

Ref. AC 25/006

February 27, 2025

Re: Management Discussion and Analysis of the Operating Performance for 2024

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 of the company for 2024 as follows:

Economic and Industry Situation

The Organization for Economic Co-operation and Development (OECD) released its latest economic outlook forecast stating that global gross domestic product (GDP) will expand by 3.2% in both 2024 and 2025, while inflation is likely to continue to ease. The OECD forecasts that US GDP is expected to slow to 2.6% in 2024 and continue to slow to 1.6% in 2025, but with monetary easing in place. Meanwhile, the OECD also added that for the eurozone, GDP is likely to expand by 0.7% in 2024 and accelerate to 1.3% in 2025, supported by a recovery in real incomes and the availability of credit. Additionally, the OECD said that in addition to stable GDP growth and easing inflation, real incomes will improve, while less stringent monetary policies in many countries will also help boost demand.

In the fourth quarter, the Thai economy continued to expand from the previous quarter, driven by improving activities in the service sector, higher tourism revenue, as well as a good expansion in government investment. Merchandise exports, excluding gold, remained high and stable from the previous quarter, particularly for exports in technological products. Private consumption was also stable, partly benefiting from government cash transfer, despite a continued contraction in sales of vehicles. Private investment, however, declined in both vehicle and construction categories. On the economic stability front, headline inflation increased from the previous quarter, driven by higher core inflation and energy inflation. The former was due to increases in cost pass-through, while the latter was due to the low base effect of last year's energy prices, resulting from government subsidies. Employment remained stable from the previous quarter, with increased employment in the hotel and restaurant sectors, while employment in the construction sector declined. The current account surplus increased mainly due to improvements in services, income, and transfers.

For Thailand investment, the Board of Investment of Thailand (BOI) reported that the value of investment promotion applications in 2024 amounted to over 1.13 trillion baht, the highest in 10 years. The number of projects was over 3,100, the highest since the establishment of the BOI. This reaffirms Thailand's importance as an investment hub amid the trade war between major powers like China and the United States, instilling confidence in those bringing their investments to Thailand. Regarding the outlook for 2025, the trend of relocating investments continues to increase. The BOI is collaborating with partner agencies to attract investment, positioning Thailand as an economic bridge connecting various major powers and pushing it to become a high-tech industrial base in the region. In 2024, investment promotion applications increased significantly in both the number of projects and investment value. There were 3,137 projects, up by 40%

compared to the previous year. This highlights investors' confidence in Thailand's readiness, including infrastructure, industrial zones, stable electricity with clean energy potential, quality personnel, a complete supply chain, suitable business costs, various government support measures, and the benefits and services offered by the BOI.

The investment trend in 2025 is expected to continue growing from 2024 and remain a year of opportunities for Thailand to attract investment in target industries. Key supporting factors include geopolitical factors, the intensifying trade war, and technological exclusion, which are expected to escalate, compelling investors to accelerate the relocation of their investment bases to mitigate risks. Thailand is well-prepared and capable in many areas, and maintains good relations with various countries, positioning itself as an economic bridge connecting supply chains among major powers. As a result, investors view Thailand as a stable and safe investment destination with outstanding regional prominence.

Business Overview

Amata Corporation PCL., "the Company" was established in 1989, the world's leading private developer and operator of industrial real estate sites, 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.

As of 31 December 2024, Amata has developed industrial estates in four countries which are Thailand, Vietnam, Myanmar, and Laos.



Sustainable Development Policy

The Company is determined to develop both business and Thai economy with balancing the coexistence of the industrial sector and surrounding communities strictly on the fundamentals of social and environmental responsibility. Therefore, the company announced a “Sustainable Development Policy” which will serve a foundation for stable and sustainable growth as follows:

- Enhance business value with innovation and quality.
Focus on improving and developing operational processes and services, as well as promoting the creation of innovations and new businesses that benefit both the Company and its stakeholders.
- Accountability to all stakeholders.
Conduct business and maintain a dedicated approach to risk management in alignment with international standards aiming to create sustainable benefits for all stakeholders.
- Good Corporate Governance.
Conduct business with integrity and fairness as well as with legal compliance and good business ethics. Also promote anti-corruption measures and compliance with human rights principles.
- Social and Environmental Responsibility.
Promote the most efficient use of natural resources and encourage innovation and new business development aimed at reducing operations’ impact on society and the environment. Additionally, foster employee awareness of social and environmental responsibility.

Sustainability Development Goals

The company’s sustainability development key strategy and goal are as follow:

- Creating smart cities that foster economic development and are environmentally friendly.
The company has set the target to become a Carbon-neutral city by 2040 and reduce the intensity of greenhouse gas emissions by 30% by 2030 compared to the 2019 base year.
- Grow through strategic business partnerships.
Develop products and services that promote long-term economic growth for the company and create positive impacts as well as possess innovations capable of mitigating social and environmental impacts.
- Creating a safe and environmentally friendly society such as Zero environmental and social non-compliance by our employees, suppliers, and contractors, zero waste to the landfills, zero wastewater discharge from AMATA Industrial Estates, increase natural surface water independence and 100% of key suppliers and new suppliers are assessed for ESG risks.
- Creating opportunities for stakeholders by Not violating human rights due to any of the Company’s activities throughout the value chain.

- Creating a decent civil society for the benefit of society as a whole such as Zero tolerance for corruption, 100% of complaints are resolved within the specified period, and promote cooperative activities and projects among the company and factories in the industrial estates for the benefit of the local community and society.

Significant Events

The Board of Directors' Meeting No. 9/2024 on November 14, 2024 resolved to approve the establishment of a company to operate a public utility business, named Amata U Lao Co., Ltd., registered in the Lao People's Democratic Republic, with a registered capital equivalent to 13,668,000 THB at the exchange rate on November 13, 2024 (5,025,000 shares at a price of 2,000 LAK per share, totaling 10,050,000,000 LAK). This company was established on 10 February 2025.

Operating Performance Summary Year-End 31 December 2024

2024's performance versus 2023's performance

- Total revenues reported at Baht 14,901 million, increased by 53.63% year on year.
- Share of profit from investments in associates and JV at Baht 959 million, down 9.83%.
- Net profit to equity holders of the Company posted at Baht 2,483 million, increased by 31.74%.

UNIT: MTHB	2024	2023	Change	%
Total revenues	14,901	9,699	5,202	53.63
Total expenses	11,287	7,223	4,064	56.27
Share profit from investments in associates & joint venture	959	1,064	(105)	(9.83)
Profit for the period	3,473	2,461	1,012	41.13
Net profit to equity holders of the Company	2,483	1,885	598	31.74
Basic earnings per share (THB/share)	2.16	1.64	0.52	

• **Operating Performance Analysis of Core Businesses**

UNIT: MTHB	2024	2023	Change	%
Revenue from real estate sales	9,004	4,804	4,200	87.43
Gross profit margin	38.18%	47.49%		
Revenue from utility services	4,779	3,876	903	23.32
Gross profit margin	16.88%	20.37%		
Revenue from rental	940	837	103	12.31
Gross profit margin	76.96%	76.72%		

Industrial Estate Development Business

For the year 2024, AMATA reported revenue from real estate sales at Baht 9,004 million, rose Baht 4,200 million or 87.43% from last year. This year the land was already transferred 1,912 Rais (Thailand 1,443 Rais and Vietnam 469 Rais) versus in 2023 transferred 787 Rais (Thailand 414 Rais and Vietnam 373 Rais). The gross profit margin of this year was 38.18%, while in 2023 was 47.49% mainly because there was higher cost of land development in Thailand and higher cost of construction in Vietnam.

Utility Services Business

AMATA achieved utility services revenue of Baht 4,779 million for the year 2024, increased Baht 903 million or 23.32% year on year from the revenue realized from utility services in Vietnam. However, gross profit margin declined from 20.37% to 16.88% in 2024 because cost and price of the utility services were regulated by the Vietnam government so the company could not be able to control on the gross profit generation.

Rental Business

Amata reported a rental income of Baht 940 million for the year 2024, increased by Baht 103 million or 12.31% compared to the year 2023 and gross profit margin of 2024 was at 76.96%.

● Other Income

UNIT: MTHB	2024	2023	Change	%
Gain on sales of investment properties	44	72	(28)	(38.75)
Other income	133	110	23	20.97
Finance income	86	86	-	-

The Company reported a gain on sales of investment properties Baht 44 million in 2024 decreased Baht 28 million from last year. In 2024, other income was Baht 133 million. Moreover, finance income was recorded at Baht 86 million for the year end 2024.

- **Expense**

UNIT: MTHB	2024	2023	Change	%
Selling and distribution expenses	441	235	206	87.21
Administrative expenses	1,006	1,026	(20)	(1.93)
Loss on exchange	85	158	(73)	(46.14)
Finance cost	707	687	20	2.77
Income tax expenses	479	477	2	0.44

Selling and distribution expenses for 2024 were recorded at Baht 441 million, increased by Baht 206 million or 87.21% compared to 2023. Administrative expenses for 2024 were Baht 1,006 million decreased Baht 20 million or 1.93% compared to the 2023. Finance cost in 2024 was at Baht 707 million increased Baht 20 million or 2.77% compared to 2023 due to the increase in loan outstanding for land acquisition and development. Income tax expenses in 2024 were Baht 479 million increased by Baht 2 million or 0.44%.

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

The Company reported share of profit from investments in associates and joint venture in 2024 Baht 959 million, decrease by Baht 105 million or 9.83% from last year mainly decreased from power plants operations.

- **Net Profit**

The net profit for 2024 achieved Baht 3,473 million, increased by Baht 1,012 million or 41.13% from 2023 mainly due to the increased in real estate sales, utility services and rental income.

Financial Position

Unit (THB million)	2024	2023	Change	%
Current assets	21,103	20,235	868	4.29
Non-current assets	43,838	37,353	6,485	17.36
Total assets	64,941	57,588	7,353	12.77
Current liabilities	19,554	15,323	4,231	27.61
Non-current liabilities	17,299	16,538	761	4.60
Total liabilities	36,853	31,861	4,992	15.67
Total shareholders' equity	28,088	25,727	2,361	9.18
Total liabilities and shareholders' equity	64,941	57,588	7,353	12.77

- **Assets**

As of 31 December 2024, the Company had total assets of Baht 64,941 million increased Baht 7,353 million or 12.77% from 31 December 2023, from land awaiting for future development, investment in financial assets and prepayment for land-use rights.

- **Liabilities**

As of 31 December 2024, the Company had total liabilities of Baht 36,853 million increased Baht 4,992 million or 15.67% from 31 December 2023, from higher deposits and advances received from customers. This amount will be recognized as revenue from real estate sales when the ownership of the land is transferred to the customers.

- **Shareholder's Equity**

As of 31 December 2024, the Company's shareholders' equity was Baht 28,088 million, increased Baht 2,361 million or 9.18% from 31 December 2023, from higher retained earnings.

Financial Ratio

Ratio	2024	2023
Gross Profit Margin (Core Business) (%)	33.74	39.02
Current Ratio (Times)	1.08	1.32
Return on Asset (%)	7.60	6.89
Return on Equity (%)	11.71	9.45
Average Inventory Turnover Period (Days)	1,162	1,867
Average Collection Period (Days)	36	19
Average Payment Period (Days)	509	566
Debt to Equity (Times)	1.31	1.24
Interest Coverage Ratio (Times)	7.23	5.90
Debt Service Coverage Ratio (Times)	0.90	0.68
Effective Tax Rate (%)	12%	16%

For your information.

Yours sincerely,

AMATA CORPORATION PUBLIC COMPANY LIMITED



(Ms. Dendao Komolmas)

DIRECTOR