

Overcoming  
**Challenges**



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# About this Report

The Sustainability Report of AMATA VN PCL discloses a comprehensive overview of the Company's sustainability strategies, management approach, and performance in regard to environmental, social, and governance (ESG) aspects on an annual basis. This report is a supplement to AMATA VN PCL's One Report 2020 and is prepared in accordance to the GRI standards: Core Option with consideration to the Sustainable Development Goals (SDGs). The Sustainability Report 2020 covers initiatives carried out by AMATA VN PCL and its subsidiaries in the period from 1 January to 31 December 2020.



## Reporting Content

In year 2020, we have conducted a structured process of engaging with our stakeholders to understand their concerns about our business and its impact, particularly relating to the environmental and social aspects. Through the materiality assessment, there were 19 key topics identified that reflect with current context.

The target on greenhouse gas emission for year 2022 has been revised to 5%.



## Reporting Boundary

The report presents the performances and operating data of AMATA VN PCL and all business units it holds shares directly and indirectly greater than 50% and has management control.



## Assurance of this report

The key contents of the report were reviewed by high-level executives of each department and business units to ensure the complete and accurate responses to stakeholders. This report was not certified by a third party, but the environmental performance data has been certified by a private agency and approved by governmental body on the accuracy of the data.



## Contact Point

For additional information, any inquiries or suggestions on this report, please contact us at :

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This Sustainability Report is supplement to AMATA VN PCL's One Report 2020. To minimize the impact on the environment, this Sustainability Report comes in the form of electronic document and limited copies of the One Report are being printed and distributed. Both reports are accessible through AMATA VN's corporate website at [www.amatavn.com](http://www.amatavn.com).

## Letter from the CEO



Early 2020 has been a time of uncertainty and unpredictability. The global economic condition was not pleasant with outbreak of the COVID-19 pandemic which has led many countries to lockdown and has caused sharp reduction in economic activities. For Amata VN Group, sustainability is the ability to overcome the challenges and emerge stronger. We have adjusted our plan in response to the uncertainty of business environment by focusing on cost reduction and vigorously screening of investments and loans to secure cash flow. At the same time, we have formulated a medium and long-term growth strategy to enlarge our investment to 115 kilometers square and transform our industrial estate to Low Carbon City by uplifting to “Smart City” in our effort to produce sustainable growth and deliver satisfactory financial returns for our shareholders in the post-COVID-19 environment. Alongside our effort to ensure that our operations are resilient during these difficult times, we continue to contribute to the safety of the environment and the social well-being of our communities.

Although there is no direct evidence to the direct linkage to the COVID-19 pandemic, but it is not doubt that climate change has made conditions favorable for the spread of many infectious diseases. Therefore, we need to act on climate change to reduce the chances of future pandemic. To combat climate change, we have made efforts to decrease the greenhouse gas emissions (GHG). In 2020, we were able to reduce GHG emission of 23% at our commercial building (Amata Service Center). Even though a part of the reduction was due to the decrease in electricity usage by our tenant, it was the result of having invested in solar panels in the building. The Group is moving forward to a more sustainable practices as we transform towards a Low Carbon City.

The safety and well-being of our employees, tenants, and the community are of utmost importance. Since the outbreak of COVID-19, many initiatives have been established to prevent and assure health and safety for all our employees and tenants and to ensure no disruption to their business. In addition, in 2020, we have made 64% increase in social contributions with emphasis on 3 main areas: quality of life and health, culture, and education. We continue to support the local businesses and engage with customers, business partners, employees, and shareholders through “New Normal” practices.

The Group has received recognition for our sustainability efforts in 2020 on several platforms. We were awarded for Thailand Sustainability Investment (THSI) from Stock Exchange of Thailand for the first year, Corporate Sustainability Index in Vietnam, as well as, maintaining our position in Thailand Corporate Excellence Awards for three years consecutively, to name a few. On behalf of Amata VN PCL, I would like to take this opportunity to thank our employees for their dedication, as well as our shareholders, customers, and business partners for their continued support and trust in our Company. We will continue to strive for improvement.



**Somhatai Panichewa**  
Chief Executive Officer

# Corporate Mission, Vision, Culture

## Vision

**“Creating Perfect Cities where opportunities arise”**

Our vision is to create “Perfect Cities”, cities that are full of facilities, conveniences, and services. Alongside with operating the cities, we bring in beneficial effect and opportunities to the people, communities, business partners, and stakeholders.

## Mission

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

In achieving our vision, we create and grow business through innovation and integration based on mutual respect for our stakeholders

## Philosophy

**“ALL WIN”**

Everyone **SUCCEEDS**  
Friendly to **ENVIRONMENT**  
Responsible to **SOCIETY**  
Walking **TOGETHER**

## Culture



### Dependable

- Professionalism
- Code of Ethics
- Credible
- Reliable



### Responsive

- Fast and accurate
- Responsible to stakeholders & environment



### Innovative

- Promote innovation in products and services
- Working process improvement



### Visionary

- Long term projection
- Create opportunities for everyone



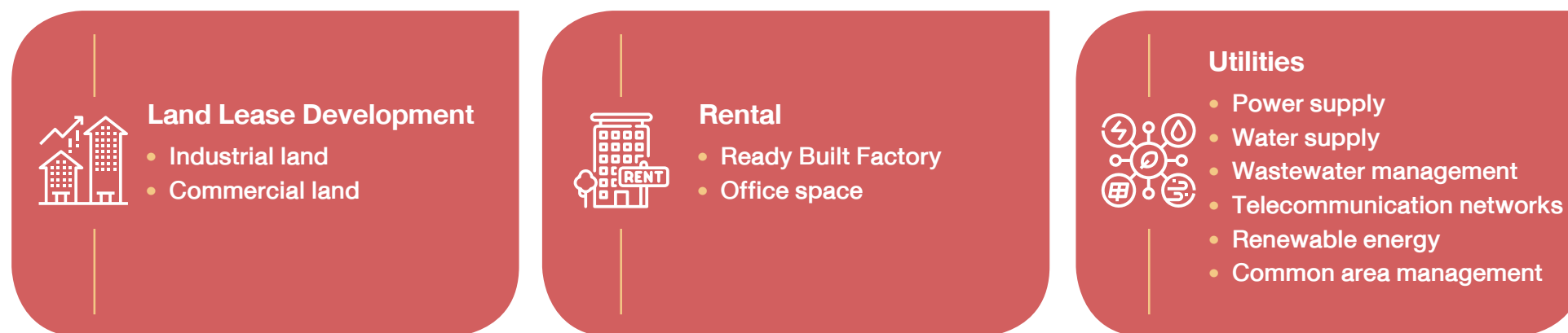
### Efficient

- High standard
- Excellent team

# Business Overview

Founded in 2012, Amata VN Public Company Limited (AMATA VN) 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.

## The businesses can be categorized into 3 types



AMATA VN currently owns three industrial parks and two urban development projects in its portfolio under the operations of 6 subsidiaries, namely:

- AMATA City Bien Hoa JSC
- AMATA Service City Long Thanh 1 Company Limited
- AMATA Township Long Thanh Company Limited
- AMATA City Long Thanh JSC
- AMATA Service City Long Thanh 2 Company Limited
- AMATA City Ha long JSC

# Shareholding and Locations

## Amata City Long Thanh Joint Stock Company (ACLT)

originally operates 2 projects consisting of industrial park and service center project. However, the company found that the operation of an industrial park and that of the commercial complex is completely different. Therefore, ACLT splitted its commercial activities to be under Amata Service City Long Thanh 1 Company Limited (ASCLT 1) and Amata Service City Long Thanh 2 Company Limited (ASCLT 2).

ACLT will focus on industrial park activities having an area of 410 ha, which is targeted towards high technological production and non-labor intensive industrial customers.

### ASCLT 1 and ASCLT 2

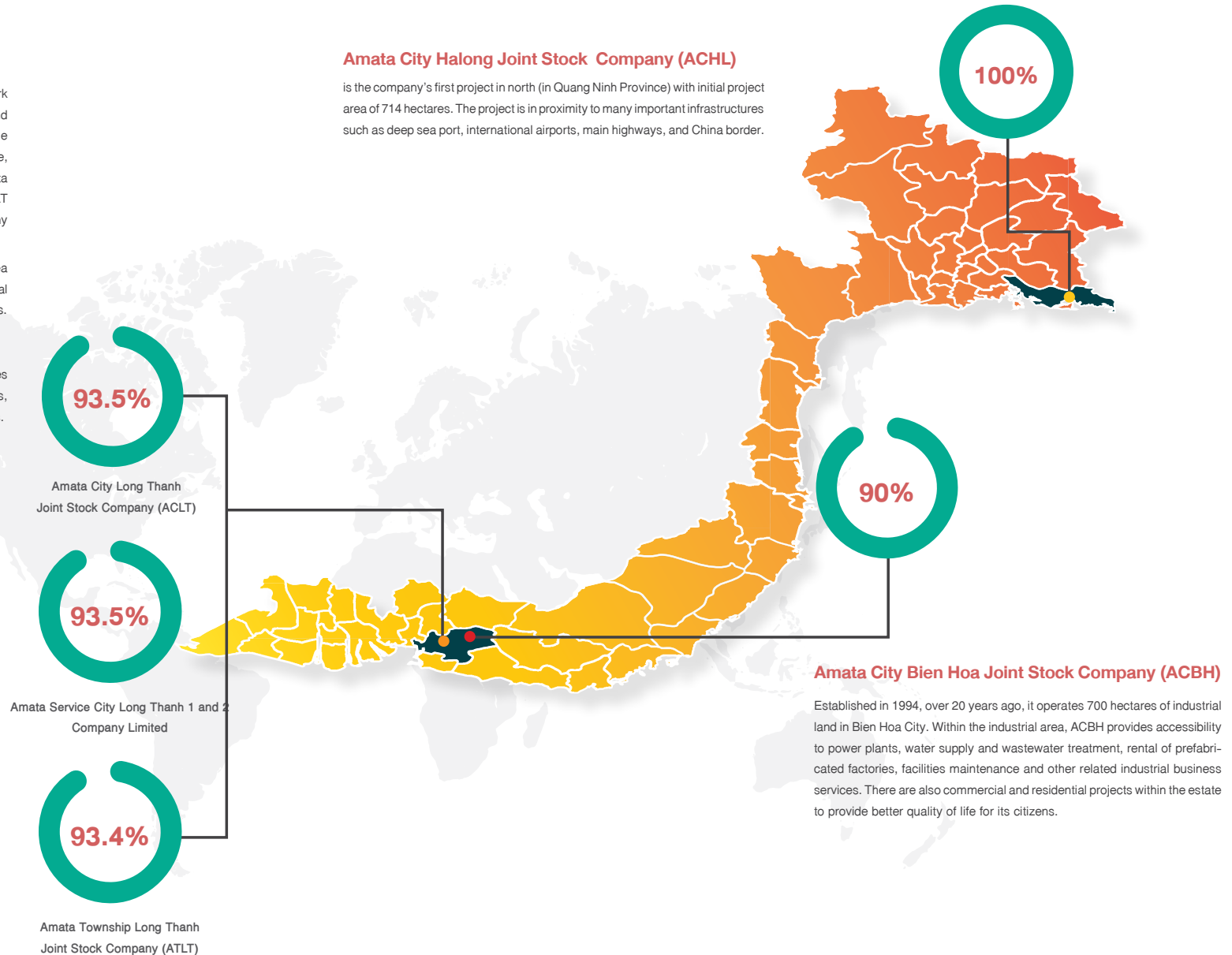
Having total 106 ha, will focus on supporting services of the industrial park such as logistics, warehouses, low-middle income commercial and residential projects.

### AMATA Township Long Thanh

is an urban project with 7.53 km<sup>2</sup> and has not yet be developed.

## Amata City Halong Joint Stock Company (ACHL)

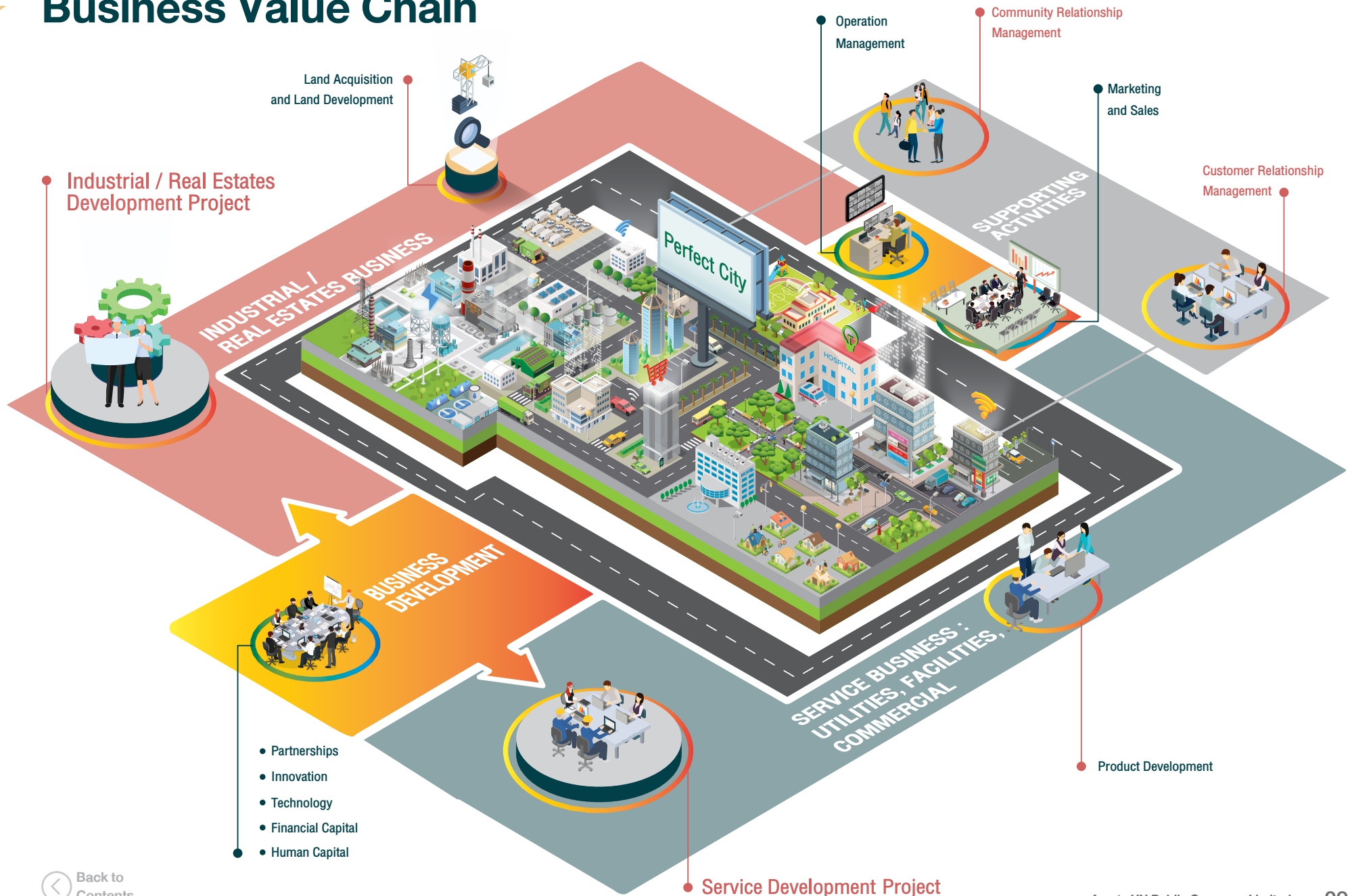
is the company's first project in north (in Quang Ninh Province) with initial project area of 714 hectares. The project is in proximity to many important infrastructures such as deep sea port, international airports, main highways, and China border.



## Amata City Bien Hoa Joint Stock Company (ACBH)

Established in 1994, over 20 years ago, it operates 700 hectares of industrial land in Bien Hoa City. Within the industrial area, ACBH provides accessibility to power plants, water supply and wastewater treatment, rental of prefabricated factories, facilities maintenance and other related industrial business services. There are also commercial and residential projects within the estate to provide better quality of life for its citizens.

# Business Value Chain



# Approach to Sustainability

## Sustainability Principles

Sustainability has always been integral part of AMATA VN and its subsidiaries (“AMATA VN Group” or “the Group”) as indicated in the Company’s mission statement that alongside our growth and expansion, we need to be responsible corporate citizen. To obtain this goal, we have in place defined values written in corporate philosophy of “ALL WIN” , performance standards and controls in Amata Code of Conduct on treatment of the community, society, and the environment; Amata’s Good Corporate Governance Handbook on sustainability development to be adopted and shared throughout AMATA VN Group.

The Company has laid out sustainability policy 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 and new businesses
- **Conduct business with ethics and integrity.** Following the principle of transparency, honesty and fairness and compliance with laws and ethics
- **Responsible towards society and the environment.** Forward looking to clean innovation and operation
- **Accountable to all stakeholders.** Operating under caution to create the least or zero impact to stakeholders

## ALL WIN Philosophy

Our business activities are managed based on our mother company’s, AMATA Group, “ALL WIN” philosophy that emphasizes on developing mutual growth and benefits with its stakeholders and the surrounding communities while being in coexistence with the environment and preserving the limited natural resources as we are aware that our operations are connected to numerous people, communities, and ecosystem. The Company does not only focus on its own interest but also recognizes the importance our stakeholders in the value chain, tries to minimize negative impacts on the communities and the environment, and efficiently utilize the limited natural resources.

# ALL WIN

## E

**Everyone  
succeeds**

## F

**Friendly to  
environment**

## R

**Responsible  
to society**

## W

**Walking  
together**

## Sustainability Governance

The overall accountability for sustainability within AMATA VN Group is with the Chief Executive Officer (CEO). In year 2019, a designated “Sustainable Development” unit was appointed to facilitate and set Sustainable Development Working Team (SDWT) to report directly to the CEO. The SDWT consisting of members across functions and locations in Vietnam and Thailand, to set strategies and identify materiality issues, drive sustainability projects, set targets, management approaches, corporate policies and compiles the Sustainability Report on behalf of the Board of Directors.



- Set policy and goals for economic, environmental, and social aspects
- Guide or suggest appropriate operational approach



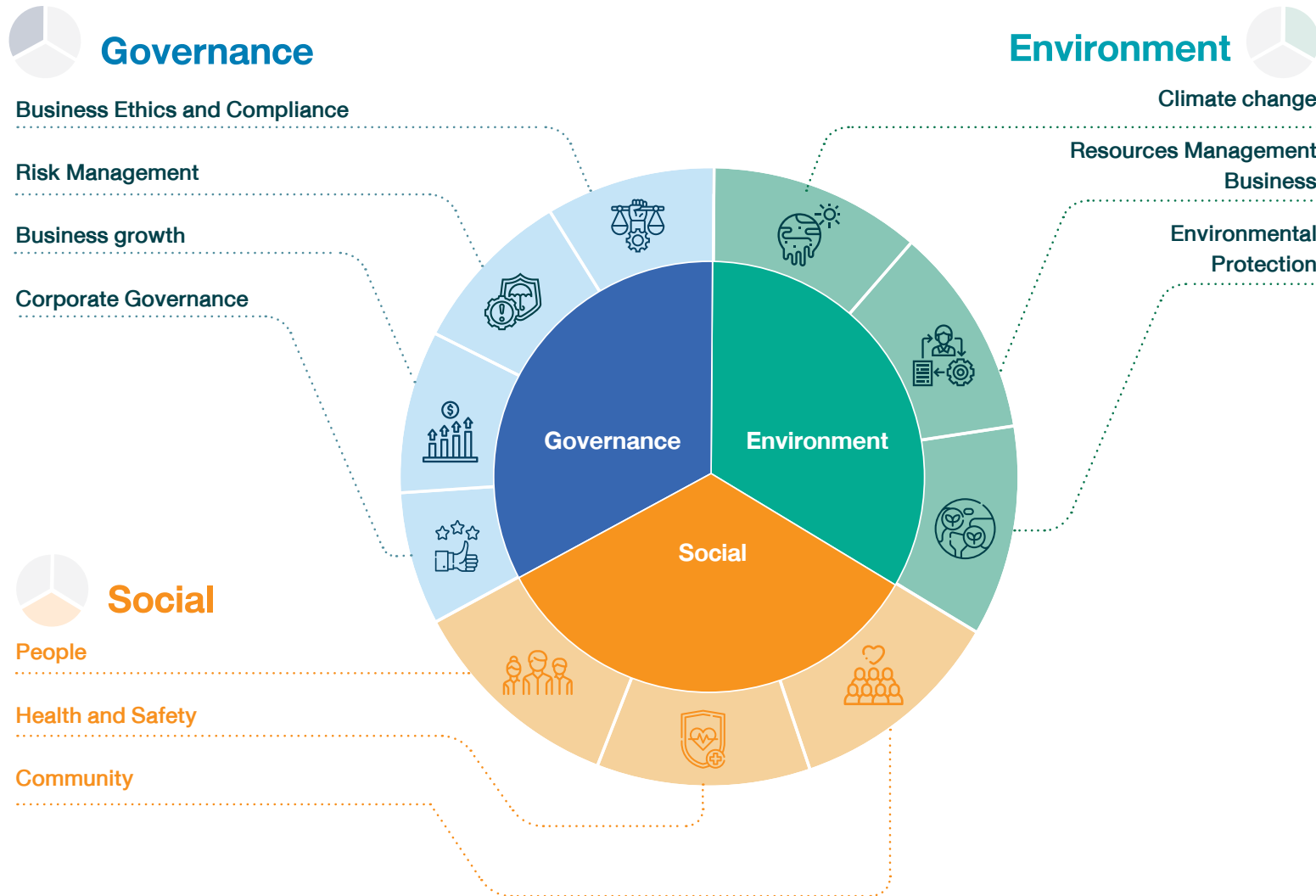
- Decide corporate strategy for sustainability



- Determine sustainable development policies and related management standard
- Analyze stakeholders' engagement and materiality assessment
- Monitor and evaluate sustainability initiatives to be in line with sustainable development

# Sustainability Framework

AMATA VN Group strongly believe 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.





## 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 repositioned its strategies for sustainable business as follow:



### “Smart” Concept inclusion

We aim to adapt, innovate, improve our products to meet the needs of our customer. By this we are taking actions to incorporate new technologies and provide cleaner energy sources to create low - carbon cities



### Make positive contribution to society

We aim to play a positive role in communities where we operation as well as on the national level.

We contribute to the development of the local economies by creating jobs boosting skills, sourcing from local suppliers, as well as, paying taxes. We also support community projects that meet the needs of the local people.

1

2



### Safety to people and the environment

Throughout our value chain, we produce products with respect for people, their safety, and their environment. We follow strictly the regulations to manage safety to the people, the environment and engaged with communities to educate and support on health and safety issues.

4










### Good Corporate Governance

Maintaining effective governance and decision making structure to ensure accountability, transparency and sustainability.

3

# SDG Targets Addressed

SDG Goals	Targets addressed	See Chapter
 <p>1 NO POVERTY</p>	Target 1.4 ensure the poor and vulnerable have ownership over land and other forms of property	Business Growth
 <p>4 QUALITY EDUCATION</p>	Target 4.4 Increase the number of people with relevant skills for financial success Target 4.5 Eliminate all discrimination in education	Human Capital Supply Chain Management
 <p>5 GENDER EQUALITY</p>	Target 5.1 End discrimination against women and girls Target 5.5 Ensure full participation in leadership and decision-making	Human Capital Human Rights Supply Chain Management
 <p>7 AFFORDABLE AND CLEAN ENERGY</p>	Target 7.B Expand and upgrade energy services for developing countries Target 7.2 Increase global percentage of renewable energy Target 7.3 Double the improvement in energy efficiency	Climate Change
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	Target 8.2 Sustainable economic growth Target 8.5 Full employment and decent work with equal pay Target 8.7 End modern slavery, trafficking and child labor Target 8.8 Protect labor rights and promote safe working environment	Business Growth Human Capital Human Rights Supply Chain Management
 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	Target 9.1 Develop sustainable, resilient and inclusive infrastructures Target 9.2 Promote inclusive and sustainable industrialization Target 9.4 Upgrade all industries and infrastructures for sustainability	Social Contribution Business Growth Climate Change

SDG Goals	Targets addressed	See Chapter
	Target 10.A Special and differential treatment for developing countries	Business Growth
	Target 11.A Strong national and regional development planning Target 11.B Implement policies for inclusion, resource efficiency and disaster risk reduction Target 11.4 Protect the world's cultural and natural heritage Target 11.6 Reduce the environmental impact of cities	Business Growth Climate Change Environment Management Social Contribution
	Target 12.2 Sustainable management and use of natural resources Target 12.4 Responsible management of chemicals and waste	Environment Management
	Target 13.1 strengthen resilience and adaptive capacity to climate related disasters Target 13.2 Integrated climate change measures into policies and planning Target 13.3 Build knowledge and capacity to meet climate change	Climate Change Risk Management
	Target 16.3 Promote the rule of law and ensure equal access to justice Target 16.5 Substantially reduce corruption and bribery Target 16.6 Develop effective, accountable and transparent institutions Target 16.7 Ensure responsive, inclusive, and representative decision-making	Integrity and Compliance Governance Human Rights
	Target 17.1 Mobilize resources to improve domestic revenue collection Target 17.11 Increase the exports of developing countries	Business Growth Supply Chain Management

# Stakeholders Engagement








Stakeholders play an important role in the sustainability of AMATA VN Group as they are individuals or organizations that affect and/or could be affected by the Company's operations.

Stakeholder engagement was conducted so that the Company could have a good understanding of the stakeholders' views and foster positive stakeholder relationship. Therefore, various communication channels for stakeholders to voice their expectations, needs, concerns and opinions were provided. Then appropriate action and response to these concerns are being considered.






The Identification of key stakeholders are based on their involvement in the Company's value chain through internal analysis by the Company's employees in close cooperation with stakeholders of each group and through public survey via group meetings, questionnaires, and interviews. These inputs are then brought into consideration in the materiality process.






The Sustainable Development Working Committee reviews and assesses the level of importance of the stakeholders and their impacts once a year by considering various factors, for example, dependency, responsibility, influence, tension, and material other factors as appropriate. The committee also defines the stakeholders who are impacted by the Company and levels of the Company's impact on stakeholders by considering economic, social, and environmental issues. Stakeholders are then prioritized to provide appropriate engagement methods for each stakeholder.

AMATA VN Group has categorized its key stakeholders into 10 groups namely: shareholders & investors, employees, state agencies, creditors, business partners, customers, local communities, suppliers/contractors, media, and competitors. We are committed to developing a relationship with our stakeholders based on mutual trust through continual communications with our stakeholders.

Stakeholders	Communications and frequency
<b>Shareholders &amp; Investors</b> 	<ul style="list-style-type: none"> <li>Annual General Shareholders' Meeting : Annually</li> <li>SET Opportunity Day : Quarterly</li> <li>Separate meeting for investor relations: irregularly</li> <li>Investor Meeting :Quarterly</li> <li>Annual Report : Annually</li> <li>Sustainability Report : Annually</li> <li>AMATA VN website : 24-7</li> </ul>
<b>Employee</b> 	<ul style="list-style-type: none"> <li>Engagement survey: Annually</li> <li>Town Hall Meeting :Quarterly</li> <li>Whistleblowing : 24-7</li> <li>Email : 24-7</li> <li>Intranet/in-house newsletter : 24-7</li> <li>Message of CEO : Annually</li> <li>Employee welfare committee:</li> <li>Labor union : Annually</li> </ul>
<b>State Agencies</b> 	<ul style="list-style-type: none"> <li>Panel and study groups with government agencies : Ad hoc</li> <li>Accreditation and award scheme :Ad hoc</li> <li>Participated in national projects : Ad hoc</li> <li>Official correspondence : Ad hoc</li> <li>Collaborated in seminar organization : Ad hoc</li> <li>Communicated through dedicated units : Regularly</li> </ul>
<b>Creditors</b> 	<ul style="list-style-type: none"> <li>face-to-face meetings : Ad hoc</li> <li>Update status through documents, letters, and personal calls : Annually</li> </ul>
<b>Business Partners</b> 	<ul style="list-style-type: none"> <li>Face-to-face meetings : Irregularly</li> <li>Worksite tours : Irregularly</li> <li>Joint participation in different activities : Irregularly</li> <li>Discussions, inquiries, and feedbacks : Periodically</li> </ul>

Stakeholders	Communications and frequency
<b>Customers</b> 	<ul style="list-style-type: none"> <li>Satisfaction Survey : Annually</li> <li>Joint Activities : Periodically</li> <li>Call centers to receive complaints and problems: 24-7</li> <li>Seminars and training : Periodically</li> <li>Online /email communications: Periodically</li> <li>Communication to dedicated units : Periodically</li> </ul>
<b>Local Communities</b> 	<ul style="list-style-type: none"> <li>Community social contribution activities: Monthly</li> <li>Dialogue with local communities: Monthly</li> <li>Joint with state agencies to resolve local issues : Ad hoc</li> <li>Community satisfaction survey</li> </ul>
<b>Supplier/Contractors</b> 	<ul style="list-style-type: none"> <li>On-site consultation: Regularly</li> <li>Work completion evaluation : Periodically</li> <li>Communication through dedicated unit: Regularly</li> <li>Orientation on policy direction of the Company: Periodically</li> </ul>
<b>Media</b> 	<ul style="list-style-type: none"> <li>Press releases: Irregularly</li> <li>Public relations :Irregularly</li> <li>In-depth interviews: Irregularly</li> <li>Information updating: Irregularly</li> </ul>
<b>Competitors</b> 	<ul style="list-style-type: none"> <li>Friendly discussion: Irregularly</li> <li>Joint activities to support governmental projects : Ad hoc</li> </ul>

Stakeholders	Communications and frequency	Company's response
<p><b>Shareholders &amp; Investors</b></p> 	<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> </ul>	<ul style="list-style-type: none"> <li>• pg. 59 Business Growth</li> <li>• pg. 49 Intergrity and Compliance</li> <li>• pg. 55 Risk Management</li> </ul>
<p><b>Employee</b></p> 	<ul style="list-style-type: none"> <li>• Reasonable welfare and benefits</li> <li>• Career advancement</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>• pg. 38 Human Capital</li> <li>• pg. 59 Business Growth</li> </ul>
<p><b>State Agencies</b></p> 	<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>• pg. 49 Integrity and Compliance</li> <li>• pg. 45 Social Contribution</li> <li>• pg. 14 SDG Targets Addressed</li> </ul>
<p><b>Creditors</b></p> 	<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>• pg. 59 Business Growth</li> <li>• Strictly comply to terms and conditions agreed with the creator.</li> </ul>
<p><b>Business Partners</b></p> 	<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>• Follows Code of Conduct</li> <li>• Developed fair joint venture agreements.</li> </ul>

Stakeholders	Communications and frequency	Company's response
<p><b>Customers</b></p> 	<ul style="list-style-type: none"> <li>• Product/ service quality and safety</li> <li>• Customers' personal information confidentiality</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> </ul>	<ul style="list-style-type: none"> <li>• pg. 49 Integrity and Compliance</li> <li>• pg. 45 Social Contribution</li> <li>• pg. 32 Sustainability during COVID-19</li> </ul>
<p><b>Local Communities</b></p> 	<ul style="list-style-type: none"> <li>• Social and environment impact management</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>• pg. 45 Social Contribution</li> <li>• pg. 23 Environment</li> </ul>
<p><b>Supplier/Contractors</b></p> 	<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>• pg. 49 Integrity and Compliance</li> <li>• pg. 33 Supply Chain Management</li> </ul>
<p><b>Media</b></p> 	<ul style="list-style-type: none"> <li>• Receive accurate and timely information</li> </ul>	disclosed information based on facts
<p><b>Competitors</b></p> 	<ul style="list-style-type: none"> <li>• Fair and legal competition</li> <li>• Join to participate in government projects</li> </ul>	<ul style="list-style-type: none"> <li>• pg. 59 Business Growth (Quang tri- consortium)</li> <li>• pg. 45 Social Contribution</li> <li>• pg. 33 Supply Chain Management</li> </ul>

# Materiality

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 update our assessment each year to ensure that material issues are being reported in this Sustainability Report. The Group has adopted Global Reporting Initiative (GRI) Standards and the Sustainability Accounting Board (SASB) Materiality Map as guidelines for developing the materiality assessment.

## Process of Materiality Assessment

### 1. Identification of material topics

A long list of consolidated potential material topics was created deriving from multiple channels and methods. Feedbacks from internal and external stakeholders across our value chain were obtained via meeting (formally and informally), interviews, insights, and questionnaires. Topics material to the Group's business operation were extracted from management workshop on enterprise risk, as well as, future global trends or changes are put into consideration. In addition, predefined relevant topics guided by SASB Materiality Map, SET's ESG Disclosure, and GRI standards were listed.

Topics deemed material (or relevant) to AMATA Group are those aligned with our vision while meeting two main conditions:

- (1) impact to the Group's business in terms of growth, cost, or risk
- (2) important to stakeholders and they expect us to take action on the issue



### 2. Material topics prioritization

Each material topic is then prioritized not only according to the magnitude of impact it has to the Group and the likelihood of each incident occurring, but also on the magnitude of possible impact to influential stakeholders by rating high, medium, and low.

### 3. Material topics validation

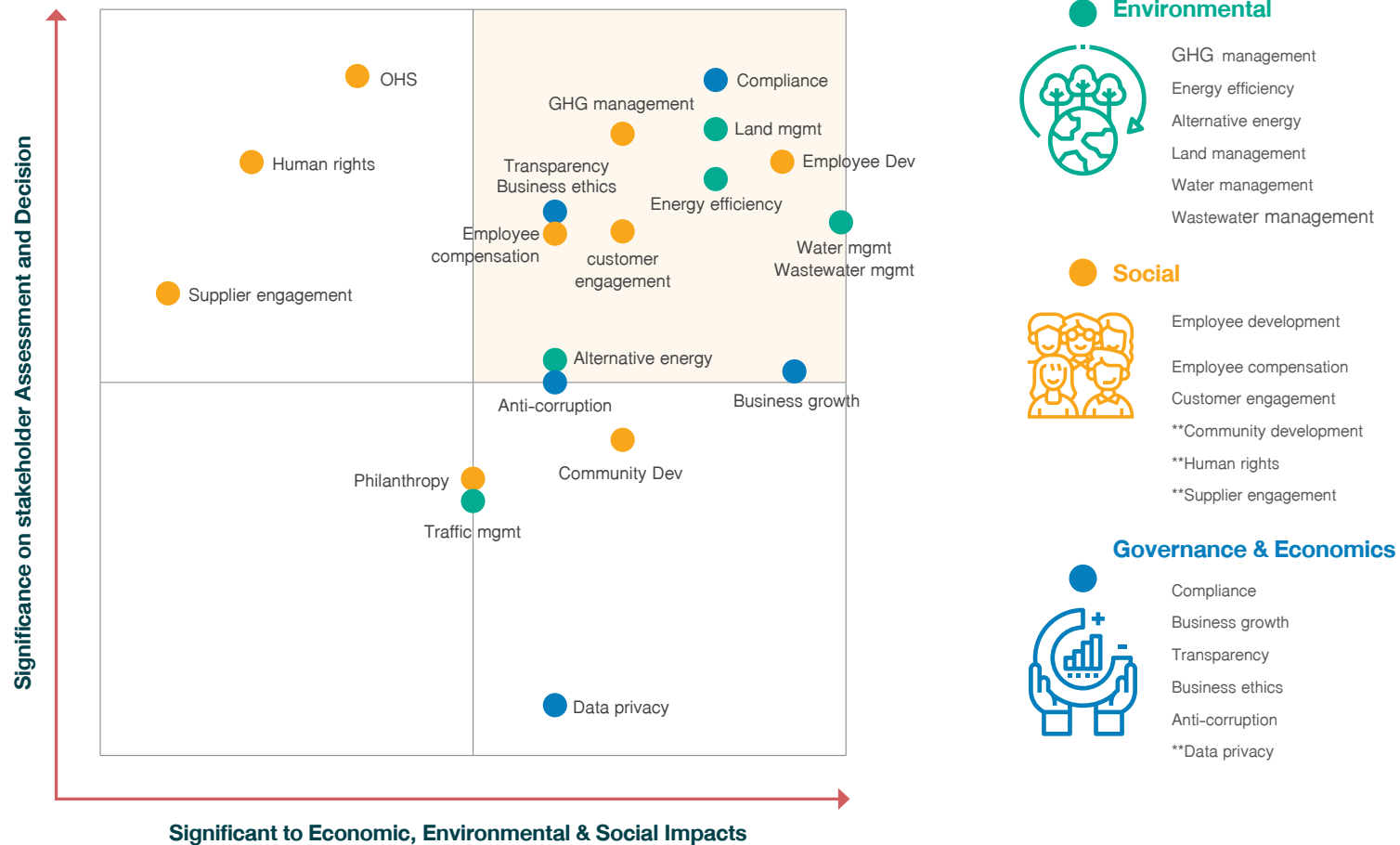
The SDWT has reviewed the material topics for its inclusiveness, completeness, and relevancy before presenting to the Group's top management which includes senior managements of each subsidiary, and the CEO of AMATA VN for validation.



## Our materiality assessment in year 2020

In year 2020, there were more than 180 topics identified but after having checked for its relevancy, and they were classified into 21 material topics by the SDWT. Fourteen topics have received the highest importance, however, from the workshop with the top managements of the Group, additional 4 topics were added namely, human rights, supplier engagement, community development and data privacy as it was found to be of interest to certain influential group of stakeholders.

The material topics, mapped by its' priority, are shown on the materiality matrix where the vertical axis represents its impact to our business while horizontal axis represents importance to stakeholders.

### Materiality Matrix



	Material Topics	Boundaries of Impact		Report Content	Page
		Internal	External		
 <b>Environment</b>	GHG management	✓	Community Government agencies Suppliers Customers Business partners	Climate Change	24
	Energy efficiency				
	Alternative energy				
	Land Management	✓	Community Government agencies Customers	Environment Management	29
	Water Management				
	Wastewater Management				
 <b>Social</b>	Employee Development	✓		Human Capital	38
	Employee Compensation				
	Occupational Health and Safety				
	Human Rights	✓	Community Government agencies Customers Suppliers	Human Rights	37
	Supplier Engagement	✓	Suppliers Business partners Customer	Supply Chain Management	33
	Customer Engagement	✓	Community Government agencies Customers Business partners	Supply Chain Management	33
	Community Development	✓	Community Government agencies Customers Business partners	Social Contribution	45
 <b>Governance &amp; Economy</b>	Business Growth	✓	Business partners Shareholders Creditors	Business Growth	59
	Anti-Corruption	✓	Government agencies Customers Business partners Suppliers	Governance	48
	Business Ethics	✓			
	Transparency	✓			
	Compliance	✓			
	Data Privacy	✓	Shareholders Government agencies Customers Business partners	Personal Data Protection Policy	50

# Environment

23%



reduction on  
non-solar consumption



Total GHG emission  
reduced by

4.5%

Based on  
year 2017



# Environment

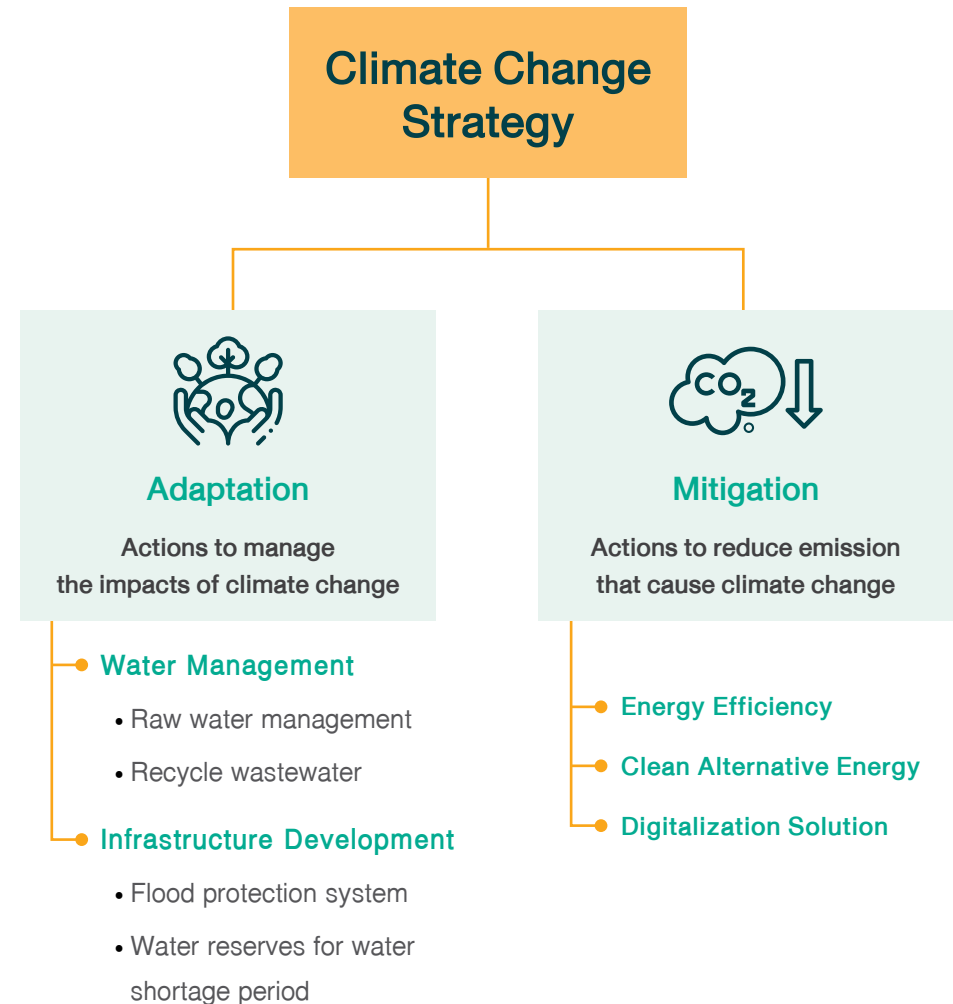


## Climate Change

Rising global temperature, extreme weather and increase in natural disaster are all result of climate change. Without suitable measures, global temperature will continue to rise substantially that will cause threat to human and environment such as human health, decrease in food production, water scarcity, and frequency and scale of extreme weather events. To succeed in curbing global warming, urgent needs for actions must be done and we, AMATA VN Group, want to play a part in contributing to global effort to tackle climate change.

## Management Approach

AMATA VN Group emphasizes on mitigating climate change by putting effort to reducing greenhouse gas emissions in our operations in Amata City Bien Hoa (ACBH) - the only industrial estate in operation as this moment. The management has examined and revised the target for reduction of greenhouse gas emissions (GHG) to be at least 5% (from 2017 base year) for year 2022 as the company is already operating at the optimum stage. To achieve this goal, ACBH will explore further on energy efficiency, utilizing clean alternative energy, and digitalizing. At the same time, we have taken adaptation actions to prepared for the impact that climate change could cause such as drought and flood by enforcing flood protection in infrastructure and building design and reserving adequate volume of water for usage.



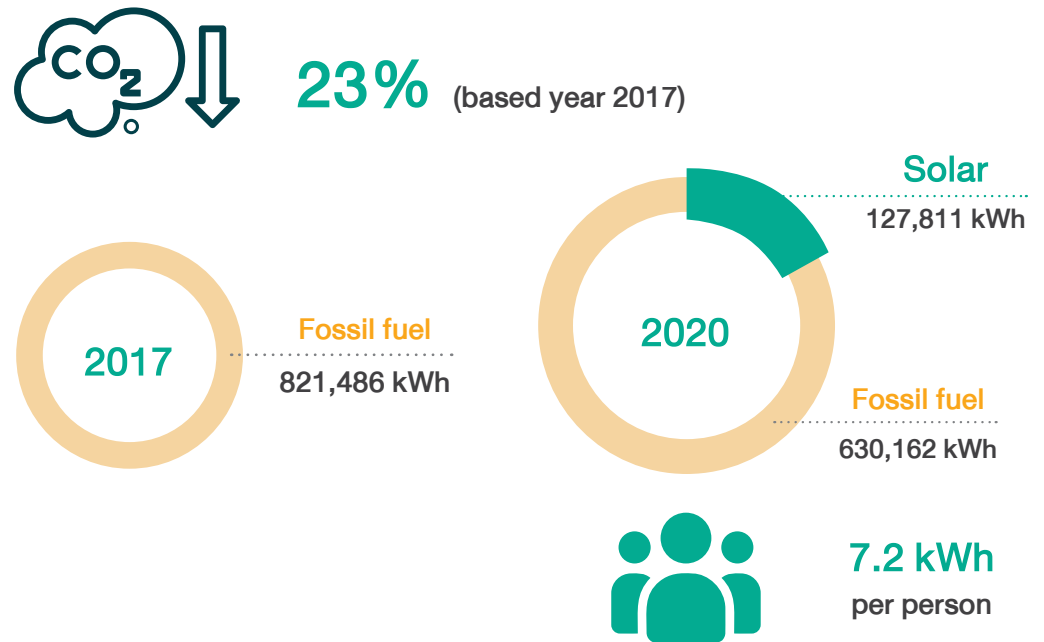
## Performance

### Energy efficiency

The use of energy from fossil fuel represents one of the largest sources of greenhouse gas emissions. In 2017, the total amount of energy consumed of Amata Service Center (ASC) accounted for 821,486 kWh with GHG emission of 478.19 tons of carbon dioxide equivalent. Many initiatives have been implemented over the years for example ozone chiller system, solar panel, change all building fluorescent lightings to be LED. Aside from reduction in energy consumption and investing in cleaner energy alternatives, ACBH also created awareness in the office for employees to consume energy with consciousness. Lights are being turned off when not in use and during lunch hours, thermostats of air conditioners are set at a constant temperature of 25°C, use the stairways instead of the lift when going up 1 level are some examples. With these initiatives being implemented since, in 2020, ASC consumed total energy of 757,973 kWh of which 17% were generated from solar energy and emitted GHG 366.81 tons of carbon dioxide equivalent. GHG calculation is in accordance with Thailand Greenhouse Gas Management Organization (Public Organization) (TGO). During the COVID-19 pandemic, all 24 tenants in the building remained in operation although there are occasional “work from home” scheme implemented during the outbreak, thus, resulting in some reduction in electricity consumption.



### Energy consumption at AMATA Service Building



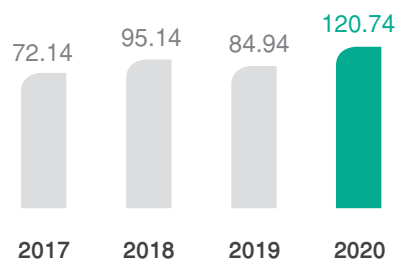


### Digitalization

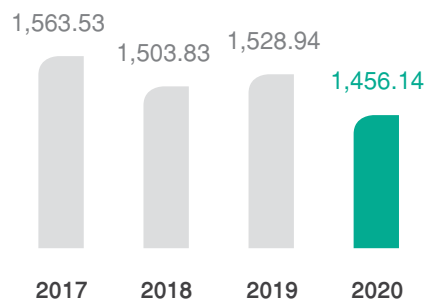
AMATA VN Group promotes increase usage of video conference meeting and online application between offices to reduce unnecessary traveling time and expenses for meetings, as well as, reducing the greenhouse gas emission that occurred from traveling both domestically and internationally. The video conferencing is not limited to be used internally but also can be arranged for meetings with customers and even governmental agencies. The video conferencing has been utilized at its most especially during the COVID-19 pandemic. Video conferencing were used in other activities and event such as MOU signing ceremonies and seminar participation. In year 2020, Amata VN was able to save on air ticket expenses of at least TBH 1.3 million.

Meetings	# of meetings	Minimum expenses saved
Between subsidiaries and HQ	73%	<b>THB 1,267,500</b>
External guests	25%	
Events (MOU, Seminar)	2%	

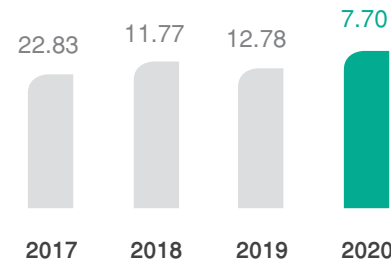
SCOPE 1 - GHG emission (tCO<sub>2</sub>e)



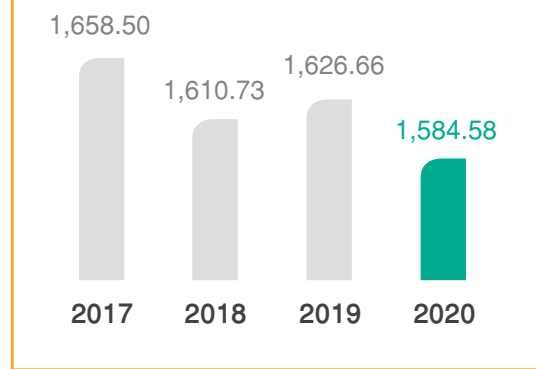
SCOPE 2 - GHG emission (tCO<sub>2</sub>e)



SCOPE 3 - GHG emission (tCO<sub>2</sub>e)



Total GHG emission (tCO<sub>2</sub>e)



## Infrastructure Development

Extreme weathers leading to flood and drought caused by climate change poses a critical threat that will impact greatly to our developments. To adapt to the climate change, AMATA VN Group reinforced our infrastructure developments as follows:

## Participation in UNIDO

In 2020, Amata City Bien Hoa was among 5 industrial estates selected by the Ministry of Planning and Investment of Vietnam to join the pilot program of United Nations Industrial Development Organization (UNIDO) in promoting Eco-Industrial Park in Vietnam. The project has duration of 3 years and funded from Swedish Government.

“The Eco-industrial parks is a community of manufacturing and service businesses located on a common property and members seek enhanced environmental, economic, and social performance through collaboration in managing environmental and resource issues through engaging into an industrial symbiosis”\*\* (Lowe, E.1997. “Creating By-Product Resource Exchanges for Eco-Industrial Parks”, Journal of Cleaner Production, Volume4, Number4) The Eco-industrial parks is a community of manufacturing and service businesses located on a common property and members seek enhanced environmental, economic, and social performance through collaboration in managing environmental and resource issues through engaging into an industrial symbiosis.

Projects	Infrastructure adaptation actions
Amata City Bien Hoa	reserve 1- day water supply for whole industrial park’s operation
Amata City Long Thanh	land leveling of +2.05m and construct flood protection dike (calculation based on 100 years historical data of rainfall in the area)
Amata City Halong	land leveling of +2.1m and construct additional flood protection dike aside from that already provided by the district



On November 20th, 2020, in Ho Chi Minh City, ACBH jointed kick-off workshop[ of the project “Deploying an eco-industrial park (IP) in Vietnam in the direction of the global eco-industrial park program” organized by the Ministry of Planning and Investment cooperated with the United Nations Industrial Development Organization (UNIDO) and the Swiss State Secretariat for Economic Affairs (SECO).

## Awareness of Climate Change

On June 5<sup>th</sup>, World Environment Day, ACBH participated in the event organized by Dong Nai Resource and Environment Department (“DONRE”) to encourage everyone to protect the environment through “Collect waste and change gifts” for an Binh, Quang Vinh, Trung Dung, Quyet Thang, and Trang Dai ward of Bien Hoa City, Dong Nai Province. In this event, for every waste picked, there will be a gift from DONRE.



On June 26<sup>th</sup>, responding to activity “Action month for Environment”, ACBH coordinated with Youth Union Lotte, Fulin, Oken, Standard A, Nestle, Toshiba to clean, pick up garbage in 5 locations in the Industrial Park.



# Environment Management

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. AMATA VN Group places great importance on operating responsibly and continually work to reduce the environmental impact of our business activities to the people who live near our project sites. We emphasize on strategy to efficiently utilize natural resources and input measures to reduce environmental impact.

## Performance

### Land management

Land is an essential resource for real estate developer like AMATA VN Group. However, it is depletable, therefore, proper planning of land usage is compulsory to ensure our land resources are efficiently utilized for any kind of land use activity. The Group carried out an environmental impact assessment when designing the land use plan during feasibility study stage to identify, predict, and evaluate the economic, environmental, and social impact of our proposed development.

### Water management

Wastewater effluent is continuously monitored and data on the quality of discharged treated wastewater are automatically sent to the Ministry of Natural Resources and Environment (MONRE) and Department of Natural Resources and Environment (DONRE).



Environmental Qualities	Method	Parameters
Water discharged from central wastewater plant	National Technical Regulation on Industrial Wastewater QCVN40:2011/BTNMT	pH, Color (Pt-Co), Temperature, Biochemical Oxygen Demand (BOD5), 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>



In 2020, all parameters of the discharged treated wastewater are below the threshold allowed by the authority. (Audited data is demonstrated in the environmental performance section at the end of the report.)

### Air management

Air quality were collected from the release of pollution from chimney of factories located in the industrial estate through six of air quality monitoring stations located in the estate. Three main parameters were monitored : nitrogen dioxide (NO<sub>2</sub>), sulfur dioxide (SO<sub>2</sub>), and total suspended particulates (TSP). In 2020, the result of air quality is also lower than the threshold allowed by the authority.

Environmental Qualities	Method	Parameters
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



# Social

Level of employee engagement

76%



Spent THB

2.5 million

on community development

# Social



## Sustainability during Covid-19

The Group has taken all necessary precaution measures to ensure safety and well-being of the stakeholders during the COVID-19 pandemic.

### Safety for Employees

#### Work From Home

The Group has implemented Work From Home (WFH) where all department heads are to assess their day-to-day works and split their team into 2 groups with each group will WFH on an alternative week to to ensure continuous operation.

#### Social Distancing at office

Staffs working at the office are requested to respect social distancing.

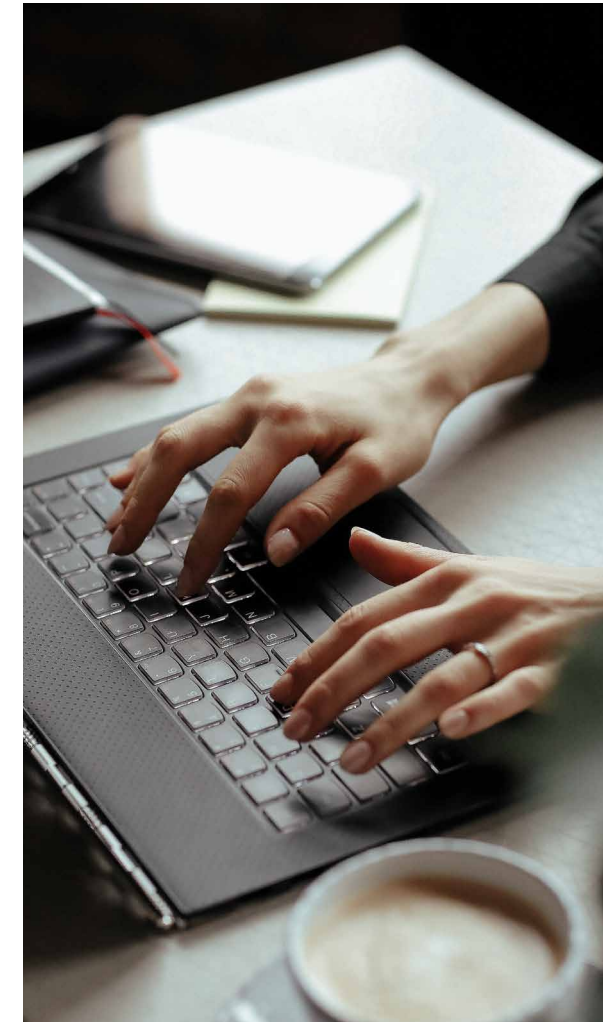
- Internal and external meetings are to use vdo conferencing to avoid unnecessary human contact
- Lunch boxes are distributed to every employee and are asked to take them at their work table or at the Canteen with 1.5m distance from each other.

#### Safety in the workplace

The company has provided employees with appropriate equipment such as surgical masks, alcohol gel, and personal protective gear. Aside from equipment, enhanced cleaning measures were implemented in the work areas. Communications on update of the COVID-19 situation, protection measures, healthcare hotlines were done on a regular basis

### Safety for Stakeholders

To ensure safety for our stakeholders in the building, all people entering the premise are requested to have temperature screening and requested to have 1.5m distance from each other. The Company has hired an professional service provider to disinfect the building on days where the population of people entering the building are high.



## Supply Chain Management

The effective supply chain management is one of important part in sustainable development. It enhances the Company's risk reduction, revenue growth, creates fairness and transparency throughout the business value chain, and provide cost savings to the business. To build sustainability in the supply chain, the entire supply chain process is to be examined to understand the level of environment, social, and economic impact and take measures to lessen it. In addition, relationship management with our business partners is essential so to share the same interest and become the Company's long-term business partner.

## Management Approach

### Supplier Engagement

AMATA VN Group works closely with our contractor and contractors of our customers who are committed to high quality environmental, health and safety standards. We award contractors who meet the Group's stringent selection criteria. In addition, AMATA VN Group imposed its desirable practices for contractors within the estate to operate responsibly in areas of health and safety, limit nuisance to people, proper disposal of debris and toxic waste, and other environment management through written procurement contract. A 5-step process is established throughout the Group to improve sustainability practices in the supply chain.



### 1. Risk assessment for supplier selection

The Company procurement process focus on transparency and fairness. The Company gives all suppliers/contractor equal opportunity through fair and transparent tender and bidding evaluation process for works valued more than VND 5 billion (equivalent to about USD 220,000). In selecting the right contractor, preliminary risk assessment mechanism is applied with key criterion based on reliability and quality of product/services delivered, value for money, compliance with relevant regulations and laws, financial stability. For less than VND 5 billion, works will be awarded to existing contractors in the vendor list as they have already past the preliminary screening process, based on price competitiveness.

There are designated guidelines for checking and assessing future suppliers and contractors consisting of procedure to check the basic qualifications of the contractors whether their qualifications meet the standards set herein, while existing contractors will additional be assessed on past performance, human rights, occupational health and safety of the employees and environmental management.



### 2. Communicate sustainability expectations

Expected practice are communicated through written contract as well as on the initial date of entering the estate's vicinity.



### 3. Identify critical suppliers

Amata City Bien Hoa defines its critical vendors as those that support the core activities and operational functions of the company with high expenditure, non-substitute product, critical component, or high risk.



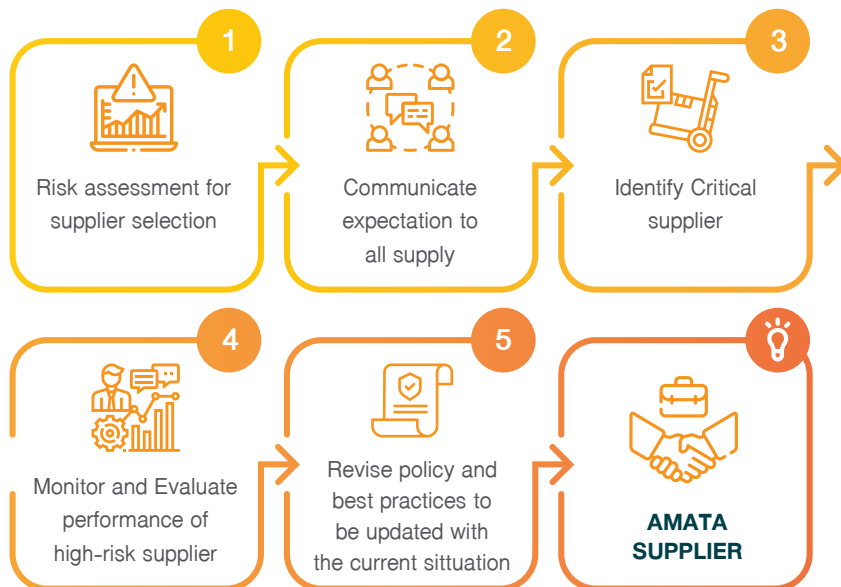
#### 4. Monitor an evaluate performance

During the service period, on-site auditing on environmental, social and governance risk is made by an awarded third party daily to ensure the contractors perform their works responsibly. After completion of works, the supplier/contractor are evaluated and rated 1-5 points (bad to good) on their performance in relating to governance, social, and environmental aspects. The suppliers are then categorized into 3 color: white, grey, and black. Those in grey and blacklist will be warned and request for improvement, however, those in black will be given one last chance before deleting from the vendor list.



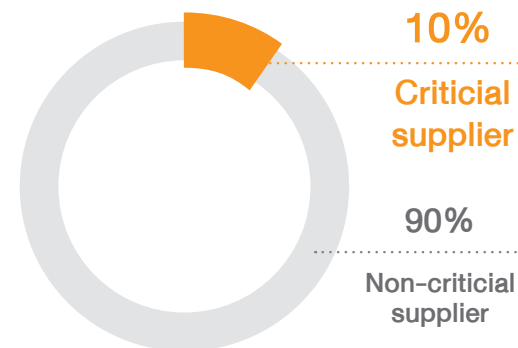
#### 5. Revision of policy and best practice

The Company used the audited results and to consider if additional policy needs to be imposed.



## Performance

In 2020, there were a total of 120 active Tier-1 suppliers/contractors with 10 are critical suppliers giving services to Amata City Bien Hoa. There were 4 contractors/consultant services awarded and two works have been completed within the year with 100% evaluation in terms according to the contract as well as for human rights, occupational health and safety of the employees and environmental management. The assessed contractors/consultant both were evaluated as white which means they have conformed and have not received any complain on environmental or social issues during their works from the customer or the communities. This year, there was no termination of any supplier/contractor. (0% relationship termination).



**100%**  
Evaluation of  
Contractors



**0%**  
Relationship  
termination



## Authorities and Governmental Agencies

The authorities and governmental agencies in both national and local level are involved in the value chain of the Group. When opportunities allow, we share our experiences and give inputs on local and national level to help Vietnam improve their investment regulations and foreign direct investment promotion.

## Customers Engagement

The success of customers' operation in the industrial estate is part of the long-term support to the economic growth of the Group. ACBH studies various customers' needs to gain an in-depth understanding and develops appropriate respond to their needs. Enhancing customer satisfaction and retention will ensure that the reputation as a Group will continue to grow, which will lead to new customer referral to our existing as well as our future projects. Strengthening customer relationship also reduces cost associated with supporting and servicing them.

## Management Approach

ACBH conducts customer satisfaction survey annually to analyze and monitor customer's experience understand their expectations, problems, and needs. Communication channel were organized to allow customers to express their thoughts and build initiatives for them to engage with the company.

## We are One

"We are One" is organized to bring customers closer together. The team building activity had 40 companies with 60 members participated.



## Job Fair

ACBH bridged between customers and Sonadezi College to help match the demand of recruitment with the supply from these institutions. There were 8 companies from our industrial park (IP) that jointed the job fair.



### Share culture

Customers were invited to join in celebrating Loy Krathong event organized by the Royal Thai Consulate and Thai Business Association.



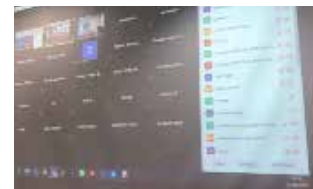
### Share Learning

ACBH invited A&C Audit Co. to give knowledge on revenue and expenditure practices which is essential for the Accounting department.

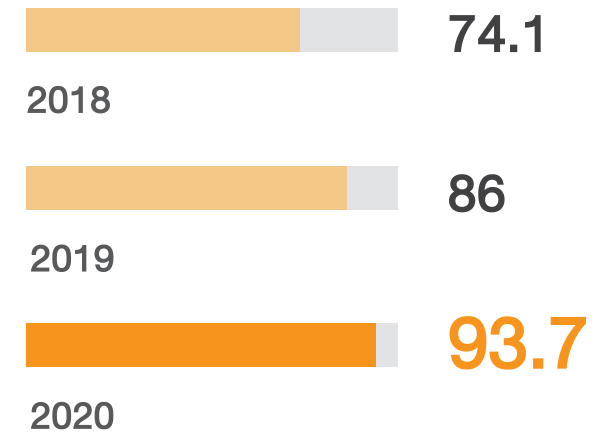


### HR Talk show

This program was meant as a medium to share experiences and actual practice among members of the HR Committee. The program attracted 78 companies registered in this event.



### Customer Satisfaction



# Human Rights

AMATA VN Group supports calling for action from the United Nations on human rights which envisage “a world of universal respect for equality and non-discrimination” in gender, race, language, religion, opinions, origin, disability, or other status.

## Management Approach

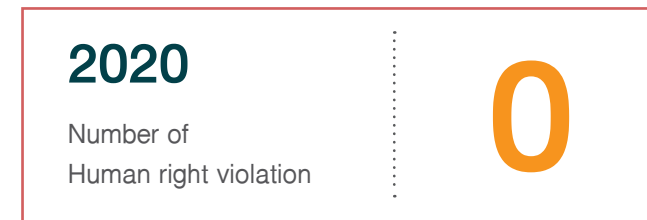
AMATA VN Group respects human rights and embedded human rights in every steps of its operation and implemented through the Group’s internal policies. We are committed and foster human rights are instated in the corporate policies on Code of Conduct (treatment to shareholders, treatment to company staff, treatment to customer, treatment of business partners), contract with supplier focusing on labor rights, equality treatment and non-discrimination in age, gender, political opinions, race, religion and beliefs.

## Code of Conduct

AMATA VN Group believes that all staff members are valued as a human being, regardless of their job or position; and all possess human dignity in equality in equal manner with each person having individual role to play in the overall development of the company so that we can grow together. The Code of Conduct embedded this believes and was published in both Thai and English to ensure that all employees within the Group understands and adhere to the same ethical standard for the benefit the employee, the shareholders, and the country’s economy. Corporate characteristic was embedded within the Code of Conduct covering the following principles:

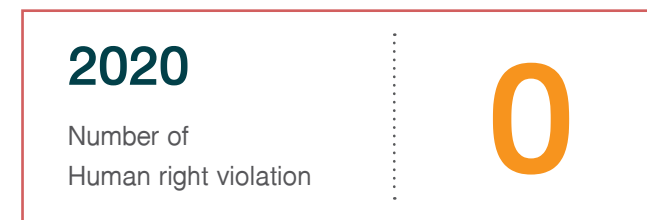
1. Accountable to oneself
2. Responsible to customer, stakeholders, and society
3. Respect for colleagues
4. Liable to the organization

Violation to the rules and regulations of the Group shall be subject to disciplinary action according to the labor law.



## Contract with Supplier

Human rights criteria have been imposed to our suppliers/ contractor as well. We only go into contract with suppliers who meet with the human rights criteria. Therefore, new suppliers are being accessed 100% on human right criteria.



# Human Capital



In today's changing environment where competition is high, Human capital is not only key element for successful business operations but also a key factor to drive the business towards sustainability. AMATA VN Group places importance on good and effective human resource management to be in line with the Group's business direction from the recruitment process, personnel development, and working environment to retain personnel so to increase productivity and thereby increase profitability.

## Management

Human Resources Management Committee, whereby the Chief Executive Officer of AMATA VN is the Chairman along with Managing Directors of subsidiary companies, and the Group's and subsidiary's HR manager are members, determines the Group-wide regulations and standards for human resources management to be in accordance with human rights, local laws, and international standards. The Group is committed to recruiting qualified professionals to join the organization regardless of their gender, ethnicity, nationality, or religion based on human right practices.



## Recruitment and selection

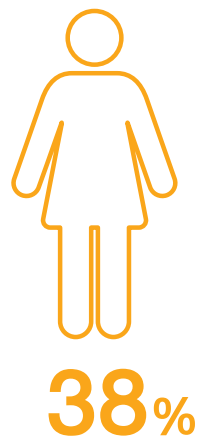
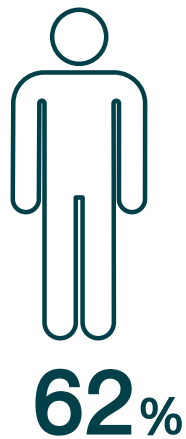
Building a team with top caliber people will make the Group better prepared for the competition in the market. Recruitment and selection play an important role in the sustainability and growth of the Group as selecting the right person will affect the overall business outcomes. The Group has a "recruitment from within" policy for selecting appropriate candidates as priority.

- **Internal recruitment and selection:** The Group recognizes its employees for their skills and hard work, therefore, internal recruitment within the Group was set as priority. Promotions and job move are encouraged across departments and locations within the AMATA group of companies if existing employees are qualified to perform the job. The internal recruitment and selection help boost employee morale, help retain talented employees, and build happier and more productive workforce. Internal vacancies are being announced through intranet and email allows any interested employee to apply for the selection process.
- **External recruitment and selection:** are in line with the Company's business strategies and manpower plan to support business expansion in Thailand and abroad. Having identified the required positions according to plans, the Company have determined the qualifications and abilities of the employees to meet the job characteristics such as communication skills (in English or other languages) and having features that fits with the corporate culture.

Potential candidates can apply through many channels provided, such as the Company's website and other renown recruitment job posting websites, recruitment service agencies, through referral from existing employees, or career fairs held in educational institutes. The recruitment process is open for interested candidates to apply with equal opportunities, free from biases, and non-discrimination.

## Recruitment performance

Recruitment	2018	2019	2020
Internal	1	0	4
External	8	16	12
Total recruits	9	16	16



## Compensation Management and Employee Retention

The Group is aware that human capital is the most important asset and appropriate compensation management is critical in attracting recruits, reducing turnover, driving performance, and raising employee engagement. The Group ensure that the salary and bonuses remain competitive and benefit programs change with the needs of the workforce. Therefore, the Group constantly reviewed the compensation and benefit program and improve its remuneration criteria to be more appropriate and comparable to other companies in the same business sector. In addition, the Group has set compensation and benefits for employees who are sent to work in foreign countries (Expatriate Staff) in accordance with the local law and regulations and is competitive to local market by comparing the compensation and benefits as well as the cost of living /price index of the location to which he/she is to be located

## Fair Performance Management

The Group's compensation process is transparent and fair to all employees based on their performance (Pay for Performance principle) that have clear goals and work results. Each employee is involved in determining their work plans and performance indicators with their supervisors to be consistent with the goals of the department and the Corporate KPIs. The performance evaluation will be conducted twice a year: mid-year and year-end. The Company encourages face-to-face discussion between supervisors and their employees so that both share the understanding, this will improve work efficiency and drive the Company towards achieving the set goals. All employees and executives within the organization are being evaluated and based on the level of responsibilities the employee holds their performances are being assessed. There are total of 7 levels and performance are based 3 categories:

- 1) Performance indicators (KPI) which is a driving mechanism in the performance management process by applying Balance Scorecard principles for the operational level staff and above.
- 2) Behavioral assessment through AMATA DNA which evaluate on based on the core competency of the Company.
- 3) Career development which identifies both the strengths and weakness of the employee so that the Company can establish a 1-3-year development plan for individual employee in preparation for future career path.

### Evaluation and Remuneration for Chief Executive Officer

The Nomination & Remuneration Committee of AMATA VN reviews and evaluates the remuneration of the Chief Executive Officer (CEO). KPIs are based on a shared opinion between the Board of Directors and the CEO, which covers all part of the operations, aims to achieve business goals, as well as, goals in social and environmental aspects. As for the remuneration policy, salary and compensation rates of executives from other companies in the same industry were surveyed. The remuneration proposal will then be endorsed by the Nomination and Remuneration Committee who will submit to the Board of Directors for approval.

### Evaluation and remuneration for Level 7 and above

AMATA VN employee from Level 7 and above (equivalent to Level 5-7 of subsidiaries) will be assessed on their achievement of their KPIs that are consistent with the Corporate sustainable development KPIs covering economic, social and environmental aspects. Their annual remuneration is considered through assessment of 75% KPIs performance and 25% on Amata DNA.

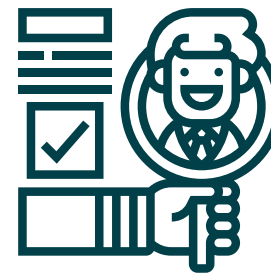
### Evaluation and Remuneration for Level 3-6

AMATA VN employee between Level 3-6 (equivalent to Level 3-4) will be assessed on their achievement of their cascaded KPIs of 50% and on behavior of another 50%.

### Evaluation and Remuneration for Level 1-2

AMATA VN employee between Level 1-2 (equivalent to Level 1-2) will be assessed mainly on their behavior of 90% and attendance of another 10%.

In 2020



**100%**  
staff were evaluated

## Welfare and Benefits

The Group provides employee welfare and benefits higher than that required by the law and is given to employee based on appropriateness of duties and responsibilities. The benefits provided was clearly notified to the employee on the first day of employment. In Thailand, as AMATA VN has small number of employees, we follow the welfare program that was developed by its mother company, AMATA Corporation. To be involved in the development of the welfare program, one staff from the company was appointed to represent the company in the Welfare Committee at AMATA Corporation which were held on a quarterly basis. Benefits such as annual health examination, medical treatment and dental treatment fees, life insurance and accident insurance, provident funds are given in accordance with the criteria set by the Company.

Employment salary rate upon initial entry and benefits				
Item	Operation Level	Manager Level	Vice President Level	Chief Level
Initial Salary (excluding experience fee)	✓	According to Salary Structure		
Travel Fee	✓	✓	✓	✓
Accident Insurance	✓	✓	✓	✓
Mobile Allowance	✓	✓	✓	✓
Company Car	-	-	✓	✓
Financial Assistance for Marriage (one time only)	✓	✓	✓	✓
Child Delivery Financial Assistance	✓	✓	✓	✓
Funeral Grant	✓	✓	✓	✓

Aside from the benefits provided, the Group follows holistic approach to caring by focusing on both the physical as well as the mental well-being of its employees through the concept of “Happy workplace”. The equation of “Happy workplace” consisted of 8 notions:

### Happy Body



# 1

Provide health benefits to the employees such as annual health check-up, medical expense, pharmaceuticals, as well as promoted mini-exercise every day at 3:00 p.m. to relieve fatigue.

### Happy Heart



# 2

Encourage generosity among employee, making happiness happen in the office such as Happy Birthday surprise for the employees.

### Happy Relax



# 3

Create happiness and entertainment for the employees to relax both body and mind such as AMATA Staff Party (New Year Party), team building activities, sports day.

### Happy Brain



# 4

Encourage employees' life-long learning and self-development, and to develop knowledge and skills, and to prepare the employees for reaching their highest potential at work in the future.

### Happy Soul



# 5

Encourage employees to follow religious principles and ethics, to be a good person with good soul and good actions.

### Happy Money



# 6

Educate employees to save money for long-term through providing the provident fund by arranging smart money management seminars by a financial expert to advise how to spend money wisely.

### Happy Family



# 7

Encourage employees to spend quality time with their beloved family.

### Happy Society



# 8

Encourage employees to give back to society by arranging some volunteering activities such as painting school building and playground and hosting lunches for children, donating blood.

## Grievance Handling

AMATA VN Group provides several channel for employees to express their grievances so that negative attitude or misunderstanding could be addressed promptly and effectively before it erupts into a harmful level. The employee could voice their grievance handling channels as follow:

1. sending grievance letter directly to the Chief Executive Officer
2. sending grievance letter by post mail to the Post Office PO Box 7, Monterey Tower, Bangkok 10323
3. sending grievance letter through Suggestion Box located in the office
4. voicing their grievances through Employee Engagement (EE) Survey

Grievance received will be compiled, reviewed, and analyzed based on actual facts by HR manager. Depending on the degree of seriousness and the extent of possible loss/damages of the incident, an ad hoc investigation committee will be appointed 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 biasness.

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### In 2020

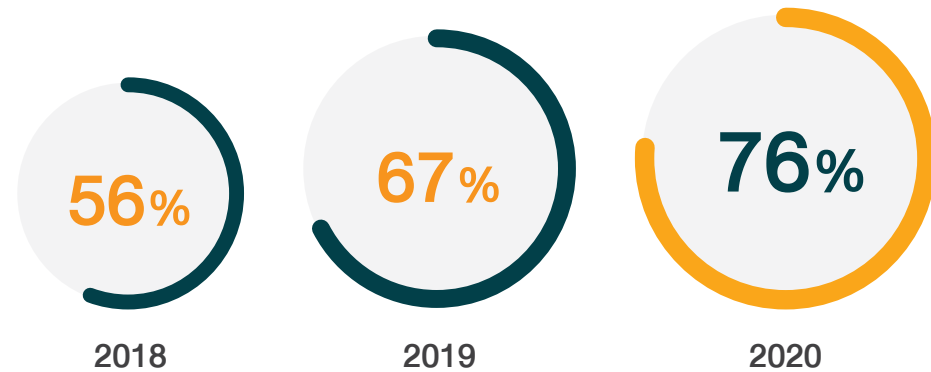
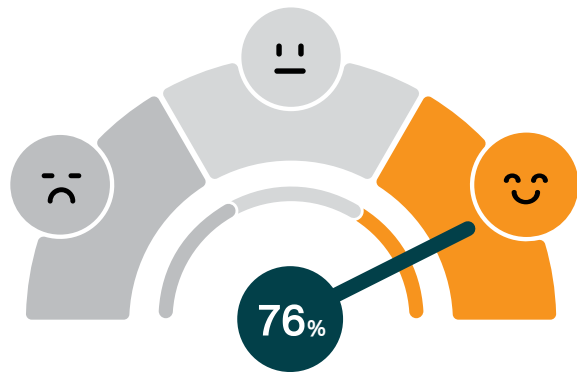


**No significant complain received, mainly are comments from Employee Engagement survey on improvement in HR processes.**

## Employee Engagement

Employee Engagement (EE) Survey is an annual corporate activity to survey employee satisfaction, based on it, company's HR policy are evaluated, improvement area and development human resources programs are defined. Increasing employee satisfaction is one of the human resource development strategies. In 2020, with Covid-19 impact on the business, HR VN cooperated with HR Thailand to conduct an internal EE survey with high confidentiality and transparency, receiving 100% employee participation (80 people).

Looking at the history of survey results over the years, the EE score gradually increased from 56% (2018), 67% (2019), and this year (2020), 76%. This result reflects the attention and caring the employee of the management over the past years had been affected to the continuous improvements in employee satisfaction. In 2020, the key issues that employees concern most about are Compensation & Benefit (C&B), Recognition and Empowerment. Through employee feedback and their solutions, the company has also come up with appropriate action plans, focusing on reviewing the C&B structure with VN benchmarking, develop learning culture, create more channel to communicate with employee, listen to employee more. Parallel, Company also tries to complete the Performance Management System to be more effective, transparent, and motivated.



## Employee Development

The Company places great importance on developing the employees' potential, knowledge, and skills to support the challenges and business opportunities in the future in order to enable the Company to be more competitive and drive the business towards its goals. Due to the COVID-19 pandemic outbreak this year, the Group redirected its budget on training towards ensuring health and safety of its employees. Trainings throughout the year were mainly implemented through Cloud-based e-learning and internal trainings. The cloud e-learning library currently includes more than 700 on-line courses and offers not only general knowledge but specialized contents as well. Employees can access contents suitable to their needs at time of their convenience.

Average training hours per employee (Disclosure 404-1)	Hours/Person/Year		
	2018	2019	2020
Total employees	7.01	14.40	6.32
Male employees	5.57	11.08	1.87
Female employees	10.20	17.80	4.45
Executive level	17.14	23.00	2.06
Managerial level	6.43	49.00	2.13
Operational level		8.00	2.14

# Social Contribution

The industrial estate development is the foundation of Vietnamese economic growth. However, the growth of industrial estates leads to positive and negative impacts to local communities and society as well.

AMATA VN Group realizes its responsibility to take care of the local communities where it has presence and consider operations that will not cause physical impacts, occupational health and safety, environmental and social problems to the communities to which it has operations. We invest in community projects so that local people can benefit according to our philosophy of “ALL WIN” where we live in harmony with our communities, thus creating a more positive local business environment. Our social investment aimed to meet the needs and expectations of our local community as well as help the underprivileged in Vietnam.

In response to the local social investment priorities, we promote in 3 areas:



**Quality of life  
and health**



**Culture**



**Education**



## Performance

### Quality of life and health

- COVID-19 pandemic has impacted many occupations and people in our community. Many were not being able to feed their families owing to having no means to earn an income during the lockdown period. Different initiatives were organized to support the underprivileged during this hard time.





### Amata City Bien Hoa Joint Stock Company

- Presented 2,400 gifts to laborers and lottery sellers affected by the COVID-19 in Bien Hoa city and Long Thanh district.
- In cooperation with former students of Asian Institute of Technology (AIT) set up a 'rice ATMs' at Amata park to donate total of 3 tons of rice where each person will receive 2kg .
- Donate to underprivileged in An Phuoc commune, Tam An commune and Long Thanh town.
- In cooperation with CP to give 200 essential foods for poor people in Long Binh ward.

### Amata City Ha Long Joint Stock Company

- Presented gifts to disadvantaged households in localities of Song Khoai, Minh Thanh, Dong Mai, and Cong Hoa.

- There are still people living in extreme poverty with inadequate access to basic needs as shelter. ACHL helped supported financial fund for the construction of a 50sqm house for one underprivileged citizen of Song Khoai Commune worth 150 mil VND.



- A powerful storm No.9 (MoLaVe) struck Central Vietnam in October which causes great loss of lives and damages houses and infrastructures. Initiatives to relief the burden for those affected were implemented.

### AMATA VN Group

- Raised charity fund in cooperation with King broker and Manly Hair salon to support people affected by No.9 Storm in the Central of Vietnam worth 322 million VND.
- In cooperation with Brother Co and business partners, donated 360 gifts set with amount of VND700,000 at Hai Lang commune and Trieu Phong.
- Contributed financial funds 450 mil VND to Quang Tri province.



## Culture

- ACBH presented gifts amounting to 62.75 mil VND for poor households and disabled children in Long Binh Ward for the TET festival
- ACBH donated 10 mil VND gifts to Vietnamese Heroic Mothers, War Invalides and representative families of martyrs
- ACBH, ACLT, and ACHL celebrated Vietnam Women's Day with local authorities



## Education

- AMATA VN Group donated school bags and notebooks for 100 pupils from grade 1 to 9 amounting of 68 mil VND to Hai Le primary and secondary school
- ACBH supported and witness the renovation of Kim Dong primary school by Union of Friendship Organization of which it is a member
- ACBH shared experience to students of Sonadezi College in Dong Nai to motivate and inspire for their future career path



## Total social investment by AMATA VN Group



1,830  
mil VND

2.5  
mil THB



42%

# Governance

CAC  
Certified



100%

employee trained CG

# Integrity and Compliance



AMATA VN Group realizes corporate compliance and integrity is the foremost priority in achieving sustainability, as well as, maintaining its “License to Operate”.

## Anti-Corruption

AMATA VN Group has zero tolerance on corruption and clearly declare its rules on anti-corruption not only in the Code of Conduct but also enacted a separate Anti-Corruption Policy to stress its commitment. In the determination to fight against corruption, in 2019, AMATA VN has applied for certification of Thailand’s Private Sector Collective Action Coalition Against Corruption (CAC). In 2020, the Company got certified by CAC. The Company continues to practice “No Gift” Policy to embed the culture of anti-corruption within the organization. No incident of corruption was found in 2020.

## Compliance

AMATA VN Group attempts to manage its businesses responsibly and in compliance with the statutory requirements and regulations of the countries in which it operates. Despite all efforts to ensure compliance, there were 2 incidents of non-compliance.

ACBH temporarily stored the wastewater in its temporary pond during the period that it was undergoing renovation of one of its wastewater treatment plant which caused failure to comply to the contents of the issued permit. The penalty was equivalent to 104,000 THB. The other was due to discrepancy in land rental payment. Detail on land rental penalty could be found in note to Financial statement in the One Report.

## Handling compliance violation

AMATA VN allows Company’s directors, employees, business partners, or any other stakeholders to submit their complaint regarding any operational actions undertaken by the Company that they suspect as being illegal, non-compliance with established rules and regulations or business ethics that may possibly lead to financial losses or loss of reputation. Suspected compliance violation can be reported anonymously, if desired, to the following channels:

- **Dr. Apichart Chinwanno**  
Chairman of the Board of Directors  
e-mail: apichart@amata.com
- **Mrs. Oranuch Apisaksirikul**  
Chairman of the Audit Committee  
email: Oranuch.a@amata.com
- **Prof.Dr. Warapatr Todhanakasem**  
Chairman of the Corporate Governance Committee  
email: warapatr@amata.com
- **Mrs. Somhatai Panichewa**  
Chief Executive Officer  
email: somhatai@amata.com
- **Mrs. Rewadee Jantamaneechote**  
Company Secretary  
email: cs@amata.com

## Amata VN Public Company Limited

Post Office Box: 7 PorNorFhor. Monterey Tower, Bangkok 10310

Procedures undertaken in event of receiving complaints can be found in the Whistleblowing Policy under the Code of Conduct. In 2020, the Company has not found any misconduct or receive any information on illegal actions.

### 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 Personal Data Protection Policy in 2020. 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. More information on this policy can be found on website at [www.amatavn.com](http://www.amatavn.com).

### Performance highlight



Employees  
trained CG

100%



Average Score

95%

### Awards



# Governance



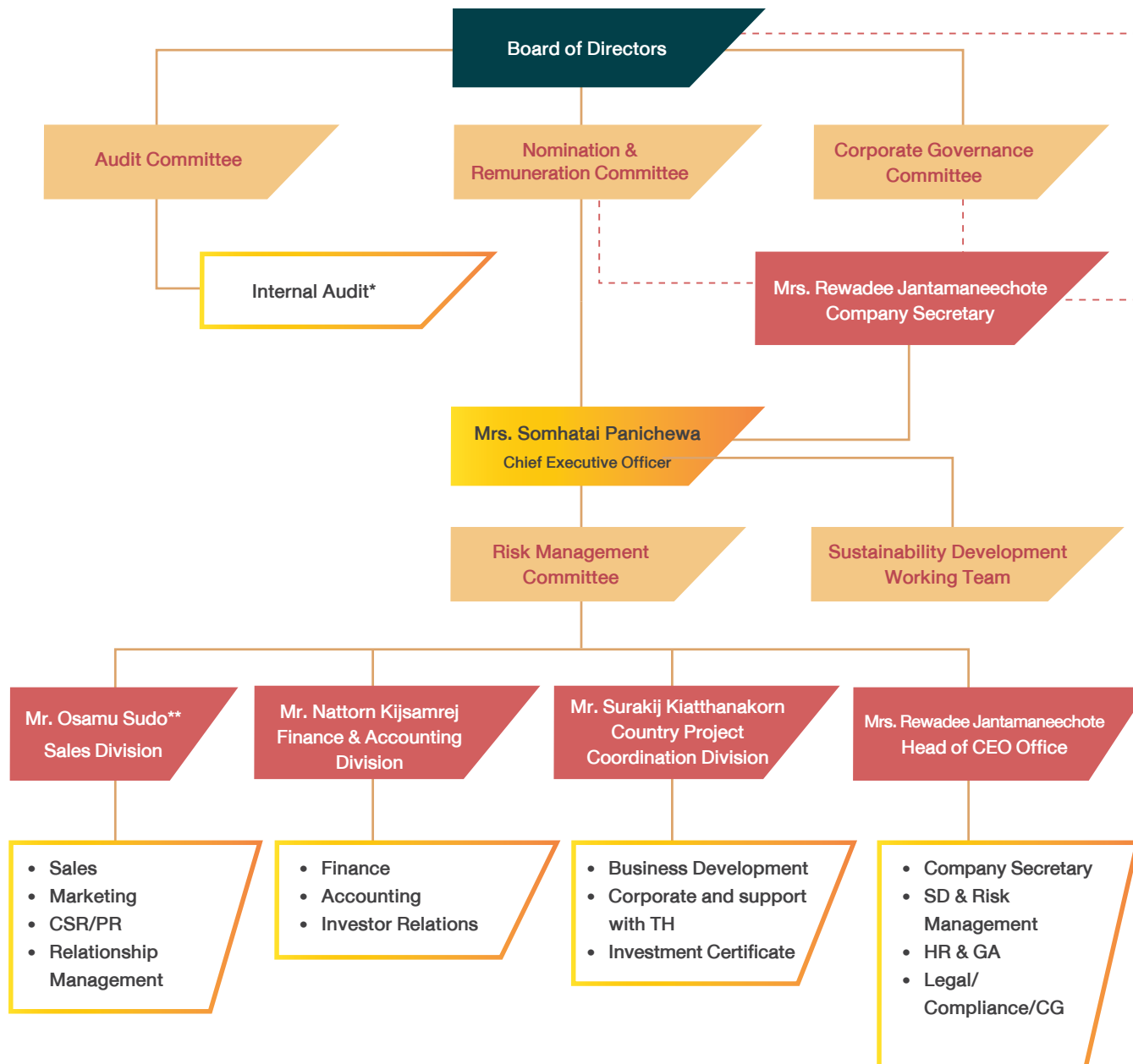
## Corporate Governance

The Board of Directors of Amata VN PCL intends to be an organization that is effective in conducting its businesses in Thailand and Vietnam with full compliance with the principles of good corporate governance, accountability, transparency, and sustainability so as to create maximum benefits for the shareholders through taking into consideration the interests of all its stakeholders together with good moral principles, full transparency and accountability.

## Corporate Governance Structure

Amata VN Public Company Limited is a one-tier board structure having four sub-committees.

- (1) Audit Committee: responsible in reviewing business operation, oversee financial reports preparation and internal controls system, consider any conflict of interest issues, review risk management procedures, as well as, select external auditor
- (2) Risk Management Committee: responsible in considering overall risk of the organization, consider the assessment tools, monitor and evaluate the risk in accordance with the business plan and report back to the Board of Directors on a regular basis.
- (3) Nomination and Remuneration Committee: responsible for selecting and nominating qualified person for appointment as a Board of Director and CEO position in a transparent manner, as well as, making recommendation for determining appropriate compensations for the Board of Directors, sub-committee, and the CEO for consideration and approval by the shareholders.
- (4) Corporate Governance Committee: responsible in reviewing and ensuring that the Company's operation is in compliances with the principles of good governance practices through the Company's Corporate Governance Policy and Code of Conduct.



**Audit Committee**

**3** Independent Directors

**Nomination & Remuneration Committee**

**3** Independent Directors

**Corporate Governance Committee**

**1** Independent Directors  
**1** Executive Director  
**1** Non-Executive Director

**Risk Management Committee**

**1** Independent Directors  
**1** Executive Director  
**4** Executive Management

## Policies

To build and maintain the desired culture throughout the organization, AMATA VN has set in place specified corporate policies to be imposed within the Company and to its subsidiaries.

In 2020, the Board of Directors has revised and approved the follow four policies:

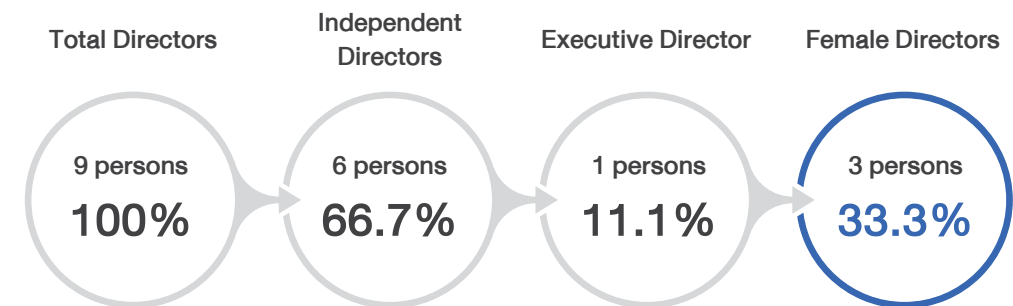
- Risk Management Policy : defines the Company’s perception and attitude towards risks it faces and desired way of managing it.
- Human Resources Management Policy : defines guidelines on approaches of which the Company intends to adopt in managing its people
- Personal Data Protection Policy: defines 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.
- Climate Change Policy : defines direction to which the Company contributes to global tackle on climate change.
- Innovation Management Policy: to foster a culture for innovation within the Company.

AMATA VN will adopt Procurement Policy designated by its mother company, AMATA Corporation. As for its subsidiaries in Vietnam, they have in place procurement practices are stated in their Financial Regulation Policy and Policy and Procedure Authority Limit documents.

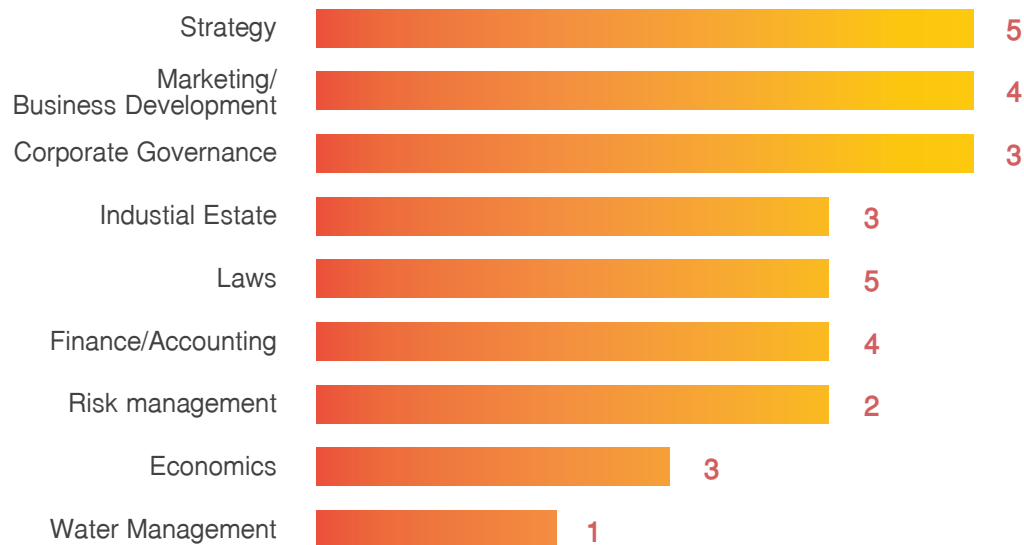
## Board Diversity

AMATA VN’s Board consists of 9 directors, of which there are 6 independent directors, with diverse qualification and experiences to help drive the business in accordance to its objectives. The Nomination and Remuneration Committee has taken into account the diversity of qualifications such as independence, knowledge, skills, experience, expertise, gender, nationality and age of the potential candidate to be nominated as directors. Female representation also contributes to diversity. Qualifications are assessed by “Board Skills Matrix” to ensure appropriate composition of the Board to the oversight of the Company and the ability to respond to stakeholder’s expectations. The Board of Directors makes decision with caution to the best interest of the Company, shareholders, and stakeholders.

## Performance



### Board Skill Matrix (persons)



### Board of Directors Performance Evaluation

Thriving for good corporate governance efficiency, an annual performance evaluation of the Board of Directors is conducted to assess the Board, the sub-committee, and individual directors. The result of the assessment is to be improve the performance of the Board of Directors. In 2020, the overall performance is as indicated below:



Board as a group

97.27%



Sub-Committee

94.58%



Individual

100%

### Competency Development of the Board of Directors

Directors have attended the following competency development programs during the year:

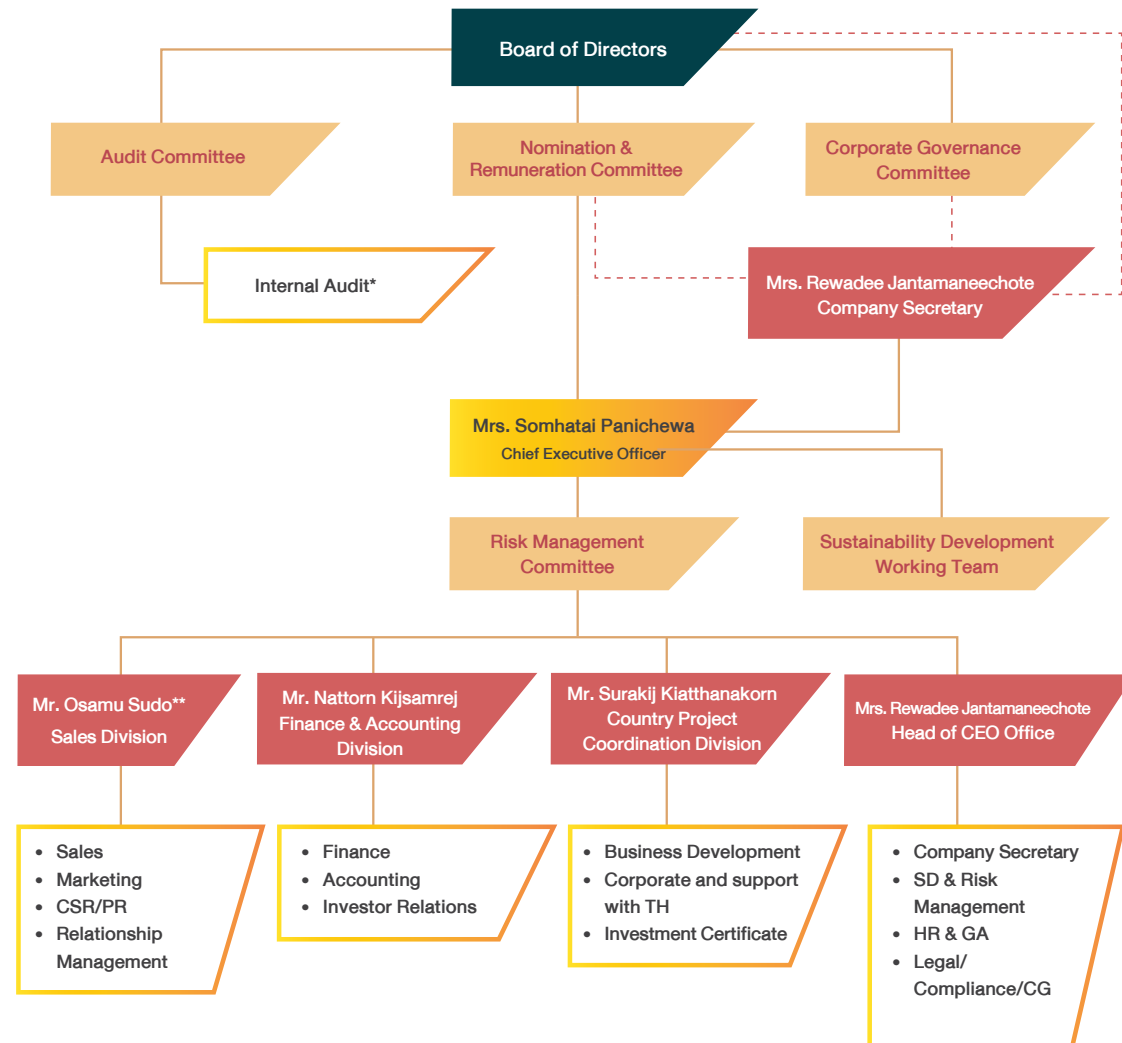
Programs	Number of Directors
Board Matters and Trends (BMT)	1
Board Nomination and Compensation Program (BNCP)	1
Job Description Workshop by AON	1
Performance Planning Workshop (KPIs) by SCG	1
AMATA DNA Dry Run Workshop by SCG	1
Performance Management System (PMS) Workshop	1
Risk Management Workshop	1
Top Management Development Program by Royal Thai Police	1

More detail on the Company's organizational structure, Corporate Governance and Policy in One Report 2020 and Company's website at [www.amatavn.com](http://www.amatavn.com).

# Risk Management

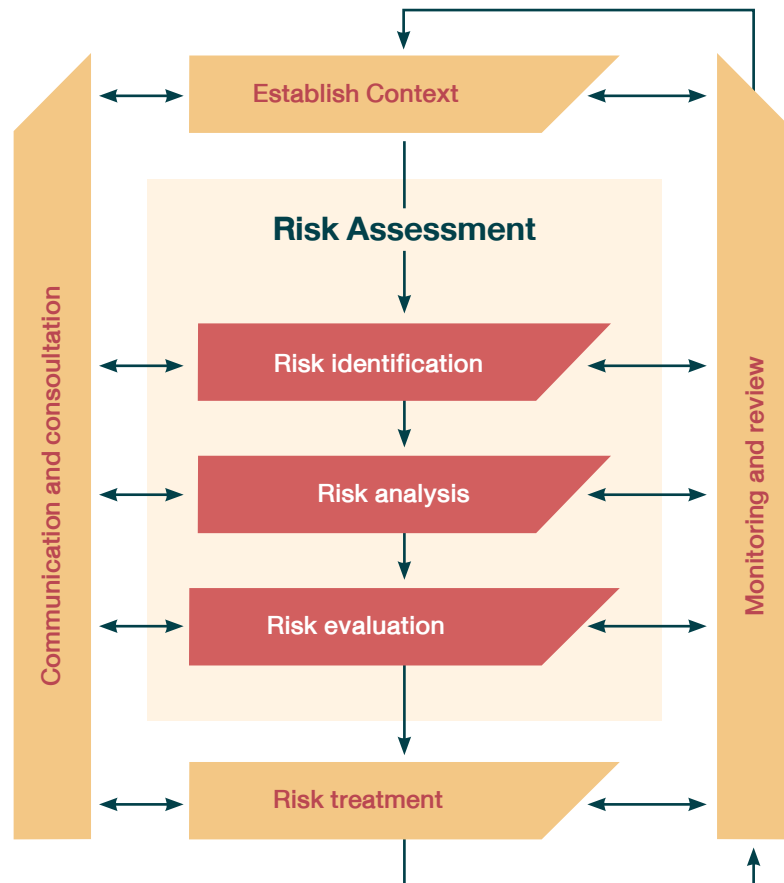
Risk is undeniable part of any business and has become increasing more complex due to global economic influence and changing business environment. The Group recognizes the necessity for appropriate risk management implementation to respond to the change. Therefore, risk management is integrated into the strategic planning of the Group so to reduce the exposure of risks that could significantly impact the achievement of our objectives. The Board of Directors of AMATA VN holds overall responsibility for an effective risk management system and has assigned Risk Management Committee to set risk management policies and oversight risk management framework for the overall Group's operations in Thailand and Vietnam. The committee members comprised of an independent director, CEO, top management of AMATA VN; and top management of subsidiary company. The Risk Management Committee regularly discusses and reviews the risks portfolio and the status of the control measures with the Audit Committee who is the 3rd level of defense in examining the appropriateness and effectiveness of the risk management system. Review on risk management system is reported to the Board of Directors at least once a year.

## Risk Management structure



The Group follows the risk management system that is aligned with internationally recognized standard such as COSO and ISO 31000. The process consists of identification, assessment and treatment of risk has been adopted throughout the Group and at all levels of the organization through a top down” and “bottom up” approach. All employees of the AMATA VN Group are owners of the risk and have responsibility to assess the risk of their area and prepare mitigation plan for the risks.

## Risk Management Process



## Performance

### Key Risks

From the risk management training workshops, AMATA VN Group has highlighted some of the key risks of which the Group is exposed to, including future trends that may impact the corporate target and mitigation measures for these risks.

## Economic Risks

<b>Key Risks 1</b>	<b>Nature of business correlates with both Global and Vietnam economic change</b>
<b>Explanation</b>	The global economic slowdown usually impacts investment decisions, which could lead to the decline in demand for industrial land plots or more price pressure to stimulate the bearish demand. As a result, the performance of the Company's subsidiaries, which is mainly tied to the foreign direct investment from multinational companies, could be jeopardized
<b>Mitigation Measures</b>	The Group has been monitoring economic indicators and address these risks with a forward-looking analysis of possible scenarios and the development of suitable strategies for projects such as reshaping and redesigning the land usage, pricing strategy, etc...
<b>Key Risks 2</b>	<b>Policies and Regulatory changes</b>
<b>Explanation</b>	Our business activities are subject to extensive regulations. Regulations in relations to environment could become more stringent, investment requirements can become more complicated leading to higher operating costs, longer development times, potential financial losses and even necessity adjustment to Group's business activity
<b>Mitigation Measures</b>	The Group has set a designated project team who have clear industry knowledge and expertise to closely monitor rules and regulation in national and local level to ensure its compliance and seek investment opportunities in locations where better business incentives are offered.
<b>Key Risks 3</b>	<b>Pandemic</b>
<b>Explanation</b>	The pandemic has posed global threat causing social and economic chaos. They can severely disrupt the operations of the business
<b>Mitigation Measures</b>	The Group has prepared business continuity plan, adjusted its operation to be agile, and focused on safety measures for employees and customers
<b>Key Risks 4</b>	<b>Project schedule and cost control</b>
<b>Explanation</b>	Having 4 projects under development, the risk that activities will take longer than expected and slippages in schedule normally leads to increase in cost and possible loss of competitive advantage.
<b>Mitigation Measures</b>	The Group focused on project management and assigned project team to solve issues and report the progress on a weekly meeting.
<b>Key Risks 5</b>	<b>Capital sufficiency risk</b>
<b>Explanation</b>	To meet with the Group's expansion plan, insufficient funding could stretch the duration of the project or increase the cost of funding leading to liquidity crunch problem and overall return on the project..
<b>Mitigation Measures</b>	The Group will progressively invest in each project and closely manage the disbursement of capital and constantly monitors its financial position.

## Environmental risk

Key Risks 6	Climate Change
Explanation	<p>The significant emerging risks were found as the resulted of climate change. Climate change impacts could disrupt business operations. The climate variation has caused water shortage or flood which affect the manufacturing both directly and indirectly.</p> <p>Vietnam is one of the countries most affected by natural disaster and climate change. Typhoons and floods are the most frequent and causes devastating physical and economic losses to the country. Fifty percent of the country lies along the coastline, therefore, exposure to flooding is high. In addition, Climate change impacts could disrupt business operations, causing water shortage, flood, or increase in operation cost of the Company.</p>
Mitigation Measures	<p>The management has set taken preventive actions as below:</p> <ul style="list-style-type: none"> <li>• Location chosen for investment: Aware of the country's geographic characteristics, every time AMATA VN Group invest in a new location, 100 years historical and predicted future natural disaster data were taken into consideration in choosing the right location, designing and developing the estate so that it is least affected.</li> <li>• Monitor natural disaster and put in place plans (based on impact level) to ensure business continuity.</li> </ul> <p>Low Carbon City: As efforts to combat climate change, the management has established low carbon city policy to encourage the Group in taking action in reducing GHG emissions within the Group's operational activities.</p>

## Social risk

Key Risks 7	Impact of business operation on local communities and the public
Explanation	<p>Any impacts created by Company's operation on the local communities could affect the stakeholders' confidence, reputation, as well as, the license to operate of the Company.</p>
Mitigation Measures	<p>Each company has assigned a specific department to engage with the local communities to build good relationship with the locals and give better understanding of the Company's operation.</p>

## Embed risk culture

Embedding risk culture is an ongoing process which changes the way employees think, make decisions, and behave. In 2020, Risk Management Committee has organized 2 meetings and has developed a Risk Management Policy to define the Group's perception and attitude towards the risks it faces and to which extent the Group will expose itself to risks. The policy has been approved by the Board of Directors.

In addition, during the year, there were 8 numbers of risk management training workshops to coach the top and middle management of AMATA VN and its subsidiaries on the industry best practice of the risk management.

# Business Growth



The AMATA VN Group's operation is at a local level in every community we have presence. We contributed to economic development of local and Vietnam's country economy, as a whole, through employing local people, purchasing local goods and services, paying taxes to governments, as well as, supporting social development programs. Therefore, our performance and contribution to the community is of interests to all our stakeholders.

The global economic condition in year 2020 was not pleasant with the outbreak of pandemic COVID-19 and the lockdown of countries all over the world. The Group's business relates to foreign direct investment for investors of these countries which led to not being able to achieve our business target on revenue. However, the Group continues to invest to strengthen our competitiveness for when the business environment recovers.

## a) business performance

For the year ended 2020, AMATA VN Group's had total revenue of THB 507.50 million compared with THB 666.00 million for the same period of 2019, representing an overall decrease THB 158.5 million or an decrease of 23.80% from the year 2019. Revenue decreased was mainly due to zero sales from real estate and also gains on sales of investment properties decreased by THB 90.83 million or 75.62% because of COVID pandemic and delay in project.

Total expense for the year ended 31 December 2019 and 2020, amounting to THB 557.33 million and 391.05 respectively because of late payment the Vietnamese government agency amounting of THB 30.03 million for the period that the subsidiary

was waiting for the decision of the central government regarding the clarification and the waiver of additional penalties. This additional delay penalty was related to the fact that in 2017 the subsidiary received a letter from local Vietnamese government agency for collecting penalty with respect to late payment of land rental.

The Company has net loss according to the consolidated financial statements for the year ended 31 December 2020, amounting to THB 20.56 million, compared to the same period of 2019 which has a net profit of THB 21.24 million from an increased in revenue and late payment penalty to Vietnam government amount of THB 30.03 million including financial cost increase from loan for invest in project in Vietnam country. If considering net profit from normal operations (Excluding and late payment penalty to Vietnam government), the company will have a net profit of THB 9.67 million.

AMATA VN Group is in the stage of project expansion in Vietnam with the end target of generating stable and sustainable revenues in the long term. The growth in real estate sales will result in more customers in our projects, leading to more business and manufacturing activities which will generate economic value added for the stakeholders and for the Company to generate more recurring and sustainable revenue. The Group also have the vibrant goal of operating our business under the principles of Sustainable Development focusing on employee development and environmentally friendly industrial estates and urban cities. AMATA VN Group is very confident that by doing so will lead to sustainable business growth in the long term.

## Economic Distribution

	2018	2019	2020
Distribution of value to shareholders			
Dividend per share (Baht)	0.03	0.09	0.05
Dividend to shareholders (Baht)	28,049,697	84,149,091	46,745,065
Personnel investment			
Remuneration for employees* (Baht)	51,677,967	54,448,677	60,401,134
Remuneration for management (Baht)	11,096,593	12,216,092	10,571,066
Remuneration for directors (Baht)	16,202,401	16,116,477	8,666,477
Community and social investment			
Donation (Baht)	624,390	1,080,603	1,617,656
Social activities (Baht)	110,695	660,731	846,796
Sharing to business partners			
Domestic procurement (Baht)	326,919,132	403,721,449	344,295,525
Other economic values			
Finance cost (Baht)	112,936,407	76,357,210	134,110,690
Corporate income tax (Baht)	96,157,130	54,868,254	29,758,648

\*Note: Salary, bonus, wages, welfare, Provident Fund, Social Security Fund and personnel development expenses - all VND are converted to THB with rate of 1VND=0.001347

Source: Consolidated Financial Statement 2020 and One Report 2020

AMATA Group's tax policy enforced that AMATA VN and its subsidiaries to comply and adhere to the legal tax management guideline and practices in accordance with the business operations based in Thailand and overseas to reflect transparency and fairness associated with tax operations. The Company recognizes the direct and indirect risks related to tax and its impacts to the economy and society. The efficient tax management will promote the sustainable business and also support the national development as a whole. For more information about the tax policy, please visit our website: [www.amatavn.com](http://www.amatavn.com)

### b) Development of Amata City Long Thanh

Originally, Amata City Long Thanh JSC (ACLT) has a total land area of 517ha but as the company started operation, it found that the operation of an industrial park and that of the commercial complex is completely different. Therefore, ACLT has split the commercial activities with industrial activities by creating additional two subsidiaries namely Amata Service City Long Thanh 1 Company Limited (ASCLT 1) and Amata Service City Long Thanh 2 Company Limited (ASCLT 2). ACLT would focus on industrial park activities of 410 ha, while ASCLT 1 and ASCLT 2 will focus on supporting services of the industrial park such as logistics, warehouses, low-middle income commercial and residential projects. ACLT was not able to recognize revenue in year 2020. Nevertheless, negotiation is under way and should be able to achieve sales in year 2021.



### c) Development of Amata City Ha Long

An area of 123 hectares of land is ready for sales at Amata City Ha Long. The target to have sales end 2020 has been delayed due to pandemic and is planned to recognize revenue in Q2 of 2021.



### d) Quang Tri

The Board of Directors has approved for Amata City Bien Hoa Joint Stock Company (ACBH) to apply for investment certificate for the development of Quang Tri Industrial Park. The Quang Tri project would be developed under the consortium of 3 parties, ACBH, Sumitomo Corporation Vietnam LLC and Vietnam-Singapore Industrial Park. The location is in Quang Tri province, Central Vietnam with project area is 97.5 hectares estimated initial equity capital of USD 3.3 million. Both ACBH and Sumitomo Corporation will be holding 20% shares and VSIP holding 40%.

### e) Uplifting to Smart IP

With target to become Net Zero Emission- Low Carbon City by 2040, AMATA VN Group focuses on uplifting its current industrial park to “Smart IP”. Areas of emphasis are:

#### Smart Energy

incorporating renewable energy sources and environmental management technology for efficient consumption of energy.

#### Smart Environment

collecting, monitoring, and controlling environmental information without having to be physically present.

#### Smart Innovation

become an innovation hub for startups, research provides, R&D centers, and leading companies

#### Smart Community

creating a community that leverages the use of technologies

#### Smart Manufacturing

utilizing various technologies and solution in the production to optimize the entire manufacturing process

#### Smart Mobility

the integration IoT to improve traffic flow and provide real-time traffic conditions.

# Appendix



# Membership of Associations

(Disclosure 102-13)

## AMATA VN PCL

- Member of Thai-Vietnam Business Council
- Thai-Vietnam Friendship Association

## AMATA City Bien Hoa

- Member of Thai Business (Vietnam) Association
- Member of Vietnam Chamber of Commerce and Industry

## Pride of AMATA VN

In 2020

### AMATA VN



received “Excellent” in Corporate Governance Report of Thai Listed Companies from Thai Institute of Directors for 3 consecutive years



certified as member of Collective Action Against Corruption

received SET's Thailand Sustainability Investment (THIS) award



scored 100% on AGM checklist



### AMATA CITY BIEN HOA



received CSI2020 award for sustainability

### In 2019

Certificate for excellent achievement on social contribution awarded by Long Binh People’s Committee on December 17, 2019



Appreciation for contribution to Central Vietnam



selected to participate in UNIDO program



# Environmental Performance

Amata City Bien Hoa	Unit	Standard Vietnam	2015	2016	2017	2018	2019	2020
<b>Water management</b>								
Total amount of water supply to factories	Cubic meters	-	4,927,249	5,183,609	4,669,377	3,399,300	5,330,146	5,168,875
Total amount of wastewater collect from factories	Cubic meters	-	2,392,557	2,423,881	2,558,632	1,716,727	2,417,192	2,072,497
Total amount of treated waste water that is reused as water source (for garden, and road cleaning).	Cubic meters	-	174,432	189,699	116,743	112,410	129,079	150,000
Total amount of treated waste water that discharge to local river	Cubic meters	-	2,218,125	2,234,182	2,274,828	1,631,664	2,288,113	1,922,497
<b>Quality of treated waste water from the center wastewater treatment plants</b>								
<b>Effluent quality monitoring</b>								
pH		6.0-9.0	7.3	7.45	7.35	7.55	7.52	7.44
Color (Pt-Co)	mg/l	≤ 50	13	21	20.8	16	9.5	18
Temperature	°C	≤ 40	29	30	30.75	32.2	31.75	31.8
Biochemical Oxygen Demand (BOD <sub>5</sub> )	mg/L	≤ 32.4	12	6	8	6	5	7
Chemical Oxygen Demand (COD)	mg/L	≤ 81	19	21	20.5	19.3	22	28
Grease and Oil	mg/L	≤ 5.4	< 0.5	< 0.5	< 0.8	<0.5	<2.86	<0.5
Suspended Solid (SS)	mg/L	≤ 44	16	8.2	3.83	4.6	3	5
Total Dissolve Solid (TDS)	mg/L	n/a	782	647	623.6	720	804	760
Total Kjeldahl Nitrogen (TKN)	mg/L	≤ 21.6	12	6.7	12.5	7.93	6.85	13.74
Ammonia (as nitrogen)	mg/L	≤ 45.4	0.3	1	0.255	0.23	0.55	0.475

Amata City Bien Hoa	Unit	Standard Vietnam	2015	2016	2017	2018	2019	2020
Total Phosphorous (TP)	mg/L	≤ 4.32	0.55	1.9	1.225	1.44	1.935	2.29
Mercury (Hg)	mg/L	≤ 0.0054	≤ 0.0005	≤ 0.0005	≤ 0.0005	≤ 0.0005	0.0049	<0.0005
Cadmium (Cd)	mg/L	≤ 0.054	≤ 0.0005	≤ 0.0005	≤ 0.0005	≤ 0.0005	0.083	<0.0005
Lead (Pb)	mg/L	≤ 0.108	≤ 0.004	≤ 0.004	≤ 0.0037	≤ 0.004	0.007	<0.004
Arsenic (As)	mg/L	≤ 0.054	≤ 0.001	≤ 0.001	≤ 0.001	≤ 0.001	0.0078	0.00125
Chromium (Cr <sup>3+</sup> )	mg/L	≤ 0.054	≤ 0.01	≤ 0.01	≤ 0.01	≤ 0.0106	0.25	0.0145
Chromium (Cr <sup>6+</sup> )	mg/L	≤ 0.216	≤ 0.01	≤ 0.01	≤ 0.01	≤ 0.01	<0.01	<0.01
Nickel (Ni)	mg/L	≤ 0.216	0.014	0.045	0.0797	0.025	<0.095	<0.01
Copper (Cu)	mg/L	≤ 2.16	0.02	0.014	0.0061	0.0057	0.2055	0.0067
Zinc (Zn)	mg/L	≤ 3.24	0.17	0.12	0.425	0.15	<0.06575	<0.05
Sulfide as H <sub>2</sub> S	mg/L	≤ 0.199	≤ 0.1	≤ 0.1	≤ 0.1	≤ 0.1	0.08	<0.1
Cyanide as HCN	mg/L	≤ 0.0756	≤ 0.002	≤ 0.002	≤ 0.002	≤ 0.002	<0.0022	<0.002
Chloride as Cl <sub>2</sub>	mg/L	≤ 1.0	0.2	0.15	≤ 0.02	≤ 0.02	0.074	<0.02
ด้านการติดตามคุณภาพอากาศในพื้นที่นิคมอุตสาหกรรม <sup>(2)</sup>								
จุดตรวจที่ 1: location in front of waste water treatment gate Road 3a (K1)								
Nitrogen Dioxide: NO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.2	0.029	0.019	< 0.017	<0.015	<0.015	<0.015
Sulfur Dioxide:SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.35	0.016	0.028	0.026	0.0252	0.0184	0.0215
Total Suspended Particulates: TSP	mg/m <sup>3</sup>	≤ 0.3	0.066	0.062	0.0969	0.0612	0.0233	0.0645

Amata City Bien Hoa	Unit	Standard Vietnam	2015	2016	2017	2018	2019	2020
<b>จุดตรวจที่ 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	0.023	0.016	< 0.015	<0.015	<0.015	<0.015
Sulfur Dioxide:SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.35	0.022	0.078	0.0233	0.0203	0.013	0.02015
Total Suspended Particulates: TDS	mg/m <sup>3</sup>	≤ 0.3	0.052	0.062	0.0826	0.12	0.0207	0.1355
<b>จุดตรวจที่ 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	0.018	< 0.015	< 0.015	<0.015	<0.015	<0.015
Sulfur Dioxide:SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.35	0.025	0.092	0.025	0.0262	0.0207	0.0212
Total Suspended Particulates: TDS	mg/m <sup>3</sup>	≤ 0.3	0.057	0.054	0.078	0.171	0.0407	0.0935
<b>จุดตรวจที่ 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	< 0.016	<0.015	<0.015	<0.015
Sulfur Dioxide:SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.35	0.025	0.087	0.0205	0.105	0.0156	0.0181
Total Suspended Particulates: TDS	mg/m <sup>3</sup>	≤ 0.3	0.081	0.2	0.084	0.075	0.047	0.064
<b>จุดตรวจที่ 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	0.018	< 0.015	< 0.0159	<0.015	<0.015	<0.015
Sulfur Dioxide:SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.35	0.03	0.028	0.0269	0.0245	0.021	0.01895
Total Suspended Particulates: TDS	mg/m <sup>3</sup>	≤ 0.3	0.075	0.22	0.081	0.0995	0.034	0.08785

Amata City Bien Hoa	Unit	Standard Vietnam	2015	2016	2017	2018	2019	2020
จุดตรวจที่ 6: location at the end of Road No. 4, boundaries between resident and IP area (K6)								
Nitrogen Dioxide: NO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.2	0.033	< 0.015	< 0.0153	<0.015	<0.015	<0.015
Sulfur Dioxide:SO <sub>2</sub>	mg/m <sup>3</sup>	≤ 0.35	0.02	0.052	0.0229	0.0198	0.0114	0.02305
Total Suspended Particulates: TDS	mg/m <sup>3</sup>	≤ 0.3	0.07	0.084	0.0974	0.113	0.034	0.08885
<b>Environmental complaints from outside</b>								
Number of environmental complaints from outside	ครั้ง		0	0	0	0	0	0
<b>Compliance with environmental laws</b>								
Significant amount / value of the adjustment In case of violating environmental laws (Disclosure 307-1)			-	0	0	0	0	104,000

หมายเหตุ:

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

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

# Social Performance

Employee (Disclosure 102-8, 401-1)	2018		2019		2020	
	Person	%	Person	%	Person	%
<b>By Gender</b>						
Male	90	69%	95	71%	101	71%
Female	40	31%	39	29%	42	29%
<b>Total Employee</b>	<b>130</b>		<b>134</b>		<b>143</b>	
<b>By Level</b>						
<b>Level 7 and up</b>						
Male	5	4%	6	4%	6	4%
Female	2	2%	1	1%	1	1%
<b>Level 6</b>						
Male	2	2%	2	1%	3	2%
Female	1	1%	1	1%	2	1%
<b>Level 5</b>						
Male	6	5%	7	5%	7	5%
Female	7	5%	9	7%	10	7%
<b>Level 3-4</b>						
Male	29	22%	33	25%	42	31%
Female	16	12%	19	14%	18	13%

Employee (Disclosure 102-8, 401-1)	2018		2019		2020	
	Person	%	Person	%	Person	%
<b>Level 1-2</b>						
Male	48	37%	46	34%	46	34%
Female	14	11%	10	7%	8	6%
<b>Employee - by Type</b>						
Permanent	112	86%	104	78%	107	80%
Contract	17	13%	29	22%	35	26%
Outsource	1	1%	1	1%	1	1%
<b>By Age</b>						
Under 30	16	12%	24	18%	15	11%
Between 30-50	94	72%	93	69%	105	78%
over 50	20	15%	17	13%	23	17%
<b>By Location</b>						
Bangkok Office	6	5%	6	4%	6	4%
Bien Hoa	109	84%	111	83%	111	83%
Township Long Thanh	2	2%	1	1%	2	1%
City Long Thanh	9	7%	9	7%	12	9%
City Halong	4	3%	7	5%	12	9%
<b>By Nationality</b>						
Thai	7	5%	7	5%	8	6%
Japanese	1	1%	1	1%	2	1%
Vietnamese	122	94%	126	94%	133	99%

New Employee (Disclosure 401-1)	2018		2019		2020	
	Person	%	Person	%	Person	%
Total New Hire	19		15		16	
<b>By Gender</b>						
Male	10	53%	11	73%	10	67%
Female	9	47%	4	27%	6	40%
<b>New hire by Age</b>						
Under 30	6	32%	11	73%	4	27%
Between 30-50	13	68%	4	27%	12	80%
over 50	0	0%	0	0%	0	0%

Employee Turnover (Disclosure 401-1)	2018		2019		2020	
	Person	%	Person	%	Person	%
Turnover rate		15%		8%		4%
<b>By Gender</b>						
Male	7		7		4	
Female	12		3		1	
<b>By Age</b>						
Under 30	2		1		1	
Between 30-50	12		6		3	
over 50	3		3		1	

Parental Leave (Disclosure 401-1)	2018		2019		2020	
	Person	%	Person	%	Person	%
Parental leave	2	2%	3	2%	0	0%
Employee back to work after parental leave	2	2%	3	2%	0	0%
Return to work rate	100%		100%		100%	
retention rate	100%		100%		100%	
Parental leave	2	2%	3	2%	0	0%
Employee back to work after parental leave	2	2%	3	2%	0	0%
Return to work rate	100%		100%		100%	
retention rate	100%		100%		100%	

Type of leave	2020
	Times
sick leave	18
annual leave	135
injury leave	0
business leave	73
Maternity leave	4
sterilization leave	0
religious leave	0

# Economic Performance

	2018	2019	2020
<b>Economic Value Added (Consolidated Financial Statements for the Year ended 31 December)</b>			
<b>Common Share Information</b>			
Par value (THB)	0.5	0.5	0.5
Book value per share (THB)	3.22	2.72	2.71
Earnings per share (THB)	0.19	0.002	(0.03)
<b>Revenue (Million THB) (Disclosure 201-1)</b>			
Revenue from sales and services	1,056.61	531.26	466.75
Total revenue	1,156.10	666.00	507.50
Net profit (attributable to equity holders of the Company)	176.06	1.56	(30.08)
<b>Financial Position (Million THB)</b>			
Current assets	1,345.49	1,901.69	710.87
Total assets	6,733.58	7,538.54	7,820.55
Current liabilities	1,218.82	912.71	1,045.09
Total liabilities	3,489.51	3,736.16	3,909.03
Registered and paid-up capital	467.5	467.5	467.5
Total shareholders' equity attributable to owners of the Company	3,011.84	2,547.36	2,529.71

	2018	2019	2020
<b>Financial Ratios</b>			
Return of equity (%)	5.97	0.06	(1.19)
Return on assets (%)	3.25	0.3	(0.27)
Gross margin (%)	17.79	2.99	(4.05)
Current ratio (times)	1.1	2.08	0.68
Debt to equity ratio (times)	1.08	1.61	1.73
<b>Tax and Tax Incentive (Million THB)</b>			
Income tax expense <sup>1</sup>	96.15	54.87	29.76
<b>Business ethics</b>			
Numbers of complains on business ethics	0	0	0
Numbers of complains on business ethics that are true	0	0	0
<b>Supply chain management (Disclosure 204-1)</b>			
Local purchases of goods and services <sup>2</sup> (Million THB)	326.92	403.72	344.26
Percentage of Local purchases of goods and services <sup>2</sup>	100	100	100

Note

1 Information based on AMATA VN PCL financial statement 2020

2 Local purchasing

# GRI Content Index

GRI Standard	Disclosure	Page number(s)	External Assurance
<b>General Disclosures</b>			
<b>GRI 102 General Disclosures</b>			
<b>ORGANIZATIONAL PROFILE</b>			
102-1	Name of the organization	Cover	
102-2	Activities, brands, products, and services	07-08	
102-3	Location of headquarters	Back Cover	
102-4	Location of operations	08	
102-5	Ownership and legal form	08	
102-6	Markets served	07-08	
102-7	Scale of the organization	71-72	
102-8	Information on employees and other workers	38-43,69-70	
102-9	Supply chain	33-36	
102-10	Significant changes to the organization and its supply chain	No significant change	
102-11	Precautionary Principle or approach	24,49-50, 55-58	
102-12	External initiatives	14-15	
102-13	Membership of associations	63	
<b>STRATEGY</b>			
102-14	Statement from senior decision-maker	04-05	
102-15	Key impacts, risks, and opportunities	56-58	
<b>ETHICS AND INTEGRITY</b>			
102-16	Values, principles, standards, and norms of behavior	06	
102-17	Mechanisms for advice and concerns about ethics	49-50	

GRI Standard	Disclosure	Page number(s)	External Assurance
<b>GOVERNANCE</b>			
102-18	Governance structure	52	
102-19	Delegating authority	11.51-52	
102-20	Executive-level responsibility for economic, environmental, and social topics	11	
102-29	Identifying and managing economic, environmental, and social impacts	57-58	
102-32	Highest governance body's role in sustainability reporting	11	
<b>STAKEHOLDER ENGAGEMENT</b>			
102-40	List of stakeholder groups	17	
102-42	Identifying and selecting stakeholders	16	
102-43	Approach to stakeholder engagement	17	
102-44	Key topics and concerns raised	18-19	
<b>REPORTING PRACTICE</b>			
102-45	Entities included in the consolidated financial statements	03,07,08	
102-46	Defining report content and topic boundaries	03	
102-47	List of material topics	21	
102-48	Restatements of information	No restatement	
102-49	Changes in reporting	No changes	
102-50	Reporting period	03	
102-51	Date of most recent report	03	
102-52	Reporting cycle	03	
102-53	Contact point for questions regarding the report	03	
102-54	Claims of reporting in accordance with the GRI Standards	03	
102-55	GRI content index	73-77	
102-56	External assurance	03,30	

GRI Standard		Disclosure	Page number(s)	Omission	External Assurance
<b>Material Topics</b>					
<b>GRI 200 Economic Standard Series</b>					
<b>ECONOMIC PERFORMANCE</b>					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	03,59		
	103-2	The management approach and its components			
	103-3	Evaluation of the management approach			
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	60		
<b>PROCUREMENT PRACTICE</b>					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	33-34		
	103-2	The management approach and its components			
	103-3	Evaluation of the management approach			
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	60		
<b>ANTI-CORRUPTION</b>					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	49		
	103-2	The management approach and its components			
	103-3	Evaluation of the management approach			
	205-3	Confirmed incidents of corruption and actions taken	49		
<b>Material Topics</b>					
<b>GRI 300 Environmental Standard Series</b>					
<b>ENERGY</b>					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	24		
	103-2	The management approach and its components			
	103-3	Evaluation of the management approach			
GRI 302: Energy 2016	302-1	Energy consumption within the organization	25-26		
		Reduction of energy consumption			

GRI Standard		Disclosure	Page number(s)	Omission	External Assurance
<b>EMISSIONS</b>					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	24		
	103-2	The management approach and its components			
	103-3	Evaluation of the management approach			
GRI 305: Emissions 2016	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	25-26		
<b>ENVIRONMENTAL COMPLIANCE</b>					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	30		
	103-2	The management approach and its components			
	103-3	Evaluation of the management approach			
GRI 307: Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations	49		
<b>SUPPLIER ENVIRONMENTAL ASSESSMENT</b>					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	33-34		
	103-2	The management approach and its components			
	103-3	Evaluation of the management approach			
GRI 308: Supplier Environmental Assessment 2016	308-2	Negative environmental impacts in the supply chain and actions taken	34,37		
<b>Material Topics</b>					
<b>GRI 400 Social Standard Series</b>					
<b>EMPLOYMENT</b>					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	38		
	103-2	The management approach and its components			
	103-3	Evaluation of the management approach			
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	39, 71		
	401-3	Parental leave	72		

GRI Standard		Disclosure	Page number(s)	Omission	External Assurance
<b>TRAINING AND EDUCATION</b>					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	44		
	103-2	The management approach and its components			
	103-3	Evaluation of the management approach			
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	44		
<b>LOCAL COMMUNITIES</b>					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	45		
	103-2	The management approach and its components			
	103-3	Evaluation of the management approach			
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	45-47		
	413-2	Operations with significant actual and potential negative impacts on local communities	45-47		
<b>SUPPLIER SOCIAL ASSESSMENT</b>					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	33-34		
	103-2	The management approach and its components			
	103-3	Evaluation of the management approach			
GRI 414: Supplier Social Assessment 2016	414-2	Negative social impacts in the supply chain and actions taken	34,37		

## Feedback Form for Sustainability Report 2020



### 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 2020 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 2020 sustainability report format?

- |                                   |                            |                                |                           |  |
|-----------------------------------|----------------------------|--------------------------------|---------------------------|--|
| Completeness of the report        | <input type="radio"/> High | <input type="radio"/> Moderate | <input type="radio"/> Low | <input type="radio"/> Should be improved |
| Issue specification of the report | <input type="radio"/> High | <input type="radio"/> Moderate | <input type="radio"/> Low | <input type="radio"/> Should be improved |
| Interesting presentation          | <input type="radio"/> High | <input type="radio"/> Moderate | <input type="radio"/> Low | <input type="radio"/> Should be improved |
| Report design                     | <input type="radio"/> High | <input type="radio"/> Moderate | <input type="radio"/> Low | <input type="radio"/> Should be improved |
| Easy understanding language       | <input type="radio"/> High | <input type="radio"/> Moderate | <input type="radio"/> Low | <input type="radio"/> Should be improved |
| Overall satisfaction              | <input type="radio"/> High | <input type="radio"/> Moderate | <input type="radio"/> Low | <input type="radio"/> 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 AMATA VN PCL would like to thank you for your cooperation.



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