AMATA CORPORATION PUBLIC COMPANY LIMITED
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Amata City Chonburi
700 Bangna-Trad Highway, Km57, A. Muang. Chonburi 20000

Ref. AC 26/064

16th November 2026

Re: Management Discussion and Analysis of the Operating Performance for the period ended 30 September 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 3rd Quarter and nine-month period ended 30 September 2026 as follows:

Financial performance (UNIT : MTHB)	3rd Quarter 2026	3rd Quarter 2025	% Change	9 Month 2026	9 Month 2025	% Change
Total revenue	3,815	4,339	(12.09)	11,878	10,105	17.55
Total expenses	(2,055)	(2,912)	(29.42)	(6,691)	(7,172)	(6.71)
Share of profit from investment in associates and JVs	189	220	(13.88)	578	690	(16.27)
EBIT	1,949	1,648	18.30	5,765	3,623	59.13
Finance costs	(92)	(174)	(47.25)	(351)	(512)	(31.42)
Income tax	(367)	(184)	99.17	(705)	(616)	14.40
Profit for the period	**1,491**	**1,290**	**15.59**	**4,710**	**2,495**	**88.75**
Profit attributed to equity holders	**1,277**	**1,139**	**12.15**	**4,239**	**2,108**	**101.12**
Basic EPS (Baht/share)	1.11	0.99		3.69	1.83	
Gross margin core business (%)	*53.50%*	*42.29%*		*50.70%*	*41.64%*	
Net profit margin (%)	*39.08%*	*29.72%*		*39.65%*	*24.69%*	

Executive summary of the performance for the first nine-month period of 2026

AMATA reported total revenue of Baht 11,878 million for the nine-month period of 2026, increased by 17.55% from the same period last year. This revenue comprises 1) Revenues from real estate sales of Baht 6,940 million, increased 19.71%, driven by the increased land transfers. The company transferred 851 Rais of land (TH 773 Rais; VN 78 Rais). 2) Revenues from utility services of Baht 3,485 million, increased 3.68%, 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 nine months. 3) Revenues from rental of Baht 794 million, increased by 2.68%. GPM from core businesses was 50.70%, up from 41.64% in the same period last year. Share of profit from investments in associates and JVs was recorded at Baht 578 million, decreased by 16.27%, due to lower contributions from the power plant businesses. Net profit for the nine-month period of 2026 was Baht 4,710 million, increased 88.75% 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 ("ASCLT 2") and Amata Township Long Thanh Company Limited ("ATLT") of Baht 478 million in Q2/2026 and Q3/2026, respectively.

Economic and Industry Situation

In Q3/2026, Global inflation remained elevated, driven by higher energy prices in September amid renewed Middle East tensions. The Organisation for Economic Co-operation and Development (OECD) has raised its 2026 global growth forecast to 2.9% from 2.8%, reflecting stronger-than-expected economic resilience and continued AI-related investment. Growth forecasts were upgraded for the US to 2.2% (from 2.0%), Eurozone to 1.0% (from 0.8%), and Japan to 0.8% (from 0.6%), while China remained unchanged at 4.5%. For 2027, global growth was revised down slightly to 3.0% (from 3.1%) due to price pressures and slower real income growth. Growth pressure is expected to peak toward the end of the year, and inflation is expected to peak in Q4 if energy and food prices remain high. The OECD therefore recommended central banks keep inflation expectations within range, and risks from long-term bond yields and returns on AI investment to be closely monitored.

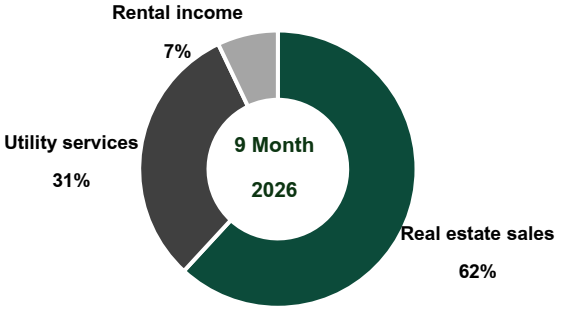
Thailand's economy in Q3/2026, the Bank of Thailand reported that the Thai economy improved from the previous quarter, driven by stronger merchandise exports in line with the global AI cycle, higher private investment, particularly in machinery, equipment, and data centers, and increased private consumption partly supported by government measures. The tourism sector softened due to fewer short-haul visitors and higher travel costs, although tourism receipts remained stable as visitors stayed longer. Headline inflation declined overall despite an increase in oil prices in September, while core inflation rose due to higher processed food costs. Costs also rose from the impact of the war and imported goods. The current account returned to a surplus, supported by the trade balance, while the labor market improved slightly. Key factors to monitor include the global AI cycle, geopolitical and trade tensions, tourism recovery, and the impact of floods and El Niño.

The Board of Investment (BOI) reported that investment promotion applications as at Q3/2026 reached Baht 1,707,430 million, increasing 28% YoY, across 1,954 projects. The largest sectors by investment value were digital industries at Baht 1,170,000 million (139 projects), electronics and electrical appliances at Baht 189,370 million (262 projects), agriculture and food processing at Baht 80,190 million (218 projects), energy and public utilities at Baht 59,870 million (313 projects), and logistics and services at Baht 51,820 million (236 projects). Energy and public utilities recorded the largest number of applications, mainly driven by renewable energy power generation projects. Foreign Direct Investment (FDI) applications totaled Baht 1,550,784 million, increasing 62% YoY, across 1,309 projects. The top investing countries/economic zones were Singapore (Baht 1,164,595 million), China (Baht 63,390 million), the UK (Baht 48,311 million), Japan (Baht 45,478 million), and Taiwan (Baht 43,243 million).

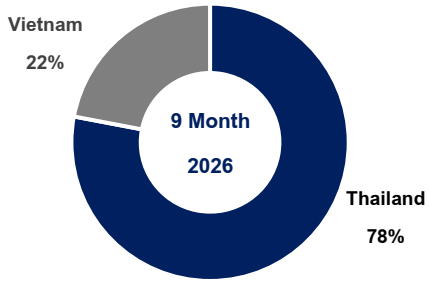
Business Overview

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.

Core revenue proportion by business



Core revenue proportion by countries



AMATA has developed industrial estates in four countries which are Thailand, Vietnam, Myanmar, and Laos. For the nine-month period ended 30 September 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 sale of water, electricity, and other related services provided 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 78% from Thailand and 22% from Vietnam.

Recent business development

The Board of Directors meeting on 13 August 2026 has approved the disposal of the Company's entire 51% stake in Amata KWEG Education Co., Ltd. ("AKWEG"), to a non-connected person to reduce administrative costs and enhance investment efficiency in other subsidiaries. The transaction was completed in November 2026, and as a result, AKWEG ceased to be a subsidiary of the Company effective from Q4/2026 onwards.

Summary of AMATA's Operating Performance

Operating Performance Summary for 3-month period ended 30 September 2026

3rd Quarter of 2026's performance versus 3rd Quarter of 2025's performance

- Total revenues reported at Baht 3,815 million, decreased by 12.09 year on year
- Share of profit from investments in associates and JVs at Baht 189 million, decreased by 13.88%
- Net profit for the period at Baht 1,491 million, increased by 15.59%
- Net profit attributable to equity holders of the company was Baht 1,277 million, increased by 12.15%

Unit : MTHB	3rd Quarter 2026	3rd Quarter 2025	Increase/(decrease) MTHB	Increase/(decrease) %
Total revenues	3,815	4,339	(524)	(12.09)
Total expenses	2,055	2,912	(857)	(29.42)
Share profit from investments in associates and JV	189	220	(31)	(13.88)
Profit for the period	1,491	1,290	201	15.59
Profit attributable to owners of the company	**1,277**	**1,139**	**138**	**12.15**
Basic earnings per share (Baht/Share)	1.11	0.99		

- **Operating Performance Analysis of Core Businesses**

Unit : MTHB	3rd Quarter 2026	3rd Quarter 2025	Increase/(decrease) MTHB	Increase/(decrease) ร้อยละ
Revenue from sales of real estate	2,248	2,930	(682)	(23.28)
Revenue from utility services	1,131	1,079	52	4.80
Revenue from rental business	270	273	(3)	(1.07)
Finance income	31	28	3	11.96
Gains on disposal of investment in a subsidiary	112	-	112	100.00
Other income	24	30	(6)	(21.94)
Total revenues	**3,815**	**4,339**	**(524)**	**(12.09)**
Gross profit margin from sales of real estate	*67.69%*	*47.46%*		
Gross profit margin from utility services	*19.65%*	*19.15%*		
Gross profit margin from rental business	*77.19%*	*78.23%*		

Industrial Estate Development Business

For Q3/2026, the Company reported revenue from sales of real estate of Baht 2,248 million, a decrease of Baht 682 million or 23.28% from the same period last year. The revenue was derived from land transfers in industrial estates located in Chonburi, Rayong, and Vietnam. Total land transferred amounted to 258 Rais (TH 197 Rais and VN 61 Rais), compared with 677 Rais (TH 663 Rais and VN 14 Rais) transferred in the same period last year.

Although land transfers were lower than in the same period last year, the gross profit margin (GPM) in Q3/2026 was 67.69%, up from 47.46% in the same period last year, mainly driven by land transfers in high-margin phases in Chonburi, as well as improved gross profit margins at Amata City Rayong Industrial Estate resulting from higher selling prices and lower average unit costs.

Utility Services Business

Revenue from utility services business in Q3/2026 was Baht 1,131 million, increased by Baht 52 million or 4.80% from the same period last year, mainly driven by higher utility and service revenue in Thailand, supported by higher water sales volume and prices as well as the increased service revenue from industrial estate expansion, while utility revenue in Vietnam rose slightly. The GPM in Q3/2026 was 19.65%, increased from 19.15% in the same period last year.

Rental Business

For Q3/2026, The Company reported revenue from rental of Baht 270 million, decreased by Baht 3 million or 1.07% compared to the same period last year. The GPM in Q3/2026 was 77.19%, decreased from 78.23% in the same period last year.

- **Other Income**

For Q3/2026, the Company has finance income from financial institutions at Baht 31 million, increased 11.96% from the same period last year. Furthermore, the Company recognized a gain of Baht 112 million from the sale of investment in Amata Township Long Thanh Company Limited ("ATLT"), and other income at Baht 24 million, decreased 21.91% from the same period last year.

- **Expenses**

Unit : MTHB	3rd Quarter 2026	3rd Quarter 2025	Increase/(decrease) MTHB	Increase/(decrease) %
Selling expenses and distribution costs	100	170	(70)	(41.33)
Administrative expenses	282	256	26	10.15
Loss (gain) on exchange rate, net	(23)	15	(38)	(253.24)
Finance costs	92	174	(82)	(47.25)
Income tax	367	184	183	99.17

For Q3/2026, selling expenses and distribution costs were Baht 100 million, decreased Baht 70 million or 41.33% compared to the same period last year, and administrative expenses were Baht 282 million, increased Baht 26 million or 10.15% compared to the same period last year. For Q3/2026, the Company recorded gain on exchange rate, net of Baht 23 million, compared to loss on exchange rate of Baht 15 million in the same period last year, mainly attributable to foreign exchange gains on Thai baht-denominated liabilities of the Group's subsidiaries in Vietnam following the appreciation of the Vietnamese Dong against the Thai baht. Finance costs were at Baht 92 million in Q3/2026, decreased Baht 82 million or 47.25%, and the income tax expenses were Baht 367 million, increased by Baht 183 million or 99.17% 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 Q3/2026, was Baht 189 million, decreased by Baht 31 million or 13.88% from the same period last year, mainly attributed to a lower share of profit from the power business, due to higher production costs following an increase in natural gas prices. Meanwhile, the natural gas distribution business recorded a higher share of profit, mainly driven by higher average selling prices.

- **Net Profit**

The Company reported net profit for Q3/2026 at Baht 1,491 million, increased by Baht 201 million or 15.59% from the same period last year, driven by the improved gross margins from core businesses, especially real estate business, and the gain from sales of investment in ATLT. As a result, profit attributable to owners of the company total Baht 1,277 million or equivalent to basic earnings per share of Baht 1.11.

Operating Performance Summary for 9-month period ended 30 September 2026

The first nine months of 2026 versus the first nine months of 2025

- Total revenues reported at Baht 11,878 million, increased by 17.55 year on year
- Share of profit from investments in associates and JVs at Baht 578 million, decreased by 16.27%
- Net profit for the period at Baht 4,710 million, increased by 88.75%
- Net profit attributable to equity holders of the company was Baht 4,239 million, increased by 101.12%

Unit : MTHB	9-Month 2026	9-Month 2025	Increase/(decrease) MTHB	Increase/(decrease) %
Total revenues	11,878	10,105	1,773	17.55
Total expenses	6,691	7,172	(481)	(6.71)
Share profit from investments in associates and JV	578	690	(112)	(16.27)
Profit for the period	4,710	2,495	2,215	88.75
Profit attributable to owners of the company	**4,239**	**2,108**	**2,131**	**101.12**
Basic earnings per share (Baht/Share)	3.69	1.83		

- **Operating Performance Analysis of Core Businesses**

Unit : MTHB	9-Month 2026	9-Month 2025	Increase/(decrease) MTHB	Increase/(decrease) %
Revenue from sales of real estate	6,940	5,797	1,143	19.71
Revenue from utility services	3,485	3,362	123	3.68
Revenue from rental business	794	773	21	2.68
Finance income	83	72	11	14.75
Gains on disposal of investment in subsidiaries	478	-	478	100.00
Other income	99	101	(2)	(1.99)
Total revenues	**11,878**	**10,105**	**1,773**	**17.55**
Gross profit margin from sales of real estate	*63.51%*	*49.81%*		
Gross profit margin from utility services	*19.16%*	*19.27%*		
Gross profit margin from rental business	*77.11%*	*77.70%*		

Industrial Estate Development Business

For the nine-month period of 2026, AMATA reported revenue from real estate sales at Baht 6,940 million, increased Baht 1,143 million or 19.71% from the same period last year. The land transfer came from industrial estates in Chonburi, Rayong and Vietnam, totaling 851 Rais (TH 773 Rais and VN 78 Rais), compared with 1,127 Rais (TH 1,034 Rais and VN 93 Rais) in the same period last year. The gross profit margin (GPM) for the nine-month period of 2026 was 63.51%, up from 49.81% in the same period last year, mainly driven by a higher proportion of land transfers from high-margin phases in Chonburi, together with improved gross profit margins from industrial estates in Rayong and Vietnam, supported by higher selling prices and lower average unit costs compared with the same period last year

Utility Services Business

For the nine-month period of 2026, revenue from utility services business was Baht 3,485 million, increased by Baht 123 million or 3.68% from the same period last year, due to the increased utility and service revenues in Thailand, while utility revenues in Vietnam declined due to the appreciation of the Thai baht against the Vietnamese Dong during the first nine months. Utility service revenue in Vietnam amounted to VND 1,499 billion, increasing from VND 1,460 billion in the same period of last year. The GPM for the nine-month period of 2026 was 19.16%, comparable to 19.27% in the same period last year.

Rental Business

For the nine-month period of 2026, the Company reported revenue from rental of Baht 794 million, increased by Baht 21 million or 2.68% compared to the same period last year. The GPM in the nine-month period of 2026 was 77.11%, slightly decreased from 77.70% in the same period last year.

- **Other Income**

For the nine-month period of 2026, the Company recorded finance income from financial institutions of Baht 83 million, representing an increase of 14.75% from the same period last year. In addition, the Company recognized a gain on the disposal of investment in Amata Service City Long Thanh 2 Company Limited ("ASCLT 2") in 2Q/2026 and Amata Township Long Thanh Company Limited ("ATLT") in 3Q/2026 amounting to Baht 366 million and 112 million respectively. The Company also reported other income of Baht 99 million, a decrease of 1.99% from the same period last year.

- **Expenses**

Unit : MTHB	9-Month 2026	9-Month 2025	Increase/(decrease) MTHB	Increase/(decrease) %
Selling expenses and distribution costs	393	409	(16)	(4.06)
Administrative expenses	844	824	20	2.50
Loss (gain) on exchange rate, net	(78)	143	(221)	(154.63)
Finance costs	351	512	(161)	(31.42)
Income tax	705	616	89	14.40

For the nine-month period of 2026, selling expenses and distribution costs amounted to Baht 393 million, decreasing by Baht 16 million or 4.06% from the same period last year, while administrative expenses amounted to Baht 844 million, increasing by Baht 20 million or 2.50%. For the nine-month period of 2026, the Company recorded a net foreign exchange gain of Baht 78 million, compared to a net foreign exchange loss of Baht 143 million in the same period last year, mainly attributable to foreign exchange gains on Thai baht-denominated liabilities of the Group's subsidiaries in Vietnam following the appreciation of the Vietnamese Dong against the Thai baht. Finance costs amounted to Baht 351 million, decreasing by Baht 161 million or 31.42%, while income tax expenses amounted to Baht 705 million, increasing by Baht 89 million or 14.40% 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 nine-month period of 2026 was Baht 578 million, decreased by Baht 112 million or 16.27% from the same period last year, mainly attributable to a lower share of profit from the power business, due to higher production costs following an increase in natural gas prices and foreign exchange losses. Meanwhile, the natural gas distribution business recorded a higher share of profit, mainly driven by higher average selling prices.

- **Net Profit**

The Company reported net profit for the nine-month period of 2026 at Baht 4,239 million, increased by Baht 2,131 million or 101.12% from the same period last year, driven by the increased revenue from land sales with the improved gross margins, the gain from sales of investment in ASCLT 2 and ATLT, and gain from exchange rate. As a result, basic earnings per share for the nine-month period equal to Baht 3.69.

Financial Position

Unit (MTHB)	9M-2026	YE-2025	Change	%
Current assets	31,765	28,753	3,012	10.47
Non-current assets	44,417	40,901	3,516	8.60
Total assets	**76,182**	**69,654**	**6,528**	**9.37**
Current liabilities	22,873	20,162	2,711	13.45
Non-current liabilities	19,582	19,071	511	2.68
Total liabilities	**42,455**	**39,233**	**3,222**	**8.21**
Total shareholders' equity	33,727	30,421	3,306	10.87
Total liabilities and shareholders' equity	**76,182**	**69,654**	**6,528**	**9.37**

- **Assets**

As of 30 September 2026, the Company had total assets of Baht 76,182 million, increased Baht 6,528 million or 9.37% from 31 December 2025, majority from land awaiting development for sale to customers and cash received from sales of investment in subsidiaries, resulting in the increase the total assets.

- **Liabilities**

As of 30 September 2026, the Company had total liabilities of Baht 42,455 million, increased Baht 3,222 million or 8.21% from 31 December 2025, mainly for the increase in loans from financial institutions to finance the land acquisition for future development.

- **Equity**

As of 30 September 2026, the Company's shareholders' equity was Baht 33,727 million, increased Baht 3,306 million or 10.87% from 31 December 2025, following the increasing retained earnings.

Cash flow

Unit (MTHB)	9-month 2026	9-month 2025	เปลี่ยนแปลง	ร้อยละ
Beginning cash and cash equivalents	**2,307**	**2,522**	**(215)**	**(8.52)**
Net cash from operating activities	4,165	6,471	(2,306)	(35.63)
Net cash used in investing activities	(4,140)	(7,246)	3,106	(42.86)
Net cash from financing activities	1,514	146	1,368	935.55
Translation adjustment	(94)	50	(144)	(289.61)
Net decrease in cash classified as part of current assets held for sale	(2)	-	(2)	(100.00)
Unrealized gain on exchange	6	3	3	96.31
Ending cash and cash equivalents	**3,756**	**1,946**	**1,810**	**93.07**

For the nine-month period of 2026, the Company had cash and cash equivalents of Baht 3,756 million at the end of the period, increasing from Baht 2,307 million at the beginning of 2026. Net cash from operating activities amounted to Baht 4,165 million, a decrease compared with the same period last year, primarily due to a decline in customer deposits and advances received from customers, as well as income tax payments during the period. The Company recorded net cash used in investing activities of Baht 4,140 million, mainly attributable to land acquisitions for future development. Net cash provided by financing activities totaled Baht 1,514 million, principally driven by borrowings from financial institutions.

Key Financial Ratios

Ratio	9M-2026	9M-2025
Gross Profit Margin (Core Business) (%)	50.70	41.64
Current Ratio (Times)	1.39	0.98
Return on Asset (%)	10.76	8.24
Return on Equity (%)	21.39	14.23
Average Inventory Turnover Period (Days)	2,007	1,418
Average Collection Period (Days)	32	22
Average Payment Period (Days)	112	104
Debt to Equity (Times)	1.26	1.38
Interest Coverage Ratio (Times)	17.50	7.73
Debt Service Coverage Ratio (Times)	0.95	0.92
Effective Tax Rate (%)	13	20

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.

Sustainable Development Goals

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