AMATA CORPORATION PUBLIC COMPANY LIMITED
**Bangkok Office**
2126 Kromadit Building, New Petchburi Rd, Bangkapi, Huay Kwang, Bangkok 10310
**Amata City Chonburi**
700 Bangna-Trad Highway, Km57, A. Muang. Chonburi 20000

Ref. AC 26/052

13 August 2026

Re: Management Discussion and Analysis of the Operating Performance for the period ended 30 June 2026

To: President

The Stock Exchange of Thailand

Amata Corporation Public Company Limited ("AMATA" or "The Company") and its subsidiaries would like to report the operating performance results for 2st Quarter and six-month period ended 30 June 2026 as follows:

| Financial performance (UNIT : MTHB) | 2st Quarter 2026 | 2st Quarter 2025 | % Change | 6 Month 2026 | 6 Month 2025 | % Change |
|---|---|---|---|---|---|---|
| Total revenue | 4,068 | 2,375 | 71.25 | 8,064 | 5,765 | 39.86 |
| Total expenses | (2,202) | (1,931) | (14.04) | (4,636) | (4,260) | (8.82) |
| Share of profit from investment in associates and JVs | 236 | 241 | (1.79) | 388 | 470 | (17.38) |
| EBIT | 2,102 | 685 | 206.92 | 3,816 | 1,975 | 93.19 |
| Finance costs | (120) | (169) | 29.09 | (259) | (338) | 23.28 |
| Income tax | (187) | (246) | 23.79 | (338) | (432) | 21.74 |
| **Profit for the period** | **1,795** | **270** | **564.62** | **3,219** | **1,206** | **167.01** |
| **Profit attributed to equity holders** | **1,584** | **140** | **1,032.15** | **2,962** | **969** | **205.66** |
| Basic EPS (Baht/share) | 1.38 | 0.12 | | 2.58 | 0.84 | |
| *Gross margin core business (%)* | *51.40* | *37.44* | | *49.34* | *41.16* | |
| *Net profit margin (%)* | *44.12* | *11.37* | | *39.92* | *20.91* | |

## Executive summary of the performance for the first six-month period of 2026

AMATA reported total revenue of Baht 8,064 million for the six-month period of 2026, increased by 39.86% from the same period last year. This revenue comprises 1) Revenues from sales of real estate of Baht 4,692 million, increased 63.63%, driven by the increased land transfers. The company transferred 594 Rais of land (TH 577 Rais; VN 17 Rais). 2) Revenues from utility services of Baht 2,355 million, increased 3.15%, due to higher revenue from utilities and service businesses in Thailand, while utility revenue in Vietnam slightly declined from exchange rate of Thai baht appreciated against Vietnamese Dong for the first six months. 3) Revenues from rental of Baht 525 million, increased by 4.73%, from expansion of rented area. GPM from core businesses was 49.34%, up from 41.16% in the same period last year. Share of profit from investments in associates and JVs was recorded at Baht 388 million, decreased by 17.38%, due to lower contributions from the power plant businesses, while share of profit from natural gas business has increased. Net profit for the six-month period of 2026 was Baht 3,219 million, increased 167.01% from the same period last year, due to the increased revenue from land sales with the improve GPM, and the gain from sales of investment in Amata Service City Long Thanh 2 Company Limited ("ASCLT2") of Baht 366 million in Q2/2026

## Economic and Industry Situation

In Q2/2026, global economic conditions were primarily influenced by geopolitical tensions which led to higher prices of energy and imported goods. These pressures contributed to rising inflation, higher production costs, and lower consumer purchasing power. The Organisation for Economic Co-operation and Development (OECD) revised its global economic growth forecast for 2026 down to 2.8% (from 2.9%), while maintaining projections for the US (2.0%) and the Euro area (0.8%). Growth forecasts for China and Japan were revised upward to 4.5% and 1.8% (from 4.4% and 0.9%) respectively. Meanwhile, global growth is expected to recover slightly to 3.1% in 2027, supported by demand for AI-related products and investments, particularly in Asia. However, this outlook assumes that oil and gas exports from the Persian Gulf return to normal during the third quarter of 2026. If geopolitical disruptions persist, global growth could slow to 2.1% in 2026 and 1.8% in 2027, increasing recession risks in many countries. Policymakers are therefore encouraged to maintain flexible monetary policy, strengthen fiscal sustainability, enhance energy security, as well as reduce trade tensions.

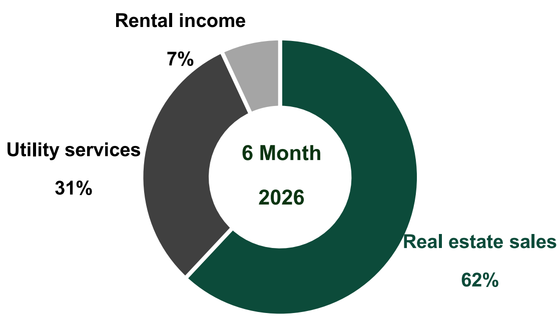
Thailand's economy showed signs of moderation in Q2/2026. According to the Bank of Thailand, economic activity slowdown due to higher energy costs and travel constraints linked to Middle East tensions, resulting in fewer international tourist arrivals. Industrial production declined, mainly because of refinery maintenance activities and weaker demand for electrical appliances from overseas markets. Nevertheless, exports and private investment continued to improve, driven by strong demand for technology products, the global upcycle in electronics, and increasing investment in data centers. Economic stability indicators reflected rising inflationary pressures. Headline inflation increased in line with higher global oil prices, while core inflation rose due to higher prices of prepared food, reflecting cost pass-through by businesses. The labor market improved overall, although employment in the manufacturing sector remained under pressure from rising production costs and increased competition. Key economic risks for Thailand include 1) U.S. trade policies 2) the pace of tourism recovery 3) living and business costs 4) the effectiveness of government support measures, and 5) the impacts of the El Niño phenomenon.

The Board of Investment (BOI) reported that investment promotion applications as at Q2/2026 reached Baht 1,473,718 million, increased 37% YoY, across 1,299 projects. This reflects continued investor confidence in Thailand's economic potential, particularly in digital infrastructure, advanced manufacturing, and sustainable energy sectors. The largest sectors by investment value were digital industries Baht 1,115,260 million (90 projects), electronics and electrical appliances Baht 120,230 million (179 projects), agriculture and food processing Baht 61,388 million (131 projects), logistics and high-value services Baht 40,217 million (170 projects), and energy and public utilities Baht 39,461 million (221 projects). Renewable energy projects accounted for the largest number of applications. Foreign Direct Investment (FDI) applications totaled Baht 1,368,493 million, increased 80% YoY. The top investing countries/economic zones were Singapore (Baht 1,121,742 million), the UK (Baht 47,193 million), China (Baht 45,766 million), Taiwan (Baht 38,014 million), and Japan (Baht 32,790 million).

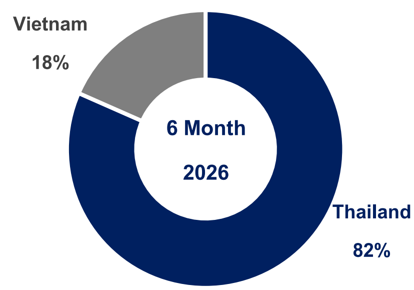
## Business Overview

Amata Corporation PCL. was established in 1989, the world's leading private developer and operator of industrial estates, or "industrial cities". The company specializes in the planning, developing, managing, and marketing of these industrial estates as well as entire related businesses. Furthermore, the company also strictly on environmental protection and strives to create "A Perfect City" to improve quality of life of the people working in the industrial estates and people in surrounding communities, so that they can work and live happily.

**Revenue proportion by business**




**Revenue proportion from overseas**




AMATA has developed industrial estates in four countries which are Thailand, Vietnam, Myanmar, and Laos. For the six-month period ended 30 June 2026, the company generated revenue from its core businesses; 1) real estate development business – contributing 62%, primarily from the sale of industrial estate land in Thailand and Vietnam. 2) utilities services business – contributing 31%, which includes revenue from providing water, electricity, and related services to customers within the industrial estates. 3) Ready-built factory for rent – making up 7% of revenue from core businesses. Currently, total revenue from core businesses is derived 82% from Thailand and 18% from Vietnam.

## Recent business development

- **20 May 2026** The Group completed its disposal of its investment in Amata Service City Long Thanh 2 Company Limited (ASCLT2) and recognized a gain from sales of investment of Baht 366 million. The disposal of Amata Service City Long Thanh 1 Company Limited (ASCLT1) is ongoing and expected to be completed within 2026. Accordingly, assets and liabilities related to ASCLT1 were classified as "assets held for sale" and "liabilities held for sale" in the statement of financial position as of 30 June 2026.
- **9 July 2026** The Board of Directors of Amata VN Public Company Limited, subsidiary of the Company, approved the disposal of the Company's entire 68.02% direct and indirect shareholding in Amata Township Long Thanh Co., Ltd. (ATLT) for VND 492,239,171,513 (USD 18.7 million or Baht 632 million). The transaction was completed on 27 July 2026, and ATLT ceased to be a subsidiary of the Company. The disposal was undertaken to streamline the Group's investment structure, reduce administrative costs, and improve investment management efficiency, with no material impact on the Company's operations or consolidated financial position.

## Summary of AMATA's Operating Performance

### Operating Performance Summary for 3-month period ended 30 June 2026

**2st Quarter of 2026's performance versus 2st Quarter of 2025's performance**

- Total revenues reported at Baht 4,068 million, increased by 71.25 year on year
- Share of profit from investments in associates and JVs at Baht 236 million, decreased by 1.79%
- Net profit for the period at Baht 1,795 million, increased by 565.62%
- Net profit attributable to equity holders of the company was Baht 1,584 million, increased by 1,032.15%

| Unit : MTHB | 2st Quarter 2026 | 2st Quarter 2025 | Increase/(decrease) MTHB | % |
|---|---|---|---|---|
| Total revenues | 4,068 | 2,375 | 1,693 | 71.25 |
| Total expenses | 2,202 | 1,931 | 271 | 14.04 |
| Share profit from investments in associates and JV | 236 | 241 | (5) | (1.79) |
| Profit for the period | 1,795 | 270 | 1,525 | 564.62 |
| **Profit attributable to owners of the company** | **1,584** | **140** | **1,444** | **1,032.15** |
| Basic earnings per share (Baht/Share) | 1.38 | 0.12 | | |

- **Operating Performance Analysis of Core Businesses**

| Unit : MTHB | 2nd Quarter 2026 | 2nd Quarter 2025 | Increase/(decrease) MTHB | ร้อยละ |
|---|---|---|---|---|
| Revenue from sales of real estate | 2,206 | 955 | 1,251 | 131.07 |
| Revenue from utility services | 1,154 | 1,111 | 43 | 3.87 |
| Revenue from rental business | 266 | 256 | 10 | 4.00 |
| Gain from sales of investment in subsidiary | 366 | - | 366 | 100 |
| Finance income | 27 | 25 | 2 | 9.51 |
| Other income | 48 | 28 | 20 | 68.01 |
| **Total revenues** | 4,068 | 2,375 | 1,693 | 71.25 |
| *Gross profit margin from sales of real estate* | *66.16%* | *46.87%* | | |
| *Gross profit margin from utility services* | *18.94%* | *20.01%* | | |
| *Gross profit margin from rental business* | *69.82%* | *77.85%* | | |

**Industrial Estate Development Business**

For Q2/2026, AMATA reported revenue from sales of real estate at Baht 2,206 million, increased Baht 1,251 million or 131.07% from the same period last year. The land transfer came from industrial estates in Chonburi, Rayong and Vietnam, totaling 288 Rais (TH 271 Rais and VN 17 Rais) versus 172 Rais (TH 106 Rais and VN 66 Rais) in the same period last year. The gross profit margin (GPM) in the Q2/2026 was 66.16%, up from 46.87% in the same period last year, due to an increase in land transfers within industrial estates in Thailan with the beginning of land transfers in Chonburi in a high margins phase, combined with the improved margins of the ACHL in Vietnam.

**Utility Services Business**

Revenue from utility services business in Q2/2026 was Baht 1,154 million, increased by Baht 43 million or 3.87% from the same period last year, due to the increased utility and service revenues in Thailand, while utility revenues in Vietnam slightly declined due to exchange rate of Thai baht appreciated against Vietnamese Dong for the first six-month period. The GPM in Q2/2026 was 18.94%, decreased from 20.01% in the same period last year.

**Rental Business**

For Q2/2026, The Company reported a revenue from rental of Baht 266 million, increased by Baht 10 million or 4.00% compared to the same period last year, due to the increase of leased areas. The GPM in Q2/2026 was 69.82%, decreased from 77.85% in the same period last year.

- **Other Income**

For Q2/2026, the Company recognized a gain of THB 366 million from the sale of its investment in Amata Service City Long Thanh 2 Company Limited (ASCLT2). And, for Q2/2026, the Company has finance income from financial institutions at Baht 27 million, increased 9.51% from the same period last year, and other income at Baht 48 million, increased 68.01% from the same period last year.

- **Expenses**

| Unit : MTHB | 2st Quarter 2026 | 2st Quarter 2025 | Increase/(decrease) MTHB | Increase/(decrease) % |
|---|---|---|---|---|
| Selling expenses and distribution costs | 164 | 67 | 97 | 144.52 |
| Administrative expenses | 280 | 300 | (20) | (6.55) |
| Loss (gain) on exchange rate | 4 | (112) | 116 | 103.79 |
| Finance costs | 120 | 169 | (49) | (29.09) |
| Income tax | 187 | 246 | (59) | (23.79) |

For Q2/2026, selling expenses and distribution costs were Baht 164 million, increased Baht 97 million or 144.52% compared to the same period last year, and administrative expenses were Baht 280 million, decreased Baht 25 million or 6.55% compared to the same period last year. For Q2/2026, the Company recorded gain on exchange rate of Baht 4 million, compared to loss on exchange rate of Baht 112 million in the same period last year, due to Thai baht loans of the Vietnam group has the foreign exchange gains from the recent appreciation of Vietnamese Dong against the Thai baht. Finance costs were at Baht 120 million in Q2/2026, decreased Baht 49 million or 29.09%, and the income tax expenses were Baht 187 million, decreased by Baht 59 million or 23.79% compared to the same period last year.

- **Share of Profit from Investments in Associates and Joint Ventures**

The Company reported a share of profits from investments in associates and joint ventures in Q2/2026, was Baht 236 million, decreased by Baht 5 million or 1.79% from the same period last year, mainly attributed to a lower share of profit from power plants segment, mainly resulting from foreign exchange losses, whereas the share of profit from the natural gas distribution segment has increased.

- **Net Profit**

The Company reported net profit for Q2/2026 at Baht 1,795 million, increased by Baht 1,525 million or 564.62% from the same period last year, driven by the increased revenue from land sales with the improved gross margins, and the gain from sales of investment in ASCLT2. As a result, profit attributable to owners of the company total THB 1,584 million or equivalent to basic earnings per share of THB 1.38.

**Operating Performance Summary for 6-month period ended 30 June 2026**

**The first six months of 2026 versus the first six months of 2026**

- Total revenues reported at Baht 8,064 million, increased by 39.86 year on year
- Share of profit from investments in associates and JVs at Baht 388 million, decreased by 17.38%
- Net profit for the period at Baht 3,219 million, increased by 167.01%
- Net profit attributable to equity holders of the company was Baht 2,962 million, increased by 205.66%

| Unit : MTHB | 6-Month | 6-Month | Increase/(decrease) | |
|---|---|---|---|---|
| | 2026 | 2025 | MTHB | % |
| Total revenues | 8,064 | 5,765 | 2,299 | 39.86 |
| Total expenses | 4,636 | 4,260 | 376 | 8.82 |
| Share profit from investments in associates and JV | 388 | 470 | (82) | (17.38) |
| Profit for the period | 3,219 | 1,206 | 2,013 | 167.01 |
| **Profit attributable to owners of the company** | **2,962** | **969** | **1,993** | **205.66** |
| Basic earnings per share (Baht/Share) | 2.58 | 0.84 | | |

AMATA CORPORATION PUBLIC COMPANY LIMITED
Bangkok Office
2126 Kromadit Building, New Petchburi Rd, Bangkapi, Huay Kwang, Bangkok 10310
Amata City Chonburi
700 Bangna-Trad Highway, Km57, A. Muang. Chonburi 20000

- **Operating Performance Analysis of Core Businesses**

| Unit : MTHB | 6-Month 2026 | 6-Month 2025 | Increase/(decrease) MTHB | Increase/(decrease) ร้อยละ |
|---|---|---|---|---|
| Revenue from sales of real estate | 4,692 | 2,867 | 1,825 | 63.63 |
| Revenue from utility services | 2,355 | 2,283 | 72 | 3.15 |
| Revenue from rental business | 525 | 501 | 24 | 4.73 |
| Gain from sales of investment in subsidiary | 366 | - | 366 | 100 |
| Finance income | 52 | 44 | 8 | 16.49 |
| Other income | 75 | 70 | 5 | 6.65 |
| **Total revenues** | **8,064** | **5,765** | **2,299** | **39.86** |
| *Gross profit margin from sales of real estate* | *61.51%* | *52.20%* | | |
| *Gross profit margin from utility services* | *18.92%* | *19.33%* | | |
| *Gross profit margin from rental business* | *77.06%* | *77.41%* | | |

**Industrial Estate Development Business**

For the six-month period of 2026, AMATA reported revenue from sales of real estate at Baht 4,692 million, increased Baht 1,824 million or 63.63% from the same period last year. The land transfer came from industrial estates in Chonburi, Rayong and Vietnam, totaling 594 Rais (TH 577 Rais and VN 17 Rais) versus 450 Rais (TH 371 Rais and VN 97 Rais) in the same period last year. The gross profit margin (GPM) for the six-month period of 2026 was 61.51%, up from 52.20% in the same period last year, due to an increase in land transfers within industrial estates in Thailan with the beginning of land transfers in Chonburi in a high margins phase during Q2/2026, combined with the improved margins of the ACHL in Vietnam.

**Utility Services Business**

For the six-month period of 2026, revenue from utility services business was Baht 2,355 million, increased by Baht 72 million or 3.15% from the same period last year, due to the increased utility and service revenues in Thailand, while utility revenues in Vietnam slightly declined due to the Vietnamese Dong depreciation against the Thai baht. Utility service revenue in Vietnam amounted to VND 1,051 billion, increasing from VND 1,004 billion in the same period of last year. The GPM for the six-month period of 2026 was 18.92%, decreased from 19.33% in the same period last year.

**Rental Business**

For the six-month period of 2026, the Company reported revenue from rental of Baht 525 million, increased by Baht 24 million or 7.43% compared to the same period last year, due to the increase of leased areas. The GPM in the six-month period of 2026 was 77.06%, decreased from 77.41% in the same period last year.

- **Other Income**

For the six-month period of 2026, the Company recognized a gain of THB 366 million from the sale of its investment in Amata Service City Long Thanh 2 Company Limited (ASCLT2). And, the Company has finance income from financial institutions at Baht 52 million, increased 16.49% from the same period last year, and other income at Baht 75 million, increased 6.65% from the same period last year.

- **Expenses**

| Unit : MTHB | 6-Month 2026 | 6-Month 2025 | Increase/(decrease) | |
|---|---|---|---|---|
| | | | MTHB | % |
| Selling expenses and distribution costs | 293 | 239 | 54 | 22.43 |
| Administrative expenses | 563 | 568 | (5) | (0.94) |
| Loss (gain) on exchange rate | 55 | (128) | 183 | 143.09 |
| Finance costs | 259 | 338 | (79) | (23.28) |
| Income tax | 338 | 432 | (94) | (21.74) |

For the six-month period of 2026, selling expenses and distribution costs were Baht 293 million, increased Baht 54 million or 22.43% compared to the same period last year, and administrative expenses were Baht 563 million, decreased Baht 5 million or 0.94% compared to the same period last year. For the six-month period of 2026, the Company recorded gain on exchange rate of Baht 55 million, compared to loss on exchange rate of Baht 128 million in the same period last year, due to Thai baht loans of the Vietnam group has the foreign exchange gains from the recent appreciation of Vietnamese Dong against the Thai baht. Finance costs were at Baht 259 million in the six-month period of 2026, decreased Baht 79 million or 23.28%, and the income tax expenses were Baht 338 million, decreased by Baht 94 million or 21.74% compared to the same period last year.

- **Share of Profit from Investments in Associates and Joint Ventures**

The Company reported a share of profits from investments in associates and joint ventures in the six-month period of 2026 was Baht 388 million, decreased by Baht 82 million or 17.38% from the same period last year, mainly attributable to a lower share of profit from the power plant business, primarily due to foreign exchange losses. In contrast, the natural gas distribution business reported a higher share of profit, particularly in the second quarter of 2026, mainly driven by an increase in the average selling price.

- **Net Profit**

The Company reported net profit for the six-month period of 2026 at Baht 3,219 million, increased by Baht 2,013 million or 167.01% from the same period last year, driven by the increased revenue from land sales with the improved gross margins, and the gain from sales of investment in ASCLT2. As a result, profit attributable to owners of the company totaling THB 2,962 million or equivalent to basic earnings per share of THB 2.58.

## Financial Position

| Unit (MTHB) | 1H-2026 | YE-2025 | Change | % |
|---|---|---|---|---|
| Current assets | 29,435 | 28,753 | 682 | 2.37 |
| Non-current assets | 44,968 | 40,901 | 4,067 | 9.94 |
| **Total assets** | **74,403** | **69,654** | **4,749** | **6.82** |
| Current liabilities | 22,613 | 20,162 | 2,451 | 12.16 |
| Non-current liabilities | 18,955 | 19,071 | (116) | (0.61) |
| **Total liabilities** | **41,568** | **39,233** | **2,335** | **5.95** |
| Total shareholders' equity | 32,834 | 30,421 | 2,414 | 7.93 |
| **Total liabilities and shareholders' equity** | **74,403** | **69,654** | **4,749** | **6.82** |

- **Assets**

As of 30 June 2026, the Company had total assets of Baht 74,403 million, increased Baht 4,749 million or 6.82% from 31 December 2025, majority from land awaiting development for sale to customers.

- **Liabilities**

As of 30 June 2026, the Company had total liabilities of Baht 41,568 million, increased Baht 2,335 million or 5.95% from 31 December 2025, mainly for the increase in short-term loans from financial institutions to finance the land acquisition.

- **Equity**

As of 30 June 2026, the Company's shareholders' equity was Baht 32,835 million, increased Baht 2,414 million or 7.93% from 31 December 2025, following the increasing retained earnings.

## Cash flow

| Unit (MTHB) | 6-month 2026 | 6-month 2025 | เปลี่ยนแปลง | ร้อยละ |
|---|---|---|---|---|
| **Beginning cash and cash equivalents** | **2,307** | **2,522** | **(215)** | **(8.52)** |
| Net cash from (used in) operating activities | 2,570 | 3,452 | (882) | (25.53) |
| Net cash from (used in) investing activities | (4,299) | (6,704) | 2,405 | (35.87) |
| Net cash from (used in) financing activities | 1,377 | 2,570 | (1,193) | (46.43) |
| Translation adjustment | (28) | 66 | (94) | (142.65) |
| Unrealized gain (loss) on exchange | (1) | (1) | - | (52.94) |
| **Ending cash and cash equivalents** | **1,926** | **1,905** | **21** | **1.14** |

For the six-month period of 2026, the Company had cash and cash equivalents of THB 1,926 million at the end of the period, decreasing from THB 2,307 million at the beginning of 2026. Net cash provided by operating activities amounted to THB 2,570 million, a decrease compared with the same period last year, primarily due to a decline in customer deposits and advances received from customers. The Company recorded net cash used in investing activities of THB 4,299 million, mainly attributable to land acquisitions for future development. Net cash provided by financing activities totaled THB 1,377 million, principally driven by an increase in borrowings from financial institutions.

## Financial Ratios

| Ratio | 1H-2026 | 1H-2025 |
|---|---|---|
| Gross Profit Margin (Core Business) (%) | 49.34 | 41.16 |
| Current Ratio (Times) | 1.30 | 0.93 |
| Return on Asset (%) | 10.41 | 7.64 |
| Return on Equity (%) | 21.46 | 12.71 |
| Average Inventory Turnover Period (Days) | 1,819 | 1,440 |
| Average Collection Period (Days) | 34 | 30 |
| Average Payment Period (Days) | 100 | 103 |
| Debt to Equity (Times) | 1.27 | 1.47 |
| Interest Coverage Ratio (Times) | 15.70 | 6.50 |
| Debt Service Coverage Ratio (Times) | 0.97 | 0.98 |
| Effective Tax Rate (%) | 9 | 26 |

## Sustainable Development Policy and Goals

As a large-scale industrial city, AMATA's operations can positively or negatively impact the economy, society, environment, and human rights, directly and indirectly, both currently or in the future. To address this, the Company has adopted a Sustainable Development Policy, reinforcing its commitment to ethical and responsible practices. This policy guides business growth that supports Thailand's economy while balancing industrial development with community well-being. Through this approach, AMATA strives for sustainable coexistence, creating long-term value for stakeholders in line with its **'ALL WIN'** philosophy.

- **Demonstrating Organizational Leadership Commitment:** The Company defines its sustainability strategy, framework, and short-, medium-, and long-term objectives in alignment with globally recognized sustainability principles and goals. This framework provides a structured roadmap for implementation, driving progress across the organization, reinforcing accountability, and fostering transparent accountability.
- **Conducting Business with Integrity in Accordance with Corporate Governance Principles:** The Company conducts its business with honesty, fairness, and integrity, adhering to legal and ethical standards while committing to anti-corruption, human rights, and regulatory compliance. To ensure transparency and

accountability, the Company has implemented robust governance frameworks, including risk management, audits, and internal controls, to drive long-term, sustainable value for all stakeholders.

- **Enhancing Business Value Through Innovation and Quality**: The Company continuously improves operations and enhances product and service quality across the entire lifecycle by leveraging technology and innovation. At the same time, it fosters new business growth and innovation, creating added value for the organization and its stakeholders.
- **Upholding Human Rights in Employment**: The Company is committed to upholding human rights standards in employment practices, ensuring all employees and workers are treated fairly and with respect. It embraces diversity, equity, and inclusion (DEI) by fostering equal opportunities and preventing any form of discrimination. Furthermore, the Company is dedicated to maintaining a safe and high-quality work environment in compliance with established labor and safety standards, while strengthening its corporate culture and investing in the continuous development of employees' skills and potential.
- **Promoting Stakeholder Engagement and Inclusivity:** The Company is committed to minimizing or eliminating negative impacts on stakeholders, both directly and indirectly. It conducts comprehensive risk assessments and manages risks across the supply chain responsibly, ensuring compliance with international standards. Additionally, the Company supports the capacity building of employees, suppliers, business partners, and key stakeholders, equipping them with the knowledge and skills necessary for sustainable business practices. This approach fosters opportunities and long-term benefits for all stakeholders.
- **Elevating Environmental Stewardship and Resource Management:** The Company is dedicated to maximizing resource efficiency and enhancing its ability to manage natural resources sustainably. It promotes the use of renewable and clean energy, develops environmentally friendly innovations and businesses, and manages environmental risks and impacts related to water, air, natural ecosystems, biodiversity, and climate change.
- **Respecting Community Rights and Improving Quality of Life:** The Company is committed to respecting community rights and enhancing the well-being of workers and local communities in its operational areas. It promotes fair access to resources and encourages responsible resource use, while actively managing risks and minimizing negative impacts across the supply chain. Through ongoing programs and initiatives, the Company fosters community development, open dialogue, and stakeholder engagement, ensuring that business and local communities grow together in a way that creates lasting value for all.

<u>**Sustainable Development Goals**</u>

**1st Strategy: Creating smart cities that foster economic development while protecting society and the environment.** Corporate goals include becoming a carbon-neutral city by 2040 and reducing the intensity of greenhouse gas emissions by 30% by 2030, compared to the base of year 2019.

**2nd Strategy: Growing through strategic business partnerships.** Corporate goals include offering products and services that contribute to the Company's long-term economic growth while generating positive social and environmental impact, driving innovations that minimize environmental and social footprints, and maintaining a customer satisfaction score of over 90%.

**3rd Strategy: Building a safe and environmentally responsible society.** Corporate goals include zero lost time injury frequency rate, zero road accident, zero non-compliance in environmental and social aspects by our employees, suppliers, and contractors, zero waste to the landfills, zero effluent discharge, decreasing natural surface water dependency, and critical and new suppliers are 100% ESG risks assessed.

**4th Strategy: Creating opportunities for stakeholders.** Corporate goals include zero significant human rights violations across value chain activities, providing more than 18 average annual training hours per employee, employee engagement score exceeding 74%, and a voluntary employee turnover rate below 10%.

**5th Strategy: Creating a decent civil society for the benefit of society.** Corporate goals include zero tolerance to corruption, 100% of complaints resolved within the specified timeframe, enhancing community engagement in all sub-districts within 5-km radius through community and social development initiatives, collaborating with local communities and government agencies to manage social impacts and implement systemic solutions, promoting cooperative activities and projects among the Company and factories for the benefit of the local community and society, organizing the projects supporting the enterprises that can generate income for community members, and achieving community satisfaction scores exceeding 85%.

For your information.

Yours sincerely,

AMATA CORPORATION PUBLIC COMPANY LIMITED

(Ms. Dendao Komolmas)

DIRECTOR