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AMATA VN PUBLIC COMPANY LIMITED

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SUSTAINABILITY  
REPORT

2021

# **AMATA VN PUBLIC COMPANY LIMITED**

## **SUSTAINABILITY REPORT 2021**

### **AMATA VN PUBLIC COMPANY LIMITED**

2126 New Petchburi Road, Bangkok,  
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# Letter from the CEO



The COVID-19 pandemic outbreak in 2021 was more challenging than that of year 2020, with the fast spread of the Delta variant, more stringent measures were implemented by the Vietnamese government which affects directly to the operation of our business and our customers'. We took steps to protect and support our staffs, customers, and the community during the COVID-19 by educating on measures to prevent and manage the spread of the virus, alleviate their financial tension with services fee reduction, provided quarantine area for COVID-19 suspects, facilitate the processes for managing infected patient within the estate, as well as, donated to relief efforts of the community. Along with the above initiatives, we are proud to be one of the players in funding the COVID-19 vaccines for our staff and the community as we believe the only way to curb the spread of the pandemic is by getting vaccinated.

Despite of the difficult circumstances, 2021 was a milestone year for AMATA VN Group as we could turn the tide on COVID-19 pandemic and achieve significant growth in net profit with the mainstream of revenue generated was from:

- Amata City Halong having welcomed its first customer and Quang Ninh province's largest "secondary" investor, a world leading solar panel manufacturer
- Sales of ready built factory in Amata City Bien Hoa

Alongside our business operation, we integrated sustainability with our business strategy as we set a target to becoming a Low Carbon City in 2040. This supports the UN ambitious goal to tackle climate change. Becoming a Low Carbon City means that we are reducing our carbon footprint by cutting fuels and other energy sources from our operations and uplifting our operation to be a Smart industrial park. It also involves balancing them with natural carbon sinks such as forestry. In 2021, we took the initiative to have our carbon footprint data be audited by an independent verifier to reassure the right sort of data and that the data is accurate for a transparent reporting. The performance of the total energy consumption in 2021 as compared to 2020 has decreased mainly as the consequence of COVID-19 where many customers were forced to shut, and employees worked from home. Consequently, there were a 10% reduction of total greenhouse gas emission in Scope 1 and 2 as compared to base year of 2017.

In the past two years, the business world is faced with volatility, uncertainty, complexity, and ambiguity. To keep up with the changes, we have redefined the Group's DNA behavior competency so to build a more agile organization. We also took this period to support continual learning while ensuring their safety through digital platforms. We will continue to work hard to raise the standards of our employees.

Our efforts towards sustainability have been acknowledged in several platforms. We were awarded Thailand Sustainability Investment (THSI) by Stock Exchange of Thailand and Corporate Sustainability Index in Vietnam for the 2nd year. As well as maintain our position in Thailand Corporate Excellence Awards for 4 consecutive years. We will continue produce sustainable growth and create value for our stakeholders while delivering satisfactory financial returns for our shareholders.

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 continuing to support and trust our Company. We will continue to make improvements in the upcoming years.

**Somhatai Panichewa**  
Chief Executive Officer

# Awards and Recognitions



## Corporate Governance Report

Amata VN PCL received the Excellent CGR-5 Star rating in the Corporate Governance Report for 4 consecutive years from Thailand Institute of Directors (IOD).



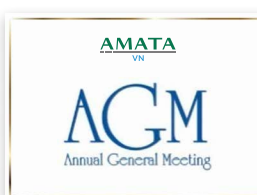
## SET Sustainability Investment Award

Amata VN PCL have been included in the Thailand Sustainability Investment (THIS) list for 2 consecutive years.



## Certified as a full member of Thai Private Sector Collective Action Against Corruption since 2021

Amata VN PCL has met the commitments to the CAC Declaration on anti-corruption.



## Annual General Shareholders' Meeting Assessment

Thai Investor Association has given Amata VN PCL full score of 100% for 4 consecutive years on the Annual General Shareholders' Meeting Assessment.



## Corporate Sustainability Index 100

Amata City Bien Hoa JSC was among the 100 corporates in Vietnam to receive the national Corporate Sustainability Index 100 award granted by the Vietnam Business Council for Sustainable Development (VBCSD) for two consecutive years.



## Gratitude on outstanding achievement in supporting blood donation movement

Amata City Bien Hoa JSC has received appreciation by the Dong Nai's People Committee for having outstanding contribution in supporting blood donation movement of Dong Nai's Red Cross.

## 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

# Corporate Mission & Vision

## 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



Everyone  
**SUCCEEDS**



Friendly to  
**ENVIRONMENT**



Responsible to  
**SOCIETY**



Walking  
**TOGETHER**

## Culture



- Result-Oriented
- All-Win
- Achievement

- Communication
- Stakeholder
- Mutual satisfaction

- Changes
- VUCA
- Risk taking

- Coaching
- Successor
- Caring

- Efficient
- Cost-saving
- Accountability
- Improvement

# Business Overview

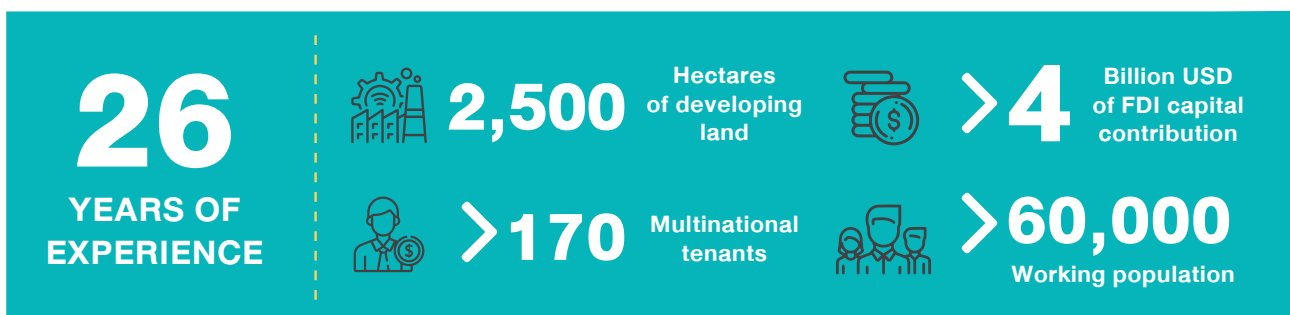
Founded in 2012, Amata VN Public Company Limited (AVN) is a holding company with investment solely in Vietnam in core businesses that are in the field of industrial estates, commercial, and residential development and operations.

## Main categories of AMATA VN businesses

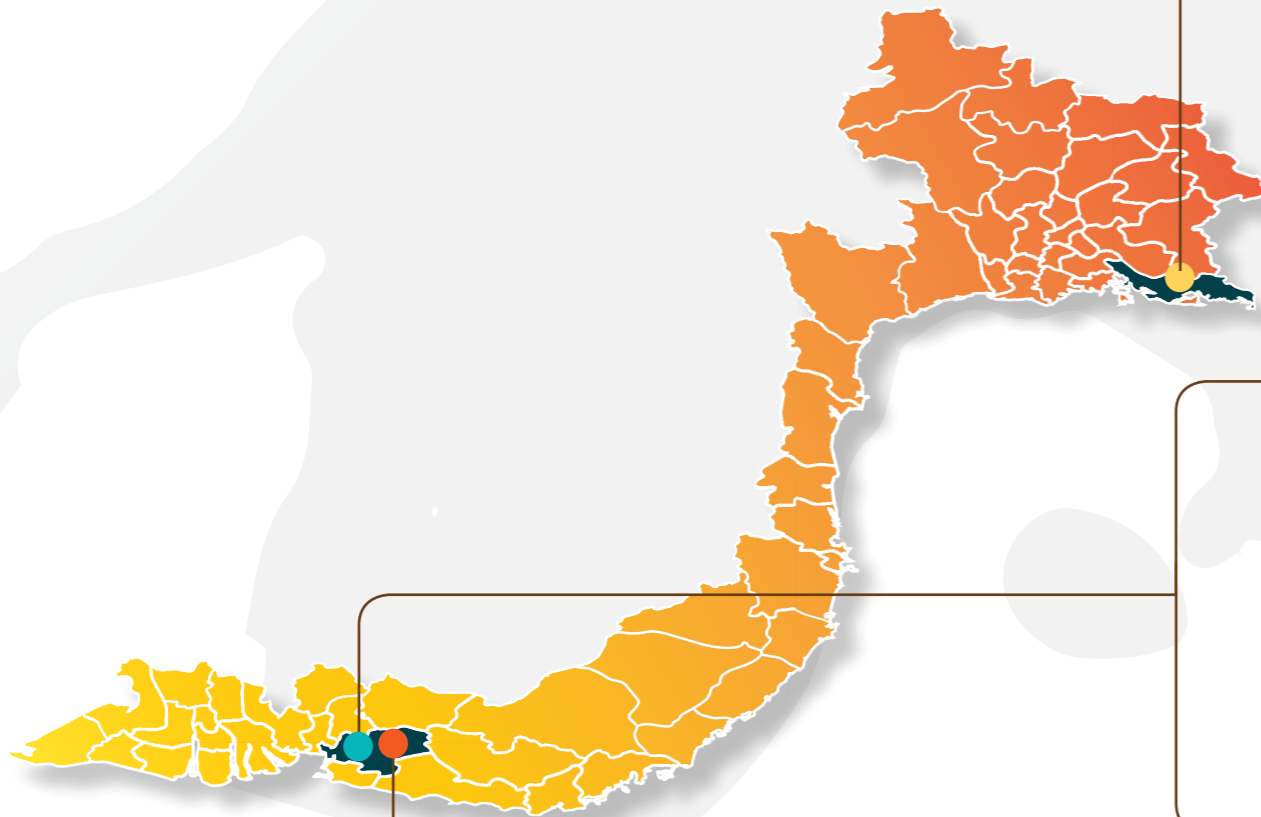


AMATA VN currently owns three industrial parks and two urban development projects in its portfolio under the operations of 6 subsidiaries, namely:

- AMATA City Bien Hoa Joint Stock Company (ACBH)
- AMATA City Long Thanh Joint Stock Company (ACLT)
- AMATA Service City Long Thanh 1 Limited Company (ASCLT 1)
- AMATA Service City Long Thanh 2 Limited Company (ASCLT 2)
- AMATA Township Long Thanh Limited Company (ATLT)
- AMATA City Halong Joint Stock Company (ACHL)



# Shareholding and Locations



**513 Ha**

**AMATA CITY BIEN HOA JSC**  
Industrial park

Shareholding  
(direct and indirect)

**90%**

- HCM city 30 km
- Cat Lai Port 25 km
- Cai Mep Port 50 km
- TSN Airport 35 km
- Long Thanh Airport 20 km

Established in 1994, Amata City Bien Hoa is considered the first model Industrial park and stated at the leading position in Dong Nai province, with more than \$3 billion in capital and 170 multinational investors from Japan, China, South Korea, the EU, the US, and Taiwan... with more than 60,000 working population.

**714 Ha**

**AMATA CITY HALONG JSC**  
Industrial park

Shareholding  
(direct and indirect)

**100%**

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

The optimal location for production transfer from China, as well as being subject to the Economic Zone with the maximum tax incentive in Vietnam (Up to 16 years incentives enjoyable). The project itself is the new rising star with direct access to the new logistics hub (deepsea ports) with expectation to reduce domestic logistics costs for imports and exports.

**410 Ha**

**AMATA CITY LONG THANH JSC**  
Industrial park

Shareholding  
(direct and indirect)

**93.5%**

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

The high-tech industrial park located directly adjacent to the Ho Chi Minh City - Long Thanh - Dau Giay Expressway, and only 10 kilometers from Long Thanh International Airport, easy access to different infrastructures of both Ho Chi Minh City and Dong Nai province. Amata City Long Thanh's outstanding location makes it the first choice for FDI investors.

**859 Ha**

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

Shareholding  
(direct and indirect)

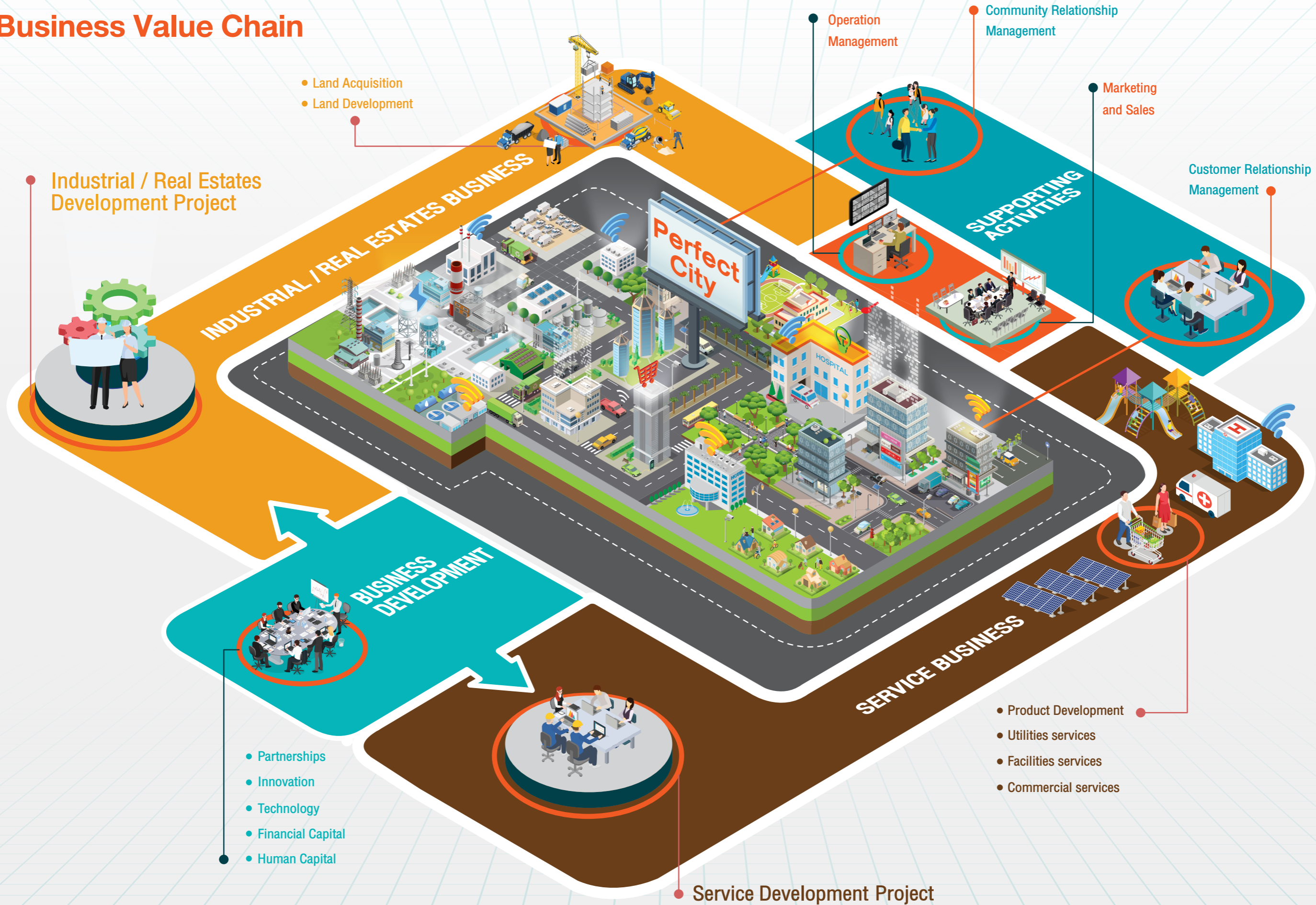
**93.4%**

**47.69%**

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

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

# Business Value Chain



# Sustainability Approach

## Sustainability Principles

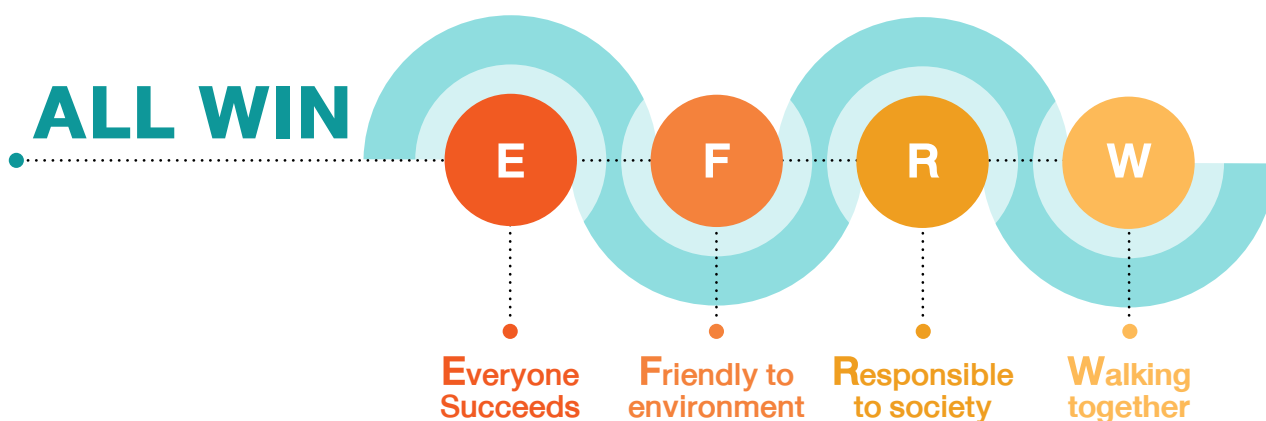
Sustainability has always been integral part of AVN and its subsidiaries (“AMATA VN Group” or “the Group”) as indicated in the Company’s mission statement that alongside our growth and expansion, we need to be responsible corporate citizen. To obtain this goal, we have in place defined values written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



# 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, set targets, drive sustainability projects, management approaches, corporate policies and compiles the Sustainability Report on behalf of the Board of Directors.



# Sustainability Framework

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

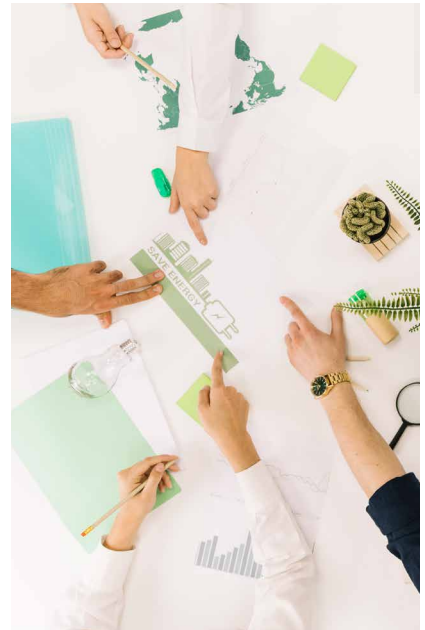


# Sustainability Strategy

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

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

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



## 1 “Smart” Concept inclusion

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.

## 2 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.

## 3 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.

## Contributing to UN SDGs

SDG	Targets addressed	See Chapter
	Target 1.4	Community and Social Development
	Target 4.4	Human Capital Supplier Management
	Target 5.1 Target 5.5	Human Capital Human Rights Supplier Management
	Target 7.B Target 7.2 Target 7.3	Climate Change Management
	Target 8.2 Target 8.5 Target 8.7 Target 8.8	Business Growth Human Capital Human Rights Supplier Management Risk Management
	Target 9.1 Target 9.2 Target 9.4	Community and Social Development Business Growth Climate Change Management
	Target 10.A	Business Growth
	Target 11.A Target 11.B Target 11.4 Target 11.6	Business Growth Climate Change Management Environment Management Community and Social Development
	Target 12.2 Target 12.4	Environment Management
	Target 13.1 Target 13.2 Target 13.3	Climate Change Management Risk Management
	Target 15.1	Biodiversity
	Target 16.3 Target 16.5 Target 16.6 Target 16.7	Corporate Governance Integrity and Compliance Human Rights
	Target 17.1 Target 17.11	Business Growth Supplier 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: investors (including shareholders), employees, government agencies, creditors, business partners, customers, communities, suppliers (including 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	Stakeholder's Expectations	Major Initiatives (FY 2021)
<b>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>	<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>Business Growth pg. 39</li> <li>Corporate Governance pg. 26</li> <li>Risk Management pg. 34</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 : Annually</li> <li>Labor union : Annually</li> </ul>	<ul style="list-style-type: none"> <li>Clear Company's direction</li> <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>Business Growth pg. 39</li> <li>Corporate Governance pg. 26</li> <li>Risk Management pg. 34</li> </ul>
<b>Government 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>	<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>Business Growth pg. 39</li> <li>Corporate Governance pg. 26</li> <li>Risk Management pg. 34</li> <li>Community and Social Development pg. 64</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>	<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>Business Growth pg. 39</li> <li>Corporate Governance pg. 26</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>	<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>Business Growth pg. 39</li> <li>Corporate Governance pg. 26</li> </ul>

Stakeholders	Communications and frequency	Stakeholder's Expectations	Major Initiatives (FY 2021)
<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>	<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>• Corporate Governance pg. 26</li> <li>• Climate Change Management pg. 75</li> <li>• Community and Social Development pg. 64</li> </ul>
<b>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> </ul>	<ul style="list-style-type: none"> <li>• Social and environment impact</li> <li>• Community well-being</li> <li>• Infrastructure development</li> <li>• Promote community activities</li> <li>• Corporate philanthropy</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental Impact Management pg.71</li> <li>• Community and Social Development pg. 64</li> </ul>
<b>Suppliers</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>	<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>• Supplier Management pg. 42</li> <li>• Also have in place procurement policy</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>	<ul style="list-style-type: none"> <li>• Receive accurate and timely information</li> <li>• Business growth</li> <li>• Compliance to law and regulations</li> <li>• Social and environmental impact</li> </ul>	<ul style="list-style-type: none"> <li>• Business Growth pg. 39</li> <li>• Corporate Governance pg. 26</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>	<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>• Quang Tri project pg. 51</li> </ul>

# Materiality Assessment

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

### 3. 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.

### 4. Material topics validation

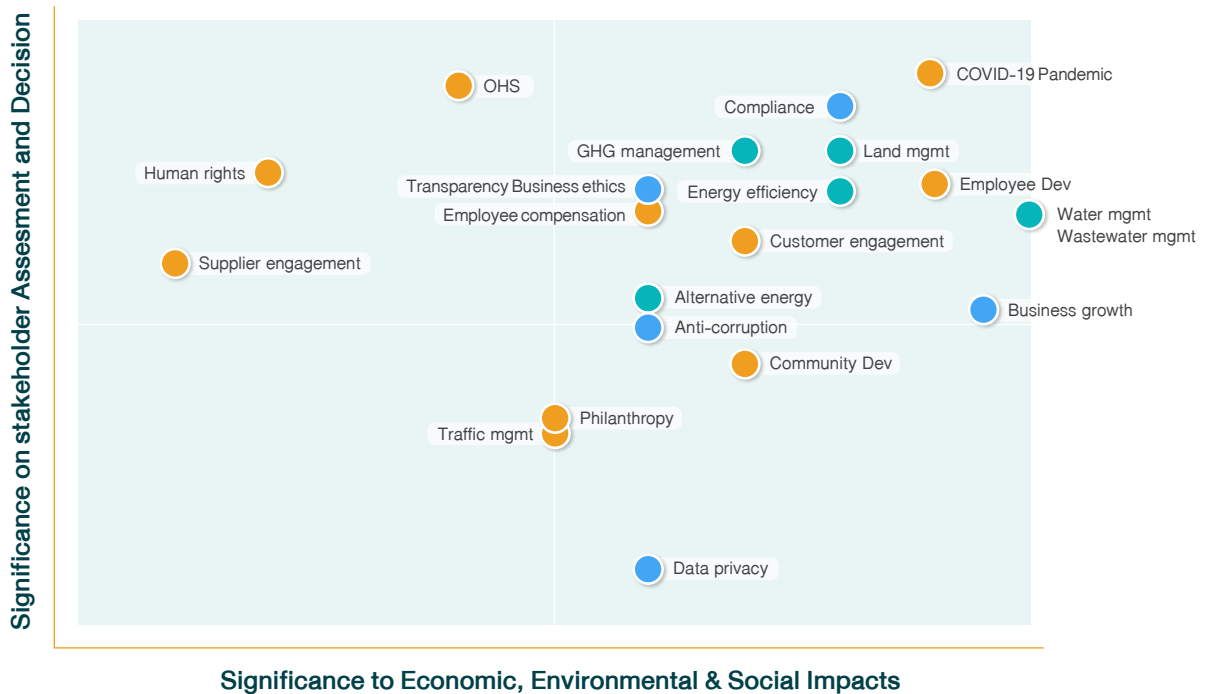
The SDWT has reviewed the material topics for inclusiveness, completeness, and relevancy before presenting to the Group's top management which includes senior managements of each subsidiary and the CEO of AMATA VN for validation.

## Our materiality assessment in year 2021

The material topics of year 2021 were taken from the materiality assessment performed in year 2020. The SDWT reviewed the importance of the material topics of year 2020 to reflect the current business situation of the year. In 2021, The situation of COVID-19 pandemic became more severe and stakeholders are concerned their safety, COVID-19 pandemic was an additional material topic for year 2021. Therefore, in year 2021, there are total of 20 material topics in which 15 having highest importance to the company and 5 topics namely, human rights, supplier engagement, community development, and data privacy that are 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.

## Material Matrix



Environmental	Social	Governance & Economic
<ul style="list-style-type: none"> <li>GHG management</li> <li>Energy efficiency</li> <li>Alternative energy</li> <li>Land management</li> <li>Water management</li> <li>Wastewater management</li> </ul>	<ul style="list-style-type: none"> <li>Employee development</li> <li>Employee compensation</li> <li>Customer engagement</li> <li>COVID-19 Pandemic</li> <li>Occupational health and safety**</li> <li>Community development**</li> <li>Human rights**</li> <li>Supplier engagement**</li> </ul>	<ul style="list-style-type: none"> <li>Compliance</li> <li>Business growth</li> <li>Transparency Business ethics</li> <li>Anti-corruption</li> <li>Data privacy**</li> </ul>

## Material Topics and Impact Boundary

	Material Topics	Report Content	Page	Boundaries of Impact									
				Internal	External								
				Employee	Govt. agencies	Creditors	Business partners	Customers	Communities	Suppliers	Media	Competitor	Investors
Environment	GHG management	Climate Change Management	75	●	●		●	●	●	●			
	Energy efficiency	Climate Change Management	75	●	●		●	●	●	●			
	Alternative energy	Climate Change Management	75	●	●		●	●	●	●			
	Land Management	Environmental Impact Management	71	●	●			●	●				
	Water Management	Environmental Impact Management	71	●	●			●	●				
	Wastewater Management	Environmental Impact Management	71	●	●			●	●				
Social	Employee Development	Human Capital Development	61	●									
	Employee Compensation	Talent Attraction and Retention	57	●									
	Occupational Health and Safety	Health and Safety	62	●									
	Human Rights	Human Rights	55	●	●	●	●	●	●	●	●	●	●
	COVID-19 pandemic	Supporting Customer during COVID-19	47	●	●	●	●	●	●	●	●	●	●
		Handling COVID-19 Disaster Relief	47	●	●	●	●	●	●	●	●	●	●
	Supplier Engagement	Supplier Management	42	●			●	●		●			
	Customer Engagement	Customer Relations Management	45	●	●		●	●					
Community Development	Community and Social Development	64	●	●		●	●	●					
Governance & Economy	Business Growth	Business Growth	39	●	●	●		●					●
	Anti-Corruption	Anti-Corruption	29	●	●	●	●	●		●			●
	Business Ethics	Code of Conduct	30	●	●	●	●	●		●			●
	Transparency	Corporate Governance	26	●	●	●	●	●		●			●
	Compliance	Integrity and Compliance	29	●	●	●	●	●		●			●
	Data Privacy	Personal Data Protection	31	●	●		●	●					●

# 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 2021 and is prepared in accordance to the GRI standards: Core Option with consideration to the Sustainable Development Goals (SDGs). The Sustainability Report 2021 covers initiatives carried out by AMATA VN PCL and its subsidiaries in the period from 1 January to 31 December 2021.

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 during the month of April 2021 (previous publication was made available in April 2020). Both One Reports and Sustainability Reports are accessible through AMATA VN's corporate website at [www.amatavn.com](http://www.amatavn.com).



## Reporting Content

In year 2021, 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. The content of this report covers topics that have been re-validated with 1 additional material topic included as compared to previous year. There were 15 material topics and 5 relevant topics that reflect with current context. There is no restatement of information.



## 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. The carbon footprint for year 2021 has been verified by a third party for transparency and accuracy of reporting. The carbon footprint for year 2021 is under the process of receiving the carbon label from TGO.



## Reporting Boundary

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



## Contact Point

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

**AMATA VN PCL**

Company Secretary Department

2126 New Petchburi Road, Bangkok Huay

Kwang, Bangkok 10310 Thailand

Tel : +66 (0) 2 792 0000

Email : [sustainability@amata.com](mailto:sustainability@amata.com)



# Governance and Economic Growth

Supporting Sustainable Development Goals



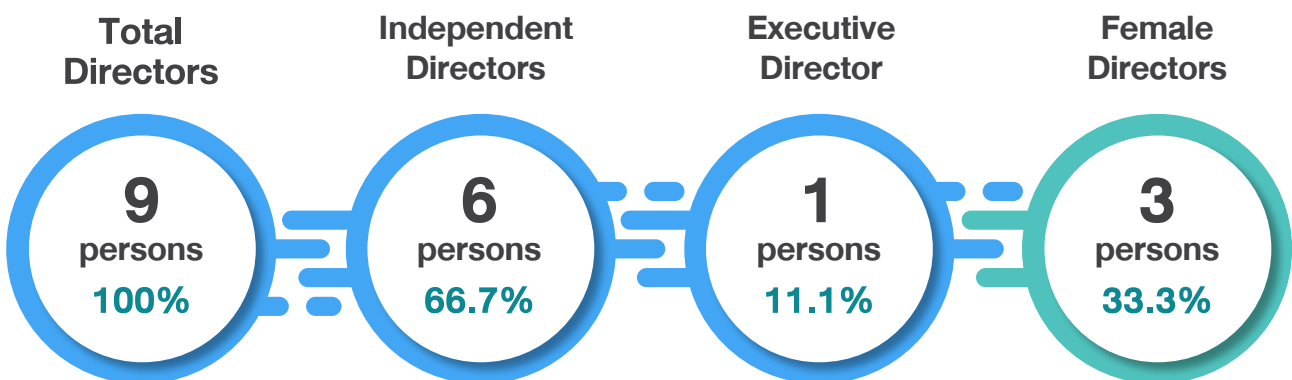
# Corporate Governance

AMATA VN Group intends to be an organization that is effective in conducting its business with full compliance with the principles of good corporate governance, accountability, transparency, and sustainably. The board of directors takes the leadership role in driving the Group to ensure maximum benefits for the shareholders while taking into consideration the interest of all its stakeholders by determining the direction, strategy, policies, and guidelines so the Group can conduct according to its business plan, shareholders' resolutions, and achieve its objectives.

Framework on corporate governance (CG) was set in place and all directors, executives, and employees are to abide with the Code of Conduct, policies, and guidelines. In addition, measures to mitigate risk were established with internal auditing to help improve the efficiency of the Group's management and performances.

## Corporate Governance Structure

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 with 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.



More detail on the Company's organizational structure, Corporate Governance and Policy is available in One Report 2021 and Company's website at [www.amatavn.com](http://www.amatavn.com).

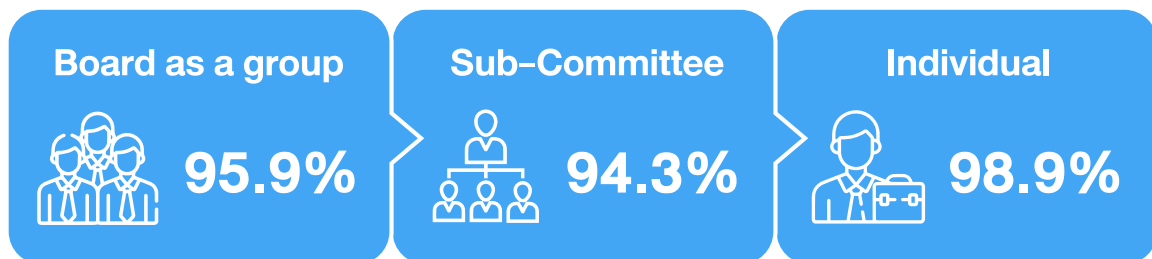
## Board Skill Matrix

Name	Position	Corporate Governance	Business Strategy	Industrial / Real estate	Finance / Accounting	Marketing	Risk Management	International relations / Legal	Economics	Water Management
Dr. Apichart Chinwanno	Independent Director	x	x					x	x	
Dr. Huynh Ngoc Phien	Non-executive Director	x	x	x				x		x
Dr. Warapatr Todhanakasem	Independent Director	x	x	x	x		x		x	
Mrs. Somhatai Panichewa	Executive Director	x	x	x		x	x			
Ms. Nattamon Limthanachai	Independent Director		x	x		x				
Mr. Chatchai Payuhanaveechai	Independent Director		x	x	x	x				
Mr. Aukkares Choochouy	Non-executive Director	x	x	x		x			x	
Mrs. Oranuch Apisaksirikul	Independent Director	x	x		x		x	x	x	
Mr. Kitti Tangjitmaneesakda	Independent Director	x	x	x			x	x		

## Board of Directors Performance Assessment

Thriving for good corporate governance efficiency, self-evaluation of the Board of Directors is conducted on an annual basis to assess the effectiveness of the Board as a group, the sub-committee, and individual directors. The result of the assessment is to improve the operation in terms of corporate governance for the maximum benefits of the Company and its stakeholders.

### Results of the Board of Directors' Annual Performance Assessment in 2021



## Board Development

With the ever-changing business environment, the Group understands that a strong leadership from its board of directors will drive the company to sustainability. Therefore, it fosters training and development for its board of directors, so as, to utilize these knowledges and experiences to address the new challenges and opportunities ahead for the benefit of the company.

In year 2021, competency development programs attended by the board of directors are:

Name	Programs
<b>Dr. Huynh Ngoc Phien</b> Total 12 hours	<ul style="list-style-type: none"> <li>• Research study on Smart City Concept in collaboration with Van Lang University (accredited with QS stars 4)</li> </ul>
<b>Dr. Warapatr Todhanakasem</b> Total 6 hours	<ul style="list-style-type: none"> <li>• Managing Information &amp; Cyber Security Risk in the Bank, Standard Chartered Bank</li> <li>• Blockchain and Central Bank Digital Currency, Standard Chartered Bank</li> <li>• Cyber Resilience Leadership, Bank of Thailand</li> </ul>
<b>Oranuch Apisaksirikul</b> Total 75 hours	<ul style="list-style-type: none"> <li>• PDPA Awareness Training, CIMB Thai Bank: ACIS Professional Center</li> <li>• JCB Flagship Conference #Finance for Change, CIMB Thai Bank: ACIS Professional Center</li> <li>• Risk Posture Session, CIMB Bank</li> <li>• Cyber Resilience by BOT</li> <li>• The Cooler Earth Sustainability Summit, CIMB Bank</li> <li>• Sustainability Board Training 2021, CIMB Bank</li> <li>• IT Security Awareness Session, CIMB Thai</li> </ul>
<b>Mr. Kitti Tangjitmaneesakda</b> Total: 30 hours	<ul style="list-style-type: none"> <li>• Directors Certification Program (DCP) Class 310/2021 by The Thai Institute of Directors Association (IOD)</li> </ul>
<b>Ms. Nattamon Limthanachai</b> Total: 67 hours	<ul style="list-style-type: none"> <li>• Directors Certification Program (DCP) Class 310/2021 by The Thai Institute of Directors Association (IOD)</li> <li>• Director Refreshment Program: Leading Your Business through Uncertainties (DRP2) by The Thai Institute of Directors Association (IOD)</li> <li>• 2022 Thailand's Future of Workforce: The Great Reset Rebuild &amp; Restart by The Personnel Management Association of Thailand (PMAT)</li> <li>• Sustainability Forum 2021 topic "Navigating the Uncertainty with ESG" by Thailand Management Association (TMA)</li> <li>• Marketing Strategies for B2B &amp; B2C: Data-driven and Competitive Advantage by Thammasat Consulting Networking and Coaching Center</li> <li>• Management in crisis by White Rabbit Management</li> </ul>
<b>Ms. Somhatai Panichewa</b> Total: 17 hours	<ul style="list-style-type: none"> <li>• Online seminar on the occasion of the 45th anniversary Thailand-Vietnam Diplomatic Relations between Vietnam and Thailand organized by the Thai Embassy to Hanoi and the Vietnamese Embassy to Bangkok</li> <li>• Economic Forum "Vietnam-Thailand: stronger together, responding to the Covid-19 pandemic and recovery" organized by the Thai Embassy to Hanoi and the Vietnamese Embassy to Bangkok</li> <li>• Corporate Governance Code for listed Companies by Quality Assurance Services Co., Ltd (9-12)</li> <li>• Forbes Asia CEO Webinar: The Way Forward organized by Forbes</li> <li>• In-house training "Covid-19 Survival Guide"</li> <li>• In-house "Risk Management workshop"</li> <li>• In-house training "Vaccine &amp; Covid19 Prevention"</li> <li>• In-house training "Implementing evaluation on HRIS"</li> </ul>

# 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”. Misconduct by our directors, management, and employees will affect the confidence of stakeholders on the company’s business operations and its reputation. AMATA VN Group is determined to stand by the principles of good corporate governance and has established policies and guidelines to ensure such behavior is practiced within the company. Policies and guidelines are being reviewed and revised on annual basis to keep the company up to date with the change in regulations and technology, be consistent with the industry’s best practices, as well as, improving transparency and ethical business behavior. Furthermore, the Group has implemented whistleblowing policy as a means of receiving concerns on suspected wrongdoings in the company.

## 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. With the determination to fight corruption, in 2019, AMATA VN has applied for certification of Thailand’s Private Sector Collective Action Coalition Against Corruption (CAC) and has gotten certified in 2020. This year, year 2021, aside from providing training on anti-corruption as well as update on the new governance best practices to all employees of AMATA VN to refresh what activities can and cannot be done, the company has expanded its commitment towards anti-corruption to suppliers of its subsidiaries in Vietnam. AMATA VN Group has asked its key critical supplier to join in the fight against corruption by including the anti-corruption clause in its Supplier Code of Conduct of which the suppliers are to sign their acknowledgement and acceptance. Furthermore, the AMATA VN Group has imposed “No Gift” Policy for festive occasions to inform third parties, as well as our employees, of our intention of being a transparent and fair organization and our commitment to resist corruption. In year 2021, there were no case of corruption found.



“ AMATA VN PCL jointly fights against corruption and is committed to becoming a transparent organization while achieving sustainable economic growth ”

The Company is certified as member of the Private Sector Collective Action Coalition Against Corruption (CAC) since Q3/2020



## Code of Conduct

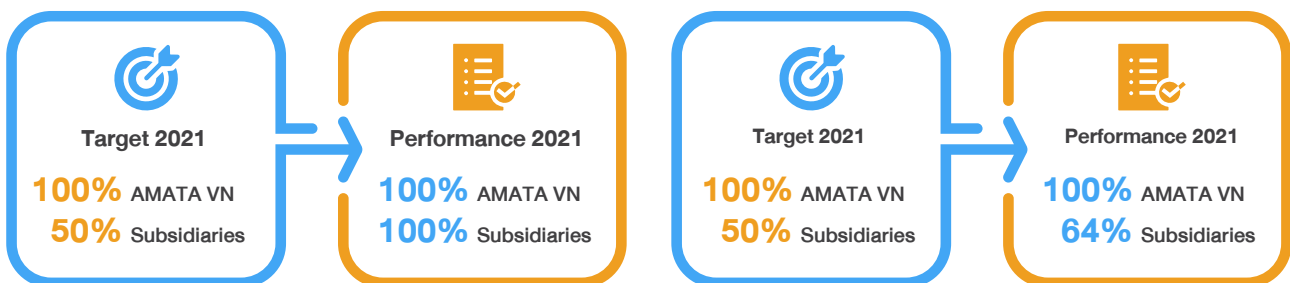
AMATA VN Group strives to build a culture of integrity, legal compliance, ethical and moral business practices within the organization. It has established a Code of Conduct (the Code) to ensure that everyone in the company- the board, executives, and staffs- understands, accepts, and adheres with the Code. This Code of Conduct has been revised in 2020 guiding its employees towards ethical conduct, business honesty, and best practices towards shareholders, customer, suppliers, creditors, staff members, company’s asset and information, social and environmental responsibility. Failure to act in accordance with the Code will be disciplined following the company’s rules and prosecuted under the law.

AMATA VN Group communicates the Code of Conduct through the company’s intranet and Amata HR application, both channels are accessible by every employee in Thailand and Vietnam. Assessment on the understanding of the Code and the principle of good corporate governance is conducted on an annual basis to employees of AMATA VN. Employees are to obtain score of more than 80% in order to pass the assessment test.

In year 2021, the assessment was cascaded down to AMATA VN’s subsidiaries as well.

### % of employee tested the Code and CG

### % of employee passed the Code and CG test



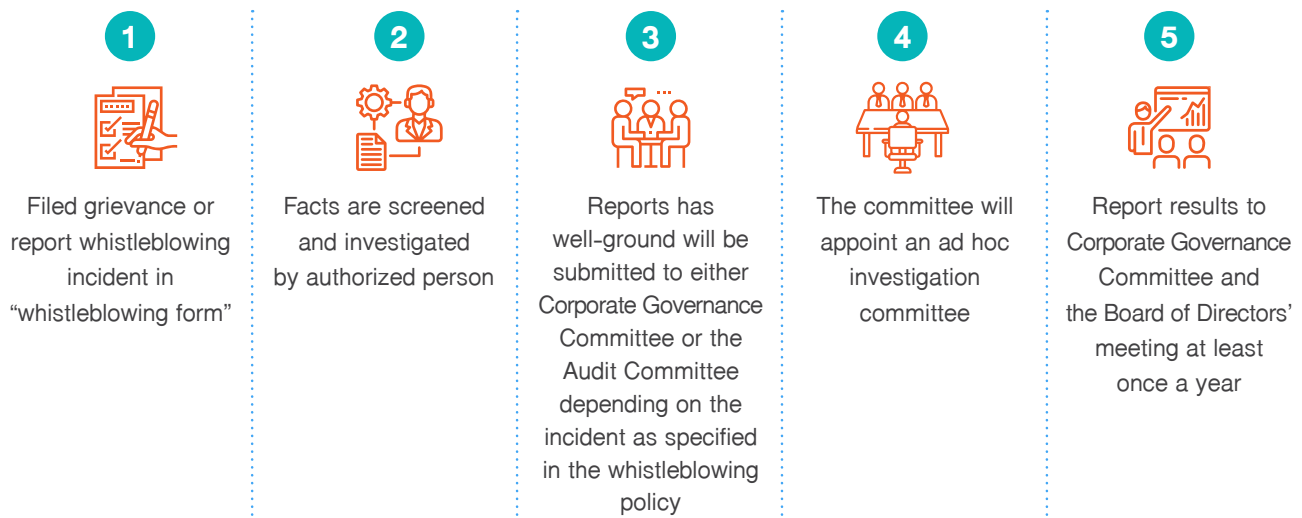
## Personal Data Protection Policy

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 2019. 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).

## Grievances and Whistleblowing

AMATA VN has enacted policies and guidelines on whistleblowing for both its internal and external stakeholders to report concerns about suspected wrongdoings, share their recommendation, or send grievance or complaints, or report relating to law, regulations, corporate governance principles, company's policies, or ethics. Measures are in place to protect the rights and confidentiality of the whistle-blower.

### Process of handling grievances / whistleblowing report



## Grievance and whistleblowing Channels

### Dr. Apichart Chinwanno

Chairman of the Board of Directors

 [apichart@amata.com](mailto:apichart@amata.com)

### Mrs. Somhatai Panichewa

Chief Executive Officer

 [somhatai@amata.com](mailto:somhatai@amata.com)

### Mrs. Oranuch Apisaksirikul

Chairman of the Audit Committee

 [oranuch.a@amata.com](mailto:oranuch.a@amata.com)

### Company Secretary

 [cs@amata.com](mailto:cs@amata.com)

### Prof.Dr. Warapatr Todhanakasem

Chairman of the Corporate Governance Committee

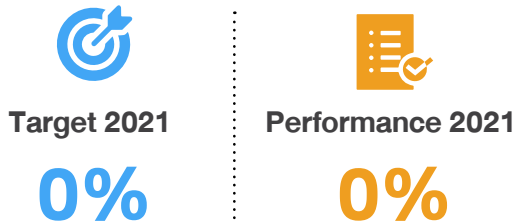
 [warapatr@amata.com](mailto:warapatr@amata.com)

Or mail to:

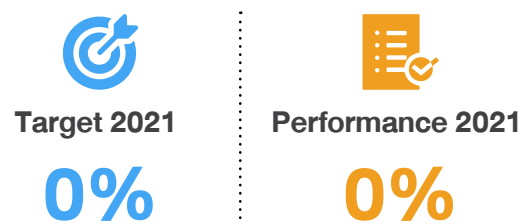
**Amata VN Public Company Limited**  
2126 New Petchburi Road, Huay Kwang,  
Bangkok 10310, Thailand

Further procedures undertaken in event of receiving complaints can be found in the Whistleblowing Policy under the Code of Conduct. In 2021, the Company has not found any misconduct or receive any information on illegal actions.

### Number of employees violated company's regulation



### Material complaints relating to governance



## Updating with Regulatory changes

In 2021, the Board of Directors of AMATA VN has revised and approved several policies to help keep the company aligned with the latest regulations, technology, and the industry's best practices.



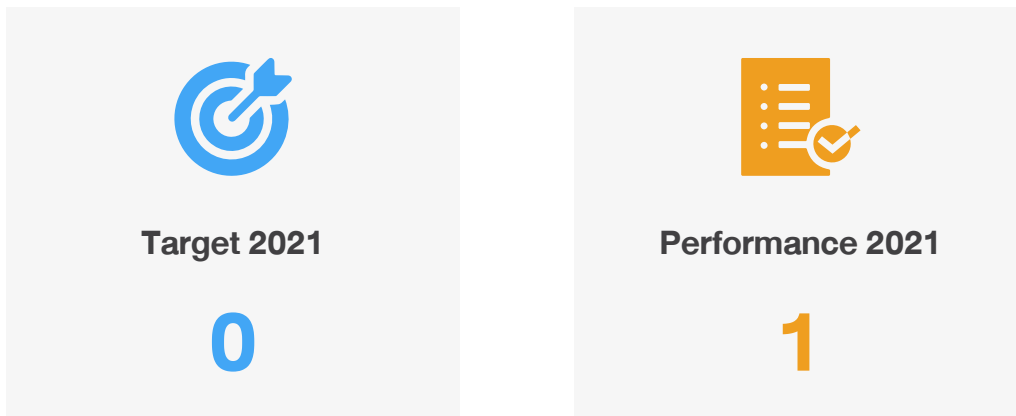
- **Human Right Policy:** stress importance on equality of opportunity and no discrimination among employees and business partners (suppliers) regardless of gender, status, religion and respect the right of individuals. Also included the human right content into the supplier code of conduct.
- **Stakeholder Engagement Policy:** provide guideline to define type of stakeholders and methods of engagement to be used based on the level of participation.
- **Procurement Policy:** set framework to efficient, transparent, and fair procurement process
- **Tax Policy:** commit to comply with revenue code and tax laws relating to the company's business operation
- **Waste Management Policy:** provide guideline to effective waste management with compliance to the laws and regulations through integration of 3Rs (reduce, reuse, recycle) communicated to employees and business partners.
- **Corporate Governance Policy:** content revised to be consistent with change in law and company's situation

## Laws and Regulatory Compliances

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 as it is aware that non-compliance may lead to extreme case of suspension of “license to operate”. The Group - investor and operator of industrial estates, commercial, and residential development - is subjected to various laws and regulations in our operations. In addition, differences in practices and laws and regulations between country (Thailand and Vietnam), as well as, Vietnam’s continuous strive to reform the country by amending its laws and regulations have pose challenges in ensuring compliances with relevant laws and regulations.

In order to operate the business in compliance with the various laws and regulations, each department in the business value is to identify all legal and regulatory compliance risks in their respective area, assess the severity, set measures to manage the risks, monitor the business operation to comply with all respective laws. The internal legal department will be responsible for compiling cases of violation of legal compliances and is to report to the management team, Risk Management Committee, Corporate Governance Committee which will be brought forth to the Board of Directors at least once a year.

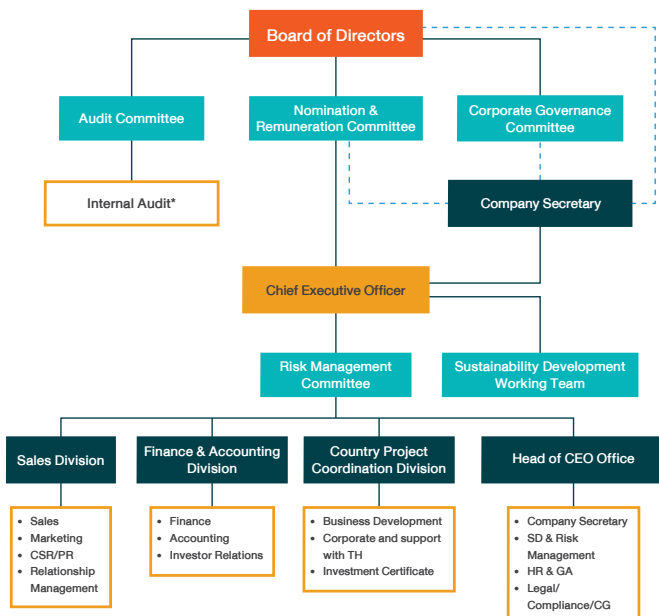
### Number of violations of legal compliances



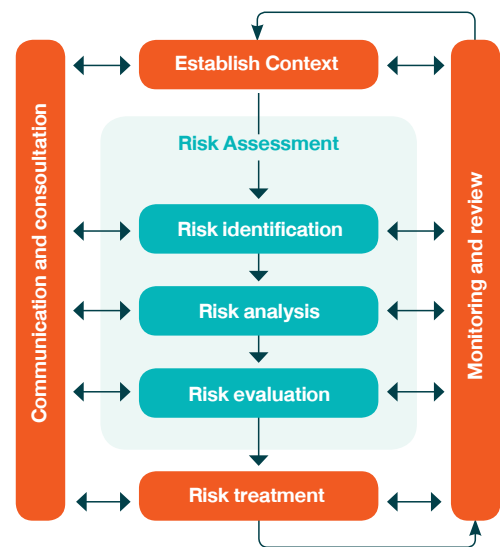
# Risk Management

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 AVN 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 AVN; 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



## Risk Management Process



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 Group are owners of the risk and have the responsibility to assess the risk of their area and prepare mitigation plan for the risks.

## Key Risks in 2021

From the risk management training workshops in 2021, AMATA VN Group has highlighted some of the key risks of which the Group is exposed to, including emerging trends that may impact the corporate target and mitigation measures for these risks.

### Economic risk

#### 1. National COVID policies and restriction

the 4<sup>th</sup> wave of COVID-19 pandemic has been a challenge to not only the government of Vietnam but to the company as well. As the government tries of control the numbers of infected people, they have imposed stringent measures such as lockdowns, restrictions of traveling between countries and between cities. Businesses are to implement “3-on-spot” policy (work, eat, rest on site) to maintain 24 hours operation and other preventive measure which resulted in increase in operation costs and delay in commercial deals.

- Established crisis management team to coordinate and support local authorities and act according to government announcement
- Avoid face-to-face meeting and implement Work from Home scheme
- Digitalized operations such as telecommunication and usage of on-line platform

#### 2. Capital sufficiency risk

To meet with the Group’s expansion plan, insufficient funding could stretch the duration of the project to liquidity crunch problem and overall return on the project

The Group progressively investment in each project with tight management on the disbursement of capital and constantly monitoring on its financial position.

#### 3. Risk relating to law and state authorities

The operation of the company is subjected to laws and regulations of various sectors. Vietnam’s continuous strive to reform the country has introduced more stringent laws and regulations which could lead to increase in operating cost, longer development times, and potential financial losses, and even necessity adjustment of the Group’s business plan.

The Group has set a designated project team who have clear industry knowledge and expertise to closely monitor rules and regulation on local and national level to ensure compliance and seeks opportunities in location where better business incentives are offered. The Group engages with external legal expert for complex legal issues.

## Environmental risk

### 1. Climate Change– flood/drought

The emerging risk of climate change has resulted in many other emerging risks to occur. Climate change impacts could disrupt business operations. The climate variation has caused water shortage or flood which affect the manufacturing both directly and indirectly.

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.

The management has set taken preventive actions as below:

- 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.
- Constructed dikes and water storage area for emergency usage
- Monitor natural disaster and put in place plans (based on impact level) to ensure business continuity.

### 2. Non-conformity to environmental regulation

The Group has the duty to collect and manage the wastewater from factories within its estate before discharging to public canal. There are nearly 200 factories operating within the boundary with different production and wastewater discharge composition that goes into the Group's central wastewater treatment plant. There is a risk of not being able to catch or manage some parameters which will lead to not being able to conform with the environmental regulation and thereby, lead to penalty and possible suspension in operation.

- Designed WWTP to automatically manage irregularities in water composition
- Regularly monitor the list of customers with regular over specification discharge
- Constant maintenance of drainage and sewage system for accurate reading of wastewater parameters

## Social risk

### 1. Loss of cooperation from local community

The Group's project covers a wide area and is the foundation of economic growth for its community, however, along with the growth there are possible indirect negative impact to the environment and its community.

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.

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.

In addition, the company strictly comply with the social and environmental laws, as well as, set emergency plan to rapidly response to any incident. Automatic real-time reporting of Air quality and water quality monitoring equipment are installed to ensure the company's operation is within the standards and to assure the safety of the community.

## Emerging Risks

Aside of the emerging risk of climate change, there Group has assessed possible emerging risks that may affect the Group's business operation in the next 3-5 years namely change customer behavior and new law enforcement relating to sustainability.

- **Change in customer behavior**

Concerns on climate change has been rising over the past years and has become a global agenda to help curb the rising temperature. Growing number of MNEs are requiring green facilities, usage of renewable energy, and low carbon emission. In addition, they have placed more importance on their third party's governance, specifically mentioned, anti-corruption practices. If the Group fails to meet with the emerging trend, there is high possibility of not being able to engage with these big investors.

The Group has set the long-term plan to become a "Low Carbon City" by 2040. The Group has implemented solar energy in its commercial building and is under the process of studying other possible clean and green energy implementation.

- **New law enforcement relating to sustainability**

At COP 26, held on from October 31 - November 13th 2021, Vietnam's Prime Minister Pham Minh Chinh has committed to become net-zero carbon emission by 2050 and has indicated intention to introduce stronger measures to reduce greenhouse gas emissions. He also vowed to continue implementing goals as stated in the Paris Agreement. The Group sees this as an indicator of possible reform in environmental regulations in the near future. The Group is monitoring on local and ministry level for any new laws and regulations to be implemented so to adjust the operation to be in compliance with the new requirements.

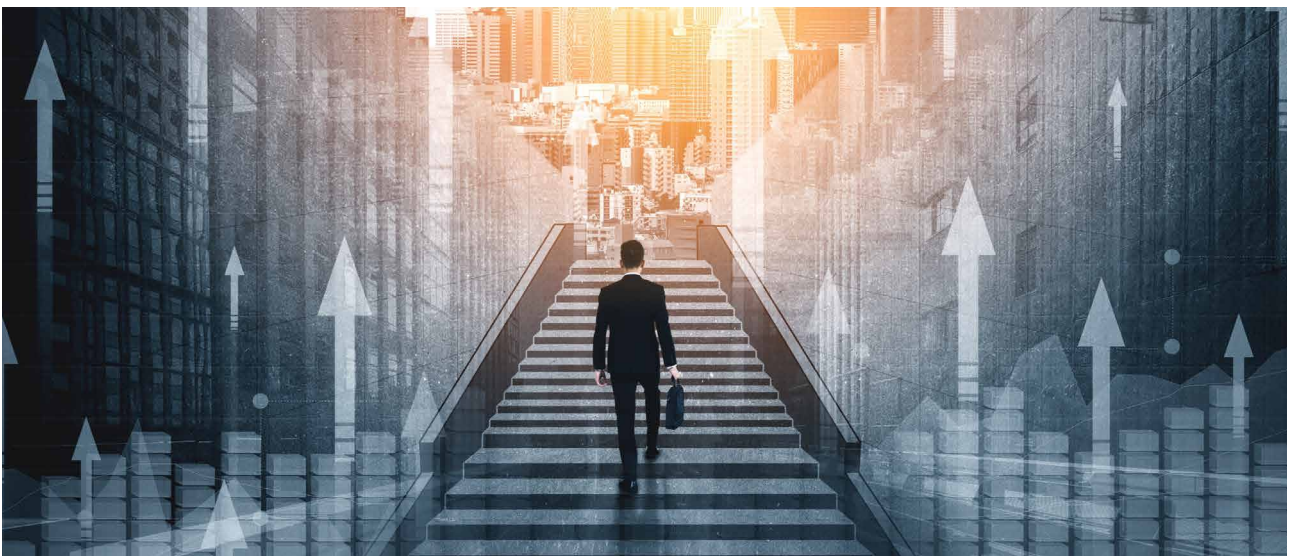
## Embed risk culture

Embedding risk culture is an ongoing process which changes the way employees think, make decisions, and behave. In 2021, Risk Management Committee has organized 2 meetings and has developed a Risk Appetite Statement for the year 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 11 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. More to this, The Group has imposed that all new projects are to assess risk issues and the mitigation in order to proceed with obtaining the approval from the management and where necessary to the higher level of hierarchy.

# Business Growth

The Group's operation is at a local level. 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 2021 was not pleasant with the outbreak of pandemic COVID-19 and the lockdown of countries all over the world. Despite of the difficult circumstances, 2021 was a milestone year for AMATA VN Group as we could turn the tide on COVID-19 pandemic and achieve significant growth in net profit. The growth was due to the continuous investment by the Group during the COVID-19 outbreak. The investment will enhance our competitiveness.



## Economic performance

This report is the consolidated financial statements of AMATA VN for the year 2021. The Group has total revenue for the year ended December 31, 2021, amounting to 2,189.79 million baht compared to total revenue in the same period of 2020 of 507.50 million baht. Revenue has increased as the company resumed sales of 51.5 hectares of land including the sales of 8 ready built factories (RBF), resulting in net profit of 744.78 million baht as compared to loss of THB 20.56 million from the previous year.

However, there was an increase in cost of sales largely due to increase in cost of acquiring land for expansion projects. The total expenses were THB 391.05 million and THB 1,185.11 million for the year 2020 and 2021, respectively. The increase in cost of sales led to decrease in gross profit margin in 2021.

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.

## Value Distribution to stakeholders

	2019	2020	2021
<b>Distribution of value to shareholders</b>			
Dividend per share (Baht)	0.09	0.05	0.00
Dividend to shareholders (Baht)	84,149,091	46,745,065	0.00
<b>Personnel investment</b>			
Remuneration for employees (Baht)	54,448,677	60,401,134	63,551,433
Remuneration for management (Baht)	12,216,092	10,571,066	11,500,800
Remuneration for directors (Baht)	16,116,477	8,945,927	2,259,467
<b>Community and social investment</b>			
Donation (Baht)	1,080,603	1,617,656	13,866,570
Social activities (Baht)	660,731	846,796	287,124
<b>Sharing to business partners</b>			
Domestic procurement (Baht) (operation in Thailand)	61,934,067	31,054,294	26,881,260
International procurement (Baht) (operation in Vietnam)	341,786,382	313,241,231	1,147,565,216
<b>Other economic values</b>			
Finance cost (Baht)	76,357,210	134,110,690	152,659,341
Corporate income tax (Baht)	54,686,254	29,758,648	144,365,603

\*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 2021 and One Report 2021

## Tax policy

The Group commits to tax management based on the principles of accuracy, transparency, and accountability for the highest benefits of the Group and all stakeholders. 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. Tax policy was enacted in year 2021 guiding the Group to perform in compliance with the revenue code and tax laws, employ tax incentives in accordance to national and local tax structure and may obtain tax exemption privileges based on country's tax policies all in the context of effective, sustainable, and appropriate business operation. Transfer pricing is calculated using the arm's-length principle for intra-group transactions with the normal course of commercial activity. More information on tax policy, please visit our website: <https://www.amatavn.com/en/downloads/Code of Conduct>

### The Group's Corporate income tax incentive is below:

INCENTIVES	THAILAND	URBAN CITY	INDUSTRIAL PARK	ECONOMIC ZONE (CIT 10% for 15 years)
Corporate Income Tax (Currently 20%)	Amata VN PCL	Amata City Bien Hoa	Amata City Long Thanh	Amata City Halong
	Year 2021 - CIT 20%	Year 2021 - CIT 20%	2 years exemption CIT 2021 = 0%	4 years exemption CIT 2021 = 0%
			4 years 50% reduction	9 years 50% reduction



# Supplier 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

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, all contractors go through preliminary risk assessment on key criterion such as reliability and quality of product/services delivered, value for money, compliance with relevant regulations and laws on environment and impact to the public, and 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

The Group communicates expected practices on governance, environmental responsibility, and social responsibility through Supplier Code of Conduct, Supplier Self-Assessment Questionnaire (SAQ), and with special attention to environmental responsibility, proper environmental practices are written in the contract. On the initial date of entering the estate's vicinity, suppliers are given briefings on compulsory work practices.



### 3. Identify critical suppliers

The Group defines its critical suppliers/contractors as those that support the core activities and operational functions of the company with high expenditure, non-substitute product, or critical component.



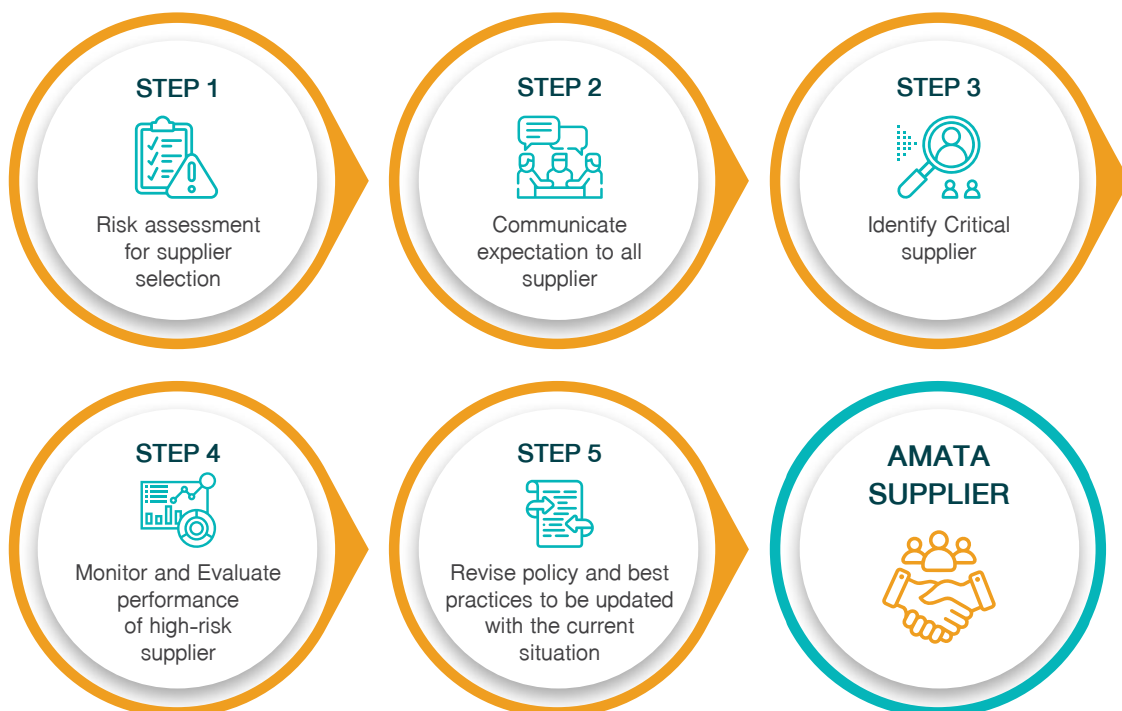
### 4. Monitor and evaluate performance

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 (score ranging 3-5; good), grey (score 2-3; need improvement), and black (score below 2; blacklisted). 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.



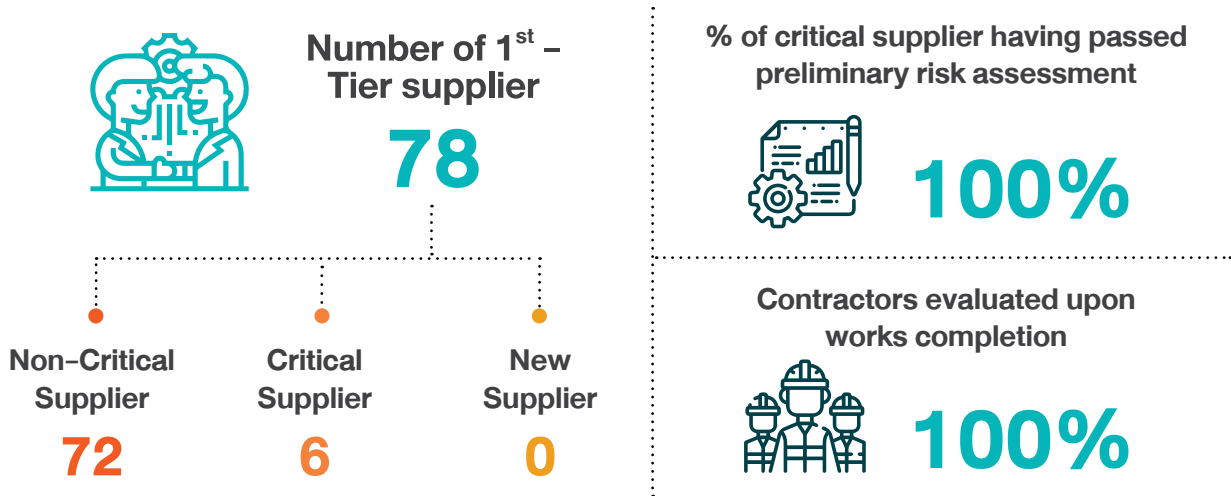
### 5. Revision of policy and best practice

The audited results are analyzed to consider if additional policy needs to be imposed. In 2021, the Supplier Code of Conduct and the Supplier Self-Assessment Questionnaire (SAQ) were put into implementation to the subsidiary, Amata City Bien Hoa.

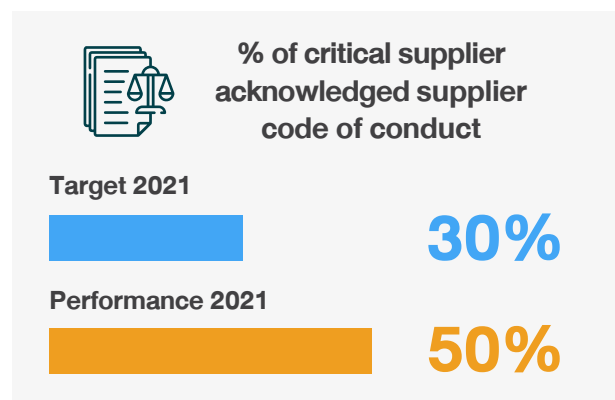
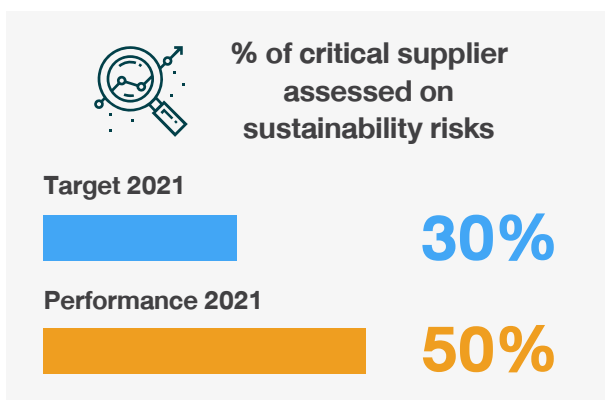


## Performance

In 2021, Amata City Bien Hoa (ACBH) has total of 78 active Tier-1 suppliers/contractors. During the year, suppliers that were engaged with the company are mainly for minor works and works relating to COVID-19 pandemic preventions, major works are being postponed. In addition, the company intends to source from various suppliers to reduce dependency on a single supplier, therefore, in the year, there was 6 critical suppliers who accounted for 56% of ACBH's total expenditures. The company considers construction works has the biggest negative impact on the environment and the community, as the result, it monitors and evaluate its contractors 100% during and after works completion. There were 6 contractors services awarded, 3 contractors have completed their works and their performance was evaluated in terms according to the contract as well as for human rights, occupational health and safety of the employees and environmental management. The 3 assessed contractors were evaluated as "white" supplier which means they have conformed and have not received any complain from the customer or the communities on environmental or social issues during their works. There was no termination of any supplier/contractor in 2021. (0% relationship termination).



In year 2021, Amata City Bien Hoa has implemented the supplier self-assessment questionnaire (SAQ) to communicate our ESG policies and understand our suppliers risks so to improve our supply chain. The SAQ also provides our suppliers with awareness on their company status on sustainability as the topic of sustainability is rather new to them. From the SAQ results, it is found that our suppliers have weaknesses on the environmental aspect. The company will work with the supplier to educate in this field.



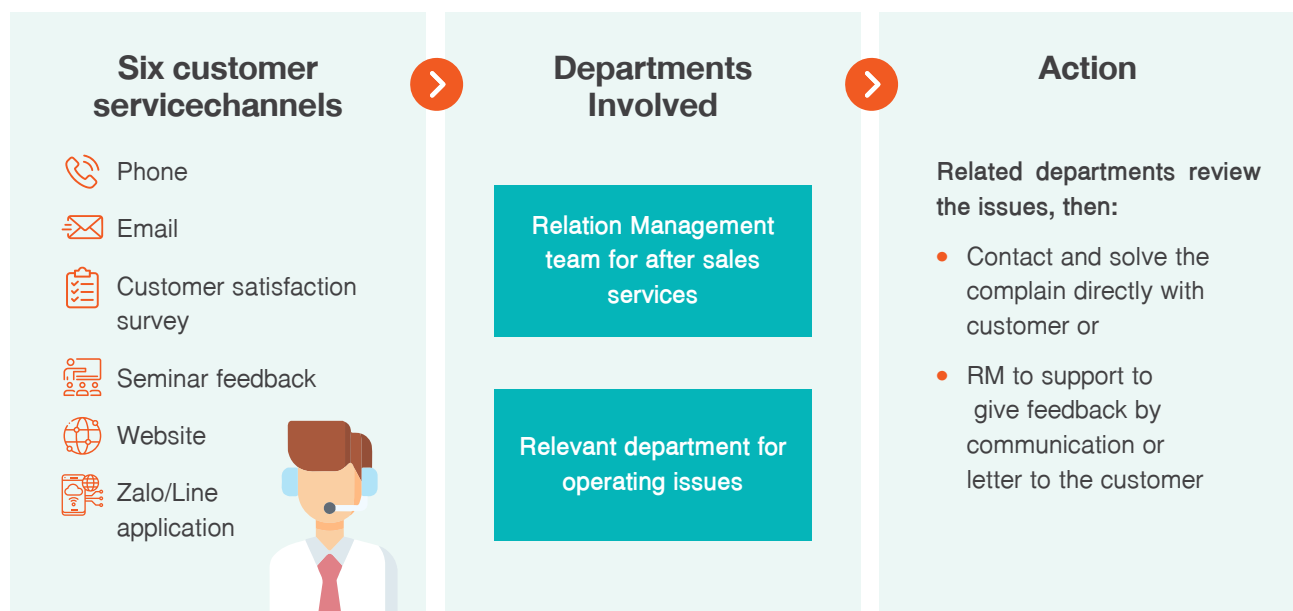
# Customers Relations Management

Customer is one of the Group's main stakeholders. The success of customers' operation in the industrial estate is part of the long-term support to the economic growth of the Group, therefore, working together with our customers will ensure customer satisfaction. Enhancing customer satisfaction and retention will ensure that the reputation as a Group will continue to grow, which in turn, will lead to new customer referral to our existing and our future projects. Strengthening customer relationship also reduces cost associated with supporting and servicing them.

## Management Approach

Customer's opinion and recommendations are crucial input to the company. ACBH has established various methods and channels to engage with its customers. In addition, ACBH conducts customer satisfaction survey annually to analyze and monitor its customers' experiences, understand their expectations, problems, and needs so to establish programs to fit with their requirements.

## Customer Communication channel



## Enhancing Customers' Capabilities

Customers in ACBH are mainly foreign direct investors, coming from over 20 countries, who supported the company's recurring income. The practices and regulations in Vietnam will differ with that of the customer's headquarters and might lead to suspension of "license to operate" of the customer. Therefore, ACBH places importance in increasing customers' knowledge on the local market. The company has organized a number of trainings to enhance the customers' competitive capabilities.



## Development of HRBR

An on-line training on “Essential capacity of Human Resource Business Partner (HRBP) in Production” bring awareness on the importance HRBP and how HRBP can effectively align the customers’ business objectives with their production units. ACBH also introduces reliable service provider on HRBP to the customer in search for such service.



# of customers joint: 134 companies

## Support the adoption of IFRS reporting standards

The IFRS reporting standard is to be implemented on a voluntary basis from 2022 and will be mandatory applied after 2025. To prepare the customers with readiness to adopt the new IFRS reporting standard, ACBH has organized a seminar in collaboration with BIDV, Ministry of Finance, DIZA and Smart Train on “Solution for businesses to apply IFRS for the first time-sharing experience in successful IFRS implementation”.



# of customers joint: 170 companies



## Occupational Health and Safety trainings

Vietnam has been severely hit by wave 4 of COVID-19 resulting in challenges managing the spread of the Delta variant. This virus is more contagious and deadly. ACBH embodies more than 60,000 people working in the estate. Educating and sharing knowledge on measures to prevent and manage the spread of the COVID-19 within the estate will ensure that the customer’s operation will not be disrupted.



- ACBH has invited expert from the Center of Disease Control (CDC) answer concerns covid prevention and control measures as well as train how to do quick covid testing by themselves.

**# of customers joint: 230 customers' representatives**

- Sharing of experiences on implementation of government's "3T" or "three on the spot" scheme

**# of customers joint: 100 customers' representatives**

- "3 Spot" training in collaboration with Ministry of Health and DIZA to support customers to implement the "3T" scheme

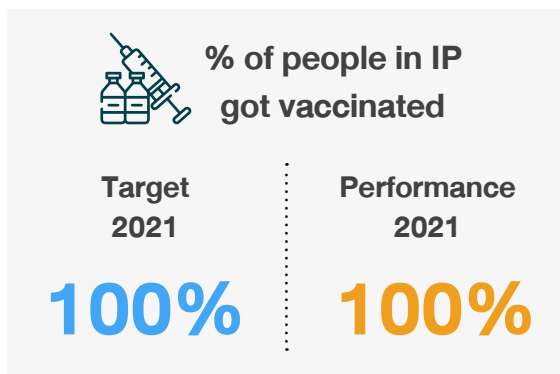
**# of customers joint: 124 customers**

## Supporting Customer during COVID-19

ACBH knows that during the COVID-19 pandemic, our customer is struggling to keep their business in operation through the stringent preventive measures from lockdown, limitation of commuting between localities, curfew hours, 3T scheme, etc... which all caused increase in their operation cost and caused disruption in their operation. Bien Hoa City was among the top provinces having high infected person.

### (a) Supported customers to obtain vaccines for their employees


ACBH has been the center point to coordinate with the provincial authorities to obtain vaccine doses for our customers and their employees. We have obtained 57,141 doses of AstraZeneca vaccines.



**(b) Quarantine area**




Being aware of the rising number of infected people in the Bien Hoa City, ACBH has invested 3 billion VND (equivalent to 4 million THB) in setting up a quarantine area to help accommodate F1 patient from Amata's estate to lessen the pressure of the local hospitals and to reduce the possible risk that the infected person might unknowingly transmit to others in their family or the company. The quarantine area has accommodated over 452 cases of COVID-19 suspected patients sent from our customers.

**Invested in  
quarantine area**



195

**beds for  
F1 patient**



**(c) Mobile medical station**

Quick detection of infected patient (F0) and direct possible risk of infection person (F1) is the most critical process in stopping the spread of the virus. ACBH has established a mobile medical station with support from Bien Hoa Medical Center to facilitate the reporting of infected COVID-19 cases so to quick isolate all F0 and F1 cases, carry out rapid COVID-19 testing, monitoring and managing infected cases for treatment.



**(d) Service fee support**

During the COVID-19 outbreak, ACBH's management understands the difficulty that its customers are going through to keep their business abreast. ACBH has set aside a budget of 15 Bil. VND (22.5 Mil. THB) to support lessen the financial burden of the customer by reducing its management and rental fee to customers who had to stop their operation due to the governmental COVID mitigation measures.

# Measuring Customer's Satisfaction

ACBH conducts customer satisfaction survey annually to analyze and monitor its customers' experiences, understand their expectations, and problems for further improvement in its operations.

## Customer satisfaction survey results



# Innovation

It is undeniable that we have to embrace innovation in order to be competitive in the world ever-changing business environment. Innovation can be in the form of introducing something new to the company-whether it's a new product, a new market. Innovation also includes improvement in existing products or processes or create new ones from scratch so to promote new value and business growth, stay competitive, and differentiate one business from others.

AMATA VN Group encourages innovation under 3 main approaches (1) expanding investment footprint in local market (2) Introducing new products or services (3) digitalizing for cost-efficiency and productivity.

## Investment in Long Thanh District

Amata City Long Thanh JSC (ACLT) has a total land area of 517ha in which 410 ha is designated for industrial park development while the remaining areas are for commercial activities under the subsidiaries namely Amata Service City Long Thanh 1 Company Limited (ASCLT 1) and Amata Service City Long Thanh 2 Company Limited (ASCLT 2). In year 2021, the main land development works have been completed and is ready to receive customer. There were numbers of interested investor under negotiation. Expected to receive first revenue in year.

In addition, ACLT has entered into a sale and purchase agreement to sell 49% of shares in ASCLT 1 and ASCLT 2 to the buyers under the framework agreement for a total consideration of VND 752 billion or equivalent to Baht 1,048 million. As a result, ACLT's shareholding in ASCLT 1 and ASCLT 2 decreased from 100% to 51% of total issued shares. The Group recorded Baht 554 million surplus from this transaction.



## Investment in Quang Ninh Province

The Ha Long project has total of 714 hectares of which an area of 123 hectares of land is now ready for sales. At beginning of year 2021, Amata City Ha Long welcomes its first customer-one of the leaders in solar panel, Jinko Solar Vietnam. Jinko Solar Vietnam total investment is estimated to amount to over 860 million USD which will bring employment to the Quang Ninh province of more than 4,600 people.



## Investment in Quang Tri Province

Amata City Bien Hoa Joint Stock Company (ACBH) has gotten green light from its board of directors 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 under the name Vietnam-Singapore Industrial Park J.V. Co., Ltd. The location is in Quang Tri province, central Vietnam, with total project area of 481.20 hectares. The 1st phase begins with 97.4 hectares. Both ACBH and Sumitomo Corporation will be holding 20% shares and VSIP holding 60%. In early 2021, the consortium has received the investment license and the project now is in the designing stage.



## Encourage innovation from within

The Group encourages our people to be creative and innovative as they can bring about new ideas that can save the company money or can even lead to avenue of growth. The Group joint with the initiatives of Amata Corporation for the “Innovation Award” where employees from Amata VN Group and Amata Group can submit innovative ideas or project under implementation for creating new products, improving the existing work process, or increasing efficiency. The winner can be presented directly by the founder of Amata Group, Mr. Vikrom Kromadit. In 2021, there were 6 ideas proposed and 2 projects implemented.

## Amata HR application

There are many channels for employees to voice their concerns or interest such as:



**Email:** one-way communication mainly suitable for work reporting



**Townhall meeting:** two-way dialogue between CEO, GDs, managers, and staffs held on a quarterly basis in which 80% of the meeting time is to update on overall business situation of the Group and update on working progress of departments.



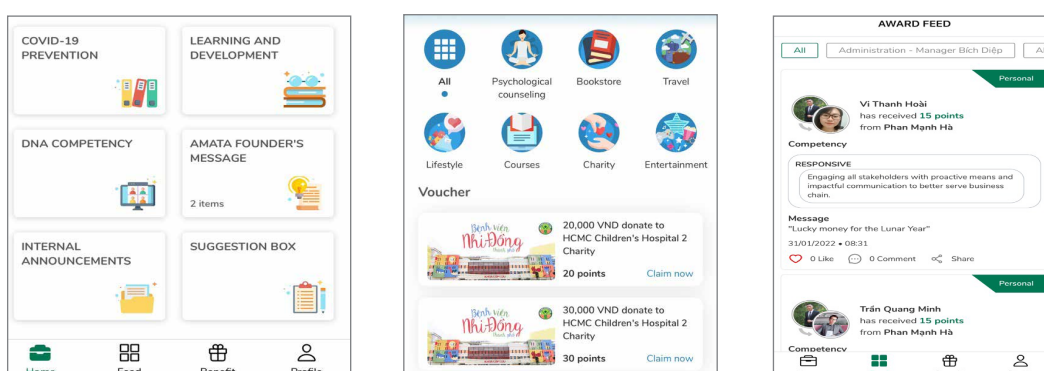
**Departmental meeting:** two-way communication and mainly concerns with internal department issues



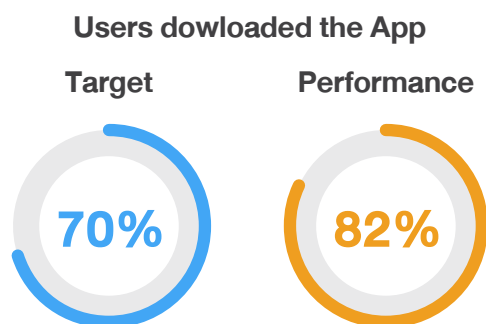
**Various applications** such as Line, Viber, Zalo, etc.. for both private and group conversation, however, information is not verified, and confidential information are not to be disclosed on this platform.

The Group is looking for an effective tool to digitalize employee engagement and foster a culture of learning under a unified platform. A mobile application “Amata HR” was designed for all employees of Amata VN Group. Amata HR is an integrated digital HR platform which facilitates engagement programs as well as employee recognition and retention efforts.

The application acts like an announcement billboard to update internal news, memorandum, and policies. It also is a platform to facilitate all users to develop their knowledge, participate in acknowledging their colleagues’ achievement in contributing to company’s development, as well as provide their suggestions to the Group. The Amata HR application motivates employees to participate in recognizing their friend’s achievements by giving points to that colleague. The points will then be converted to gift vouchers that could be used for purchasing good or services at shops that the company has alliance with.



## Numbers in 2021

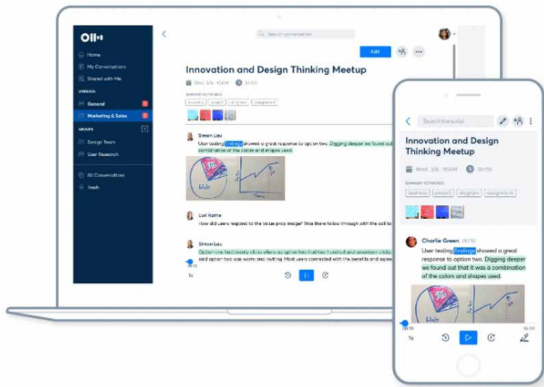


## Digitalize Minutes taking




On a weekly basis, there are countless numbers of meetings, and it is necessary to keep record of the meeting content to serve as a reminder of solution decided, as follow-ups for actions, and as a reference for team members who are not able to attend the meeting. Especially during the COVID-19 outbreak, and with the work from home scheme, there were even more meeting organized. However, with limited number of staffs and seeing it would not be productive to designate one person to produce the minutes of each meeting, in 2021, the Amata VN invested USD \$20 per month for a transcript software which automatically transcript recorded meetings live or from zoom, Microsoft team, other videoconferencing services or other voice recordings. This software has been used by many leading organizations such as IBM, Zoom, UCLA, Verizon Connect, etc..

The company investment in this application is considered economical for the company:

- helped save time and does not strain workload of existing employee
- minute taker does not necessarily have to be present in the meeting
- reduced cost of having to hire additional staff
- saved the environment by not requiring paper usage but use digital platform
- record and review can be done on real time from any devices (computer or mobile)









**Company saved per year:**

	cost of new recruits of at least	<b>180,000</b>	THB
	opportunity cost of	<b>528</b>	hours
	reduced Co <sub>2</sub> emission equivalent of	<b>2.84</b>	tonnes

**Uplifting to Smart IP**

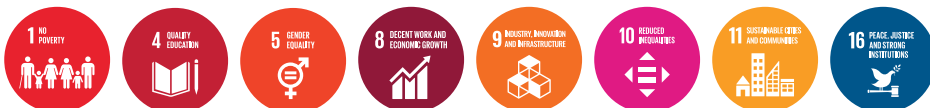
With target to becoming Low Carbon City by 2040, AMATA VN Group focuses on uplifting its current industrial park to “Smart IP”. Areas of emphasis are:

 <p><b>Smart Energy</b> incorporating renewable energy sources and environmental management technology for efficient consumption of energy.</p>	 <p><b>Smart Environment</b> collecting, monitoring, and controlling environmental information without having to be physically present.</p>	 <p><b>Smart Innovation</b> become an innovation hub for startups, research provides, R&amp;D centers, and leading companies</p>
 <p><b>Smart Community</b> creating a community that leverages the use of technologies</p>	 <p><b>Smart Manufacturing</b> utilizing various technologies and solution in the production to optimize the entire manufacturing process.</p>	 <p><b>Smart Mobility</b> the integration IoT to improve traffic flow and provide real-time traffic conditions.</p>



# Social Dimensions

Supporting Sustainable Development Goals





# Human Rights

The issues of human rights are gaining more and more importance on the global basis. As a corporate having international clients, AMATA VN Group strongly believe that all human beings are born with equal status, rights, and opportunities and we have the duty to respect human rights in our circle of influence. The Group should avoid violation of human rights which may be derived either through our activities or as a result of our business relationships with other parties. Abuse of human rights would impact to the business operations and caused negative reputations to the Group as a whole.

## Management Approach

AMATA VN Group is committed to upholding human rights and integrated human rights due diligence along our entire supply chain. Human rights principles have been embedded in the Group's policies, enterprise risk management frameworks and processes. Our commitment that fosters human rights are instated in the Code of Conduct (treatment to shareholders, treatment to company staff, treatment to customer, treatment of business partners).

### Identifying potential impacts on human rights

Human rights risk assessments have been conducted during various stages of our supply chain. Before any industrial development project is initiated, an Environmental Impact Assessment (EIA) study is being conducted. The study includes identification of human rights risks relating to resettlement, socio-economic condition of the project area, environment, people's safety with appropriate mitigation and monitoring measures. The Group also has evaluated the impact on human rights risks through its enterprise risk management process. Human rights risks were considered not as much affected as the Group obtained land complying with the government land zoning regulations, provided resettlement areas and compensation fee to existing settlers, and follows EIA requirements.

### Our commitment

To ensure that human rights are respected in our sphere of influence, in 2021, the Group has announced Human Rights Policy. The Policy is in compliance with the International Labor Organization (ILO) and the Principles of the United Nations Global Compact (UNGC) and covers all internal and external stakeholders within the Group's business value chain. In addition, Supplier Code of Conduct that emphasizes on non-discrimination, equal opportunity, appropriate work conditions, as well as elimination of forced and child labor was instituted. The established polices have been communicated to employees at all levels and to our business partners and suppliers.

### Creating awareness

To build better understanding and embed respect of human rights to our employees, training on human rights was organized in 2021 at AMATA VN of which 83% of the employees attended.

### Complaint mechanisms

The Group has in place whistle-blowing channel to report any potential human rights violation. Both our employees and all external stakeholders can report suspected cases either by telephone, on our website, or post mail. We thoroughly investigate all complaints received and take actions in accordance to the law if necessary. In 2021, there were no noted violation of human rights complains from our employees and from external stakeholders.

# 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 obtain and retain personnel so to increase productivity and thereby increase profitability.

## Management

Human Resources Management Committee (HRC), whereby the Chief Executive Officer of AVN is the chairperson along with General 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 updated with the changing business environment and be in accordance with human rights, local laws, and international standards. The Human Resources (HR) department is responsible for implementing the standards approved by the HRC and works hand-in-hand with leaders from various functions and business units to develop attractive compensation models and benefits, along with strategies to further strengthen our employees' engagement following the Group-wide HRC guidelines and requirements. Channels for complaints are provided to listen to the voice of all employees- be their suggestions, problems, or expectations. Annual employee engagement survey is conducted to provide a better workplace and retain its employees.

## Corporate culture

There has been many dramatically change over the last few decades, especially with the two years hit of the COVID-19 pandemic, the business world is faced with volatility, uncertainty, complexity, and ambiguity. To keep up with the changes, the Group has redefined its group's DNA to be more agile in early of year 2021. The DNA is the expected behaviors of all employees in Amata VN Group.

Every employee, new and old, has been trained on the new DNA and was assessed based on the new DNA during the year-end performance evaluation.



## Talent Attraction and Retention

Human resource plays an important role in driving towards achieving the success of the Amata VN Group. Building a team with top caliber people will enable the company to be better prepared for the competition in the market. Nevertheless, it is also essential to ensure the talented employees stay with the company for a long-term to build strong engagement. Engaged employees will increase overall productivity and are more committed to the success of the company.

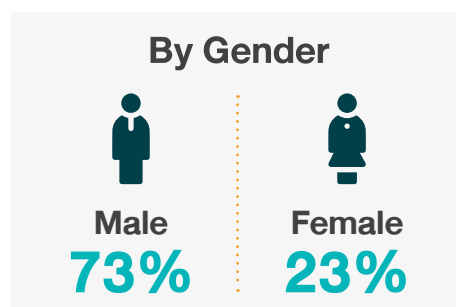
### Approach to attracting and retaining talent

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 manpower requirement is in line with the company's business strategies to support business expansions in Thailand and in Vietnam. The recruitment process is open to interested candidates to apply with equal opportunities, free from biasness and discrimination. The Group allows and gives priority to existing employees to apply to any job openings as it believes "recruitment from within" will save training time, reduces recruitment costs, and in particular, helps retain skilled employees. External applicants are obtained from the company's cooperation with targeted national universities, headhunters, company's and job board website, as well as, from referral of existing employees.

The Group is aware that appropriate compensation management is one critical in attracting recruits. To ensure a competitive remuneration structure, the HRC regularly review compensation and benefit programs by analyzing data and benchmarking with other companies in the same business sector.

### Recruitment performance

Recruitment	2018	2019	2020	2021
Total recruits	9	16	16	26
Internal	1	0	4	8
New recruits	8	16	12	19
# of promotions	-	2	0	4



### Performance Assessment and Reward System

The Group reward its employees based on their performance (Pay for Performance principle). The annual bonus depends on individual performance and objective achievement. Additionally, the bonus calculation also reflects the company's group overall performance. To ensure a fair and transparent assessment, 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 both share the same understanding, leading to improved work efficiency and drive the Company towards achieving the set goals. All employees and executives Group-wide are being evaluated and based on the level of responsibilities, they are being assessed. The performance assessment is 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 based on the core competency of the Company and the expected employee characteristics
- 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 operation Level

Employees at operational level will be assessed mainly on their behavior (AMATA DNA) of 90% and attendance of another 10%

### Evaluation and Remuneration for Staff Level

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

### Evaluation and remuneration for Managerial Level and above

Employees at managerial level 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 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.



Moving forward, Amata VN will deploy 360-degree feedback for managerial level and selected staffs to help identify Rising Star, Succession Plan & Retirement, and Individual Development Plan (IDP).

## Welfare program

Welfare benefits are another factor that support in attracting and retaining desired pool of employee. 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, AMATA VN appointed one staff to represent in the Welfare Committee at AMATA Corporation which were held on a quarterly basis.

The Welfare Committee comprised of 18 representatives from Amata Group's employees. The committee represents the voice of employees to the company in terms of benefits preferred, work life quality, and is also the floor to express their concerns or offer suggestions for improvement.

The current welfare benefits provided include annual health examination, medical treatment and dental treatment fees, life insurance and accident insurance, provident funds. The extent of welfare benefits coverage is in accordance with the criteria set by the Company.

For subsidiaries in Vietnam, all employees (excluding general directors and expatriates) of ACBH and ACHL are voluntary members of the labor union which belongs to the Vietnam General Confederation of Labor (VGCL) under the administration of the Communist Party. The labor union members will elect labor union executive committee consisting of 3 - 7 members. The labor union executive committee represents and protects the rights and interest of the employees and make recommendations to the management of the company. The company contributes 2% of the employee's salary to the operation of the labor union each year. In Vietnam, benefits include healthcare insurance, meal allowances, petrol ad mobile allowances, birthday/marriage/funeral support fees, allowances for special occasions. The petrol, mobile, and business travelling allowances are also provided to employees subjected to their business work functions.

All employees who passed the probation period are eligible to the above benefits.

## The voice of employees

AMATA VN Group provides several channels 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. Channels for employees to voice their grievance are as follow:



- 1 Send by e-mail or line directly to the Chief Executive Officer
- 2 Send by post mail to the Post Office PO Box 7, Monterey Tower, Bangkok 10323
- 3 Send through Suggestion Box located in the office
- 4 voice their concerns through Employee Engagement (EE) Survey
- 5 Voice their concerns through Labor Union chairperson within the company (for subsidiaries in Vietnam)

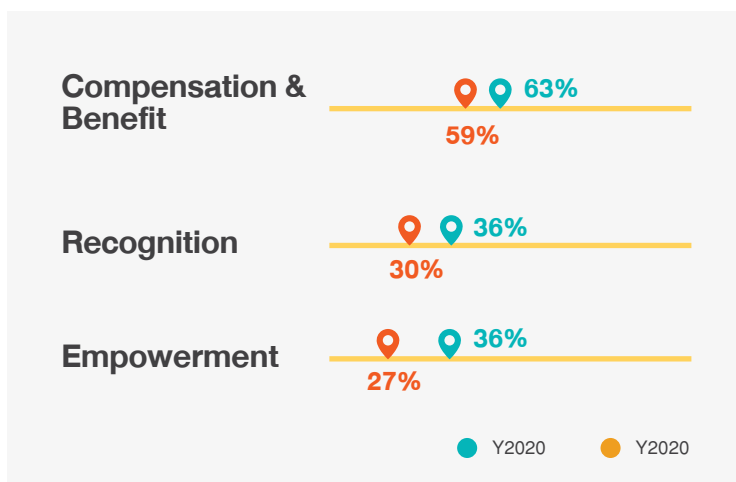
Grievance received will be compiled, reviewed, and analyzed based on actual facts by HR manager. Depending on the degree of seriousness and the extent of possible loss/damages of the incident, an ad hoc investigation committee will be appointed undertake the investigation of the true facts following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

In 2021, there were zero significant complain received from employees.

## Employee Engagement

Employee Engagement (EE) Survey is a tool the Group applied to help facilitate communication between managers and employees. It also measures the level of employee commitment, motivation, morale, and specify areas where the Group could improve. All responses are kept confidential and not be distorted, modified, or changed. By using random survey code for each employee, company will only know the results to analyze while the name of respondents will be unknown. The EE survey is digitalized to avoid the unnecessary of using paper that will lead to deforestation of the earth. Digitalizing also enabled easy and quick access and completion of the survey.

Through the continuous improvement within the organization, the result from EE Survey in 2021 reflected the increased in satisfaction of the employee in 3 main areas of their interest: Compensation & Benefit (C&B), Recognition and Empowerment.



Moving forward, the company will come up with appropriate action plans, focusing on reviewing the salary structure while benchmarking with other companies in the same business sector as well as generate non-financial reward structure to support the recognition program. On the side of empowerment, the company will work to increase the competency of the employees, build trust and promote the development of DNA behavior competency.

# 100%

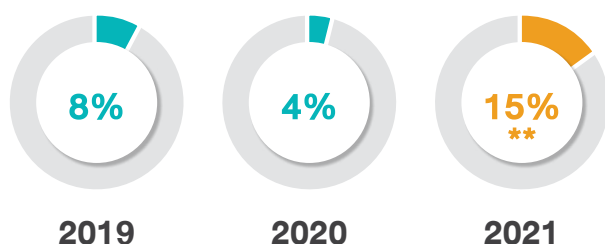
Employees participated in EE Survey



## Employees's satisfaction results



## Employees Turnover Rate



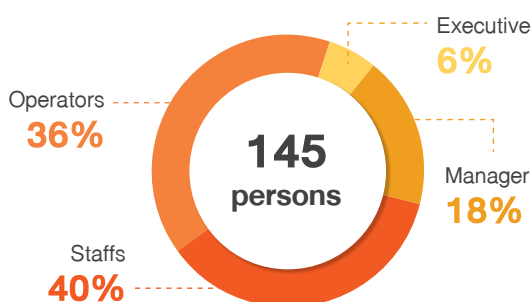
In year 2021, the turnover number is misleading as there has been a number employee being transferred from one subsidiary to another subsidiary in the Group, accounting to 32%, to help support the expanding projects of the Group.

## Human Capital 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. The development program training was generated from the annual employee performance evaluation, from feedback from the Employee Engagement Survey, request directly from employee, corporate culture, and from assessment of the market trend. With consideration to the above factors, training in 2021 is geared towards technical skills, leadership skills, soft skills, and digital applications to close skill gap in the organization.

Due to COVID-19 situation, in 2021, the company was able to organize a total of 25 training programs of which 12 courses are to close the gap in technical skills to be updated with the market trend, 7 courses where to develop employee's soft skills, 3 programs empowering leadership, and 4 sessions on utilization of digital platforms.

### Human Capital Proportion



Average training hours per employee (Disclosure 404-1)	Hours / Person / Year	
	2020	2021
Total employees	6.32	19.66
Male employee	1.87	16.57
Female employee	4.45	3.09

Average training hours per employee (Disclosure 404-1)	Hours / Person / Year	
	2020	2021
Executive level	2.06	4.72
Managerial level	2.13	21.58
Staff level	2.14	39.41



## Health and Safety

Workplace safety is important to the health and welfare of employees and the overall health and productivity of the Group as employees are the most important asset and the key component contributing to the growth of the Group. Therefore, the Group places priority on the well-being and safety of our employees. We try to safeguard them against accidents and work-related illnesses, especially during the COVID-19 pandemic. The ultimate goal of the Group is to achieve Zero Injuries work environment.

The Group takes proactive actions to protect the well-beings of the employees through assessing and evaluating the risk involved in the workplace in order to implement preventive measures to avoid, minimize and remedied the risks. The Group will generate implementation checklist and plan which indicates responsible person and planned period for action on an annual basis. In addition, the Group strictly abides with the requirements and regulations as stipulated in the Law on Occupational Safety and Health (decree No.39/2016/ND-CP of Vietnam), the Labor Protection Act B.E.2541, the Occupational Safety, Health, and Environment Act B.E.2554, and other relevant laws.

To achieve the ultimate goal, Amata City Bien Hoa has executed activities to promote work safety among its employees and stakeholders.

## Fire and Evacuation

Fire safety training is crucial as to ensure that our employees and customers know how to act appropriately in event of fire so that to avoid or reduce risk of injury or loss of life. Amata City Bien Hoa (ACBH) organizes fire drills training every year in collaboration with professionals from the Fire Prevention & Fighting Police of Dong Nai to educate employees and customers on basic fire-fighting skills so that customers and employees are familiarized of the fire safety arrangements and reminded of actions to be taken if fire occurs. Costly damages and potential fines to the business can be avoided.



In addition, ACBH has one fire station, fully equipped with personal protectives and safety equipment, on site to monitor and suppress emergency situation within the estate and nearby neighborhoods.



## Handling Covid-19

Vietnam was hit hardest with the delta virus variant in year 2021. The Group has taken established procedures and precautions to protect its employees from infection of COVID-19. The Group abides with the requirements of the government and continues with measures implemented in 2020 such as social distancing and Work-From-Home program. In addition, the Group provides basic equipment to be given to employees such as surgical masks, portable hand sanitizers, COVID-19 Rapid test kits. At the workplace, safety measures such as body temperature screening before entering the premise, recording of personal data upon entrance, and disinfection and sanitization of office space and facilities.

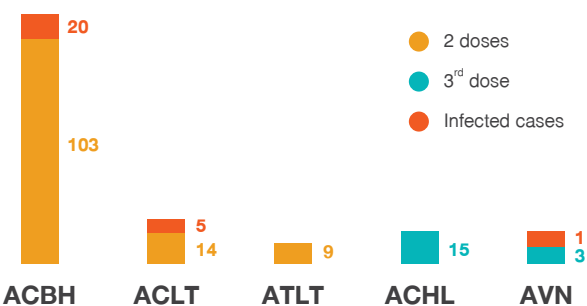
The Group believes the only way to keep the pandemic under control is to have vaccines. In 2021, the Group worked with local hospitals and government agencies to provide vaccines for all our employees. The Group also liaised with local hospitals to fasten the process of accommodating our employees if they are infected and suspected infected employees are provided quarantine area to isolate them from their families.

Safety measures and precautions were communicated and COVID situation updates were shared in the internal “Amata VN - all staff” chat line. The Group invited disease control experts from Disease Control and Prevention Center of Dong Nai, Siriraj doctors, and other experts to give guidelines and educate both our employees and our customers on-line matters relating to COVID-19 such as prevention, how to perform self-testing, and vaccine information.

## Performance 2021



**100%** employees are vaccinated with  
2 doses (except infected cases)



**ZERO**  
LTIFR in 2021

# Community and Social Development

The industrial estate development is the foundation of Vietnamese economic growth. AMATA VN Group takes pride in being a part of promoting to the development of the people, the economy and society of Vietnam. Despite the positive contributions made, there are also negative impacts we bring about to local communities and society through our operations. Aware of these impacts, we are committed to supporting the communities to create positive relationship and live in harmony with one another. The community survey is a tool that is used to indicate whether the community is happy with the operation and with the activities being initiated for the community.

As being the only site in operation at the moment, most of the activities supporting the community is performed by ACBH. However, other subsidiaries also started engaging with the community surrounding them. In 2021, the Group places importance on supporting the community at country level and in the vicinity of estates on disaster relief. In addition, the Group offers support to the safety and well-being of the community and education for the children. Upon the assessment of the possible impact of our businesses, the management has determined that the company should take care of the people living within 7 kms diameter the project site offices.

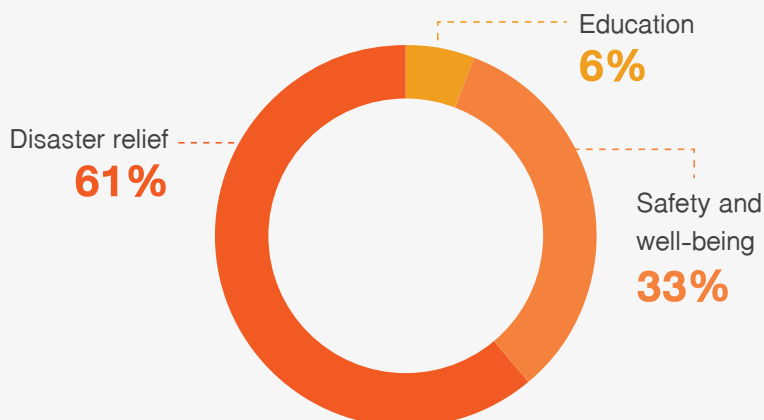
## Our community engagement activities – 2021



Total social investment by AMATA VN Group

**13** **19**  
Bil VND Mil THB

Year 2020 social investment was **1.8 Mil VND** (2.5 Mil THB)



## Safety and well-being

### Support E-Identification Card Registration

Online and electronic transactions, especially with governmental agencies, have become more and more popular, especially during the COVID-19 pandemic. However, the former system requires digital signatures in order for on-line transactions to be valid and accepted by the authorities which is too complicated and time-consuming for some individuals. Therefore, the Vietnam government began to implement E-Identification Card to cut out the above process.

ACBH voluntarily support the Dong Nai Police in speeding up the registration for E-Identification Card for citizens within and around the industrial park as we believe that it is part of protecting the rights of the citizens and provide safety for the community in enabling quick identification of person responsible for fraud or illegal actions. Providing facilities for the Dong Nai Police at our industrial park also facilitate the citizens from having to travel back to their hometown for this process which saved employees the hassle and not having to lose their working days for this matter. In late May of 2021, ACBH supported the registration of 5,300 citizens during the 16 days of organizing.



### Clean Society

A clean neighborhood is important to keep the people in community healthy, safe, and away from disease. ACBH employees, customers from our industrial park, and environment students of Dong Nai University of Technology got together with more than 130 members to participate in “Safe Earth Save Us” campaign to help clean up litters and trashes for Group#8 of Long Binh neighborhood. In addition, the group of volunteers also had broken manholes covers repaired for public safety.



## Supporting the less privileged

There are many less privileged families living within the parameter of our estate. The company wishes to provide some encouragement and morale support to uplift their spirits especially during the festive seasons. ACBH has granted 150 gifts which included rice, eggs, cooking condiments, etc with total worth of VND400,000 each to children with disability and orphaned children during Tet festive season and 250 gifts were offered to less privileged people during the Covid outbreak.

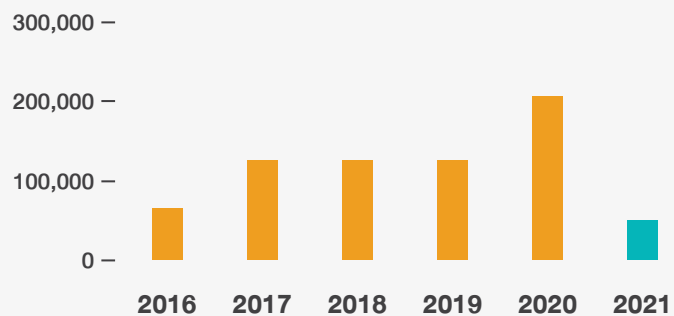


## Supporting “Blood” to the nation

Vietnam was facing a severe shortage of blood supplies in 2021. As an industrial park with population of about 60,000 people working in the estate, ACBH cooperated with the Red Cross of Dong Nai Province and the Cho Ray Blood Transfusion Center to encourage blood donation 3 principles: Safe for donors, safe for recipients and Safety for medical staff. The event has received the lowest volume of donor of 147 people and collected 51,450 cc of blood to contribute to the national blood bank due to the fear of infectious outbreak of COVID-19 that hit Vietnam hard since May 2021.



### Volume of Blood Donated

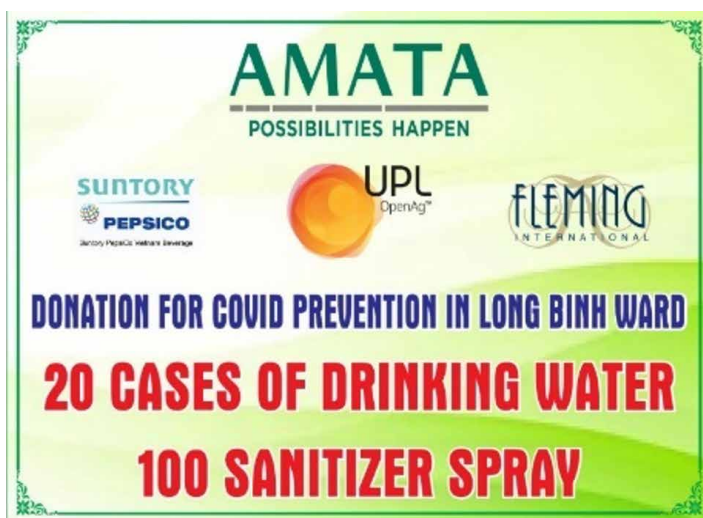


## Disaster Relief

The fourth wave of COVID-19 which started late April was the most serious outbreak of Vietnam. In just a few weeks, there are over 1,600 cases were recorded and the pandemic has infected more than 1.8 million citizens although there are many preventive measures implemented by the government. Dong Nai, the province in which ACBH is located, is ranked as the 4th hardest hit provinces of the country. Along with following the requirements of the national preventive measures and in cooperation with the local authorities, ACBH made many contributions to supporting the fight against COVID-19 spread and helped be the focal area in linking between the local authorities, health centers and citizen our community to access support relating to COVID-19.

## Supporting the medical centers

ACBH has pulled together customers from within the industrial park to jointly support equipment for the local hospital. In November 2021, ACBH has donated 2 oxygen ventilators and customers has donated 15,500 medical mask and 25 medical protective clothing with total worth of 141 mil VND to Long Thanh Hospital. In addition, ACBH bridged Suntory Pepsico, UPL Vietnam, and Fleming international (customers in ACBH industrial park) for donation for COVID prevention of 20 packs (480 bottles) of drinking water and 100 sanitizing sprays. ACHL also contributed 3 Bil VND to Quang Ninh province for purchasing of PCR testing machines.



**AMATA**  
POSSIBILITIES HAPPEN

**SUNTORY PEPSICO**  
Suntory PEPSICO Refreshing Beverage

**UPL**  
OpenAg™

**FLEMING**  
INTERNATIONAL

**DONATION FOR COVID PREVENTION IN LONG BINH WARD**  
**20 CASES OF DRINKING WATER**  
**100 SANITIZER SPRAY**

## Supporting for Vaccination

The Group believes that getting vaccination is the only method to overcome and stop COVID-19 from spreading, therefore, the Group strongly supports the government to obtain enough vaccine for the country. The Group jointly contributed about 5 bil VND (equivalent to 7 mil THB) to the purchasing of vaccines for the citizens of Vietnam. In addition, ACBH has helped organized proper location for vaccination and provided training on PCR testing and implementation of 3Ts for people in the estate as mentioned earlier in the customer relations management under “supporting customer during COVID-19”.



## Supporting quarantine area and medical station operation

ACBH has established a medical station within the industrial estate to quickly process infected patient (F0) for treatment and detect possible risk of infection person (F1) to be located in the quarantine area provided by ACBH for close monitoring and isolate from the population.





## Education for the children

In 2021, ACBH has bridged Suntory Pepsico Co., Ltd with Dong Nai Union of Friendship Organization (DUFO) and Long Binh People’s Committee for donating 21 computers and one water filter machine, and 100 water bottles for children at Long Binh Junior High School.



## Community satisfaction

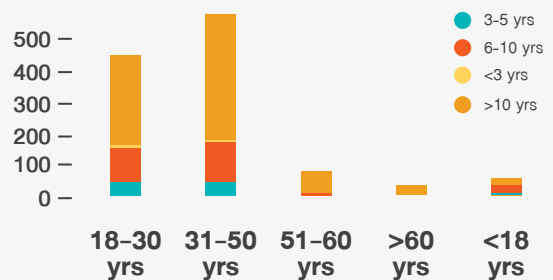
The community satisfaction survey was conducted with sampling size of 1200 representatives from the community who lives in Long Binh commune within 7 kms diameter from Amata City Bien Hoa industrial park.

Based on the result from the community satisfaction survey conducted this year, the people in the community have positive perception towards ACBH and perceived Amata of being an industrial park that is famous and attracts foreign investment into the province which helped provide jobs for the community. In addition, the people appreciated the nice green park that ACBH opens for public to usage. However, there are some uncertainties on environmental aspects such as noise, air pollution, water discharge and possible fire events. ACBH will takes the concerns forward to the management for further investigation and make corrective actions if the events are assessed as risk.

Since 2020 and continuing to 2021, ACBH has helped supported the people in the community through the COVID-19 situation. The people in the community are more aware of the company’s contribution and as the result, in 2021 ACBH has received a very positive response from the people in the community. The community satisfaction score obtained for the result of the survey conducted was 99% in year 2021, as compared to 2020 of 59%.

### Profile of respondent

#### Age and years living in Long Binh



**21%**

of respondents works within the industrial park

**97%**

of respondents have friends or relatives working within the industrial park

**98%**

of respondents confirmed CSR activities implemented met with the needs

**58%**

2020

**98%**

2021

Increase in people’ aware of the CSR activities

**99.6%**

Community satisfaction in 2021



# Environment Sustainability

Supporting Sustainable Development Goals



# Environment Impact 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.

The management actively manage and monitor the environmental parameters relating to the business operation such as wastewater discharged quality, air emission quality, and proper disposal of different types of wastes to be following the Vietnamese regulations. Aside for the monitoring the environmental parameters from the business operation, the management also strive to utilize the natural resources efficiently and cautiously.

## Environmental Impact Assessment (EIA)

Adhering to the Decree 18/2015/ND-CP of the Socialist Republic of Vietnam, all projects of AMATA VN Group has undergone the strategic environmental assessment, environmental Impact assessment, and has environmental protection plans for monitoring and mitigating of the impact in an appropriate manner which is submitted as an EIA report to the Ministry of Natural Resources and Environment for approval. Once approval is obtained, the Group is to operate in accordance with the requirements stated in the EIA report. The project's operating performances will be sent to the Department of Natural Resources and Environment of the province in which the Group's project is located on a bi-annual basis. The reports include wastewater management, air quality (air, noise, and vibration), and solid waste management.

Environmental Qualities	Compliance to	Parameters
Water discharged from central wastewater plant	National Technical Regulation on Industrial Wastewater QCVN40:2011/BTNMT	pH, Color (Pt-Co), Temperature, Biochemical Oxygen Demand (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>
Air quality	National technical regulation on ambient air quality QCVN 05:2013/BTNMT	Nitrogen Dioxide: NO <sub>2</sub> Sulfur Dioxide: SO <sub>2</sub> Total Suspended Particulates: TSP
Solid Waste management - both domestic and hazardous - waste disposal	Decree 38/2015/ND-CP on management of waste and discarded materials; Circular 36/2015/BTNMT management of hazardous wastes	Proper collection, transporting, and management of solid wastes

## Wastewater management

ACBH has installed an on-line sensor to monitor the amount of chemical oxygen demand (COD) and the bio-chemical oxygen demand (BOD) level of treated wastewater to ensure the water quality is within the permissible limit. In event of non-compliance, the sensor will notify the relevant operator take appropriate actions to remedy the situation immediately. Wastewater effluent is continuously monitored, and the effluent is automatically sent to Department of Natural Resources and Environment (DONRE). In 2021, there was 1 event in which the company was not able to resolve on time the amount of phosphorous concentration discharged by one of the factories in the industrial park. The penalty fee was 540 mil VND (equivalent to 810,000 THB) in which ACBH gets disbursed back from the said factory. The audited data is demonstrated in the environmental performance section at the end of the report.



## Air management

Air qualities 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 2021, the result of air quality is within the threshold allowed by the authority. The audited data is demonstrated in the environmental performance section at the end of the report.



## Solid waste management

Large volume of solid waste is being generated within Amata City Bien Hoa industrial park as the result of both the customers' operation and industrial park's operation itself. Proper disposal of solid wastes (both hazardous and non-hazardous) is the essential to keeping the community clean, free from disease relating to hygiene, and protecting the environment. As one of the companies that generates waste, ACBH is responsible for the disposal of our wastes and therefore, chooses service providers who are certified for having proper waste disposal management system only. The same requirements were instructed for customers in our estates. All wastes generated by ACBH has been transported by certified treater for further processing in accordance to the law.

## Water management

ACBH redistributes raw water supply to its customer therefore the quality has been assured by the external supplier. The company emphasizes on utilizing the water supply efficiently. Water pipes within the estate is regularly checked and fixed to reduce water leakages to be within the target range of no more than 2%. In addition, the company tried to efficiently utilize water in the landscape areas within the estate by watering during the morning to avoid much evaporation of the water. At Amata Service Building (ASB), auto-stop time delay faucets were installed to control the water flow rate and the amount of water usage per turned on. The management has set target for water reduction at 25% in year 2025 with base year of 2018 under normal operation. In 2021, the leakage rate is within range and the water usage at ASB has reduced to 36% compared to base year 2018. However, this is not a normal situation as during the COVID-19 outbreak during late April 2021, many customers within the building have operated 50% at their offices.

 **Target 2025**

**25%**

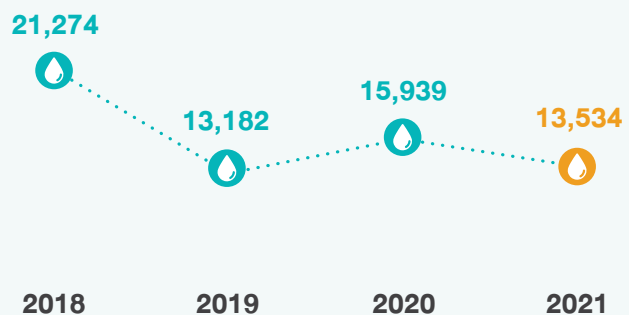
Reduction of water usage at ACB in normal situation (base year- 2018)

 **Performance 2021**

**36%**

Reduction of water usage at ACB (base year- 2018)

 **Statistic of water usage in ASB**



## Land use efficiency

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. Every project development of the Group has a land-use plan to manage resources in an integrated manner in order to achieve better and sustainable land management as well as promoting environmental and social effect that will benefit the local community. The land-use plan process includes analyzing the physical conditions relating to environment, social, and economy of the project land area and identify potential alternatives for land usage, together with determining the amount of land needed to support now and, in the future, according to the socio-development of the local area. Where issues might be created to the surrounding environment, the problems are to be addressed during the land use planning process to ensure that the land can continue to be used for generations to come after the development has occurred.

# Save Earth Safe Us

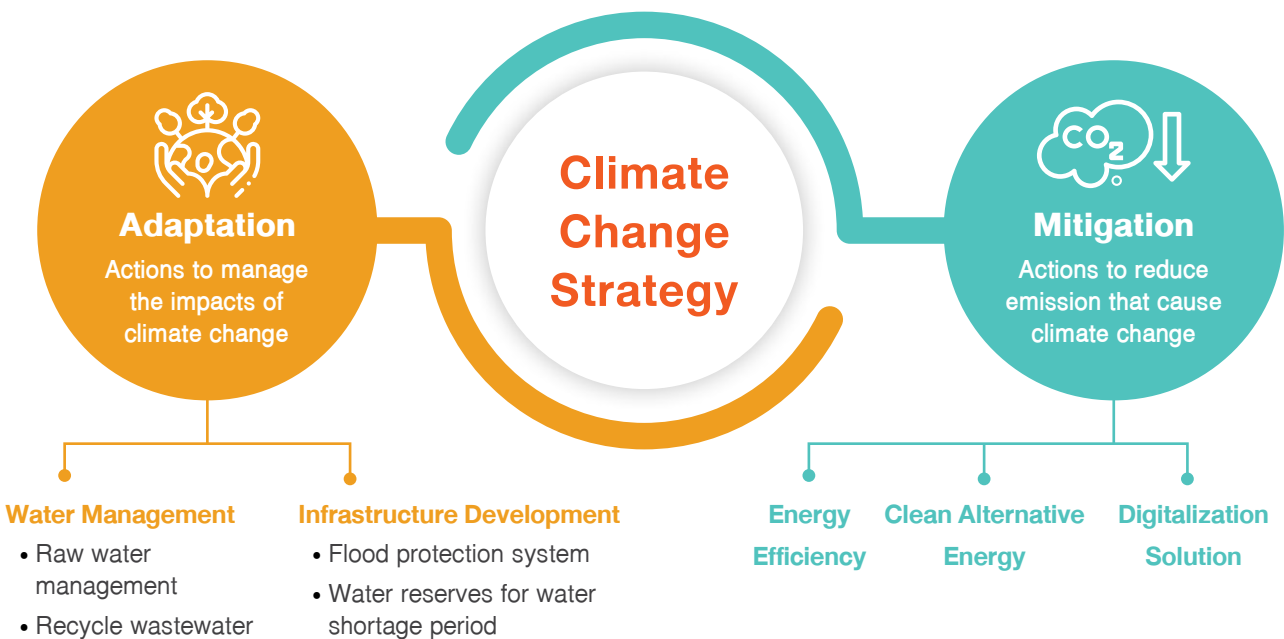
ACBH encourages its employees, customers, and the community to play a part in preserving the environment. The “Safe Earth Safe Us” campaign held on the April 28th was part of the company’s initiative to create awareness. ACBH has sent invitation to customers as well as Dong Nai Technology University (DNTU) to participate in this activity with the objective to promote clean and safe environment for the community we live in. The activities had received interest of 130 volunteers from the customers (such as Ohta, KMC Chain , Fleming, Nisshin, Seifun, Otsuka, Mitsuba, Brother, Kureha) ACBH employees and DNTU students of Environmental Department. The volunteers jointly collect garbage and replaced damaged manholes covers for the Quarter 8 of Long Binh Commune.



# 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, wants to play a part in contributing to global effort to tackle climate change.

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 set short-term target since 2020 for reduction of greenhouse gas emissions (GHG) to be at least 5% (from 2017 base year) for year 2022, reduction of 7% in year 2025 and strive to become Low Carbon City in 2040. 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.



## Energy efficiency

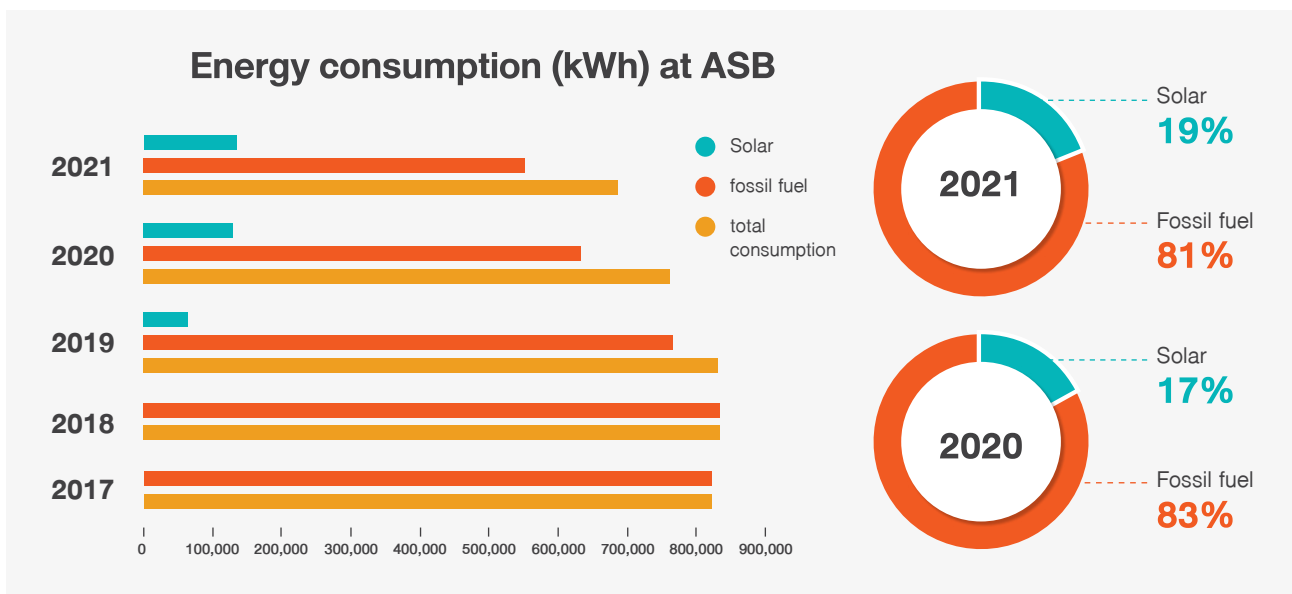
The use of energy from fossil fuel represents one of the largest sources of greenhouse gas emissions. In 2017, the total amount of energy consumed of Amata Service Center (ASC) accounted for 821,486 kWh with GHG emission of 478.19 tons of carbon dioxide equivalent. Many initiatives have been implemented 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 one floor are some examples.

With these initiatives being implemented since, in 2021, ASC consumed total energy of 683,337 kWh of which 19% were generated from solar energy and emitted GHG 273 tCo2eq. The GHG calculation is in accordance with Thailand Greenhouse Gas Management Organization (Public Organization) (TGO). However, the consumption in 2021 might not be good representative of normal operation due to the COVID-19 pandemic. Many tenants in the building were working remotely at home.

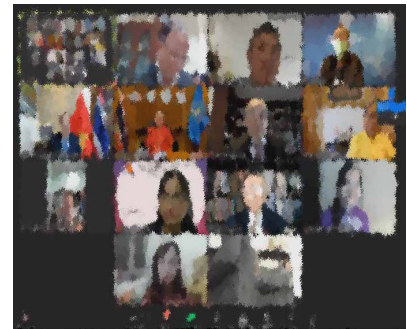


Energy consumption in ASC (kWh)	2017	2018	2019	2020	2021
Solar	0	0	62,687	127,811	132,871
Fossil Fuel	821,486	832,037	764,389	630,162	550,466
Total energy consumption	821,486	832,037	827,076	757,973	683,337

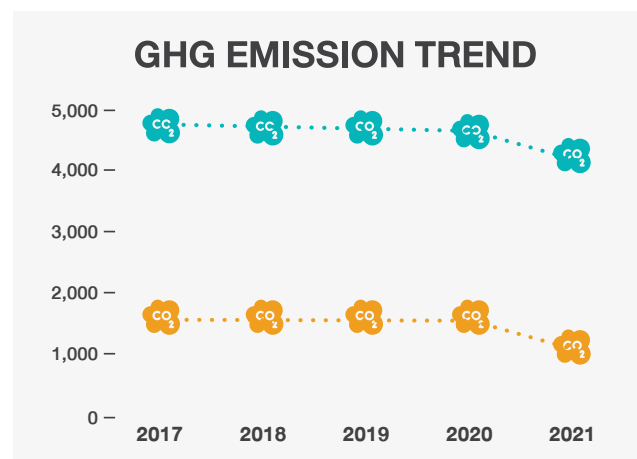
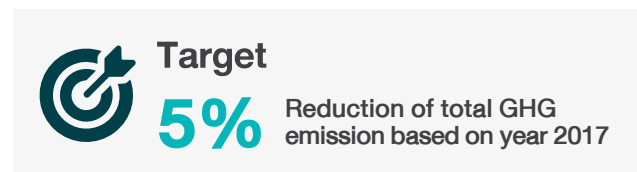
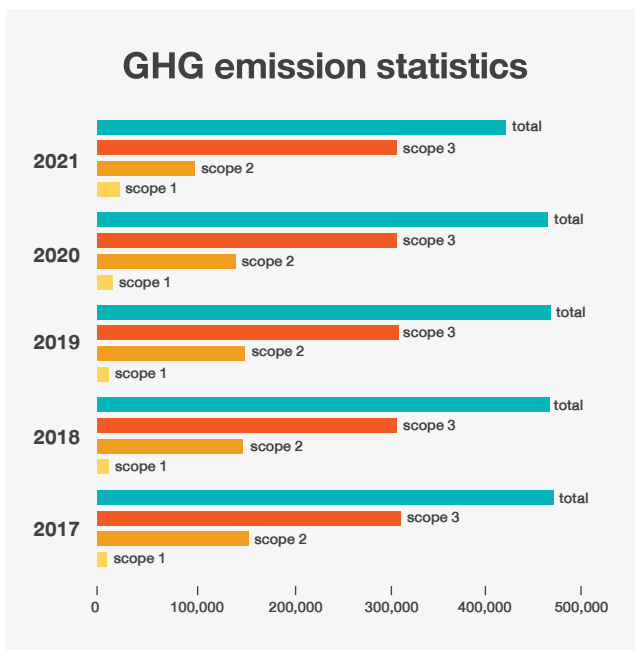


## Digitalization

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 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 even seminar participation. In addition, the many operational processes have been converted into digitalization for example HR applications, minutes writing, e-invoices, and e-receipts. This transformation has helped the company not only to save the operation expenses but also helped in reducing the GHG emission from reduction in usage of paper, in fossil fuel for airflights and local transportations, in electricity consumption relating to the activities.



## Performances



Total GHG reduction has slightly reduced in the past years. In 2021 there was a 10% reduction in GHG emission, however, if calculating the direction emission by the ACBH, there was a drastic reduction of 29% (Scope 1 and Scope 2) as compared to based year of 2017. Yet, the operation in 2021 might not be considered a good representative of a “normal” situation due to COVID-19 pandemic.

The carbon footprint that has been used in year 2021, has been verified by third party and has engaged with Thailand Greenhouse Gas Management Organization for registration in March 2021.

## 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:

Projects	Infrastructure adaptation actions
Amata City Bien Hoa	<ul style="list-style-type: none"> <li>• reserve 1- day water supply for whole industrial park's operation</li> </ul>
Amata City Long Thanh	<ul style="list-style-type: none"> <li>• land leveling of +2.05m and construct flood protection dike (calculation based on 100 years historical data of rainfall in the area)</li> </ul>
Amata City Ha Long	<ul style="list-style-type: none"> <li>• land leveling of +2.1m and construct additional flood protection dike aside from that already provided by the district</li> </ul>

## 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, Number 4) 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.



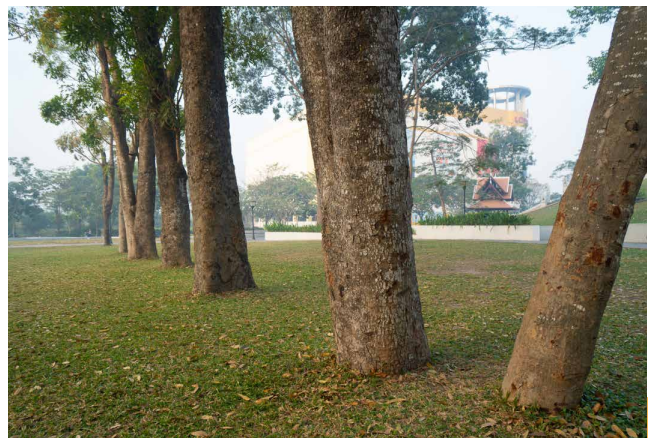
In 2021, UNIDO has organized a 3-day Global Knowledge Exchange 2021 - Peer Learning on Eco-industrial Park Management and Implementation where various industrial parks that are transitioning themselves to become an Eco- Industrial Park shares their achievement and experiences to members within the UNIDO program.

# Biodiversity

At present, biodiversity goes on the opposite direction with the development of urbanization. As the community becomes more developed, the faster the diversity within the community declines. Aware of these circumstances, all projects of AMATA VN Group underwent environmental Impact assessment (EIA) process which also study the biodiversity of the “before” project development and takes into consideration the effects of the project’s development on biodiversity by integrating potential impacts into the mitigation hierarchy of avoidance, reduction, and offset measures. The company is located near mainstream that provides water for the Long Binh community. ACBH pays importance to the quality of water discharged from the company’s operation with constant testing of the water quality both upstream and downstream. In addition, reports of the project’s operation performances are sent to the Department of Natural Resources and Environment of Dong Nai on a bi-annual basis. It is a pride of our company that the quality at our discharged area is better than that of the upstream.

## Management of green area

ACBH strives to keep the minimize the impact of its operation on the biodiversity of the community. It has allocated 20% of the total land area as green space to preserve and restore ecology. In addition, within ACBH industrial park, we have plant nursery of 400 sqm to nurture young trees to replace unhealthy ones and to use as stock for plant at our expansion area with objective to boost biodiversity within the industrial park. At present the industrial park have more than 48 species of trees and 47 species of flowers for landscaping.





# Appendix

# Performance Statics

## Economic Performance

	2019	2020	2021
<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)	2.72	2.71	4.57
Earnings per share (THB)	0.002	(0.03)	0.73
<b>Revenue (Million THB) (Disclosure 201-1)</b>			
Revenue from sales and services	531.26	466.75	1,557.98
Total revenue	709.80	507.50	2,189.79
Total revenue (not including other incomes)	699.83	500.70	2,181.25
Net profit	21.24	(20.56)	744.78
Net profit (attributable to equity holders of the Company)	1.56	(30.08)	686.08
<b>Financial Position (Million THB)</b>			
Current assets	1,901.69	710.87	3,246.86
Total assets	7,538.54	7,820.55	11,846.93
Current liabilities	912.71	1,045.09	3,240.95
Total liabilities	3,736.16	3,909.03	6,806.38
Registered and paid-up capital	467.50	467.50	467.50
Total shareholders' equity attributable to owners of the Company	2,889.66	2,866.43	5,040.55
<b>Financial Ratios</b>			
Return of equity (%)	0.69%	-0.71%	18.84%
Return on assets (%)	0.30%	-0.27%	7.57%
Gross margin (%)	53.20%	51.98%	34.62%
Current ratio (times)	2.08	0.68	1.00
Debt to equity ratio (times)	1.29	1.36	1.35

	2019	2020	2021
<b>Tax and Tax Incentive (Million THB)</b>			
Income tax expense <sup>1</sup>	54.87	29.76	144.37
<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 (Million THB)	341.79	313.24	1,147.57
Local purchases of goods and services (Million THB) (for operation in thailand)	61.93	31.05	26.88
Percentage of Local purchases of goods and services	85%	91%	98%

Note

<sup>1</sup> Information based on AMATA VN PCL financial statement 2021

## Environmental Performance

Amata City Bien Hoa	Unit	"Standard Vietnam "	2019	2020	2021
<b>Water management</b>					
Total amount of water supply to factories	Cubic meters	-	5,330,146	5,168,875	5,178,925
Total amount of wastewater collect from factories	Cubic meters	-	2,417,192	2,072,497	2,013,900
Total amount of treated waste water that is reused as water source (for garden, and road cleaning).	Cubic meters	-	129,079	150,000	130,000
Total amount of treated waste water that discharge to local river	Cubic meters	-	2,288,113	1,922,497	1,883,900
<b>Quality of treated waste water from the center wastewater treatment plants</b>					
<b>Effluent quality monitoring</b>					
pH		6.0-9.0	7.52	7.44	7.5
Color (Pt-Co)	mg/l	≤ 50	9.5	18	14.8
Temperature	°C	≤ 40	31.75	31.8	30.6
Biochemical Oxygen Demand (BOD <sub>5</sub> )	mg/L	≤ 32.4	5	7	5.5
Chemical Oxygen Demand (COD)	mg/L	≤ 81	22	28	22.3
Grease and Oil	mg/L	≤ 5.4	< 2.86	< 0.5	<0.5
Suspended Solid (SS)	mg/L	≤ 44	3	5	6.8
Total Dissolve Solid (TDS)	mg/L	n/a	804	760	863
Total Kjeldahl Nitrogen (TKN)	mg/L	≤ 21.6	6.85	13.74	14.1
Ammonia (as nitrogen)	mg/L	≤ 45.4	0.55	0.475	0.5
Total Phosphorous (TP)	mg/L	≤ 4.32	1.935	2.29	2.3
Mercury (Hg)	mg/L	≤ 0.0054	0.0049	< 0.0005	< 0.0005
Cadmium (Cd)	mg/L	≤ 0.054	0.083	< 0.0005	< 0.001
Lead (Pb)	mg/L	≤ 0.108	0.007	< 0.004	< 0.01
Arsenic (As)	mg/L	≤ 0.054	0.0078	0.00125	< 0.0016
Chromium (Cr <sup>3+</sup> )	mg/L	≤ 0.054	0.25	0.0145	< 0.013
Chromium (Cr <sup>6+</sup> )	mg/L	≤ 0.216	< 0.01	< 0.01	< 0.013
Nickel (Ni)	mg/L	≤0.216	< 0.095	< 0.01	< 0.046

Amata City Bien Hoa	Unit	"Standard Vietnam "	2019	2020	2021
Copper (Cu)	mg/L	≤ 2.16	0.2055	0.0067	0.0078
Zinc (Zn)	mg/L	≤ 3.24	< 0.06575	< 0.05	0.073
Sulfide as H <sub>2</sub> S	mg/L	≤ 0.199	0.08	< 0.1	< 0.1
Cyanide as HCN	mg/L	≤ 0.0756	< 0.0022	< 0.002	< 0.002
Chloride as Cl <sub>2</sub>	mg/L	≤ 1.0	0.074	< 0.02	< 0.04
<b>ด้านการติดตามคุณภาพอากาศในพื้นที่นิคมอุตสาหกรรม<sup>2</sup></b>					
<b>จุดตรวจที่ 1: location in front of waste water treatment gate Road 3a (K1)</b>					
Nitrogen Dioxide: NO <sub>2</sub>	mg/m3	≤ 0.2	< 0.015	< 0.015	< 0.015
Sulfur Dioxide: SO <sub>2</sub>	mg/m3	≤ 0.35	0.0184	0.0215	0.0247
Total Suspended Particulates: TSP	mg/m3	≤ 0.3	0.0233	0.0645	0.0887
<b>จุดตรวจที่ 2: location at crossroads between Road No. 2 and No. 4 (K2)</b>					
Nitrogen Dioxide: NO <sub>2</sub>	mg/m3	≤ 0.2	< 0.015	< 0.015	< 0.015
Sulfur Dioxide: SO <sub>2</sub>	mg/m3	≤ 0.35	0.013	0.02015	0.022
Total Suspended Particulates: TDS	mg/m3	≤ 0.3	0.0207	0.1355	0.0781
<b>จุดตรวจที่ 3: location at crossroads between Road No. 10 and Amata road (K3)</b>					
Nitrogen Dioxide: NO <sub>2</sub>	mg/m3	≤ 0.2	< 0.015	< 0.015	< 0.015
Sulfur Dioxide: SO <sub>2</sub>	mg/m3	≤ 0.35	0.0207	0.0212	0.0201
Total Suspended Particulates: TDS	mg/m3	≤ 0.3	0.0407	0.0935	0.111
<b>จุดตรวจที่ 4: location in front of Namyang and Valspar gates Road No. 4 (K4)</b>					
Nitrogen Dioxide: NO <sub>2</sub>	mg/m3	≤ 0.2	< 0.015	< 0.015	< 0.015
Sulfur Dioxide: SO <sub>2</sub>	mg/m3	≤ 0.35	0.0156	0.0181	0.0213
Total Suspended Particulates: TDS	mg/m3	≤ 0.3	0.047	0.064	0.067
<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/m3	≤ 0.2	< 0.015	< 0.015	< 0.015
Sulfur Dioxide: SO <sub>2</sub>	mg/m3	≤ 0.35	0.021	0.01895	0.0257
Total Suspended Particulates: TDS	mg/m3	≤ 0.3	0.034	0.08785	0.109

Amata City Bien Hoa	Unit	"Standard Vietnam "	2019	2020	2021
จุดตรวจที่ 6: location at the end of Road No. 4, boundaries between resident and IP area (K6)					
Nitrogen Dioxide: NO <sub>2</sub>	mg/m3	≤ 0.2	< 0.015	< 0.015	< 0.015
Sulfur Dioxide: SO <sub>2</sub>	mg/m3	≤ 0.35	0.0114	0.02305	0.0182
Total Suspended Particulates: TDS	mg/m3	≤ 0.3	0.034	0.08885	0.058
Environmental complaints from outside					
Number of environmental complaints from outside	ครั้ง		0	1	1
Compliance with environmental laws					
Significant amount / value of the adjustment In case of violating environmental laws (Disclosure 307-1)			0	104,000	540.000.000

Note

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

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

## Social Performance

Employee (Disclosure 102-8, 401-1)	2019		2020		2021	
	Person	%	Person	%	Person	%
<b>By Gender</b>						
Male	95	71%	101	71%	100	69%
Female	39	29%	42	29%	45	31%
Total Employee	134		143		145	
<b>By Level</b>						
<b>Level 7 and up</b>						
Male	6	4%	7	5%	7	5%
Female	1	1%	1	1%	2	1%
<b>Level 6</b>						
Male	1	1%	2	1%	1	1%
Female	1	1%	2	1%	2	1%
<b>Level 5</b>						
Male	7	5%	7	5%	12	8%
Female	9	7%	10	7%	10	7%
<b>Level 3-4</b>						
Male	32	24%	41	29%	36	25%
Female	20	15%	18	13%	22	15%
<b>Level 1-2</b>						
Male	47	35%	46	32%	44	30%
Female	10	7%	8	6%	9	6%
<b>Employee - by Type</b>						
Permanent	104	78%	107	75%	103	71%
Contract	29	22%	34	24%	42	29%
Outsource	1	1%	1	1%	0	0%

Employee (Disclosure 102-8, 401-1)	2019		2020		2021	
	Person	%	Person	%	Person	%
<b>By Age</b>						
Under 30	24	18%	15	10%	19	13%
Between 30-50	94	70%	105	73%	102	70%
over 50	16	12%	22	15%	24	17%
<b>By Location</b>						
Bangkok Office	6	4%	6	4%	4	3%
Bien Hoa	111	83%	111	78%	98	68%
Township Long Thanh	1	1%	2	1%	10	7%
City Long Thanh	9	7%	12	8%	15	10%
City Halong	7	5%	12	8%	18	12%
<b>By Nationality</b>						
Thai	7	5%	8	6%	5	3%
Japanese	1	1%	1	1%	1	1%
Vietnamese	126	94%	132	92%	139	96%
Korean	0	0%	1	1%	0	0%
<b>By Hometown</b>						
Thailand	7	5%	8	6%	5	3%
Japan	1	1%	1	1%	1	1%
Korea	0	0%	1	1%	0	0%
Dong Nai	75	56%	74	52%	78	54%
HCMC	27	20%	26	18%	25	17%
Binh Duong	5	4%	4	3%	3	2%
Ha Tinh	2	1%	4	3%	3	2%
Kien Giang	1	1%	3	2%	3	2%
Ninh Binh	1	1%	1	1%	3	2%
Quang Ninh	5	4%	9	6%	14	10%
others provinces	10	7%	11	8%	10	7%

New Employee	2019		2020		2021	
	Person	%	Person	%	Person	%
Total New Hire	16	12%	14	10%	29	20%
<b>By Gender</b>						
Male	12	75%	9	64%	21	72%
Female	4	25%	5	36%	8	28%
<b>New hire by Age</b>						
Under 30	9	56%	4	29%	7	24%
Between 30-50	6	38%	9	64%	21	72%
over 50	1	6%	0	0%	1	3%

Employee Turnover (Disclosure 401-1)	2019		2020		2021	
	Person	%	Person	%	Person	%
Turnover rate	10	8%	4	3%	26	18%
<b>By Gender</b>						
Male	7	70%	3	75%	19	73%
Female	3	30%	1	25%	7	27%
<b>By Age</b>						
Under 30	1	10%	1	25%	1	4%
Between 30-50	6	60%	3	75%	3	12%
over 50	3	30%	1	25%	1	4%
Voluntary employee turnover	10	100%	4	100%	26	100%

Parental Leave (Disclosure 401-3)	2019		2020		2021	
	Person	%	Person	%	Person	%
Parental leave	3	2%	0	0%	2	1%
Employee back to work after parental leave	3	100%	0	0%	1	50%

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

Lost Time Injury Rate (LTIR)	Unit	2019	2020	2021
<b>By project site</b>				
<b>Employee</b>				
Amata City Bien Hoa	case per 200,000 hours worked	0	0	0
Amata City Long Thanh		0	0	0
Amata Township Long Thanh		0	0	0
Amata Service City Long Thanh 1		0	0	0
Amata Service City Long Thanh 2		0	0	0
Amata City Halong		0	0	0
Amata VN		0	0	0
<b>Contractor</b>				
Amata City Bien Hoa	case per 200,000 hours worked	-	-	0
Amata City Long Thanh		-	-	0
Amata Township Long Thanh		-	-	0
Amata Service City Long Thanh 1		-	-	0
Amata Service City Long Thanh 2		-	-	0
Amata City Halong		-	-	0
Amata VN		0	0	0
<b>Fatalities</b>				
Employee		0	0	0
Contractor		-	-	0
<b>Severe injuries resulting in disabilities</b>				
Employee		0	0	0
Contractor		-	-	0
<b>Absentee Rate</b>				
Employee		-	-	0

# GRI Content Index

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<b>GRI 102 General Disclosures</b>			
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GRI Standard		Disclosure	Page number(s)	Omission	External Assurance
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GRI Standard		Disclosure	Page number(s)	Omission	External Assurance
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	64-69		
	413-2	Operations with significant actual and potential negative impacts on local communities	none		
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GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	42-43		
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	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	44, none		

# Feedback Form for Sustainability Report 2021

## 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

.....  
.....  
.....

Please send this feedback form to the address specified at the back cover or email to [sustainability@amata.com](mailto:sustainability@amata.com)  
AMATA VN PCL would like to thank you for your cooperation.



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