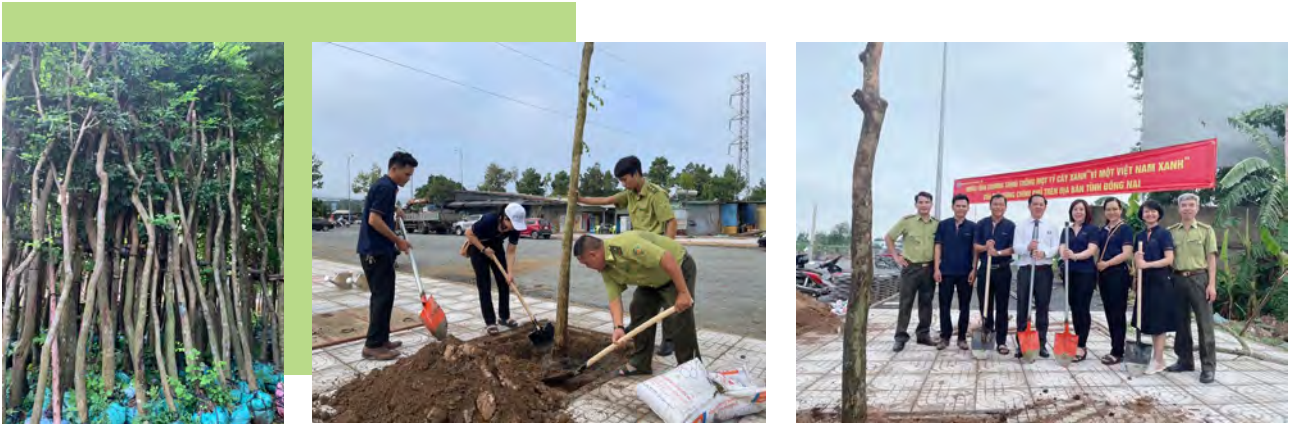
### Promoting biodiversity for IP and for the community

ACBH organized "Tree Planting Day 2023" event where more than 170 customers and partners joined in planting 1,112 resins trees to celebrate the World Environment Day. In addition, the Company has made contributions of 300 mil VND to Dong Nai for a project aimed at planting 20 thousand trees in the province. This successful initiative effectively conveyed the important message of "SAVE EARTH SAFE US" and our efforts to emphasize biodiversity conservation for industrial park area and for the community.



## Promoting biodiversity for the community

- Tree planting at Bien Hoa City



In an effort to foster a cleaner and more sustainable environment for the community and Bien Hoa City, ACBH has initiated a tree planting activity along Vo Thi Sau Street. With the collaborative support for Bien Hoa People's Committee and the Dong Nai Department of Agricultural and Rural Development, a total of 93 *Dalbergia Rimosa* trees were planted.

- Receive certificate of merit from Dong Nai people's committee



In response to the Prime Minister's call for the "Planting 1 billion trees in the period of 2021-2025" project in Dong Nai province, we are honored to have received a Certificate of Merit from the Dong Nai People's Committee in recognition of our outstanding contribution to this project. During the ceremony, 650 participants actively participated in planting 1,000 trees, consisting of 500 sandalwood and 500 peach blossom trees.

## PERFORMANCE

AMATA VN Group is committed to fostering a community that coexists harmoniously with the natural environment. In line with this vision, the group has undertaken a significant initiative in 2023 by planting an additional 2,205 trees. This brings the total number of trees planted to an impressive 13,835 during the period spanning 2022 to 2023.

## PLASTIC FOR BETTER USAGE

### Campaign with Green Road



"Plastic for Better Usage" campaign aims to address the issue of plastic waste generated from food and beverage consumption. Our dedicated AVN employees separate and wash the plastic containers received on a daily basis. After three months of accumulation, the plastic waste is sent to participate in the "Waste for Merit" project organized by Green Road Enterprise which specializes in transforming plastic waste into useful items such as green roads, floor blocks, tables, chairs, and construction materials. These items are then donated to various institutions and public areas across the country, including schools, temples, and national parks while the information of sent out plastics will be recorded in the "Swap Recycling" Application. In 2023, a total of 19.11 kg of plastic waste was diverted from disposal and sent for recycling, resulting in a reduction of 19.7 kgCO<sub>2</sub>e emissions\*.

## REUSABLE BACKDROP AND DOCUMENT ENVELOPE



AMATA VN Group plans to implement reusable backdrops to minimize environmental impact, reduce the number of single-use materials ending up in landfills and save costs by eliminating the need for constantly purchasing new backdrops for events. A reusable backdrop will be used on upcoming contracting activities such as Sale - Land sublease agreements at ACHL and ACLT beginning in 2024 with an approximate annual cost saving of 16,000 THB.



To reduce waste and promote sustainability within the organization, AVN implements reusing document envelopes to send the document up to 12 times. This practice conserves resources, minimizes environmental impact, and helps save costs of 532 THB annually, leading to a reduction of 7.8 kCO<sub>2</sub>e in greenhouse gas emissions.

\*Calculate based on emission factor, US EPA WARM, of recycling plastics to replace virgin material instead of landfilling.



# CLIMATE CHANGE RESILIENCE AND ADAPTATION

## POSITIVE AND NEGATIVE IMPACT

Climate change is responsible for the increase in natural disasters, harsh weather, and global temperature. Without appropriate action, the global temperature will continue to rise significantly, endangering both humans and the ecosystem by lowering food output, reducing water availability, and increasing the frequency and intensity of extreme weather events. The Paris Agreement, ratified by 197 countries, urges collective action to cap global call for cooperation to limit the rise in global temperatures at 1.5 degrees Celsius above pre-industrial levels. Thailand and Vietnam have demonstrated their commitment, indicating a

likelihood of forthcoming changes in laws and regulations to align with these global objectives. Moreover, increasing demand for cleaner services from our clientele has added pressure for change.

Recognizing the importance of addressing climate change, AMATA VN Group fully acknowledges the necessity for adaptation and embraces the call to action. We are committed to synchronizing our operations with sustainable principles by diligently curbing greenhouse gas emissions (GHG) to minimize our carbon footprint, thereby supporting the urgent need to combat global warming.

## MANAGEMENT APPROACH

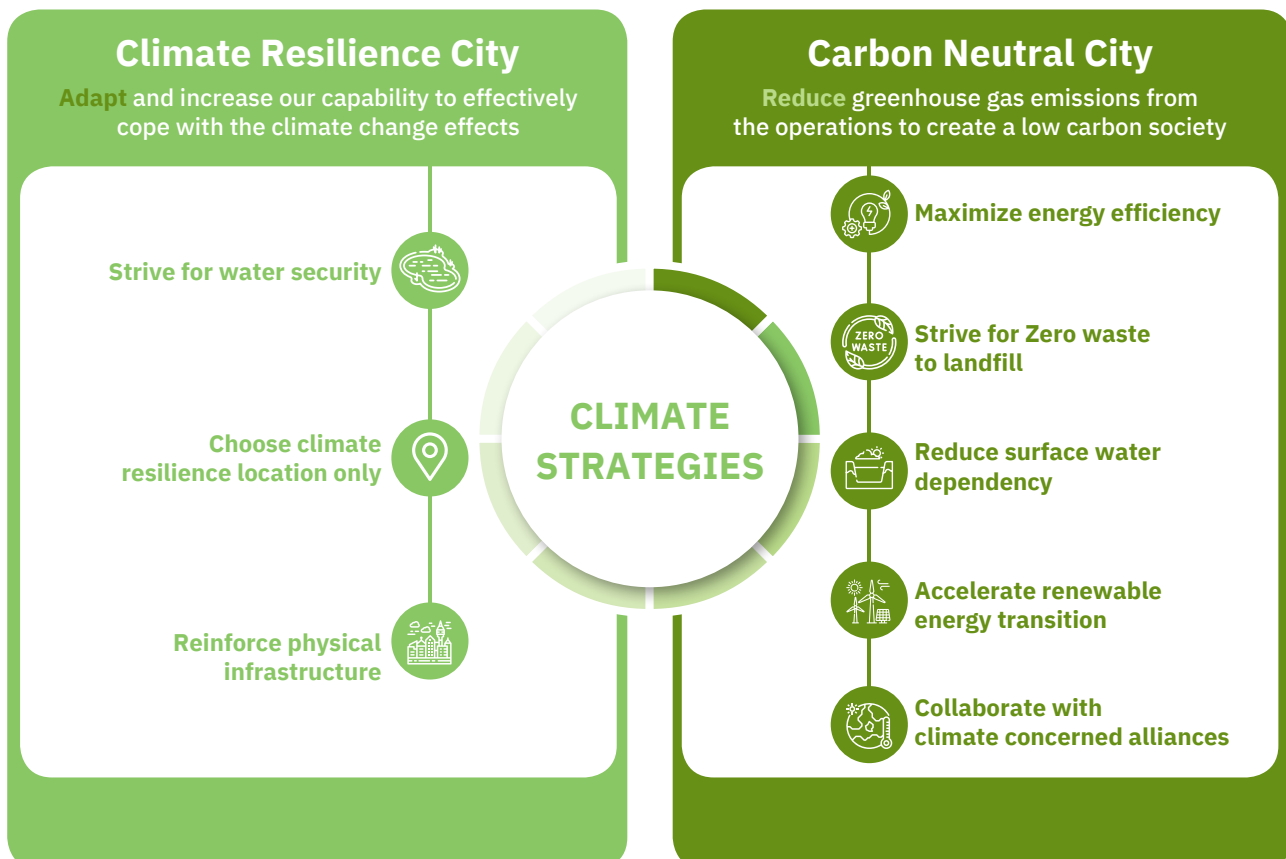
AMATA VN Group recognizes our responsibility to address climate change. One key indicator of tracking the progress towards decarbonization is greenhouse gas (GHG) emissions. AMATA VN Group is well aware of the importance of cooperation among all sectors to reduce greenhouse gas emissions. As such, it has integrated a "Climate Change Policy" into the determination of the Group's goals and business plan toward a low-carbon city. The Global Risks Perception Survey conducted by the World Economic Forum for the years 2022-2023 has

identified climate change and nature-related risks as the top three long-term threats to humanity. Consequently, AMATA VN Group has undertaken risk and opportunity assessments relating to climate-related risks. These efforts aim to guide us in implementing appropriate measures and developing strategies [short term (0-3 years), medium term (3-10 years), and long term (above 10 years)] to enhance resilience amidst the ongoing changes.



Risk Type	Area	Potential Impacts	Mitigation Timeframe
Physical	Chronic physical risks (eg. rising sea levels, temperatures)	Flooding risk to offices and facilities	Short Term
		Extension or disruption of construction schedule	Short Term
		Energy consumption increase	Long Term
		Limited water availability	Medium Term
	Acute physical risks (eg. extreme events, flooding, drought)	Flooding risk to offices	Short Term
		Delay/Disruption in operations	Short Term
		Damaged infrastructure	Short Term
Transition	Policy (eg. regulatory changes)	Compliance risks become more material	Short Term
		Increase scrutiny from investors and other stakeholders on emissions reporting	Short Term
	Market (eg. shift in consumer preferences, increase raw material)	Increased energy, water prices affect operational costs	Long Term
		Demand for lower carbon services and products	Long Term

Following the assessment, the Group has formulated mitigation and adaptation strategies aimed at minimizing and preparing for the potential impacts of climate change. The Group has enacted the strategy of creating a “climate resilience city” for adaptation and pursuing a “carbon neutral city” approach for mitigating climate change.





## CLIMATE RESILIENCE CITY

### Strive For Water Security

Ensuring water security is essential to AMATA VN Group, as it has a direct influence on both our own operations and those of our customers. Any interruption to the water supply has the potential to cause delays in customer production and result in higher operational expenses.

To secure the supply water, ACBH has constructed a water storage pond to secure a 1 day water supply for the entire industrial park's operation. The combined daily water reserve of 32,000 cubic meters, sourced internally and externally, exceeds the daily usage of the industrial park by more than two-fold. This surplus provides a strong buffer to ensure a consistent and reliable water supply for the industrial estate's operations.



### Choose Climate Resilience Location

In adapting to climate change, selecting climate-resilient locations is critical. Amata VN Group conducts a comprehensive assessment of climate-related hazards. Hundred years historical climate data on weather events, wind direction, sea level rise, and water scarcity are being analyzed to gain insights into long-term trends and

potential future impacts to identify area less vulnerable to these risks. By choosing climate-resilient locations and implementing adaptation measures, the Company can reduce future expenses on maintenance and ensure business continuity from disruptions caused by climate-related events.

### Reinforce Physical Infrastructure

Climate change is expected to increase the frequency and intensity of extreme weather events such as floods and storms. As a result, reinforcing physical infrastructure can help mitigate the damage caused by these events,

reducing the risk of costly repairs and disruptions to business operations. The following infrastructure reinforcement were made:

Projects	Infrastructure adaptation actions
Amata City Long Thanh	<ul style="list-style-type: none"> <li>Land leveling of +2.05 m and construct flood protection dike (calculation based on 100 years historical data of rainfall in the area).</li> <li>Implement the Prefabricated Vertical Drains with Vacuum Pumping (PVD with VCM) construction method for Road construction to reduce the rate of ground settlement in the future.</li> </ul>
Amata City Ha Long	<ul style="list-style-type: none"> <li>Land leveling of +2.10 m and construct additional flood protection dike aside from that already provided by the district.</li> </ul>

## CARBON NEUTRAL CITY

### Energy Efficiency

The primary source of Greenhouse gas emissions in our operation is electricity consumption. At ACBH, a significant portion of these emissions, in relation to scope 1 and 2, is attributed to the electricity consumed at the commercial building, Amata Service Center (ASC). In 2017, the total energy consumption at ASC amounted to 576,562 kWh, accounting for 319 tCO<sub>2</sub>eq of greenhouse gas emissions. The Company has invested in energy conservation technologies such as improving chiller's condenser water with ozone, replacing all fluorescent lightings with LED, and installing solar panels to reduce the carbon footprint.

In addition to implementing measures to reduce energy consumption and invest in cleaner energy alternatives, ACBH has also prioritized raising awareness among employees on the importance of energy conservation in the office. This includes initiatives such as turning off lights when not in use, setting thermostats to a constant

temperature of 25°C, encouraging the use of stairways instead of the elevator, and practice reduce, reuse, and recycle where possible.

ACBH consistently implement initiatives to reduce consumption of electricity generated from fossil fuels, however, after going through 2 consecutive years of business standstill from the pandemic situation, the building was bustling with visitors, as the result, the absolute energy consumption in year 2023 has increased by 2% compared to previous year 2022 but still has a 26% reduction compared to based year 2017. However, the ASC electricity intensity\* is lower than the previous reporting period lower than target set of 187 kWh/m<sup>2</sup>. In addition, in 2023, ASC was able to reduce total electricity consumption by 21% compared to 2017 equivalent to 252 tCO<sub>2</sub>eq reduction.

### ASC Building Energy Consumption

	Base Yr 2017	2021	2022	2023
Energy consumption by ACBH (kWh)	576,562	425,990	447,284	456,270
ASC Electricity Intensity*	229.5	187.76	199.5	185.13

### Renewable energy transition

As the world is calling for urgent need to address climate change, transitioning to renewable energy is imperative. Solar power offers a clean, abundant source of energy without emitting harmful greenhouse gases. ACBH has installed 100 kWp of rooftop solar panel for the operation of ASC building. By integrating solar panels into our energy infrastructure, we can significantly decrease our reliance on fossil fuels, decrease our carbon footprint, and mitigate the adverse effects of climate change. In 2023, The company utilizes solar cell energy accounted for 15.8% of its total electricity consumption.

	2021	2022	2023
Solar (kWh)	125,950	118,492	118,373



\*ASC Electricity intensity calculated by Total energy Consumption as Numerator and Operating area (square meter, m<sup>2</sup>) as Denominator.

## Green Building

AMATA VN Group has integrated environmental protection awareness and utilization of eco-friendly products and processes in many of our policies. Adhering to these principles, ACHL has constructed a new office building with attention paid to efficient use of energy and environmentally friendly construction material since the design stage. Walls are mainly covered with tempered glass that allows natural light to enter the building, provides good thermal stability, and provides safety to the human body in event there is glass broken. In addition, the whole rooftop of

550sqm is allocated for rooftop gardening to reduce heat to building, improve air quality, and increase biodiversity. The paints used for the building are water-based paints that have lower VOC thereby significantly lower environmental and social impact as compared to traditional solvent-based paints. The utilization of eco-friendly materials and the design of energy efficiency will thereby decrease GHG emission, reduce environmental impacts, and business operating costs.

## Industrial Symbiosis

Industrial symbiosis is a strategic approach for sustainable industrial development that fosters mutually beneficial relationships between different industries. By leveraging waste and by-products as inputs for one another, this collaborative approach reduces resource consumption, waste generation, and environmental impact. In addition to promoting environmental sustainability, industrial symbiosis also drives economic growth and innovation through the exchange of materials, energy, and expertise. The program creates a more circular and efficient industrial ecosystem.

Within the framework of the project "Eco-industrial parks intervention in Vietnam" funded by the Swiss State Secretariat for Economic Affairs (SECO) and implemented by the United Nations Industrial Development Organization (UNIDO) and the Ministry of Planning and Investment (MPI), Amata City Bien Hoa was among 5 industrial estates selected to join the pilot program in promoting Eco-Industrial Park in Vietnam in 2020. The objective of this project is to improve the environmental and socio-economic performance of Vietnam's industries through implementing an eco-industrial park approach in selected pilot industrial parks and increasing the role of eco-industrial parks on environment at national level. In participation in this project,

ACBH has organized several peer learning-knowledge exchange sessions for members of industrial parks within the UNIDO program to transition to become an Eco-Industrial Park. In 2022, focus was towards clientele within the industrial park where ACBH has supported training workshop and assessment of 18 clienteles who registered to participate in the project regarding capacity building on resource efficiency and cleaner production (RECP) as well as industrial symbiosis key concepts, methods, and tools related to industrial symbiosis detection and implementation. The intention of these activities was to connect and find potential manufacturing and service businesses located in the estate to be involved in the development of industrial symbiosis by collaborating in managing environmental and resource issues. In 2023, ACBH continued its support for the assessment of RECP and industrial symbiosis initiatives. As a result of this assessment, UNIDO has recommended 149 solutions aimed at reducing electricity and water consumption, as well as greenhouse gas emissions. Following these recommendations, the total potential savings for the 18 enterprises would amount to 9.85 billion VND per year, equivalent to 14 million THB.

## Preliminary Potential benefits gained from Industrial Symbiosis implementation



**3,432.36 MWh**  
Electricity reduction / year



**31,894 m<sup>3</sup>**  
Water saving / year



**3,279.56 tCO<sub>2</sub>e**  
Emission reduction / year

## PERFORMANCE

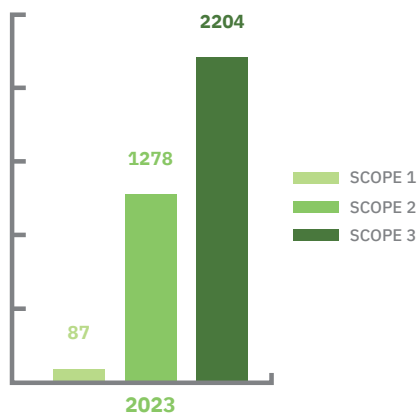
AMATA VN Group conducts greenhouse gas assessments in accordance with the principles of the Greenhouse Gas Protocol, employing the operational control approach. Data collection and verification is limited to the AVN and Amata City Bien Hoa (ACBH) facilities exclusively. The GHG emissions associated with our operation reported include Carbon dioxide (CO<sub>2</sub>), Methane (CH<sub>4</sub>), Nitrous oxide (N<sub>2</sub>O) and Hydrofluorocarbons (HFCs), reported in equivalent CO<sub>2</sub> (metric tons) using Global Warming Potential (GWP) factors referenced from IPCC fifth assessment report, (AR5, 100a) where appropriate.

Since 2021, AMATA VN Group has engaged the services of a third-party certified verifier, VGREEN, to verify its

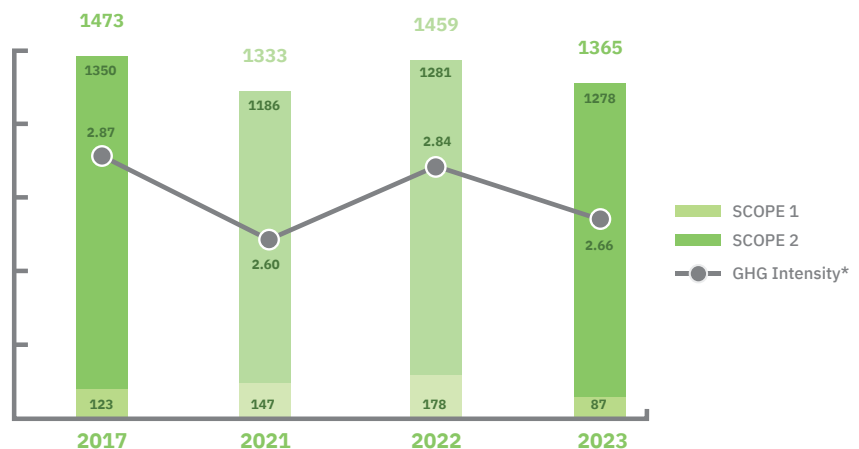
carbon footprint data. This data has been registered with Thai Greenhouse gas organization (TGO) to support the Thai government's effort in promoting the greenhouse gas reduction and implementing measures related to climate change, along with other industries. AMATA VN Group has set a target to reduce GHG emissions of scope 1 and scope 2 by at least 6% in 2023 and 7% by 2025, compared to the 2017 base year, on an absolute basis, with the ultimate goal of achieving Carbon Neutrality by 2040. The GHG emission for Scope 1 and Scope 2 in the years 2017 and 2021 have been recalculated to align with the updated emission factor and inclusion of additional factor for the base year. The revised emissions are as follows:

	Previous reporting	Adjusted value	Percent change (-/+)
Year 2017	1635.67	1473	-10%
Year 2021	1159	1333	+15%

### 2023 GHG Emissions (tCO<sub>2</sub>e)



### SCOPE 1 and 2 GHG Emissions (tCO<sub>2</sub>e)



In 2023, we successfully reduced our total GHG emissions (Scope 1 and 2) by 7.33% compared to our based year of 2017, decreasing from 1473 to 1365 tCO<sub>2</sub>e. This corresponds to a 6.44% reduction compared to the previous reported period in 2022.

\*GHG intensity calculated by SCOPE 1 and SCOPE 2 emissions (Metric tons of carbon dioxide equivalent) as Numerator and Operating area (hectares) as Denominator.





# APPENDIX

- PERFORMANCE STATISTICS
- TGO CARBON FOOTPRINT FOR ORGANIZATION CERTIFICATE
- GRI CONTENT INDEX
- QUESTIONNAIRE



## ECONOMIC PERFORMANCE

	2021	2022	2023
Economic Value Added (Consolidated Financial Statements for the Year ended 31 December)			
Common Share Information			
Par value (THB)	0.5	0.5	0.5
Book value per share (THB)	4.57	5.54	5.64
Earnings per share (THB)	0.73	1.12	0.43
Revenue (Million THB) (Disclosure 201-1)			
Revenue from sales and services	1,557.98	1,298.31	4,207.67
Total revenue	2,189.79	2,680.59	4,287.18
Total revenue (not including other incomes)	2,181.25	2,658.01	4,274.60
Net profit	744.78	1,169.96	424.9
Net profit (attributable to equity holders of the Company)	686.08	1,045.75	404.74
Financial Position (Million THB)			
Current assets	3,246.86	2,506.80	5,107.51
Total assets	11,846.93	12,433.92	13,236.56
Current liabilities	3,240.95	2,447.19	3,683.74
Total liabilities	6,806.38	6,402.86	7,145.10
Registered and paid-up capital	467.50	467.50	467.5
Total shareholders' equity attributable to owners of the Company	5,040.55	6,031.06	6,091.46
Financial Ratios			
Return of equity (%)	18.84%	21.13%	7.43%
Return on assets (%)	7.57%	9.64%	3.40%
Gross margin (%)	34.62%	22.21%	22.96%
Current ratio (times)	1.00	1.02	1.39
Debt to equity ratio (times)	1.35	1.06	1.17
Tax and Tax Incentive (Million THB)			
Income tax expense <sup>1</sup>	144.37	227.02	119.31

Business ethics	2021	2022	2023
Numbers of complains on business ethics	0	0	0
Numbers of complains on business ethics that are true	0	0	0

Note <sup>1</sup> Information based on AMATA VN PCL financial statement 2023

Supply chain management (Disclosure 204-1)	2021	2022	2023
Local purchases of goods and services (Million THB)	1,147.57	1,169.67	3,449.21
Local purchases of goods and services <sup>2</sup> (Million THB) (for operation in thailand)	26.88	42.08	41.41
Percentage of Local purchases of goods and services <sup>2</sup>	98%	97%	99%

Note <sup>2</sup> purchasing of goods and services within Vietnam

## VALUE DISTRIBUTION TO STAKEHOLDERS

	2021	2022	2023
Distribution of value to shareholders			
Dividend per share <sup>1</sup> (Baht)	0	0.05	0.05
Dividend to shareholders <sup>2</sup> (Baht)	0	46,749,420	65,449,293
Personnel investment			
Remuneration for employees <sup>3</sup> (Baht)	63,551,433	96,626,385	86,374,681
Remuneration for management (Baht)	11,500,800	15,947,393	13,479,524
Remuneration for directors (Baht)	2,259,467	3,950,502	4,396,043
Community and social investment			
Donation (Baht)	13,866,570	2,195,714	2,293,672
Social activities (Baht)	287,124	335,712	301,828
Distribution to suppliers			
Domestic procurement (Baht) (operation in Thailand)	26,881,260	42,078,390	41,405,166
International procurement (Baht) (operation in Vietnam)	1,147,565,216	1,169,673,861	3,523,112,945
Other economic values			
Finance cost (Baht)	152,659,341	152,365,185	236,472,581
Corporate income tax (Baht)	144,365,603	227,016,329	119,307,122

\*Note: Salary, bonus, wages, welfare, Provident Fund, Social Security Fund and personnel development expenses all VND are converted to THB with rate of 1 VND = 0.001498

Source: Consolidated Financial Statement 2023 and One Report 2023

<sup>1</sup> Paid from previous year's results

<sup>2</sup> Paid from previous year's results

<sup>3</sup> Salary, bonus, wages, welfare, Provident Fund, Social Security Fund and personnel development expenses

## SOCIAL PERFORMANCE

Employee (Disclosure 2-7, 401-1)	2021		2022		2023	
	Person	%	Person	%	Person	%
<b>By Gender</b>						
Male	103	69%	112	68%	111	67%
Female	46	31%	52	32%	55	33%
Total Employee	149		164		166	
<b>By Level</b>						
Level 7 and up						
Male	8	5%	8	5%	6	4%
Female	2	1%	2	1%	2	1%
Level 6						
Male	1	1%	4	2%	6	4%
Female	2	1%	4	2%	5	3%
Level 5						
Male	12	8%	14	9%	13	8%
Female	10	7%	11	7%	9	5%
Level 3-4						
Male	37	25%	43	26%	44	27%
Female	23	15%	29	18%	34	20%
Level 1-2						
Male	45	30%	43	26%	42	25%
Female	9	6%	6	4%	5	3%
<b>Employee - by Type</b>						
Permanent	105	70%	108	66%	113	68%
Contract	44	30%	56	34%	53	32%
Outsource	0	0%	0	0%	0	0%
<b>By Age</b>						
Under 30	19	13%	21	13%	20	12%
Between 30-50	104	70%	114	70%	115	69%
over 50	26	17%	29	18%	31	19%
<b>By Location</b>						
Bangkok Office	4	3%	8	5%	6	4%
Bien Hoa	101	68%	94	57%	90	54%
Township Long Thanh	10	7%	10	6%	9	5%
City Long Thanh	16	11%	20	12%	23	14%
City Halong	18	12%	32	20%	38	23%



Employee (Disclosure 2-7, 401-1)	2021		2022		2023	
	Person	%	Person	%	Person	%
<b>By Nationality</b>						
Thai	5	3%	8	5%	7	4%
Japanese	1	1%	1	1%	0	0%
Vietnamese	143	96%	154	94%	158	95%
Burmese	0	0%	1	1%	1	1%
<b>By Hometown</b>						
Thailand	5	3%	7	4%	7	4%
Japan	1	1%	1	1%	0	0%
Myanmar	0	0%	1	1%	1	1%
Dong Nai	80	54%	89	54%	88	53%
HCMC	27	18%	26	16%	26	16%
Binh Duong	3	2%	5	3%	4	2%
Ha Tinh	3	2%	3	2%	0	0%
Kien Giang	3	2%	3	2%	4	2%
Ninh Binh	3	2%	3	2%	2	1%
Quang Ninh	14	9%	25	15%	26	16%
Others provinces	10	7%	1	1%	8	5%
<b>Employee with disabilities</b>						
Male	1	1%	1	1%	1	1%
Female	0	0%	0	0%	0	0%

New Employee (Disclosure 401-1)	2021		2022		2023	
	Person	%	Person	%	Person	%
<b>Total New Hire</b>	29	19%	34	21%	22	13%
<b>By Gender</b>						
Male	21	72%	16	47%	11	50%
Female	8	28%	18	53%	11	50%
<b>New hire by Age</b>						
Under 30	7	24%	11	32%	7	32%
Between 30-50	21	72%	22	65%	14	64%
over 50	1	3%	1	3%	1	5%

Employee Turnover (Disclosure 401-1)	2021		2022		2023	
	Person	%	Person	%	Person	%
Turnover rate	23	16%	23	14%	20	12%
<b>By Gender</b>						
Male	17	74%	10	43%	12	60%
Female	6	26%	13	57%	8	40%
<b>By Age</b>						
Under 30	0	0%	2	9%	3	15%
Between 30-50	18	78%	16	70%	13	65%
over 50	5	22%	5	22%	4	20%
Internal Rotation	8		7		5	
Voluntary employee turnover	15	10.07%	16	9.76%	15	9.09%

Parental Leave (Disclosure 401-3)	2021		2022		2023	
	Person	%	Person	%	Person	%
Parental leave	2	1%	0	0%	0	0%
Employee back to work after parental leave	1	50%	0	0%	0	0%

## Work-related accidents (disclosure 403-9)

	2021	2022	2023
Lost Time Injury Frequency Rate (LTIFR) by project site			
<b>Employee</b>			
Amata City Bien Hoa	0	0	3.02
Amata City Long Thanh	0	0	0
Amata Township Long Thanh	0	0	0
Amata Service City Long Thanh 1	0	0	0
Amata Service City Long Thanh 2	0	0	0
Amata City Halong	0	0	0
Amata VN	0	0	0
<b>Contractor</b>			
Amata City Bien Hoa	0	0	0
Amata City Long Thanh	0	0	0
Amata Township Long Thanh	0	0	0

	2021	2022	2023
Amata Service City Long Thanh 1	0	0	0
Amata Service City Long Thanh 2	0	0	0
Amata City Halong	0	0	0
Amata VN	0	0	0
<b>Fatalities</b>			
Employee	0	0	0
Contractor	0	0	0
<b>Injury Severity Rate (ISR)</b>			
Employee	0	0	991.92
Contractor	0	0	0

## ENVIRONMENTAL PERFORMANCE

Amata City Bien Hoa	Unit	Vietnam's Environmental standards	2021	2022	2023
<b>Water management</b>					
Total amount of water supply to factories	m <sup>3</sup>	-	5,178,925	5,224,592	4,516,694
Total amount of wastewater collect from factories	m <sup>3</sup>	-	2,013,900	2,136,554	2,110,116
Total amount of treated waste water that is reused as water source	m <sup>3</sup>	-	130,000	125,000	132,920
Total amount of treated waste water that discharge to local river	m <sup>3</sup>	-	1,883,900	2,011,554	1,977,196

Quality of treated waste water from the center wastewater treatment plants <sup>(1)</sup>	Unit	Vietnam's Environmental standards	2021	2022	2023
<b>Effluent quality monitoring</b>					
pH		6.0-9.0	7.5	7.49	7.92
Color (Pt-Co)	mg/l	≤ 50	14.8	20.7	30
Temperature	°C	≤ 40	30.6	30.4	32.2
Biochemical Oxygen Demand (BOD <sub>5</sub> )	mg/L	≤ 32.4	5.5	5.83	12
Chemical Oxygen Demand (COD)	mg/L	≤ 81	22.3	20.83	34
Grease and Oil	mg/L	≤ 5.4	<0.5	<0.5	<0.5
Suspended Solid (SS)	mg/L	≤ 44	6.8	7.86	12
Total Dissolve Solid (TDS)	mg/L	n/a	863	724	838
Total Kjeldahl Nitrogen (TKN)	mg/L	≤ 21.6	14.1	11.92	17.8
Ammonia (as nitrogen)	mg/L	≤ 45.4	0.5	0.89	0.14
Total Phosphorous (TP)	mg/L	≤ 4.32	2.3	1.95	1.9
Mercury (Hg)	mg/L	≤ 0.0054	<0.0005	<0.0005	<0.0005
Cadmium (Cd)	mg/L	≤ 0.054	<0.001	<0.001	<0.001
Lead (Pb)	mg/L	≤ 0.108	<0.01	<0.01	<0.01
Arsenic (As)	mg/L	≤ 0.054	<0.0016	0.002	0.0008
Chromium (Cr <sup>3+</sup> )	mg/L	≤ 0.054	<0.013	0.11	<0.01
Chromium (Cr <sup>6+</sup> )	mg/L	≤ 0.216	<0.013	0.03	<0.01
Nickel (Ni)	mg/L	≤ 0.216	<0.046	0.01	0.012

Remarks: <sup>(1)</sup> National Technical Regulation on Industrial Wastewater QCVN40:2011/BTNMT, Class A, kf=0.9 kq=1.2.



Quality of treated waste water from the center wastewater treatment plants <sup>(1)</sup>	Unit	Vietnam's Environmental standards	2021	2022	2023
Copper (Cu)	mg/L	≤ 2.16	0.0078	0.01	0.023
Zinc (Zn)	mg/L	≤ 3.24	0.073	0.06	0.103
Sulfide as H <sub>2</sub> S	mg/L	≤ 0.199	<0.1	<0.1	<0.1
Cyanide as HCN	mg/L	≤ 0.0756	<0.002	<0.002	<0.002
Chloride as Cl <sub>2</sub>	mg/L	≤ 1.0	<0.04	0.16	0.39

Quality of air in the industrial estates <sup>(2)</sup>	Unit	Vietnam's Environmental standards	2021	2022	2023
<b>Checkpoint 1: location in front of waste water treatment gate Road 3a (K1)</b>					
Nitrogen Dioxide: NO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.2	<0.015	<0.015	<0.015
Sulfur Dioxide: SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.35	0.0247	0.018	0.019
Total Suspended Particulates: TSP	mg/m <sup>3</sup>	≤ 0.3	0.0887	0.021	0.029
<b>Checkpoint 2: location at crossroads between Road No. 2 and No. 4 (K2)</b>					
Nitrogen Dioxide: NO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.2	<0.015	<0.015	<0.015
Sulfur Dioxide: SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.35	0.022	0.014	0.015
Total Suspended Particulates: TSP	mg/m <sup>3</sup>	≤ 0.3	0.0781	0.02	0.03
<b>Checkpoint 3: location at crossroads between Road No. 10 and Amata road (K3)</b>					
Nitrogen Dioxide: NO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.2	<0.015	<0.015	<0.015
Sulfur Dioxide: SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.35	0.0201	0.015	0.011
Total Suspended Particulates: TSP	mg/m <sup>3</sup>	≤ 0.3	0.111	0.031	0.035
<b>Checkpoint 4: location in front of Namyang and Valspar gates Road No. 4 (K4)</b>					
Nitrogen Dioxide: NO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.2	<0.015	<0.015	<0.015
Sulfur Dioxide: SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.35	0.0213	0.013	0.13
Total Suspended Particulates: TSP	mg/m <sup>3</sup>	≤ 0.3	0.067	0.015	0.023
<b>Checkpoint 5: location at the end of Road No.1, boundaries between resident and IP area (K5)</b>					
Nitrogen Dioxide: NO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.2	<0.015	<0.015	<0.015
Sulfur Dioxide: SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.35	0.0257	0.015	0.01
Total Suspended Particulates: TSP	mg/m <sup>3</sup>	≤ 0.3	0.109	0.026	0.015
<b>Checkpoint 6: location at the end of Road No. 4, boundaries between resident and IP area (K6)</b>					
Nitrogen Dioxide: NO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.2	<0.015	<0.015	<0.015
Sulfur Dioxide: SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.35	0.0182	0.014	0.014
Total Suspended Particulates: TSP	mg/m <sup>3</sup>	≤ 0.3	0.058	0.028	0.056

Remarks: <sup>(2)</sup> National technical regulation on ambient air quality QCVN 05:2013/BTNMT

Environmental complaints from outside	Unit	2021	2022	2023
Number of environmental complaints from outside	time	1	0	0

Compliance with environmental laws	Unit	2021	2022	2023
Significant amount / value of the adjustment in case of violating environmental laws (Disclosure 307-1)	VND	540,000,000	0	0

# TGO CARBON FOOTPRINT FOR ORGANIZATION CERTIFICATE

**Certificate Number:**  
TGO CFO FY24-03-181

 องค์การ  
rganization

**THAILAND GREENHOUSE GAS  
MANAGEMENT ORGANIZATION**  
(Public Organization) 

## CERTIFICATE

Awarded to

**Amata VN Public Company Limited**

Company address verified: 2126 New Petchaburi Rd, Huai Khwang, Bangkok 10310

Thailand Greenhouse Gas Management Organization certifies that  
the quantity of Greenhouse Gas of the above organization has been verified  
by VGREEN KU CO.,LTD  
and found to be in accordance with the requirements of the standard detailed below.

**Standard**

**TGO Guidance of the Carbon Footprint for Organization**

Verification Period: [01/01/2023 - 31/12/2023]

Total Greenhouse Gas Emission (Scope 1&2): 1,365 tonCO<sub>2</sub>e/year

Direct GHG emissions	87 tonCO <sub>2</sub> e/year
Energy Indirect GHG emissions	1,278 tonCO <sub>2</sub> e/year
Other Indirect GHG emissions	2,204 tonCO <sub>2</sub> e/year

The agreed level of assurance is: Limited, at materiality of 5%

Registration Date: 11 March 2024



**Mr. Kiatchai Maitriwong**  
Executive Director  
Thailand Greenhouse Gas Management Organization (Public Organization)

# GRI CONTENT INDEX

Statement of use	AMATA VN Public Company Limited has reported the information cited in this GRI content index for the period 1 January 2023 to 31 December 2023 with reference to the GRI Standards.
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306-2	Management of significant waste-related impacts	93-94	Solid Waste Management		
306-3	Waste generated	93-94	Solid Waste Management		
306-5	Waste directed to disposal	93-94	Solid Waste Management		

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	PAGE	CHAPTER	OMISSION	EXTERNAL ASSURANCE
Responsible Supply Chain Management					
GRI 3: Material Topics 2021					
3-3	Management of material topics	45-50	Responsible Supply Chain Management		
GRI 308: Supplier Environmental Assessment 2016					
308-1	New suppliers that were screened using environmental criteria	49	Responsible Supply Chain Management		
308-2	Negative environmental impacts in the supply chain and actions taken	45-50	Responsible Supply Chain Management		
GRI 414: Supplier Social Assessment 2016					
414-1	New suppliers that were screened using social criteria	49	Responsible Supply Chain Management		
414-2	Negative social impacts in the supply chain and actions taken	47	Responsible Supply Chain Management		
Employee Development and Retention					
GRI 3: Material Topics 2021					
3-3	Management of material topics	60-69	Human Capital Management		
GRI 201: Economic Performance 2016					
201-3	Defined benefit plan obligations and other retirement plans	One Report 164	One Report: Post-employment benefits		
GRI 202: Market Presence 2016					
202-2	Proportion of senior management hired from the local community	109-110	Performance Statistics: Social Performance		
GRI 401: Employment 2016					
401-1	New employee hires and employee turnover	62, 69, 110-111	Talent Attraction Employee Engagement Performance Statistics: Social Performance		
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	66	Welfare Committee		

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	PAGE	CHAPTER	OMISSION	EXTERNAL ASSURANCE
401-3	Parental leave	111	Performance Statistics: Social Performance		
GRI 404: Training and Education 2016					
404-1	Average hours of training per year per employee	65	Learning and Development		
404-2	Programs for upgrading employee skills and transition assistance programs	64-65	Learning and Development		
404-3	Percentage of employees receiving regular performance and career development reviews	63-64	Remuneration and Performance Assessment system		
Human Rights					
GRI 3: Material Topics 2021					
3-3	Management of material topics	56-59	Diversity, Equity and Inclusion (DEI)		
GRI 405: Diversity and Equal Opportunity 2016					
405-1	Diversity of governance bodies and employees	57,59, 109-111	Governance Diversity Employee Diversity Performance Statistics: Social Performance		
405-2	Ratio of basic salary and remuneration of women to men	58	Gender Pay Analysis		
Data Privacy					
GRI 3: Material Topics 2021					
3-3	Management of material topics	43	Personal Data Protection Policy		
GRI 418: Customer Privacy 2016					
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	43	Personal Data Protection Policy		





## Feedback Form for Sustainability Report 2023

### 1. Your basic information

Gender ☐ Female ☐ Male

Age ☐ Below 30 ☐ 30-50 ☐ Over 50

### 2. Which stakeholder group do you belong to?

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

### 3. How did you receive the sustainability report?

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

### 4. What is your objective in reading the 2023 sustainability report?

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

### 5. How satisfied are you with the Company's 2023 sustainability report format?

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

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

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Please send this feedback form to the address specified at the back cover or email to [sustainability@amata.com](mailto:sustainability@amata.com)

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



[www.amatavn.com](http://www.amatavn.com)

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VN

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