



ESG Performance Report for Listed Companies in 2025

AMATA VN PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



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ESG Performance

Company Name : AMATA VN PUBLIC COMPANY LIMITED

Symbol : AMATAV

Market : SET

Industry Group : Property & Construction

Sector : Property Development

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines : Yes

Environmental guidelines : Electricity management, Fuel management, Renewable/clean energy management, Water resources and water quality management, Waste management, Biodiversity management, Greenhouse gas and climate change management, Air quality management, Noise pollution management

Managing environmental impact is a central focus of the Groups operational strategy. As part of our sustainability approach, we continuously assess and address the effects of our activities on the surrounding environment. This includes careful planning, responsible material selection, and the implementation of site practices that aim to reduce air emissions, waste, and ecological disruption. By embedding environmental considerations into daily operations, we strive to maintain compliance, support biodiversity, and contribute to the long-term resilience of the communities where we operate. These efforts reflect our commitment to responsible growth and transparent environmental stewardship.

Alongside impact management, the Group places strong emphasis on improving resource efficiency. Recognizing the finite nature of natural resources such as water, land, and raw materials, we aim to use them wisely and reduce unnecessary consumption. Efficient resource utilization supports operational stability, lowers costs, and helps reduce environmental pressure. It also strengthens our ability to respond to future challenges and aligns with our broader goal of creating shared value. Through this dual focus, minimizing environmental impact and maximizing resource efficiency, we continue to pursue outcomes that benefit both the Company and society, in line with our ALL WIN philosophy.

All environmental data presented in this chapter are expressed in absolute value and compiled through accounting evidence, meter readings, and evidence-based estimations.

Environmental Governance

Oversight of environmental management rests with the Boards Corporate Governance and Sustainability Committee, which reviews the Groups sustainability and environmental performance, risk mitigation, and policy compliance on a semi-annual basis. The Groups CEO is responsible for implementation, supported by the working group at each subsidiary.

Environmental Management Process

We prioritize minimizing environmental risks and have established the following process to identify and manage significant environmental issues arising from our operations, including:

1. Environmental Due Diligence

As part of the environmental due diligence process, we conduct a comprehensive review of land use zoning and legal restrictions to ensure the proposed development site aligns with Vietnams regulatory framework. This includes verifying the sites designation under the Land Use Master Plan issued by the provincial Peoples Committee, confirming its suitability for industrial purposes. We also assess compliance with the Law on Environmental Protection (LEP 2020), the Construction Law, and the Land Law 2013, while ensuring the site does not encroach upon protected zones such as special-use forests, national parks, or cultural heritage areas. These steps are supported by consultations with the

national and provincial natural resources and environment authorities (MONRE and DONRE), as well as local planning offices to validate land ownership and transfer rights, thereby reducing legal and environmental risks. In parallel, we perform an initial screening of sensitive receptors and a desktop review of historical land use to identify potential environmental and social impacts. Using GIS mapping, satellite imagery, and field reconnaissance, we evaluate proximity to wetlands, rivers, residential zones, cultural sites, and agricultural land, especially aquaculture areas. This helps us anticipate and mitigate risks to biodiversity and community well-being. Historical land use assessments further inform our understanding of contamination risks, drawing on aerial imagery, past EIA reports, and environmental inspection records.

2. Sustainable Design and Environmental Impact Management

The Group integrates internationally recognized environmental standards and climate-resilient design principles throughout the lifecycle of our smart city and industrial park developments. Adhering to the Decree 08/2022/ND-CP and the Law on Environmental Protection 2020 of Vietnam, 100% of AMATA VNs projects undergo comprehensive Environmental Impact Assessment (EIA) and Social Impact Assessment (SIA) processes. Appropriate monitoring and mitigation plans are developed and submitted to the Ministry of Natural Resources and Environment (MONRE) for approval as part of the Environmental Impact Assessment (EIA) report. Once approved, the Group ensures full implementation of all requirements and recommendations, with bi-annual performance reports submitted to the provincial Department of Natural Resources and Environment (DONRE) covering wastewater management, air quality, and solid-waste management.

3. Environmental Monitoring

The Group focuses on effective environmental management through actively managing and monitoring key environmental parameters such as wastewater discharged quality, air emission quality, and propose waste disposal to comply with the Vietnamese regulations and mitigation plans from EIA report.

Reference link for environmental policy and guidelines : <https://investor.amatavn.com/storage/pdf/cg/cg-handbooks-download/20260317-amatav-cg-good-cg-handbook-en.pdf>
Page number of the reference link : 5-55

Information on review of environmental policies, guidelines, and/or objectives over the past years

Review of environmental policies, guidelines, and/or goals over the past year

Review of environmental policies, guidelines, and/or goals over the past year : Yes

In 2025, The Board of Directors established a specific Environmental Management Policy setting forth a unified and comprehensive framework, committing the Group to conducting industrial park development along with maintaining and protecting the environment responsibly, in compliance with international standards. This revised policy introduces more detailed and ambitious operational guidelines, notably expanding resource efficiency practices.

we have successfully solidified our operational standards by achieving the ISO 14001:2015 certification at ACBH. This certification specifically covers the scope of our wastewater treatment services within the industrial park, verifying that our processes meet rigorous international environmental requirements. In parallel with this achievement, we continue to align the ACBH site with Eco-Industrial Park (Eco-IP) criteria. These steps serve as concrete evidence of our intent to maintain high operational quality and continuously improve our environmental performance.

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Environmental management principles and standards : ISO 14001 - Environmental management systems

Compliance with water management principles and standards

Water management principles and standards : 3Rs or 5Rs, Other : National Technical Regulation on Industrial Wastewater QCVN40:2025/BTNMT

Compliance with waste management principles and standards

Waste management principles and standards : 3Rs, 5Rs or 7Rs, Other : Decree 08/2022/NDCP Management of Wastes and Scraps Circular 02/2022/TT-BTNMT Hazardous Waste Management

Compliance with greenhouse gas or climate change management principles and standards

Greenhouse gas or climate change management principles and standards : Thailand Greenhouse Gas Management Organization (TGO), The Greenhouse Gas Protocol, IPCC Guidelines for National Greenhouse Gas Inventories, US EPA Center for Corporate Climate Leadership

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Information on incidents related to legal violations or negative environmental impacts

Number of cases and incidents of legal violations or negative environmental impacts

	2023	2024	2025
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on energy management

Energy management plan

The company's energy management plan : Yes

Energy Efficiency

The Group has taken steps to conserve energy by introducing technologies such as ozone treatment for chiller condenser water, switching all fluorescent lighting to LEDs, using e-invoices, and installing solar panels at ACBH to lower its carbon footprint. In 2025, the Group began the smart meters project at 2 industrial park areas, ACLT, and ACHL, which enhances energy management and enables precise tracking of electricity usage, reduce errors from manual data recording, and making it easier to identify opportunities for further improvement.

ACBH combines technical investments with behavioral changes to drive energy efficiency. We are investing in cleaner energy alternatives while prioritizing awareness among employees regarding energy conservation within the office. Practical initiatives include ensuring lights are turned off when not in use, maintaining thermostats at a constant, and encouraging the use of stairways. A key part of our operational shift includes the transition from gasoline-powered motorbikes to electric motorbikes for our security teams, reducing direct fossil fuels use in day-to-day site operations. Additionally, employees are encouraged to practice the principle of reducing, reusing, and recycling materials wherever possible.

ACBH Energy Consumption, MWh

Electricity consumption remains the primary source of greenhouse gas emissions for ACBH, specifically regarding Scope 2. To manage this impact, ACBH set an annual target to reduce fossil-fuel energy consumption by 10% across industrial park operations in 2025.

It is important to note that the energy consumption data disclosed in this report pertains to ACBH and AVN office only; our other projects, ACLT and ACHL, are currently in the developing phase of operations and will be included in future reporting as they transition to full activity.

Renewable Energy Transition

The Group is committed to further expanding its investment in renewable energy solutions through strategic partnership, supporting the scale-up of clean energy deployment and strengthening resilience to future transition risks. Planned initiatives include additional solar capacity and actively exploring additional decarbonization measures, such as battery energy storage, carbon sink and absorption projects, and comprehensive carbon management strategies. In parallel, we are actively conducting a comprehensive study on the Direct Power Purchase Agreement (DPPA) model as implemented in Vietnam. This model presents an innovative approach by enabling the direct purchase of renewable electricity from independent power producers. Through this mechanism, the Group aims to secure a reliable supply of green energy for both its internal operations and for customers operating within the industrial park, which will contribute to significant reductions in greenhouse gas (GHG) emissions across the IP as a whole.

Reference link for company's energy management plan : <https://amata.v-listedcompany.com/misc/sd/20260325-amata.v-sd2025-en.pdf>

Page number of the reference link : 148-149

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or fuel management : Yes

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased and fuel consumption	2017 : energy consumption 2,807.21 Megawatt-Hours	2025 : Reduced by 10%

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

Total energy consumption in 2025 decreased by 3.58% compared to the 2017 baseline. While a 5.28% increase was recorded relative to 2024, the year-over-year rise is primarily attributed to infrastructure enhancements within the ACBH operating area. Specifically, the installation and 24/7 operation of a new CCTV camera system and a traffic control room led to higher grid electricity consumption. Progress in reducing fossil fuels is reflected in the transition from gasoline-powered motorbikes to electric vehicles for security personnel. This initiative, combined with broader fuel reduction efforts, has contributed to a significant 62.9% decrease in diesel and gasoline consumption since 2017. Despite the expansion of our security-related infrastructure, the Groups overall energy intensity remains stable at 5.28 achieved through a balanced approach to meeting necessary operational upgrades while advancing with our long-term decarbonization goals.

Renewable Energy Transition

Renewable energy provides a clean and abundant source of energy, generating electricity without emitting harmful greenhouse gases into the atmosphere. At ACBH, we have taken active steps to advance renewable energy adoption through the installation of a 100 kWp rooftop solar system at the ASC building. In 2025, solar energy accounted for 2.8% of the total electricity consumed by ACBH.

Information on electricity management

Company's electricity consumption (*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	2,389,005.00	2,347,208.00	2,570,825.40
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	2,309,561.00	2,272,422.00	2,501,984.40
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	79,444.00	74,786.00	68,841.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	14,391.60	12,968.00	13,896.35

Additional explanation : (*) Exclude electricity consumption outside of the Company

Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m ²)	0.46569298	0.45754542	0.50113556

Information on fuel management

Companys fuel consumption

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	16,553.56	18,647.86	10,920.46
Gasoline (Litres)	13,526.71	8,488.62	7,156.86
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard Cubic Feet)	0.00	0.00	0.00

	2023	2024	2025
LPG (Kilograms)	0.00	0.00	0.00
Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

Additional explanation : Not include external fuel consumption

Company's fuel expense ^(*)

	2023	2024	2025
Total fuel expense (Baht)	N/A	N/A	N/A
Percentage of total fuel expense to total expenses (%) ^(**)	N/A	N/A	N/A
Percentage of total fuel expense to total revenues (%) ^(**)	N/A	N/A	N/A

Additional explanation : ^(*) Exclude electricity expense outside of the Company

^(**) Total revenues and expenses from consolidated financial statement

Information on total energy management (electricity + fuel)

Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	2,675,644.09	2,570,772.96	2,706,572.14

Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	0.62410361	0.47789241	0.67284061

	2023	2024	2025
Intensity of total energy consumption within the organization (Megawatt-Hours / m ²)	0.52156800	0.50112500	0.52759700

Additional explanation : (*) Total revenues and expenses from consolidated financial statement

Water management

Disclosure boundary in water management over the past years

Boundary type	: Business Group
Total number of disclosure boundaries	: 1
Actual number of disclosure boundaries	: -
Data disclosure coverage (%)	: 0.00

Information on water management plan

Water management plan

The Company's water management plan : Yes

Currently, internal water reduction targets have been established for ACBH, as other locations sites (such as ACLT and ACHL) are still in their early stages of development. Looking ahead, the Group is committed to extending water target setting to additional locations as operations mature and more comprehensive data becomes available.

For ACBH, specific water reduction targets have been set for the Amata Service Center Building (ASC) and for controlling water leakage across the entire IP, where we have direct operational control, to drive improvement in water management practices. We have outlined a tentative roadmap extending to 2050, anticipating that regulatory frameworks will evolve to allow greater flexibility and innovation over time.

2025 <u>ACBH</u>	2030 <u>Entire Group</u>	2040 <u>Entire Group</u>	2050 <u>Entire Group</u>
ASC Water reduction 25% from 2018	93% Surface Water withdrawal 7% Reuse & Recycle Water	80% Surface Water withdrawal 20% Reuse & Recycle Water	60% Surface Water withdrawal 40% Reuse & Recycle Water
Limit water leakages not exceeding 2% within the industrial park			

Building on this strategy, we have implemented ongoing water conservation initiatives and established monitoring measures. The following key water management initiatives have been applied across the project lifecycle.

Project stage	Key water management initiatives
Design	<ul style="list-style-type: none"> ● Incorporate water-efficient fittings and fixtures ● Growing plants require little water for landscaping
Construction	<ul style="list-style-type: none"> ● Install auto-stop time delay faucets ● Install Chiller or Variable Refrigerant Flow (VRF) for energy efficiency and less refrigerant requirement ● Install septic tank before transferring wastewater to the treatment plant
Operation of building	<ul style="list-style-type: none"> ● Conduct routine checks and fix on pipes, taps, and water closet flush system ● Improvement in fittings and fixtures as technology for water efficiency is developed ● Harvest rainwater for landscape irrigation

In addition, water pipes within the industrial park are regularly inspected and repaired to prevent leakages and water losses. To further reduces water consumption for landscaping, we irrigated in the early morning to minimize evaporation and utilized free water during the rainy seasons.

At our Amata Service Center Building of ACBH, an auto-stop time delay faucet has been installed, and water pressure is regulated to minimize unnecessary wastage of water flow per turn on. Freshwater withdrawal is further reduced through the use of a chiller system that re-circulates water. The management promotes water conservation practices and continues to explore opportunities for water recycling. However, due to current regulatory limitations, the project has not been able to be put into action.

Reference link for company's water management plan : <https://amata.v-listedcompany.com/misc/sd/20260325-amata-v-sd2025-en.pdf>

Page number of the reference link : 121-126

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2018 : Water withdrawal 21,274.00 Cubic meters	2025 : Reduced by 25% Cubic meters

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

In 2025, our total water consumption rose by 18% compared to the previous year, a fluctuation driven primarily by increased tenant production activities and higher occupancy rates within the ASC Building. Despite this year-on-year rise, our long-term water management strategy remains effective, maintaining a 24% reduction in consumption compared to the 2018 baseline which is slightly lower than our reduction target at 25%. We are actively reviewing these trends to refine our distribution strategies, ensuring we support our customers increased productivity while striving to fully bridge the gap toward our environmental targets in the coming year.

Regarding water distribution efficiency, the water loss ratio for the year stood at 3.8% at ACBH and 3.45% at ACHL. While this figure exceeds our internal aggressive target of 2%, it remains significantly lower than the national average for non-revenue water, which typically ranges between 15% and 17% according to data from the Vietnam Water Supply and Sewerage Association (WWSA). Water management specialists have identified that our current variance is largely administrative rather than physical, stemming from a "time lapse gap" between DOWACOs recording cycles and our internal meter readings. To rectify this, the Group has initiated a comprehensive audit and is transitioning to smart meters to ensure real-time data alignment. Simultaneously, we have updated maintenance protocols to enable immediate repairs, ensuring we meet our precision targets in the upcoming fiscal year.

Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	9,154,576.00	11,302,013.00	9,966,303.00
Water withdrawal by third-party water (cubic meters)	5,105,506.00	5,453,925.00	5,352,385.00
Water withdrawal by surface water (cubic meters)	4,049,070.00	5,848,088.00	4,613,918.00
Water withdrawal by groundwater (cubic meters)	0.00	0.00	0.00
Water withdrawal by seawater (cubic meters)	0.00	0.00	0.00
Water withdrawal by produced water (cubic meters)	0.00	0.00	0.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	55,148.05	62,442.06	53,871.91
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	2.14	2.10	2.48

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Water discharge by destinations

	2023	2024	2025
Percentage of treated wastewater (%)	100.00	100.00	100.00
Total wastewater discharge (cubic meters)	4,483,828.00	5,500,867.00	5,768,003.00
Wastewater discharged to third-party water (cubic meters)	0.00	0.00	0.00

	2023	2024	2025
Wastewater discharged to surface water (cubic meters)	4,483,828.00	5,500,867.00	5,768,003.00
Wastewater discharged to groundwater (cubic meters)	0.00	0.00	0.00
Wastewater discharged to seawater (cubic meters)	0.00	0.00	0.00

Water consumption

	2023	2024	2025
Total water consumption (Cubic meters) ⁽¹⁾	4,670,748.00	5,801,146.00	4,198,300.00

Remark: ⁽¹⁾ Net water consumption represents total water consumption minus total discharged wastewater volume. This figure includes water usage by customers within the industrial park managed by the Group.

Recycled water consumption

	2023	2024	2025
Total recycled water for consumption (Cubic meters)	0.00	0.00	0.00

Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	1.08946877	1.07840082	1.04367687
Intensity of total water consumption (Cubic meters / m ²)	0.73982672	0.82131980	0.57466088

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht)	85,390,392.29	87,987,051.46	76,657,262.62
Percentage of total water withdrawal expense to total expenses (%) ^(*)	2.39	1.76	2.41
Percentage of total water withdrawal expense to total revenues (%) ^(*)	1.99	1.64	1.91
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	514,399.95	486,116.31	414,363.58

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Waste management

Disclosure boundary in waste management over the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

Amata City Bien Hoa generates a large volume of solid waste due to operational activities of both its customers and the industrial park itself. Proper disposal of solid waste (both hazardous and non-hazardous) is essential to keeping the community clean, free from disease relating to hygiene, and protecting the environment. ACBH's primary focus is to minimize waste at the source by avoiding the use of hazardous materials, substituting them with alternatives whenever feasible, and reducing waste to landfill.

In compliance with local regulations, ACBH engages with certified service providers for collection, treatment, and disposal of both hazardous and non-hazardous waste. We also encourage and instruct our customers to adopt similar waste management practices. Waste generation is being monitored by tracking the quantities produced on a monthly basis to further our commitment to waste minimization.

Reference link for company's waste management plan : <https://amatav.listedcompany.com/misc/sd/20260325-amatav-sd2025-en.pdf>

Page number of the reference link : 127,147

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : Yes

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Increase of waste recovery Waste type: Non-hazardous waste	-	2030 : Increased by 50%	<ul style="list-style-type: none"> • Reuse • Recycle • Incineration with energy recovery • Incineration without energy recovery

Information on performance and outcomes of waste management

Performance and outcomes of waste management

The company's performance and outcomes of waste management : Yes

A significant volume of solid waste generated from the operational activities of both customer factories and the industrial park itself. To address this, proper disposal of solid waste (both hazardous and non-hazardous) is essential to keeping the community clean, free from disease relating to hygiene, and protecting the environment. The Groups primary focus is to minimize waste at the source by avoiding the use of hazardous materials, substituting them with alternatives whenever feasible, and reducing waste to landfill.

In compliance with local regulations, the Group engages with certified service providers for collection, treatment, and disposal of both hazardous and non-hazardous waste. We also encourage and instruct our customers to adopt similar waste management practices. Waste generation is also being monitored by tracking quantities produced on a monthly basis to further our commitment to waste minimization.

Information on waste management

Waste Generation^(*)

	2023	2024	2025
Total waste generated (Kilograms)	1,117,804.40	1,062,066.10	1,206,763.20
Total non-hazardous waste (kilograms)	1,117,328.00	1,060,691.00	1,204,960.90
Non-hazardous waste - Landfilling (Kilograms)	1,117,328.00	1,060,691.00	1,204,960.90
Non-hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	0.00
Non-hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Non-hazardous waste Others (kilograms)	0.00	0.00	0.00
Total hazardous waste (kilograms)	476.40	1,375.10	1,802.30
Hazardous waste - Landfilling (Kilograms)	476.40	1,375.10	1,802.30
Hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	0.00

	2023	2024	2025
Hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Hazardous waste Others (kilograms)	0.00	0.00	0.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.26	0.20	0.30
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.26	0.20	0.30
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.00	0.00	0.00

Additional explanation : ^(*) Exclude the total weight of waste generated outside of the Company, which is not responsible for the waste disposal or treatment cost

^(**) Total revenues and expenses from consolidated financial statement

Waste reuse and recycling

	2023	2024	2025
Total reused/recycled waste (Kilograms)	0.00	0.00	0.00
Reused/Recycled non-hazardous waste (Kilograms)	0.00	0.00	0.00
Reused non-hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled non-hazardous waste (Kilograms)	0.00	0.00	0.00
Reused/Recycled hazardous waste (Kilograms)	0.00	0.00	0.00
Reused hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled hazardous waste (Kilograms)	0.00	0.00	0.00
Percentage of total reused/recycled waste to total waste generated (%)	0.00	0.00	0.00

	2023	2024	2025
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	0.00	0.00	0.00
Percentage of reused/recycled hazardous waste to hazardous waste (%)	0.00	0.00	0.00

Additional explanation : Exclude the total weight of reused/recycled waste outside of the Company, which is not responsible for the waste disposal or treatment cost

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

AMATA VN Group conducts greenhouse gas assessments in accordance with the principles of the Greenhouse Gas Protocol, employing the operational control approach for our GHG inventory with the calculation methodology in accordance with Carbon Footprint Organization (CFO) issuance by Thai Greenhouse Gas Organization (TGO). Data collection and verification in the reporting period are focused exclusively on the AVN and Amata City Bien Hoa (ACBH) facilities, which represent the fully developed industrial estate. The GHG emissions associated with our operation reported include Carbon dioxide (CO₂), Methane (CH₄), Nitrous oxide (N₂O) and Hydrofluorocarbons (HFCs), reported in equivalent CO₂ (metric tons) using Global Warming Potential (GWP) factors referenced from TGO EF announcement, IPCC emission factor database, and IPCC fifth assessment report, (AR5, 100a) where appropriate.

To ensure the accuracy and transparency of our greenhouse gas emission disclosure. The Group has been working with a GHG inventory consultant, FTI, and ECEE, a third-party certified verifier, to assess and verify the company's carbon footprint data covering all emission scopes following TGO standards in limited assurance verification level. In alignment with our sustainability objectives, AMATA VN Group has established absolute targets to reduce GHG emissions from Scope 1 and Scope 2 by at least 10% by 2025, using 2017 as the baseline year. Our long-term commitment includes Carbon Neutrality by 2040 and aiming to achieve Net Zero by 2050, reflecting a proactive approach to addressing climate change and its impacts.

Reference link for company's greenhouse gas management plan : <https://amatav.listedcompany.com/misc/sd/20260325-amatav-sd2025-en.pdf>

Page number of the reference link : 147-153

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes

Company's existing targets : Setting net-zero greenhouse gas emissions targets, Setting carbon neutrality targets, Setting other greenhouse gas reduction targets

Setting net-zero greenhouse gas emissions targets

Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1-2	2017 : Greenhouse gas emissions 1,732.00 tCO ₂ e	2025 : Reduced by 10% in comparison to the base year	2050 : Reduced by 100% in comparison to the base year	<ul style="list-style-type: none"> Thailand Greenhouse Gas Management Organization (TGO) : None Science-based Targets (SBTi) : None

Setting carbon neutrality targets

Details of setting carbon neutrality targets

Greenhouse gas emission scope	Base year(s)	Target year(s)	Certification
Scope 1-2	2017 : Greenhouse gas emissions 1,732.00 tCO ₂ e	2040 : Reduced by 50% tCO ₂ e	None

Setting other greenhouse gas reduction targets

Details of setting other greenhouse gas reduction targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year
Scope 1-2	2017 : Greenhouse gas emissions 1,732.00 tCO ₂ e	2025 : Reduced by 10% in comparison to the base year	2040 : Reduced by 50% in comparison to the base year

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

In 2025, emission reduction efforts focused on energy consumption efficiency and reductions, specifically targeting reduction in transportation activities and electricity use in office buildings. As a result, ACBH has a 2.19% reduction in total Scope 1 and 2 GHG emissions compared to the 2017 baseline below the target set. Progress during the year was partially offset by an 8.2% year-on-year increase in emissions, primarily driven by the installation and operation of new traffic camera systems and a centralized CCTV control room. We recognize that further action is needed to accelerate our progress, and we are currently evaluating more intensive measures to align our performance with the established decarbonization roadmap.

Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	5,057.00	5,286.00	5,360.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	87.00	68.00	44.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	1,523.00	1,498.00	1,650.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	3,447.00	3,720.00	3,666.00

Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.001180	0.000983	0.001332
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	30.46	29.20	28.97
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / Hectares)	3.13840155	3.05263157	3.30214424

Additional explanation : (*) Total revenues and expenses from consolidated financial statement

Information on verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas : Yes
emissions

List of greenhouse gas verifier entity : ECEE Company Limited

Reference file for the greenhouse-gas verifier entity. : <https://esgmedia-setlink.setgroup.or>.

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2023	2024	2025
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	0.00	12.19	0.00
Climate Care Platform reduced GHG (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Bear Project (Metric tonnes of carbon dioxide equivalent)	0.00	12.19	0.00
Care the Whale Project (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00

Absorption and removal of Greenhouse Gas

	2023	2024	2025
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Wild Project (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

Remarks - This document is automatically generated based on information processed as received from the listed company on as is basis. The Stock Exchange of Thailand (SET) does not make any representations regarding accuracy, completeness, appropriateness, recency or reliability of the information contained in this document, nor does it make any guarantee of a result of the use of the information contained in this document. In no event shall SET be responsible for any loss or damage resulting from the use of this document or the information contained herein.

ESG Performance

Company Name : AMATA VN PUBLIC COMPANY LIMITED

Symbol : AMATAV

Market : SET

Industry Group : Property & Construction

Sector : Property Development

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

Social and human rights policy and guidelines : Yes

Social and human rights guidelines : Employee Rights, Migrant/foreign labor, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

AMATA VN Group aligns its practices with internationally recognized human rights principles, including the International Labour Organization (ILO) and the Principles of the United Nations Guiding Principles on Business and Human Rights (UNGPs), within the scope of our business activities. These principles are formalized in our Human Rights Policy, which is embedded in the AMATA VN Corporate Governance Handbook and in the Code of Conduct. Together, these policies define our commitment to ethical business conduct and guide how we operate, interact with stakeholders, and maintain accountability across our value chain. By integrating these standards into our policies, procedures, and daily decision-making processes, we ensure that respect for human rights remains a central component of both our internal operations and our external business relationships. This commitment reflects our dedication to fairness, integrity, and the protection of human dignity for employees, contractors, suppliers, customers, and the communities connected to the Groups operations.

To translate these commitments into daily operations, we have incorporated human rights due diligence into our Enterprise Risk Management framework, allowing us to proactively identify, assess, and prevent potential adverse impacts across our entire value chain. We address human rights comprehensively, covering key areas such as fair compensation, safe working conditions, and overall workforce well-being. Our commitment extends beyond our direct operations through our Supplier Code of Conduct and structured supplier assessment criteria, ensuring that our suppliers and partners uphold the same responsible and ethical standards. These policies are regularly communicated across our workforce and supply chain - employees, contractors, and suppliers - to ensure full alignment. Through this unified approach, everyone connected to AMATA VN shares responsibility for upholding human dignity and maintaining ethical business relationships.

Human Rights Governance and Oversight

AMATA VN prioritizes strict adherence to labor regulations in Vietnam and Thailand as the core foundation of our sustainability strategy. Our Human Rights Policy was established to safeguard the rights and well-being of our workforce, as well as those employed by our suppliers and contractors. Oversight of these commitments is ensured through the Board of Directors, which reviews human rights policies and related risk management frameworks annually to maintain relevance and effectiveness. Executive management translates the Boards directive into actionable strategies, sets out appropriate management criteria, and allocates the necessary resources for managing labor practices and human rights practices effectively. The Human Resources Department and other relevant units conduct due diligence, monitor compliance, manage accurate reporting for stakeholders, and deliver training and awareness initiatives that reinforce consistent understanding and implementation of human rights principles throughout the organization. Ultimately, every employee and contractor is expected to uphold these standards in their daily work and is encouraged to report concerns or potential violations through confidential whistleblowing channels provided, reinforcing transparency, accountability, and continuous improvement across the Group.

Key issues covered in the Human Right Policy*

<ul style="list-style-type: none">● Prevention of forced labor● Prevention of child labor● Equality of opportunity and treatment● Non-discrimination and non-harassment● Occupational health and safety in the workplace	<ul style="list-style-type: none">● Suitable working and resting time● Fair wage and benefits● Human capital development● Support the right to peaceful assembly and freedom of association● Anti-slavery
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*For more information, please refer to the Human Rights Policy at AMATA VN Website

As an additional requirement for subsidiaries in Vietnam, the Group has submitted the associated social insurance and employment details report to authority throughout the year to ensure that it meets legal standards and reinforces our dedication to ethical business practices while safeguarding employees rights and promoting their welfare. In 2025, there is no report or findings of discrimination against any individual or group regarding their race, religion, gender, and disability or labor rights violations of labor rights within the Groups operations or value chain.

Reference link for social and human rights policy and guidelines : <https://investor.amatavn.com/storage/pdf/cg/cg-and-download/social-policy/amatav-human-rights-and-fair-treatment-of-labor-policy-en.pdf>

Information on review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year : Yes

Changes in social and human rights policies, guidelines, and/or goals : Employee Rights, Migrant/foreign labor, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination

For more details, please refer to the sustainability report and policies in the Group's Good Corporate Governance Handbook.

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour, The UN Guiding Principles on Business and Human Rights, The OECD Guidelines for Multinational Enterprises, ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

AMATA VN Group conducts human rights due diligence (HRDD) on a three-year cycle in accordance with the UN Guiding Principles on Business and Human Rights (UNGPs) and the OECD Due Diligence Guidance for Responsible Business Conduct. Our due diligence covers 100% of operational sites, joint ventures, supply chain partners, and business relationships.

Our HRDD process follows 7 core steps. We begin by embedding human rights commitments into corporate policies, governance structures, and operational procedures. We then identify and assess both internal and external human rights risks by examining potential and actual impacts on individuals and communities. Using the Human Rights Impact Assessment (HRIA) methodology, we systematically identify and prioritize salient human rights risks based on clear criteria assessing likelihood and severity. This risk identification draws on multiple evidence sources, including regulatory and industry reviews, internal data analysis, grievance mechanism insights, supplier self-assessment questionnaires, and engagement with stakeholders. These insights guide our efforts to prevent and mitigate adverse impacts through strengthening controls and target actions.

Human Rights Due Diligence Process						
1	2	3	4	5	6	7
Embed human rights into policy and management systems	Identify and assess adverse impacts within operation and network business relationships	Prevent and mitigate adverse impacts	Track performance	Communicate Performance	Stakeholder engagement	Provide for or cooperate in remediation

To assess and address the impacts of our operation on human rights, AMATA VN Group follows the HRIA methodology that identifies, prioritizes potential/actual human rights impact on Internal and external stakeholders, to effectively address and remediate any adverse impacts on human rights. According to the 38 basic human rights defined by the International Bill of Rights, 9 human rights issues were identified that are relevant to our industry. Through internal and external assessment criteria, the impact human right risks are evaluated by considering the likelihood and severity of the occurrence.

Human rights risks assessment takes place during both new project planning and ongoing operations. For new projects, comprehensive environmental and social impact assessments (ESIAs) help evaluate potential effects on workers, communities, and other affected stakeholders. Within ongoing operations, human rights considerations are integrated into our broader risk management framework. Mitigation measures are designed based on these findings and controls strengthened based on identified risks, and their effectiveness is continuously monitored through performance data, audits, and feedback mechanisms.

We communicate our human rights commitments and due diligence outcomes through employee training, internal and external disclosures, and sustainability reporting, ensuring transparency for rights-holders and stakeholders. Engagement with employees, communities, suppliers, and other affected groups informs our decisions and helps validate our

findings. Where concerns arise, they are directed to our grievance channels, which serve as a foundation for our remediation process.

We identified 13 priority human rights issues as most relevant to our industry, selected from the 35 rights defined in the International Bill of Human Rights. Through the HRIA methodology, risks are assessed using clear criteria that evaluate both the likelihood of occurrence and the severity of potential impact, ensuring consistent evaluation across all parts of the value chain.

We actively monitor implementation and performance of our mitigation measures, enabling early identification of issues and integration of findings into strategic and operational planning. We also communicate our progress to rights-holders. Throughout the process, we maintain dialogue with affected stakeholders to validate finding and ensure concerns are addressed. Where adverse impacts occur, we provide for or cooperate in effective remediation to restore affected people and prevent recurrence.

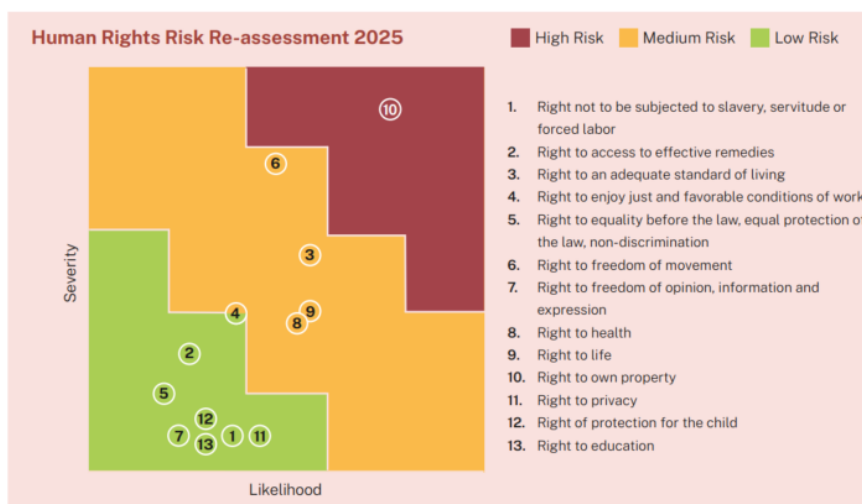
Correction and Remediation of Impact

AMATA VN Group has in place multiple whistleblowing channels to report about illegal activities, regulatory breaches, ethical misconduct, including any potential human rights violations. Employees and external stakeholders can report concerns via telephone, website, or postal mail. In accordance with our Whistleblowing policy, all complaints are thoroughly investigated, and appropriate corrective actions are taken. Effective remedy and compensation will be provided to those that were harmed. In 2025, no human rights-related complaints were filed or identified by either employees or external stakeholders.

Reference link for the information and an HRDD : <https://amata.vn.com/misc/sd/20260325-amata-sd2025-en.pdf>
 process

Page number of the reference link : 75-79

HRDD process diagram



Human Rights risk re-assessment 2025

Information on incidents related to legal or social and human rights violations

Number of cases and incidents of significant legal or social and human rights violations

	2023	2024	2025
Total number of cases or incidents of significant legal or social and human rights violations (cases)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to consumer rights violations (cases)	0	0	0
Total number of incidents or complaints related to business partners rights violations (cases)	0	0	0
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on employees and labor management plan

Employees and labor management plan

The company's employee and labor management plan	:	Yes
Employee and labor management plan implemented by the Company in the past year	:	Fair employee compensation, Employee training and development, Promoting employee relations and participation, Migrant/foreign labor, Child labor, Safety and occupational health at work

Compensation and Employee Benefits

The Group understand that a robust welfare system is essential for attracting talent and maintaining high satisfaction levels within our workforce. Our compensation approach prioritizes fairness, ensuring that pay reflects both market standards and individual competency. As a matter of principle, AMATA VN Group commits to providing a minimum monthly remuneration that consistently exceeds Vietnam's national minimum wage. In 2025, our lowest level salary set at 6 million VND, well above the state regulation of 4.96 million VND.

In addition, employees are provided with a range of benefits, including healthcare coverage, provident funds, and other financial support programs that enhance financial security. Additional perks include lunch support, annual company-sponsored trips, and fitness programs subsidies to name a few further contribute to employee well-being. These benefits are clearly communicated to employees on their first day of employment.

To further promote well-being and productivity, we have introduced Happy Room at ACBH, ACLT, and ACHL office. These dedicated spaces feature a well-stocked pantry offering healthy snacks and beverages, a small gym, and resting beds for employees to recharge during the workday.

Learning and Development

In anticipation of forthcoming changes, the human resource department strategically analyzes and plans training programs to ensure that the workforce is equipped and possesses necessary skills, facilitating business expansion and continuity. By strengthening employee capabilities and offering clear development pathways, these initiatives help foster a motivated and engaged employee. Embracing the 70:20:10 Learning Model, the Group emphasizes 70% learning from on-the-job experiences, 20% from interactions with others, and 10% from formal learning methods such as e-learning or classroom sessions - focusing on both technical skill and development of core competencies.

- **Core Competencies Development Program** The company has introduced the Learning Journey and Learning Solutions framework, adhering to the requirements of the Corporate Core Competencies DNA. The framework serves as a guide on the expected skills and competencies (DNA) of staff members at each hierarchical level and provides recommended forms of learning intervention. The expected DNA includes talent potential factors, encompassing

strategic thinking, solution provider, collaboration and teamwork, goal orientation (ambitious), and people development. The Human Resources has coached and encouraged all staff members develop their knowledge, and skill sets accordingly, either through in-house training programs or external sources.

- **Individual Development Program** The individual development plan (IDP) for each staff member can be derived from the results of the assessment of the performance. In this process, the supervisor may identify areas for improvement, and staff members can propose areas they aim to enhance in alignment with the core competencies framework. Training development plan for the following year is then determined based on the information received from these IDPs.

- **Talent Development Program** Alongside the LDP program, AMATA VN Group updated and refined its 360-degree assessment questionnaires originally trialed in 2023 to improve accuracy, better identify leadership potential and development gaps, and ensure alignment with updated competency requirements and evolving leadership expectations. The 360-degree evaluation measures five key dimensions known as talent potential factors: strategic thinking, solution provision, collaboration and teamwork, ambitious goal orientation, and people or self-development. Based on the combined results from the 360-degree evaluation and performance assessments, selected employees will enter the Talent Development Program. Developed under management's direction to Grow people from within, the program aims to create opportunities, strengthen leadership capabilities, and prepare a pipeline of future successors. Participants continue their development journey through diverse learning methods and cross-functional project assignments, followed by shadowing activities that allow them to learn directly from their supervisors and gain practical insights into leadership responsibilities and decision-making processes.

- **Successor Planning** The Group has established a comprehensive succession development program designed to ensure business continuity and support future growth. This program specifically focuses on key executive roles, where succession is critical, particularly for executives near retirement or those in positions that could significantly impact business disruptions if left vacant. To identify specific succession needs, the HR engages in discussion with department heads to pinpoint the essential skill and competencies required for each role. Potential successors are carefully selected based on these requirements and then enrolled in tailored Talent Development Program.

- **Scholarship Support Program** The Group view continuous learning as a strategic investment in organization capabilities. In 2025, the scholarship support program was formally established to provide a structured mechanism for employees to pursue higher education aligned with the Groups priorities. The program aims to strengthen the internal talent pipeline by supporting employees academic development, enhancing critical competencies, and fostering a culture of professional growth. By prioritizing the development of internal talent, the Group reinforces its commitment to growing people from within and building a sustainable, future-ready workforce. Through a transparent and well-defined process - covering application, evaluation, sponsorship formalization, and academic monitoring - the Group ensured that all educational support was administered consistently, in accordance with established guidelines, and fully aligned with the Groups strategic direction.

Employee Care

AMATA VN Group places strong emphasis on our people, recognizing their well-being directly influences the Groups performance, stability and productivity. Our employee care approach is built on creating meaningful experiences that strengthen relationships, promote inclusion, foster a supportive working environment, which naturally supports higher employee retention.

We promote the wellbeing of our staff through a range of shared events and team activities that go beyond simple relaxation. These gatherings help build genuine community, enhance collaboration, and reinforce a sense of belonging across the Group. Through these initiatives, we aim to cultivate a workplace where team members feel personally connected to one another and aligned with our collective goals.

Stronger relationships support more effective teamwork and a positive work atmosphere. These efforts form a vital part of our culture, ensuring that AMATA remains a professional home where people are empowered to stay, grow, and advance their careers.

- **Townhall meeting and staff annual party** The annual Townhall meeting served as a key platform for aligning our workforce across AVN and its subsidiaries. Led by the CEO, the session provided a clear roadmap for the year ahead, emphasizing sustainable growth and innovation as our core drivers. Leadership also provided transparent performance review of the past year, acknowledging achievements while openly discussing areas for improvement. This open dialogue ensures that every employee understands their role in our collective success. Following the strategic updates, the annual staff party commenced, providing a moment to celebrate the resilience and dedication of our team. More than just a social gathering the event served as an opportunity to strengthen relationships among colleagues and ensure everyone feels recognized for their contribution to the Groups success.
- **Amata VN Family Day** The Group annually host Family Day to bring employees and their families together in a warm, engaging atmosphere, reinforcing our belief that a supportive work culture extends beyond the office. Joined by our Management team, participants enjoyed lively games and shared moments that allowed everyone to step away from their daily work and reconnect with what matters most- family and each other.

Collective Bargaining and Welfare Committee The Group acknowledges and respects the right of our employees to freedom of association, allowing them to join or form labor unions and other representative organizations without fear of discrimination or retaliation. Employee participation is structured by each operating area as follows:

 <p>THAILAND</p> <p>In Thailand, companies within the Amata Corporation Group, the parent company, have established a Welfare Committee that serves as a representative platform for employees. This committee gives employees a voice regarding benefits and work-life quality, as well as providing a forum for expressing concerns and suggesting improvements. The Welfare Committee convenes quarterly and includes 16 representatives from across the Amata Corporation Group, including a designated representative from Amata VN (AVN) who helps to determine welfare benefits in alignment with the Groups criteria.</p>	 <p>VIETNAM</p> <p>In Vietnam, the Group provides option for employee to join a labor union affiliated with the Vietnam General Confederation of Labour (VGCL), which operates under the guidance of the Communist Party. This union functions similarly to the Welfare Committee by representing employee voices, safeguarding rights and interests, and providing recommendations to management. All employees at ACBH, ACLT and ACHL, excluding general directors and expatriates, have joined the labor union.</p>
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Occupational Health and Safety

AMATA VN Group maintains a strong safety culture grounded in full compliance with applicable legal requirements, specifically adhering to Vietnam's Law on Occupational Safety and Health (Decree No.39/2016/ND-CP), the Thai Labor Protection Act B.E.2541, and the Thai Occupational Safety, Health, and Environment Act B.E.2554. These regulatory frameworks establish the essential minimum standards for workplace safety across our operations. The Board of Directors provides overall oversight and approves the Quality, Safety, Occupational Health, and Working Environment (QSHE) Policy, embedding our ZERO ACCIDENTS goal into the organizations strategic directions. The Board also reviews annual safety performance to ensure that systems and controls effectively manage Occupational Health and Safety (OHS) risks and maintain legal compliance.

Executives translate the Boards direction into practical management standards, operational procedures, action plans, and allocate resources. At the operational level, each Business Unit appoints designated personnel as OHS Managers to lead implementation through annual safety planning, workplace inspections, hazard identification, and detailed safety

checklists. This systematic and preventive approach helps address unsafe conditions before they escalate into incidents.

Employees play a critical role by following established procedures, reporting hazards, participating in training and contributing to prevention activities. We emphasize building a preventive culture where employees actively participate in creating and maintaining safe working conditions.

In 2025, AMATA VN Group strengthened its approach by updating the QSHE Policy, expanding its scope beyond internal operations to include business activities across the entire value chain, requiring suppliers and contractors to adhere to legal and safety requirements. Through this updated policy, we continue to communicate clear guidelines and provide necessary training to all stakeholders, ensuring that our operations remain safe for the surrounding communities.

- Employee Health and Safety

AMATA VN Group is committed to ensuring that employees have a safe and comfortable working environment. We actively manage the office environment by installing air filtration systems and performing quarterly inspections of air quality, lighting, and noise levels. We also ensure that employees possess the necessary tools and equipment to perform their duties safely. These preventive measures contributed to a successful safety record in 2025, with zero reported lost-time injuries or fatalities. To maintain this safe working environment, we implement an ongoing initiative, including:

- Annual health check-ups and medical support services provided to all employees
- Routine environmental inspections to strictly maintain workplace lighting, air quality, and general facility standards.
- Occupational health and safety assessments conducted annually to identify potential hazards, ensuring fire extinguishers and safety signage remain in optimal condition.
- Physical wellness programs that encourage active living, including daily "5-Minute Workouts" after lunch, AMATA VN running events, and sports clubs to reduce stress and prevent office syndrome.
- Occupational Health and Safety training for employees. There is a total of 86 employees trained in OHS and relevant standards equivalent to 768 training hours in 2025.

The Group believes that a great workplace is built through collective effort. To support this, we encourage active employee participation in health and safety initiatives through structured dialogue with employee representatives, who, as part of the welfare committee, regularly provide input on workplace safety and environmental conditions.

To further strengthen this collaborative approach, a dedicated platform has also been established where employees can freely share their ideas, observations, and suggestions for improvement. The Human Resources Manager (HR) will take the lead in consolidating all submissions, including those from the welfare committee. All consolidated feedback is then presented to management for consideration and potential improvement. Updates of the progress and outcomes of each request will be communicated accordingly.

- Contractor Health and Safety

At AMATA VN, we view the safety of our workforce and partners as a fundamental responsibility. We maintain a controlled environment where strict internal regulations protect both our contractors and the surrounding communities. From the moment contractors or customers arrive at our industrial park, our team provides specific safety guidance and actively oversees compliance to prevent risks.

This hands-on approach involves close monitoring by our project management team, who ensure that safety standards are met daily. We also uphold a transparent reporting culture, requiring immediate notification of any safety concerns or injuries. This vigilance yielded tangible results in 2025, as we recorded zero fatalities and no incidents resulting in lost workdays among our contractor workforces.

Reference link for employee and labor management plan : <https://amatav.listedcompany.com/misc/sd/20260325-amatav-sd2025-en.pdf>

Page number of the reference link : 81-98

Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee : Yes
and labor management goals?

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Employee training and development	Average Training hours / person / year	-	2025: 20
• Safety and occupational health at work	Employee Loss Time Injury Frequency Rate (LTIFR)	-	2025: 0
• Safety and occupational health at work	Contractor Loss Time Injury Frequency Rate (LTIFR)	-	2025: 0

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : Yes
management

Learning and Development

In 2025, AMATA VN Group delivered 83 training programs designed to strengthen both essential and forward-oriented skills. Essential courses - such as workplace safety, labor law updates, and internal standard operating procedures (SOP) reinforced operational integrity and compliance. At the same time, new courses on AI tools and cybersecurity helped employees keep pace with the rapidly evolving digital landscape. Through these efforts, our workforce remains well-prepared to manage our estates effectively while adapting to emerging demands in the sector.

Human Rights

- There were no noted violations of human rights complaints filed by our employees nor by external stakeholders in 2025.

Occupational Health and Safety

- There were no reported incidents resulting in work absences or fatalities of employees in 2025.
- There were no reported incidents resulting in work absences or fatalities of contractors in 2025.
- Total of 86 employees trained in OHS and relevant standards equivalent to 768 training hours.
- Total of 60 participants from customers and contractors trained in OHS a total of 480 training hours.

The Groups improvement efforts resulted in a notable increase in employee satisfaction rate from 87% in 2024 to 92%, supported by 100% employee participation in the satisfaction survey. High satisfaction levels are closely linked to improved employee retention, reinforcing the importance of continuous feedback and follow through. In line with our commitment to transparent stakeholder engagement, we have communicated the survey results across the

organization. This process enables us to identify priority areas for improvement, particularly in relations to pay and benefits, work collaboration, and the working environment. In response, the Human Resource Department has developed an action plan for the coming year to address these key concerns identified. The plan includes a review of job descriptions and career development pathways, as well as assessment of working environment conditions and requirements. Progress on these actions will be monitored through ongoing employee engagement and future satisfaction surveys.

Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	166	181	185
Percentage of employees to total employment (%)	100.00	100.00	100.00
Percentage of non-employee workers to total employment (%)	0.00	0.00	0.00
Total employees (persons)	166	181	185
Male employees (persons)	111	125	129
Percentage of male employees (%)	66.87	69.06	69.73
Female employees (persons)	55	56	56
Percentage of female employees (%)	33.13	30.94	30.27
Total of workers who are not employees (Person)	0	0	0
Male workers who are not employees (Person)	0	0	0
Percentage of male non-employee workers (%)	0.00	0.00	0.00
Female workers who are not employees (Person)	0	0	0

	2023	2024	2025
Percentage of female non-employee workers (%)	0.00	0.00	0.00

Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	20	29	29
Percentage of employees under 30 years old (%)	12.05	16.02	15.68
Total number of employees 30-50 years old (Persons)	115	116	122
Percentage of employees 30-50 years old (%)	69.28	64.09	65.95
Total number of employees over 50 years old (Persons)	31	36	34
Percentage of employees over 50 years old (%)	18.67	19.89	18.38

Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	6	16	17
Percentage of male employees under 30 years old (%)	5.41	12.80	13.18
Total number of male employees 30-50 years old (Persons)	84	82	87
Percentage of male employees 30-50 years old (%)	75.68	65.60	67.44
Total number of male employees over 50 years old (Persons)	21	27	25

	2023	2024	2025
Percentage of male employees over 50 years old (%)	18.92	21.60	19.38

Number of female employees categorized by age

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	14	13	12
Percentage of female employees under 30 years old (%)	25.45	23.21	21.43
Total number of female employees 30-50 years old (Persons)	31	34	35
Percentage of female employees 30-50 years old (%)	56.36	60.71	62.50
Total number of female employees over 50 years old (Persons)	10	9	9
Percentage of female employees over 50 years old (%)	18.18	16.07	16.07

Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	125	138	142
Percentage of employees in operational level (%)	75.30	76.24	76.76
Total number of employees in management level (Persons)	33	28	28
Percentage of employees in management level (%)	19.88	15.47	15.14

	2023	2024	2025
Total number of employees in executive level (Persons)	8	15	15
Percentage of employees in executive level (%)	4.82	8.29	8.11

Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	86	99	104
Percentage of male employees in operational level (%)	77.48	79.20	80.62
Total number of male employees in management level (Persons)	19	16	15
Percentage of male employees in management level (%)	17.12	12.80	11.63
Total number of male employees in executive level (Persons)	6	10	10
Percentage of male employees in executive level (%)	5.41	8.00	7.75

Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	39	39	38
Percentage of female employees in operational level (%)	70.91	69.64	67.86
Total number of female employees in management level (Persons)	14	12	13
Percentage of female employees in management level (%)	25.45	21.43	23.21

	2023	2024	2025
Total number of female employees in executive level (Persons)	2	5	5
Percentage of female employees in executive level (%)	3.64	8.93	8.93

Significant changes in the number of employees

Significant changes in number of employees over the : No
past 3 Years

Number of male employees working in Thailand

	2023	2024	2025
Total male employees working in Thailand (Person)	2	2	1
Bangkok Metropolitan (Person)	2	2	1
Northern (Person)	0	0	0
Central (Person)	0	0	0
Northeastern (Person)	0	0	0
Southern (Person)	0	0	0
Eastern (Person)	0	0	0

Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (Person)	3	2	2
Bangkok Metropolitan (Person)	3	2	2

	2023	2024	2025
Northern (Person)	0	0	0
Central (Person)	0	0	0
Northeastern (Person)	0	0	0
Southern (Person)	0	0	0
Eastern (Person)	0	0	0

Number of employees working abroad

	2023	2024	2025
Total employees working abroad (Person)	161	177	182
Total male employees working abroad (Person)	109	124	128
Total female employees working abroad (Person)	52	53	54

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	1	1	1
Percentage of disabled workers to total employment (%)	0.60	0.55	0.54
Total number of employees with disabilities (Persons)	1	1	1
Total male employees with disabilities (persons)	1	1	1
Total female employees with disabilities (persons)	0	0	0
Percentage of disabled employees to total employees (%)	0.60	0.55	0.54

	2023	2024	2025
Total number of workers who are not employees with disabilities (persons)	0	0	0
Percentage of disabled non-employee workers to total non-employee workers (%)	0.00	0.00	0.00
Contributions to empowerment for persons with disabilities fund	No	No	No

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	100,308,858.98	116,017,923.32	112,684,097.00
Average of remuneration of employees (Baht/persons)	604,270.23	640,983.00	609,103.23

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

The Company provides welfare and benefits in addition to basic benefits as prescribed by law without discrimination according to their duties and responsibilities. All types of employees will receive benefits such as life and accident insurance, as well as protection against work-related disability, an annual health check-up, maternity leave, and a language proficiency stipend.

Full-time employees will also be eligible to join the provident fund. In addition, employees families also receive benefits, for example, child scholarships, financial aid for funerals, etc.

Reference link to provident fund management policy and guidelines : <https://investor.amatavn.com/storage/pdf/cg/cg-and-download/social-policy/amatav-human-resource-management-policy-en.pdf>

Page number of the reference link : 3

Implementation of Investment Governance Code for Institutional Investors ("I Code") by Company's Provident Fund Committee : No

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	6	5	4
Number of employees joining in PVD (persons)	6	5	4
Number of PVD members / Total employees (%)	3.61	2.76	2.16
Number of PVD members / Total eligible employees (%)	100.00	100.00	100.00

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht) ⁽¹⁾	486,347.10	439,017.10	379,337.65
Total amount of provident fund contributed by employee (baht)	1,459,481.80	1,313,644.50	1,312,695.00

Remark: ⁽¹⁾ Employer contributions to the employee provident fund excludes the contributions to directors and executives.

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
AMATA VN PUBLIC COMPANY LIMITED	Yes	185	4	4	2.16	100.00

Information on employee development

Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	18.36	22.44	24.12

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Information on safety, occupational health, and work environment

Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	1	0	0
Total number of employees that lost time injuries for 1 day or more (Persons)	1	0	0
Percentage of employees that lost time injuries for 1 day or more (%)	0.60	0.00	0.00
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00

Additional explanation : ^(*) The company with the total number of employees over 100 or more

^(**) The company with the total number of employees less than or equal to 100

Information on promoting employee relations and participation

Employee engagement

	2023	2024	2025
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	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	15	19	9
Total number of male employee turnover leaving the company voluntarily (persons)	8	11	7
Total number of female employee turnover leaving the company voluntarily (persons)	7	8	2
Proportion of voluntary resignations (%)	6.02	10.50	4.86
Percentage of male employee turnover leaving the Company voluntarily (%)	53.33	57.89	77.78
Percentage of female employee turnover leaving the Company voluntarily (%)	46.67	42.11	22.22

	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups⁽²⁾

Employee internal groups : Yes

Types of employee internal groups : Welfare committee, Labor union

Remark: ⁽²⁾ Welfare Committee for Employees in Thailand. Trade/Labour Union for Employees in Vietnam.

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

- Consumer data privacy and protection policy and guidelines : Yes
- Consumer data privacy and protection guidelines : Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data
- Reference link to consumer data privacy and protection policy and guidelines : <https://investor.amatavn.com/storage/pdf/cg/cg-and-download/cg-policy/amatav-confidentiality-policy-en.pdf>

Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : No
- Reference link for responsible sales and marketing policy and guidelines :
- Page number of the reference link :

Policy and guidelines on communicating the impact of products and services to customers / consumers

- Policy and guidelines on communicating the impact of products and services to customers / consumers : No

Information on customer management plan

Customer management plan

- Company's customer management plan : Yes
- Customer management plan implemented by the company in the past year : Responsible production and services for customers, Communication of product and service impacts to customers / consumers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

AMATA VN Group believes that it takes more effort and cost to acquire a new customer than retaining an existing one. Therefore, the management placed significant importance on retention of customers. Customers suggestions and recommendations are important input to the company, especially this period where there is a shift in customer expectations and behavior. AMATA VN Group continually engages with our customers through various methods and channels including customer visits, seminars on-site and online, and via instant communications applications.

To better understand the customers expectations, identify areas for improvement, and enhance service quality, we annually conducted a customer satisfaction survey that inquired about their satisfaction with the service and quality, the CSR activities organized, and their willingness to recommend the Company to others. The survey also asked about issues of dissatisfaction, future customer plans, and expectations. The survey results were communicated in the management meeting for acknowledgement and for planning future process improvements, ensuring that customers concerns were taken into account during product and service development.

Enhancing Customer Relationships

- Training and Seminars

With tenants joining us from over 20 different nations, navigating the nuances of Vietnam's local regulations may often be complex compared to practices at their headquarters. We recognize that bridging the gap between international standards and local requirements is vital for the long-term success of our partners. The Group actively supports customers by creating opportunities for shared learning, ensuring that every business operating in our estates has the up-to-date information needed to operate smoothly and remain compliant.

- Customers/Tenants meeting

The Group organized a significant meeting bringing together leadership from the Quang Ninh Economic Zone Authority (QEZA), various local departments, and representatives from 15 customers within Amata City Ha Long Industrial Park. This forum established a direct line of communication to address the practical challenges facing our partners. Participants actively exchanged views on essential topics, ranging from energy efficiency in manufacturing to effective labor recruitment strategies. The session also facilitated a frank Q&A regarding daily operational hurdles, such as shuttle bus routes, social housing for workers, and regulations on importing used machinery. A major highlight of the gathering was the announcement of a Memorandum of Understanding (MOU) between the Group and the Vietnam-Korean College of Quang Ninh which aims to bridge the gap between vocational training and the actual skills required by enterprises in the industrial park. By aligning education with industry needs, we intend to streamline recruitment processes for our tenants. This meeting reinforced the Groups function as a reliable intermediary, ensuring that the voices of our tenants are heard and supported by local authorities.

- Football & Sport event

In 2025, the Group continued to nurture an environment where professional drive and personal health complement one another. The Football Tournament and sports days held at Amata City Bien Hoa and Amata City Ha Long served as a central gathering point for our community. With 27 teams and nearly 300 participants taking the field, the atmosphere was energetic, offering everyone a welcome change of pace from their regular schedules. These activities provided a valuable space for customers and partners to interact outside of formal meetings. As players teamed up and competed, the boundaries between different companies softened, allowing colleagues to build trust and camaraderie. This initiative highlights our belief that a healthy industrial park is built on strong personal connections just as much as business partnerships.

Enhancing Brand Awareness

Brand awareness is one of the key priorities for AMATA VN Group as we pursue our vision of becoming a sustainable industrial estate and SMART CITY developer. Guided by our ALL WIN philosophy, we strive to create shared value for customers, communities, and our stakeholders. Strengthening brand awareness enables us to respond effectively to evolving market expectations, reinforce our reputation, and build long-term trust. It also supports deeper collaboration with both existing and potential stakeholders, contributing to our goal of fostering a vibrant, responsible, and innovative community for the future.

Our commitment to sustainability has been affirmed through significant recognition, including the SET ESG 2025 Rating (AAA) and top-tier score under UNIDOs Eco-Industrial Park framework. These achievements reflect our dedication to transparency and strong operational standards.

Sustainable Property Portfolio Management

The Group prioritizes quality as a fundamental pillar in ensuring customer safety, enhancing satisfaction, and maintaining cost efficiency. This commitment begins with comprehensive planning and design, where a well considered

master plan addresses land use, infrastructure layout, environmental impact, and future expansion needs, incorporating strategic zoning to support diverse industries and business sizes. Careful site selection considering accessibility, transport links, and proximity to key resources is equally important in enhancing estate viability. During development, strict adherence to construction regulations safeguards both customer safety and the asset durability. Once operational, ongoing maintenance of infrastructure and common areas, robust security measures, and dedicated customer support services further reinforce the Group's focus on quality throughout the property lifecycle: considered master plan addresses land use, infrastructure layout, environmental impact, and future expansion needs. In parallel, the Group actively manages the environmental and social impacts associated with customer operations. As part of our operational management approach, we address environmental protection issues that may arise from customer activities. We apply rigorous standards to water stewardship and pollution control, with our operations team actively overseeing the quality of effluent and emissions from each customer's facility. In the event of an issue such as unexpected smoke emissions, improper chemical handling, or deviations in water quality we coordinate immediate corrective action with the customer and subsequently establish preventive measures to reduce the likelihood of recurrence. Recognizing that our tenants collectively contribute to substantial greenhouse gas (GHG) emissions, water consumption, and waste generation, we conduct continuous monitoring of electricity and water usage. These data insights enable us to guide customers towards more efficient resource management and support the transition to lower-impact operational practices. Aligned with our Group-wide GHG reduction roadmap, we also provide renewable energy alternatives to help reduce their carbon footprint. To further enhance resource efficiency, we facilitate collaboration among companies within our industrial estate to identify opportunities for industrial symbiosis under the UNIDO framework. Through this initiative, byproducts or waste from one company can be repurposed as input materials for another, reducing overall waste, minimizing water withdrawal, and promoting circular economy principles. By integrating climate resilience, energy management, and water stewardship into our property portfolio strategy, we strengthen the long-term sustainability performance of our estates and create shared value for customers, communities, and stakeholders.

Customer Grievance Management

Prioritizing open communication allows us to stay aligned with our customers' needs, offering them accessible ways to share insights through our hotlines, website, and email, as well as provide input in the annual customer surveys and post-seminar sessions. Supporting this dialogue is a formal grievance mechanism designed to resolve operational issues and mediate disputes between tenants, as well as between tenants and the surrounding community, helping to maintain a cooperative industrial environment. Upon receiving a complaint, the department responsible confirms receipt and initiates action within 24 hours. We commit to a defined timeline for resolution, ensuring that every issue is addressed efficiently to minimize disruption and uphold satisfaction across our operating area.

Reference link for company's customer management plan : <https://amatav.listedcompany.com/misc/sd/20260325-amatav-sd2025-en.pdf>

Page number of the reference link : 99-107

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	Customer Engagement rate	-	2025: >80%
• Development of customer satisfaction and customer relationship	Customer Satisfaction	-	2025: >85%

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

In 2025, the Group received a total of 23 complaints, of which 16 were related to our operations with key concerns focused on road safety and the aesthetic condition of the estate. All reported complaints have been successfully resolved, and customers have been promptly informed of the resolutions. The remaining 7 complaints were outside our scope, and we worked alongside tenants to assist them in resolving the issues.

In response to the constructive feedback gathered, we translated these insights into concrete actions in 2025, launching specific initiatives designed to elevate our performance and directly addressing the concerns raised by our stakeholders as detailed below:

Customer Satisfaction

AMATA VN Group conducts a customer satisfaction survey annually to analyze and monitor its customers experiences, understand their expectations, and problems for further improvement in its operations. To improve feedback mechanisms, the customer satisfaction survey questionnaire is reviewed each year to ensure a more comprehensive assessment of customer perspectives on various aspects of their operations. With customers in ACLT and ACHL beginning their operations, this years customer satisfaction survey was expanded to cover all 3 industrial parks -ACBH, ACHL, and ACLT. The overall customer satisfaction remains strong, recording only a slight decrease from 89% to 87% compared to previous years, even with the inclusion of 2 newly operating industrial parks. This consistency reflects the continued positive customer experiences with the utilities, services and operational support provided across all parks.

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

Companys channels for receiving complaints from customers/consumers : Yes

Telephone : 0-2792-0000
Fax : -
Email : cs@amata.com
Companys website : www.amatavn.com
Address : 2126 New Petchaburi road, Bangkapi, Huay Kwang Bangkok
10310

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies	:	Yes
Reference link for community development and engagement policies	:	https://investor.amatavn.com/storage/pdf/cg/cg-and-download/social-policy/amatav-sustainable-development-policy-en.pdf
Page number of the reference link	:	3-7

Information on community and social management plan

Community and social management plan

Company's community and social management plan	:	Yes
Community and social management plan implemented by the company over the past year	:	Employment and professional skill development, Education, Forests and natural resources, Sports and recreation, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups

AMATA VN Group upholds the philosophy of ALL WIN, aiming to foster growth for both our business and the communities we serve while being accountable for societal well-being. To minimize negative impacts to the community, especially given the scale of our projects, we conduct Environmental Impact Assessments (EIA) and public hearings to evaluate potential effects and implement preventive and mitigation measures. The Group is committed to conducting business responsibly towards society and has established monitoring systems to ensure our activities do not negatively impact on the community whereby air, noise, wastewater, waste pollution.

Our community development strategy is aligned with the United Nations Sustainable Development Goals (SDGs) and embedded within our business planning. Our initiatives are guided by three strategic pillars: economic development, health and well-being, and education. To ensure a localized and meaningful impact, we focus our efforts on communities within a 7 km radius of our industrial estates, where our operations may have actual or potential social impacts. We regularly assess community perceptions and impacts through annual community satisfaction surveys and feedback received via our whistleblowing channels. These insights allow us to address local concerns and continuously refine our operations. To strengthen accountability, assessment results are reviewed during monthly management meetings, where cross-functional teams collaborate to define and implement necessary improvements.

Beyond corporate-led initiatives, we provide a platform for our employees to take an active role in community development. Through structured volunteer programs, employees contribute their professional skills and personal time to initiatives supporting education, healthcare, and environmental conservation. By supporting these efforts, we promote a workplace culture grounded in shared responsibility and tangible contributions to the communities in which we operate.

Community-Centered Environmental Management

Our strategic roadmap to achieving Carbon Neutrality by 2040 prioritizes the well-being of the communities surrounding our industrial estates. This commitment underpins a management approach where environmental protection and public safety go hand in hand. To safeguard local living conditions, the Group conducts comprehensive Environmental

Impact Assessments (EIAs) for all new and existing projects. These assessments enable an early identification of potential risks and the implementation of effective mitigation measures that shield the environment before operations commence.

Transparency remains essential to maintaining trust with local stakeholders. We adhere to a rigorous schedule of monitoring air quality, water quality, and solid waste management to meet or exceed national standards, ensuring our activities do not compromise the quality of life for nearby residents. Furthermore, we actively invest in ecological restoration to enhance the shared landscape. In 2025, we planted an addition of 3,300 trees across our project sites and neighboring areas as part of our efforts to enhance carbon sequestration and support biodiversity, creating a healthier, greener environment for the communities we serve.

Community Economic Development Promotion

- Local Procurement

Local procurement serves as a key driver for job creation and the improvement of public infrastructure within our operating regions. In 2025, AMATA VN Group sourced 99% of its goods and services from local suppliers, directly supporting the economic health of the Vietnamese market.

This high rate of local integration ensures that capital remains within the communities where we operate. By prioritizing regional vendors, we support local businesses in scaling their operations, creating stable employment opportunities for residents, reducing supply chain logistics, and strengthening the economic resilience of society at large.

- Community Development Promotion

Foreign Direct Investment (FDI) is a primary engine of Vietnam's economic expansion, driving GDP growth, export capacity, and national employment. AMATA VN Group plays a significant role in channeling this investment into the country, contributing to a substantial share of the total FDI invested in Vietnam. We recognize the critical role industrial infrastructure plays in this ecosystem and actively work to sustain investor confidence and investment momentum. To date, our business operations have facilitated more than 14 billion USD in Vietnam. As a result, investment has led to the creation of over 60,000 job opportunities across our operating areas, providing better livelihoods and contributing to socio-economic development at the provincial level. To continue attracting high-quality investment, the Group works closely with local authorities and leading property agents. We organize and participate in targeted seminars, roadshows, and business forums that promote Vietnam's potential and support constructive dialogue with international stakeholders. A key milestone in these efforts is the investment license granted to AMATA VN Group in Phu Tho Province, enabling the development of internationally scaled industrial and commercial zones with streamlined administrative support to reinforce Phu Tho's long-term attractiveness to investors.

- Workforce Recruitment

In 2025, AMATA VN Group actively strengthened local labor markets by serving as a strategic bridge between educational institutions, job seekers, enterprises, and local authorities. In Dong Nai, ACBH and ACLT collaborated with leading academic partners - including Sonadezi College, Lac Hong University, and Dong Nai University of Technology- to co-organize career fairs and recruitment activities that connected students and graduates with employment opportunities across our industrial parks. These large-scale career events created direct pathways to employment in manufacturing, technology, logistics, and finance, effectively addressing the evolving workforce requirements of our tenants.

Expanding this initiative to the northern region, the Group focused on establishing a sustainable talent pipeline for our industrial parks in Quang Ninh. Key efforts included hosting the province's first job fair directly within the ACHL industrial park and coordinating target recruitment programs for specific demographics, such as demobilized soldiers and technical students. To further bridge the gap between academic theory and industrial

practice, we facilitated factory exposure visits and established direct cooperation between major tenants and provincial employment service centers.

Beyond standard job creation, AMATA VN Group supported workforce reintegration for transitional groups, specifically demobilized soldiers. Acting as a direct link between local authorities, industrial tenants, and job seekers, we supported stable employment outcomes for returning service members. In Quang Yen, a career consultancy initiative was organized during the Ceremony Welcoming Young Soldiers, enabling tenants such as Jinko Solar, Foxconn, and Renli to engage directly with 235 individuals completing their military service. Through direct dialogue on recruitment needs and career pathways, this initiative resulted in a tangible outcome, with more than 200 former soldiers securing employment with AMATA tenants. Altogether, the recruitment support activities engaged over 8,670 participants across all regions. This substantial outreach demonstrates the Group's commitment to inclusive economic development and local job creation. It ensures the long-term competitiveness of our industrial parks while maintaining our position as a trusted partner in advancing both business growth and community prosperity.

- Infrastructure development

During the time of project construction, the planned main road to our land has not yet been compensated, necessitating the use of an alternative route for customers and contractors to access our premises. Recognizing the potential impact on our community on this usage of this route, we have implemented a proactive maintenance program designed to mitigate any adverse effects and ensure the continued safety and well-being of our community members. Monthly compaction of the temporary road is conducted to maintain its structural integrity and prevent premature deterioration, and ensure safe passage for all vehicles, particularly motorbikes, thus minimizing the risk of accidents. Additionally, to address the potential increase in dust pollution, we conducted daily watering of the road surface to safeguard local air quality and reduce respiratory risks for residents and workers in the vicinity. As a long-term solution, in 2025 the Group has upgraded the traffic connectivity between ACLT, the extended road 319, and Ho Chi Minh Long Thanh (HCM LT) expressway intersection. This included the construction and leveling of public roads as a part of a wider urban regeneration initiative aimed at enhancing mobility and traffic safety for the wider community, while also reducing transportation time and fuel consumption for local commuters. These actions reflect our ALL WIN philosophy, which prioritizes responsible operations that balance project development with the long-term safety, property value, and well-being of surrounding communities.

Community Health and Well-being Support

- Road Safety

AMATA VN Group places strong importance on public safety within and around our industrial parks as part of our commitment to responsible operations. Informed by analysis of historical accident data and feedback from our customers and the people in communities, the Group has implemented targeted infrastructure upgrades to mitigate traffic-related risks. To protect both community members and company assets, we invested in an automated CCTV traffic detection system. These cameras are positioned in high-risk areas that are most prone to incidents and are connected to a dedicated monitoring control room. This integrated system supports real-time surveillance and enables more timely response when incidents occur.

- Blood Donation

Blood donation plays a critical role in supporting emergency care or even routine medicated treatment, particularly during periods of seasonal shortage. Recognizing this ongoing need, the Group has established blood donation as a regular community health activity. In 2025, Vietnam - including Dong Nai Province - experienced a significant shortfall in blood supplies, the Group maintained its commitment by organizing 6 blood donation programs that brought together employees, customers, and local authorities to support blood availability nationwide.

In Dong Nai, ACBH and ACLT collaborated with the provincial Red Cross and Cho Ray Hospital to organize large-scale donation drives. These events were designed to be accessible to both industrial park workers and management, ensuring high participation and consistent contributions to regional blood banks. In Quang Ninh, ACHL expanded this network by partnering with local youth organizations and participating in diplomatic humanitarian initiatives. These efforts focused on the Song Khoai and Quang Yen communities, encouraging tenant engagement and shared civic responsibility within the local communities.

Through these coordinated efforts across our projects, we successfully collected a total of 1,462 units of blood (equivalent to 458,050 cc), contributing to 0.08% of Vietnam's national target in 2025 of 1.85 million units and supporting national blood bank during seasonal shortage. Over the period from 2020 to 2025, the Group has proudly accumulated a total of 4,888 units, reinforcing the national healthcare system and reflecting our ongoing commitment to the well-being of local communities.

- War Invalids and Martyrs Commemoration

The Group participated in a gift-giving ceremony in Hiep Hoa Ward to commemorate Vietnam's War Invalids and Martyrs Day, recognizing individuals with meritorious service to the nation and providing practical support to those facing ongoing social and health challenges. The activity formed part of the Groups ongoing community engagement efforts to support vulnerable groups and maintain constructive relationships with local stakeholders. The event was attended by representatives from the Hiep Hoa Ward Peoples Committee, the Vietnam Fatherland Front Committee of Hiep Hoa, and the Quang Ninh Association for Supporting People with Disabilities and Orphans. In collaboration with our partners, the Group contributed a total of over 83 million VND, which funded 30 gift packages for individuals with meritorious service to the revolution and 35 social insurance cards for individuals in need.

- AMATA RUNNING ACTIVITIES

The AMATA Run has been organized over many years as one of the Groups community initiatives. Through these running events, we promote physical wellness while supporting community and heritage-related causes, using flagship athletic activities to engage stakeholders, mobilize resources for those in need, and strengthen connections between our industrial parks and the host provinces.

Through these collaborative sporting initiatives, we successfully attracted nearly 4,300 participants generating an estimated 2.8 Bil VND social capital*. In addition, fund mobilized through these events resulted in 340 million VND in direct financial contributions to social welfare funds and support for local households, together with significant donations of essential goods for flood-affected areas.

Educational Support

- Scholarship Support

AMATA VN Group believe that offering scholarships will contribute to talent development providing opportunities for individuals who may not have the financial means to pursue higher education, thereby nurturing a pool of skilled workers, in the long term, investing in education will yield benefits for the society in terms of increased level of education, enhanced innovation, reduced societal crime, and contribute to overall economic growth.

In 2025, the Group supported education access and youth development through scholarship and career-readiness programs, providing 74.6 mil VND in quantified scholarship-related contributions.

- Empowering Education and Reading culture

In 2025, The Group upgraded educational infrastructure through the "Green Library Nurturing Knowledge" initiative focusing on local schools, Long Hung Primary School and Tam An Primary School in Dong Nai and Song Khoai Secondary School in Quang Ninh, delivering modernized library spaces designed to encourage critical thinking among primary students.

Complementing these physical improvements, we supported the Vietnamese Book & Reading Culture Day at the secondary level through book donations and interactive engagement. These combined initiatives, representing a financial contribution of VND 68.8 million, reinforce the educational foundation of our communities and promote sustainable literacy habits.

Reference link for company's community and social management plan : <https://amata.v.listedcompany.com/misc/sd/20260325-amata.v-sd2025-en.pdf>
 Page number of the reference link : 108-116

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals : Yes

Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)
• Others : Community Satisfaction	Community Satisfaction	-	2025: >=90%
• Occupational health, safety, health, and quality of life	Accident Severity Rate	2021: -	2025: below 60%

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

Road Safety

AMATA VN Group maintains a target to obtain severity rates of accidents below 60% compared with our 2021 baseline. While we previously achieved consistent improvements, the 2025 reporting cycle with severity rate of accidents at 45.8% shows a change in performance, with recent data indicating an increase in traffic-related incidents and minor injuries (from 31.4% of previous reporting period). Although our infrastructure successfully prevented fatalities, improving the strength of our fundamental safety protocols, the rise in overall accident frequency points to persistent human factors. Issues such as speeding, failure to comply with traffic rules, and unsafe driving behaviors remain challenges that passive measures alone cannot fully address.

The recent rise in traffic accidents underscores the urgency of our latest safety interventions. To address these behavioral risks, we are implementing an integrated CCTV Command Center and deploying AI-assisted traffic monitoring cameras, supported by comprehensive traffic safety training programs. These measures provide the necessary oversight to correct unsafe driving habits and reduce risk factors in real-time. Our objective is to reverse current situation and foster a culture of strict compliance, ensuring a secure environment for all commuters within and around our estates.

Community Satisfaction

AMATA VN Group strengthens community trust through annual community satisfaction surveys conducted in collaboration with local district authorities in areas surrounding its industrial parks. This year represents a significant milestone in our reporting, as we expanded the scope of our assessment beyond ACBH to include ACHL for the first time. The consolidated results for 2025 show an overall community satisfaction rate of 81%, reflecting that ACHL is still in early stage of operation. As the survey scope was expanded to include ACHL, the 2025 results should be viewed as a new baseline and are not directly comparable with previous years, which reflected feedback from ACBH only.

The overall survey identified several areas for improvement, with community members raising concerns related to dust, air quality, flooding, and traffic safety. These concerns are commonly associated with projects in the early stages of development and are addressed through a transparent management process, under which reported issues are investigated and corrective actions are implemented to ensure our operations remain aligned with community expectations.

Benefit from implementing social development project

Financial benefits⁽³⁾

Does the company measure the financial benefits : Yes
from social development?

	2023	2024	2025
Donations / Grants (Baht)	2,293,672.00	3,453,195.00	2,465,186.00
Social activities (Baht)	301,828.00	365,870.00	662,091.00
Value of purchasing goods and/or services from the community (Baht)	3,523,112,945.00	4,841,399,399.00	3,026,139,635.00

Remark: ⁽³⁾ The value of purchases of community products and/or services reflects the total purchase value and the proportion of employment of community partners in Vietnam, the group's primary operating location.

Non-financial benefits

Does the company measure the non-financial : Yes
benefits from social development?

	2023	2024	2025
Hiring local partners or suppliers (%)	99.00	99.00	99.00

Expenses from social and environmental development project

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	2,595,500.00	3,819,065.00	3,127,277.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) ^(*)	0.072502	0.076269	0.098495
Percentage of financial contribution for community/social development projects or activities to total revenue (%) ^(*)	0.060541	0.070994	0.077743

Additional explanation : ^(*) Total revenues and total expenses from total financial statement

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ESG Performance

Company Name : AMATA VN PUBLIC COMPANY LIMITED

Symbol : AMATAV

Market : SET

Industry Group : Property & Construction

Sector : Property Development

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The Company's Board of Directors intends to have Amata VN PCL (Company) be an organization that is effective in conducting its businesses in full compliance with the principles of good corporate governance along with social and environmental responsibility to create maximum benefits for shareholders in the long term and takes into account all stakeholders equally by adhering to the principles of morality, ethics, honesty, transparency, and accountability, including having a mechanism to monitor, inspect, and supervise business operations to be in accordance with relevant laws, rules, regulations, standards, policies, and guidelines both at the national and international levels. The Company has, therefore, established the following policies on good corporate governance for use as operating guidelines to be strictly adhered to by the Company's Board of Directors, Management, and staff.

1. The Board of Directors, executives, and all employees are committed to following the principles of good corporate governance for Thai listed companies as outlined by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), as well as the ICGN international corporate governance principles, the OECD good corporate governance principles, and related practices.

The practices consist of five aspects:

- 1) Rights of Shareholders;
- 2) Equal Treatment for all Shareholders;
- 3) Role of Stakeholders;
- 4) Information Disclosures and Transparency; and
- 5) Responsibilities of the Board of Directors.

2. The Board of Directors has duties and responsibilities in overseeing business management to provide the best benefit to shareholders (Fiduciary Duty) by adhering to four guidelines:

- 1) Perform duties with prudence (Duty of care);
- 2) Perform duties with integrity to safeguard the interests of the Company and its shareholders (Duty of Loyalty);
- 3) Perform duties in line with laws, objectives, regulations, and the Board of Directors resolutions and shareholders meeting resolutions (Duty of Obedience); and
- 4) Disclose financial and non-financial information to shareholders and stakeholders accurately, completely, transparently, adequately, and promptly (Duty of Disclosure).

Reference link for the full version of corporate governance policy and guidelines : <https://investor.amatavn.com/storage/pdf/cg/cg-handbooks-download/20260317-amatav-cg-good-cg-handbook-en.pdf>

Policy and guidelines related to the board of directors

Are there policy and guidelines related to the board of directors : Yes

Guidelines related to the board of directors : Other guidelines related to the board of directors

Policies concerning the Board of Directors

Policies and guidelines concerning the Board of Directors are compiled in the Good Corporate Governance Handbook disclosed on the Companys website www.amatavn.com under the heading Corporate Governance, for example:

1. Director Nomination and Remuneration Policy
2. Diversity in the Composition of the Board of Directors Policy
3. Self-Assessment Policy for the Chairman of the Board of Directors, the Board of Directors, and Subcommittees
4. Performance Management and Remuneration Policy for the Chief Executive Officer
5. Director Development Policy
6. Authority Reserved for the Board of Directors Policy

Reference link for the other policy and : <https://investor.amatavn.com/storage/pdf/cg/cg-handbooks-guidelines-download/20260317-amatav-cg-good-cg-handbook-en.pdf>

Page number of the reference link : 194-223

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and : Yes
stakeholders

Guidelines and measures related to shareholders : Other guidelines regarding shareholders and stakeholders
and stakeholders

Policies concerning the Shareholders and Stakeholders

Policies and guidelines concerning the Shareholders and Stakeholders are compiled in the Good Corporate Governance Handbook disclosed on the Companys website www.amatavn.com under the heading Corporate Governance, covering Equal Treatment for All Shareholders, Rights of Shareholders, Insider Trading Prevention, Conflict of Interests Prevention, Responsibility for Stakeholders, Anti-corruption, and Measures against the Violators. Example of the policies:

1. Anti-Corruption Policy
2. Whistleblowing Policy
3. Insider Trading Policy
4. Conflict of Interests Policy
5. Sustainable Development Policy
6. Risk Management Policy
7. Personal Data Protection Policy

Reference link for the other policy and : <https://investor.amatavn.com/storage/pdf/cg/cg-handbooks-guidelines-download/20260317-amatav-cg-good-cg-handbook-en.pdf>

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

The Company has established the Code of Conduct disclosed on the Company's website www.amatavn.com under the heading Corporate Governance for all Board Directors, Members of the Executive and Management Group, and Company Staff at all levels to study and achieve a full understanding of the Code. This is so that all can join in developing the Company into a transparent organization, so as to receive the full trust and confidence from all Stakeholder groups; whereby this will be a core foundation for the Company's business operations together with its ongoing sustainable growth. The Code of Conduct is introduced to the Board Directors, Members of the Executive and Management Group, and Company Staff when they join the Company. Review of the Code of Conduct is also arranged annually.

Reference link for the full version of business code of conduct : <https://investor.amatavn.com/storage/pdf/cg/cg-handbooks-download/20260317-amatav-code-of-conduct-en.pdf>

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Other guidelines related to business code of conduct

Code of Conduct

The Company has established the Code of Conduct disclosed on the Company's website www.amatavn.com under the heading Corporate Governance for all Board Directors, Members of the Executive and Management Group, and Company Staff at all levels to study and achieve a full understanding of the Code. This is so that all can join in developing the Company into a transparent organization, so as to receive the full trust and confidence from all Stakeholder groups; whereby this will be a core foundation for the Company's business operations together with its ongoing sustainable growth. The Code of Conduct is introduced to the Board Directors, Members of the Executive and Management Group, and Company Staff when they join the Company. Review of the Code of Conduct is also arranged annually. Some contents from the Code of Conduct are

1. Anti-Corruption Policy
2. Whistleblowing Policy
3. Code of Conduct for the Board of Directors
4. Business Ethics Towards Stakeholders
5. Code of Conduct for the Company's Staff

Reference link for the other policy and guidelines : <https://investor.amatavn.com/storage/pdf/cg/cg-handbooks-download/20260317-amatav-code-of-conduct-en.pdf>

Promotion of compliance with the business code of conduct

Promotion for the board of directors, executives, and employees to comply with the business code of conduct : Yes

The Company disclosed "Code of Conduct" on the Company's website for all Board Directors, Members of the Executive and Management Group, and Company Staff at all levels when they join the Company to study and achieve a full understanding of the Code. The Company also encourage all Board Directors, Member of the Executive and Management Group, and Company Staff to review of the Code of Conduct annually.

Reference link for the process of promotion for the board of directors, executives, and employees to comply with the business code of conduct : <https://investor.amatavn.com/storage/pdf/cg/cg-handbooks-download/20260317-amatav-code-of-conduct-en.pdf>

Participation in anti-corruption networks

- Participation or declaration of intent to join anti-corruption networks : Yes
- Anti-corruption networks or projects the company has joined or declared intent to join : Thai Private Sector Collective Action Against Corruption (CAC)
CAC membership certification status : Certified
Certification document of CAC membership status : 11.2_CAC - การรับรองบริษัทเป็นสมาชิกของแนวร่วมต่อต้านคอร์รัปชันของภาคเอกชน (2).pdf

Information on material changes and developments in policy and corporate governance system over the past year

Material changes and developments related to the review of policy and guidelines in corporate governance system or board of directors charter

- In the past year, did the company review the corporate governance policy and guidelines, or board of directors charter : Yes
- Material changes and developments in policy and guidelines over the past year : Yes

In 2025, the Board of Directors reviewed and approved the amendment of the Companys Corporate Governance Policy, including the Board of Directors Charter, Audit Committees Charter, Corporate Governance and Sustainability Committees Charter and Nomination and Remuneration Committees Charter.

In addition, the Board of Directors had the non-executive directors meeting and had the summary of the meeting communicated to the Chief Executive Officer for improvement and development. Furthermore, the term of independent directors was set for no more than 9 years in the Corporate Governance Policy and the Board Charter.

Implementation of the CG Code for listed companies

- Implementation of the CG Code as prescribed by the SEC : Fully implement

Matter which the Company is still unable to apply the principles from the SEC CG Code 2017:

The Company shall have outside party consultant to give advice on the evaluation of the Board of Directors performance at least every 3 years and disclose the results in the Annual Report.

The Companys explanation:

The Company has performed the evaluation of the Board of Directors as a whole, the evaluation of the sub-committees as respective groups and the evaluation of individual Directors annually. The results of the 2025 evaluation are as follows.

- The average score for the Board of Directors as a whole is 98.99%
- The average score for the sub-committees as respective groups is 98.08%
- The average score for individual Director is 99.75%

However, the Board of Directors has already assigned the Nomination and Remuneration Committee to study the evaluation via third party outside consultant for the upcoming years and report to the Board of Directors for consideration.

Other corporate governance performance and outcomes

In 2025 the Company participated in corporate governance activities which gave the Company opportunity to learn about corporate governance aspects that the Company could improve on. Following are the activities and achievements.

1. The Company received the SET ESG Ratings of year 2025 from the Stock Exchange of Thailand (SET) under Real estate and Construction sector for 6 consecutive years with an increase in the assessment score from the previous year and was classified for higher level, from AA to AAA.
2. The Company received a full score of 100 on the AGM checklist assessment of year 2025 conducted by the Thai Investors Association for 9 years consecutively.
3. The Company was rated 5 stars (Excellent) for the Corporate Governance Report of Thai listed companies (CGR) of year 2025 conducted by the Thai Institute of Directors (IOD) for 8 consecutive years and was ranked in the Top Quartile of companies with a market capitalization between 3,000-9,999 million THB for the 2 consecutive years.

Corporate Governance Structure

Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2025

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	8		8		9	
	5	3	6	2	7	2
Executive directors	1		1		1	
	0	1	0	1	0	1
Non-executive directors	7		7		8	
	5	2	6	1	7	1
Independent directors	5		5		6	
	3	2	4	1	5	1
Non-executive directors who have no position in independent directors	2		2		2	
	2	0	2	0	2	0

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	62.50	37.50	75.00	25.00	77.78	22.22
Executive directors	12.50		12.50		11.11	
	0.00	12.50	0.00	12.50	0.00	11.11
Non-executive directors	87.50		87.50		88.89	
	62.50	25.00	75.00	12.50	77.78	11.11
Independent directors	62.50		62.50		66.67	
	37.50	25.00	50.00	12.50	55.56	11.11
Non-executive directors who have no position in independent directors	25.00		25.00		22.22	
	25.00	0.00	25.00	0.00	22.22	0.00

Additional explanation : Displayed % (percentage) from proportion of total board of directors

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	63		66		66	
	67	57	67	62	66	63

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. APICHART CHINWANNO Gender: Male Age : 69 years Highest level of education : Doctoral degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p>	<p>Chairman of the board of directors (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director</p>	<p>14 May 2018</p>	<p>Economics, Leadership, Strategic Management, Governance/ Compliance, Public Administration</p>
<p>2. Dr. HUYNH NGOC PHIEN Gender: Male Age : 81 years Highest level of education : Doctoral degree Study field of the highest level of education : Science Thai nationality : No Residence in Thailand : No Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> Direct shareholding : 7,124,726 Shares (0.668425 %) 	<p>Vice-chairman of the board of directors (Non-executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>30 Aug 2012</p>	<p>Property Development, Governance/ Compliance, Economics, Sustainability, Corporate Social Responsibility</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mrs. SOMHATAI PANICHEWA Gender: Female Age : 59 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 3,198,384 Shares (0.300065 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 202,377 Shares (0.018987 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>30 Aug 2012</p>	<p>Property Development, Risk Management, Strategic Management, Governance/ Compliance, Marketing</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mrs. ORANUCH APISAKSIRIKUL Gender: Female Age : 67 years Highest level of education : Honorary degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	14 May 2018	Economics, Risk Management, Governance/ Compliance, Finance, Strategic Management
<p>5. Mr. KITTI TANGJITRMANEESAKDA Gender: Male Age : 61 years Highest level of education : Barrister Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	14 May 2018	Governance/ Compliance, Strategic Management, Property Development, Law, Risk Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mr. AUKKARES CHOOCHOUY Gender: Male Age : 57 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years^(*) : Doesnt Have DAP course : No DCP course : Yes</p>	<p>Director (Non-executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director</p>	<p>14 May 2018</p>	<p>Economics, Property Development, Marketing, Governance/ Compliance, Strategic Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. WARAPATR TODHANAKASEM Gender: Male Age : 76 years Highest level of education : Honorary degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 387,600 Shares (0.036364 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	9 Aug 2019	<p>Economics, Risk Management, Governance/ Compliance, Strategic Management, Sustainability</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Mr. YUTTANA JIAMTRAGAN Gender: Male Age : 62 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p>	<p>Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director</p>	24 Apr 2024	Property Development, Corporate Social Responsibility, Sustainability, Governance/ Compliance, Strategic Management
<p>9. Mr. PAUL WAYNE TURNBULL JR Gender: Male Age : 59 years Highest level of education : Master's degree Study field of the highest level of education : International Relations Thai nationality : No Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : No</p>	<p>Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Newly appointed director to replace the ex-director</p>	30 Sep 2025	Project Management, Strategic Management, Risk Management, Leadership, Negotiation

Additional explanation:

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

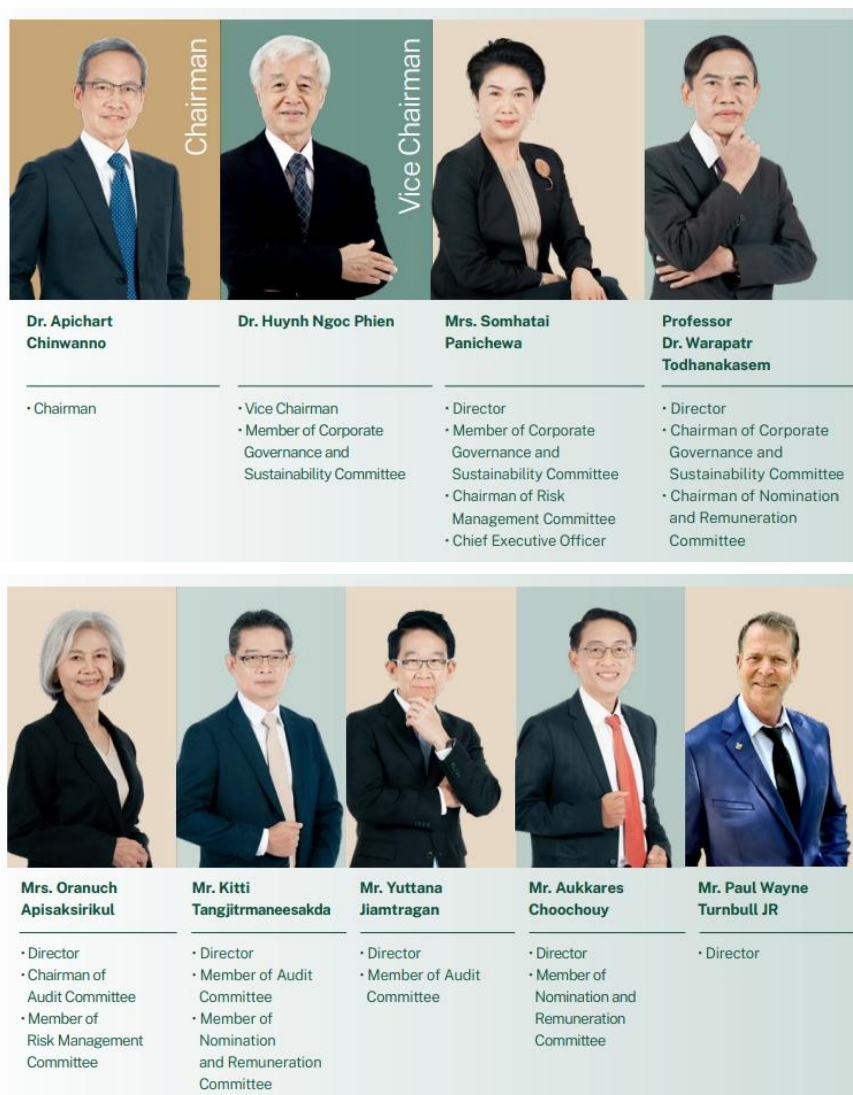
(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

Diagram of list of the board of directors



List of board of directors who resigned / vacated their position during the year

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
Total (persons)		1	8	6	2	3

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. APICHART CHINWANNO	Chairman of the board of directors		✓	✓		
2. Dr. HUYNH NGOC PHIEN	Vice-chairman of the board of directors		✓		✓	✓
3. Mrs. SOMHATAI PANICHEWA	Director	✓				✓
4. Mrs. ORANUCH APISAKSIRIKUL	Director		✓	✓		
5. Mr. KITTI TANGJITRMANEESAKDA	Director		✓	✓		
6. Mr. AUKKARES CHOOCHOUY	Director		✓		✓	✓
7. Mr. WARAPATR TODHANAKASEM	Director		✓	✓		
8. Mr. YUTTANA JIAMTRAGAN	Director		✓	✓		
9. Mr. PAUL WAYNE TURNBULL JR	Director		✓	✓		
Total (persons)		1	8	6	2	3

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)

Skills and expertise	Number (persons)	Percent (%)
1. Economics	5	55.56
2. Property Development	5	55.56
3. Law	1	11.11
4. Marketing	2	22.22
5. Finance	1	11.11
6. Corporate Social Responsibility	2	22.22
7. Sustainability	3	33.33
8. Negotiation	1	11.11
9. Project Management	1	11.11
10. Leadership	2	22.22
11. Strategic Management	8	88.89
12. Risk Management	5	55.56
13. Governance/ Compliance	8	88.89
14. Public Administration	1	11.11

Information about the other directors ^{(*)(**)}

	2023	2024	2025
The chairman of the board and the highest-ranking executive are from the same person	-	No	No
The chairman of the board is an independent director	-	Yes	Yes
The chairman of the board and the highest-ranking executive are from the same family	No	No	No

	2023	2024	2025
Chairman is a member of the executive board or taskforce	-	No	No
The company appoints at least one independent director to determine the agenda of the board of directors meeting	Yes	Yes	No

Additional explanation :

(*) Composition of the Board of Directors is calculated from the Board of Directors data in the year 2022 onwards

(**) If a remark is specified, the remark from the most recent year will be displayed

The measures for balancing the power between the board of directors and the Management

The measures for balancing the power between the board of directors and the Management : Have

Methods of balancing power between the board of directors and Management : Increasing the proportion of independent directors to more than half

The Company established the composition of the Board of Directors to consist at least 1/3 of the Board to be Independent Director, to balance in voting for all matters accordance to the Companys regulation, the SECs governance regulation and other related regulations. As of 31 December 2025, the Board of Directors consisted of 6 Independent Directors, or 66.67% of total directors, three of which are serving in the Audit Committee and one of which is serving as the Chairman.

Reference link for the measures for balancing the power between the board of directors and the management : <https://investor.amatavn.com/storage/pdf/cg/cg-and-download/cg-policy/amatav-corporate-governance-policy-en.pdf>

Page number of the reference link : 28

Information on the roles and duties of the board of directors

Board charter : Have

Scope of Duties and Responsibilities of the Board of Directors

1. To have a clear understanding of the vision, goals, and strategies in the operation of the Company in order to perform their duties in accordance with the laws, objectives, articles of association of the Company, the resolutions of Board of Directors, and the resolutions of the shareholders' meeting with responsibility, diligence and honesty;
2. To determine the details and approve the vision, business strategies, direction of the business, business policy, goals, procedures, operation plan, and the budgets of the Company and its subsidiaries as prepared by the Chief Executive Officer (CEO) and the management department;
3. To supervise the management and performance of the CEO, the management department, or any persons authorized to perform such duties in order to comply with the policies stipulated by the Board of Directors;

4. To continuously monitor the performance of the Company in order to comply with the operation plan and the budgets of the Company;
5. To procure the Company and its subsidiaries to use an appropriate and effective accounting systems, and to provide an internal control system and internal audit system;
6. To provide financial statements at the end of each fiscal year of the Company and to sign to certify such financial statements in order for their being proposed to the shareholders for approval in the Annual General Meeting;
7. To consider and approve the selection and appointment of auditor(s) and consider appropriate remuneration as proposed by the Audit Committee prior to the proposal to the shareholders for approval in the Annual General Meeting;
8. To provide written policy about good corporate governance and to effectively apply such policy in order to ensure that the Company fulfills responsibility to all relevant parties with fairness;
9. To consider and approve the appointment of persons who are qualified, and are not prohibited under the Public Companies Limited Act B.E. 2535 (1992) (as amended from time to time), the Securities Exchange Act B.E. 2535 (1992) (as amended from time to time), and the relevant notifications and/or regulations in the case that a directorship becomes vacant due to other reasons apart from retirement by rotation. In addition, to consider and approve the appointment of directors to replace directors who retire by rotation, and to determine the remuneration as proposed by the Nomination & Remuneration Committee prior to the proposal to the shareholders meeting for approval;
10. To appoint sub-committees such as the Audit Committee, the Executive Committee, the Nomination and Remuneration Committee, or any other sub-committees, and to determine the powers and duties of such sub-committees to help and support the performance of duties of the Board of Directors;
11. To appoint Executives and Company Secretary, and to determine the remuneration of such Executives;
12. To seek professional opinions from the external organizations when necessary for appropriate decisions;
13. To encourage the Directors and Executives to attend various seminars of the Thai Institute of Directors related to the duties and responsibilities of the Directors and Executives.

In this regard, the assignment of powers, duties, and responsibilities of the Board of Directors shall not be granted or sub-granted which causes the Board of Directors or the attorney to approve transactions in which the Board of Directors, or the attorney, or any person who may have any conflict of interest (as defined in the Notification of the Securities and Exchange Commission Thailand and the Notification of the Capital Market Supervisory Board), may have interest, or receive any benefits, or any other conflict of interests with the Company or its subsidiaries, except where the approval of such transaction is consistent with policies and rules approved by the shareholders meeting or the Board of Directors.

Separation of duties and responsibilities between the Board of Directors and the Management

The Company has clearly defined separate and respective roles, duties, and responsibilities of the Company's Board of Directors and those of the CEO as follows:

1. The Company's Board of Directors has the role of overall governance and oversight of the Company's business operations so as to ensure that they are in accordance with all legal requirements as well as the corporate objectives and regulations of the Company as approved by the Board Meetings together with the Company's policy on corporate governance; whereby Board Directors need to make decisions with all due care, integrity, and in an honest manner for the maximum benefit of the shareholders.
2. The Executive/Management Group has the duties and responsibilities to undertake normal operating activities based on policies determined by the Board, so as to achieve the established goals and corporate strategies.

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

- Audit of financial statements and internal controls

Scope of authorities, role, and duties

1. To verify that the Company has accurate and adequate financial reports;
2. To verify that the Company has proper and effective internal control and internal audit system, and to review the independence of internal audit function as well as to agree on appointment, transfer or misemployment of internal audit function head or any functions related to the internal audit;
3. To verify that the Company complies with the law of Securities and Exchange, the regulations of Stock Exchange or any laws associated with the Companys business;
4. To consider, select, propose an independent auditors appointment as well as their remuneration, and attend the meeting with the auditor without Management participation at least once a year;
5. To consider the connected transactions or those which might lead to the conflicts of interests in accordance with the laws of Stock Exchange to ensure that such transactions have been reasonably done for the greatest benefits of the Company;
6. To prepare the Audit Committees report as disclosed in the Companys annual report, an Audit Committees report must be signed by the Chairman of Audit Committee and comprised of at least following information:
 - an opinion on the accuracy, completeness and credibility of the companys financial report;
 - an opinion on the adequacy of the companys internal control system;
 - an opinion on the compliance with the law of Securities and Exchange, the regulations of the Stock Exchange, or the laws related to the Companys business;
 - an opinion on the suitability of an auditor;
 - an opinion on the transactions that may lead to the conflicts of interests;
 - the number of the Audit Committee meetings, and the attendance at such meetings by each committee member;
 - an opinion or overview of comments observed by the Audit Committee under their duties and responsibilities in accordance with the charter; and
 - other transactions which, in accordance with the scope of their duties and responsibilities, should be made the shareholders and general investors known.
7. Perform any other jobs as assigned by the Companys Board of Directors and obtained the Audit Committees approval.

Reference link for the charter

<https://investor.amatavn.com/storage/pdf/cg/cg-and-download/charter/amatav-ac-charter-en.pdf>

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

Nomination:

- (1) Setting policies, guidelines, and procedures in nominating the Companys Directors and Chief Executive Officer, and proposing these ideas for approval by AMATA VNs Board of Directors Meeting;
- (2) Recruiting, selecting, and proposing appropriate qualified persons to assume the position of AMATA VNs Directors, Committee Members, Chief Executive Officer, and Directors in the subsidiaries for the Boards approval, bearing in mind that in making proposals of appointment, the Nomination and Remuneration Committee must take into consideration the Board Skill Matrix in accordance with the nomination and remuneration policy;
- (3) Managing the size and composition of AMATA VNs Board of Directors and Committees to be appropriate for the Company and the Companys business together with making necessary adjustments to align the size and composition with the changing circumstance and to ensure that AMATA VNs Board of Directors and Committees comprise highly qualified, skilled, and experienced directors with specific competency in relation to the business as stipulated in the Board Skill Matrix;
- (4) Disclosing in details AMATA VNs nomination policies and procedures in the Companys Annual Report;
- (5) Formulating a succession plan to enable AMATA VNs business continuity by ensuring the availability of successors that will provide for a smooth and appropriate transition of AMATA VNs Chief Executive Officer (CEO), other high-level personnel, and managers who directly report to CEO, for approval by AMATA VNs Board;
- (6) Carrying out other tasks assigned by AMATA VNs Board.

Remuneration:

- (1) Setting remuneration policies and rates together with providing benefits and other rewards package scales for AMATA VNs directors and Chief Executive Officer by applying explicit and transparent principles and criteria for AMATA VNs Board of Directors approval and/or Shareholders Meetings approval;
- (2) Ensuring that AMATA VNs directors and high-level management are compensated in accordance with their duties and responsibilities;
- (3) Determining practical guidelines and criteria for the performance assessment of AMATA VNs directors and Chief Executive Officer as a basis in deciding their annual remuneration;
- (4) Disclosing in details AMATA VNs remuneration policies and the various types of compensations awarded with a report on the criteria used in determining directors, Chief Executive Officers, and high-level managements remunerations which should at least state details of the objectives, achievements, and opinion of the Nomination and Remuneration Committee in the Companys Annual Report, in accordance with the criteria of the relevant regulators;
- (5) Recommending appropriate remuneration package for AMATA VNs Board of Directors and Committees to AMATA VNs Board for endorsement before submitting it to the Shareholders Meeting for approval;
- (6) To review appropriateness of the proposal of the Management regarding overall employees compensation policy, including the Employee Stock Option Program (ESOP), and the total annual bonus amount, and propose to the Board of Directors for approval;
- (7) Reviewing the Chief Executive Officers set targets and operating criteria and submit them to AMATA VNs Board of Directors for approval;
- (8) Recommending remuneration and appropriate benefits for the Chief Executive Officer to AMATA VNs Board for consideration and final approval.

Reference link for the charter

<https://investor.amatavn.com/storage/pdf/cg/cg-and-download/charter/amatav-nrc-charter-en.pdf>

The Corporate Governance and Sustainability Committee

Role

- Corporate governance
- Sustainability development

Scope of authorities, role, and duties

Duty and responsibility in Corporate Governance

- (1) Frames policies on corporate governance and promotes corporate social responsibility to propose for approval by the Board of Directors, monitors adherence to good corporate governance policies and regularly review and improve the policies to ensure their appropriateness.
- (2) Oversees the companys operations to ensure compliance with good corporate governance principles as mandated by regulatory authorities such as the SET and SEC.
- (3) Promotes and oversees the companys operations and the performance of the Board of Directors, the Executive Committee and employees to align with good corporate governance policies.
- (4) Reviews good corporate governance policies, practices, business ethics, and anti-corruption policies to ensure alignment with applicable laws and international practices.

Duty and responsibility in Sustainable Development

- (1) Approves and reviews sustainable development policies and frameworks to ensure they are up to date and suitable for the environment and risk factors across business activities and stakeholders throughout the value chain with a review conducted at least annually.
- (2) Oversees the companys business operations to ensure compliance with the relevant laws, regulations, policies and guidelines as well as promoting the practical implementation of these policies.
- (3) Considers reports on sustainable development and performance results according to sustainable development policies and guidelines and provides constructive feedback to management for development and improvement.
- (4) Considers key issues related to sustainable development to ensure timely oversight of the operation.
- (5) Promotes and supports the management in recognizing and prioritizing sustainable development and fostering it as part of the organizational culture.
- (6) Supervise the disclosure of the Companys sustainability information through the Annual Report and the Companys Annual Sustainability Report.

General duty and responsibility

- (1) Performs other duties as assigned by the Board of Directors.
- (2) Reports performance results to the Board of Directors for their acknowledgment or consideration.
- (3) Reports performance results to the shareholders in the annual report for their acknowledgment.

Reference link for the charter

<https://investor.amatavn.com/storage/pdf/cg/cg-and-download/charter/amatav-cg-charter-en.pdf>

Risk Management Committee

Role

- Risk management

Scope of authorities, role, and duties

1. Design the procedure of the Company's risk management by:

- Determine the surrounding risks: Taking into account both internal and external risks in prescribing its perimeter together with utilizing the principles of risk management that include the following; Strategic Risk (including market risk), Operational Risk, Financial Risk (including liquidity risk), Compliance Risk (including reputational risk)

2. Assign all the business and operation units that are risk vulnerable to consider and report the following:

- Identify risks: mention all incidents that could occur and their effects on the Company's business objectives
- Analyze risks: specify their effects and the possibility of occurrence together with the effectiveness of all the available internal controls
- Evaluate the risks and assign a rating to them in accordance with each own business unit's discretion as well as deciding on other alternatives that could reduce the occurrence of risk and its effects then follow that procedure to avoid, accept, transfer, or reduce

3. Monitor and evaluate the effectiveness of risk management implemented by the Board of Directors, Audit Committee, and Internal Auditor which can be examined by

- The prescribed risk preventive measures
- Methods used in evaluating and selecting of risk preventive measures
- Reporting of the results and measures of risk management
- Having each individual business/operation unit implement the risk management policy fully and appropriately

Reference link for the charter

<https://investor.amatavn.com/storage/pdf/cg/cg-and-download/charter/20260317-amatav-rmc-charter-en.pdf>

Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
1. Mrs. ORANUCH APISAKSIRIKUL ^(*) Gender: Female Age : 67 years Highest level of education : Honorary degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director	14 May 2018	Economics, Risk Management, Governance/ Compliance, Finance, Strategic Management

List of directors	Position	Appointment date of audit committee member	Skills and expertise
2. Mr. KITTI TANGJITRMANEESAKDA ^(*) Gender: Male Age : 61 years Highest level of education : Barrister Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	14 May 2018	Governance/ Compliance, Strategic Management, Property Development, Law, Risk Management
3. Mr. YUTTANA JIAMTRAGAN Gender: Male Age : 62 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	10 Jul 2024	Property Development, Corporate Social Responsibility, Sustainability, Governance/ Compliance, Strategic Management

Additional explanation :

(*) Directors with expertise in accounting information review

List of audit committee members who resigned / vacated their position during the year

List of executive committee members

List of executive committee members who resigned / vacated their position during the year

Other Subcommittees

Subcommittee name	Name list	Position
The Nomination and Remuneration Committee	Mr. WARAPATR TODHANAKASEM	The chairman of the subcommittee (Independent director)
	Mr. KITTI TANGJITRMANEESAKDA	Member of the subcommittee (Independent director)
	Mr. AUKKARES CHOOCHOUY	Member of the subcommittee
The Corporate Governance and Sustainability Committee	Mr. WARAPATR TODHANAKASEM	The chairman of the subcommittee (Independent director)
	Dr. HUYNH NGOC PHIEN	Member of the subcommittee
	Mrs. SOMHATAI PANICHEWA	Member of the subcommittee
Risk Management Committee	Mrs. SOMHATAI PANICHEWA	The chairman of the subcommittee
	Mrs. ORANUCH APISAKSIRIKUL	Member of the subcommittee (Independent director)

List of subcommittees who resigned / vacated their position during the year

Information on the executives

Information on the executives

List and positions of the executive

List of the highest-ranking executive and the next four executives

List of executives	Position	First appointment date	Skills and expertise
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List of executives	Position	First appointment date	Skills and expertise
<p>1. Mrs. SOMHATAI PANICHEWA Gender: Female Age : 59 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>CHIEF EXECUTIVE OFFICER / Company Secretary / General Director, Amata Township Long Thanh Co., Ltd. (The highest-ranking executive)</p>	30 Aug 2012	<p>Property Development, Risk Management, Strategic Management, Governance/ Compliance, Marketing</p>
<p>2. Mr. Surakij Kiatthanakorn Gender: Male Age : 58 years Highest level of education : Master's degree Study field of the highest level of education : Science Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Deputy Chief, Country Project Coordination Department / General Director, Amata City Bien Hoa JSC</p>	1 Jun 2015	<p>Property Development, Energy & Utilities, Information & Communication Technology, Project Management</p>

List of executives	Position	First appointment date	Skills and expertise
<p>3. Mr. Sukhum Pitayapiboonpong^(*)</p> <p>Gender: Male</p> <p>Age : 39 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Finance</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : Yes</p> <p>Accounting supervisor : No</p>	Chief Financial Officer	1 Jan 2025	Property Fund & REITs, Finance, Accounting
<p>4. Mr. Yasuo Tsutsui</p> <p>Gender: Male</p> <p>Age : 53 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : B.A. English</p> <p>Thai nationality : No</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Department Manager - Marketing, Sales and Partnership	30 Aug 2022	Marketing, Negotiation
<p>5. Mr. Thai Hoang Nam</p> <p>Gender: Male</p> <p>Age : 48 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : No</p> <p>Residing in Thailand : No</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	General Director, Amata City Long Thanh JSC	12 Feb 2018	Property Development, Project Management

List of executives	Position	First appointment date	Skills and expertise
6. Mr. Nguyen Van Nhan Gender: Male Age : 45 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : No Residing in Thailand : No Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	General Director, Amata City Halong JSC	12 Feb 2018	Property Development, Project Management

Additional Explanation :

() Highest responsibility in corporate accounting and finance*

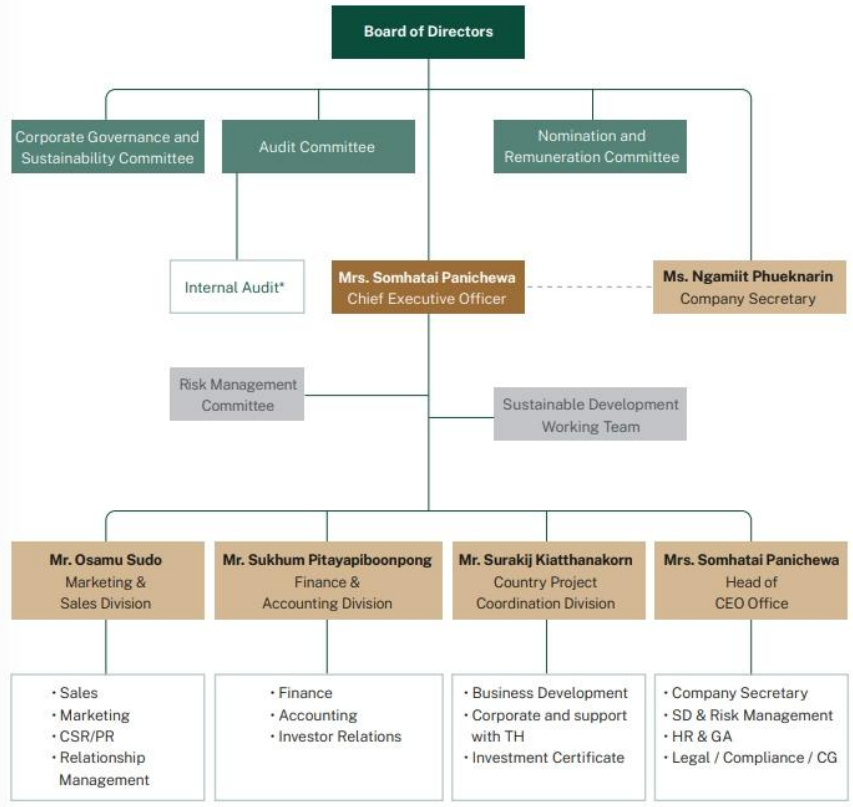
*(**) Accounting supervisor*

*(***) Appointed after the fiscal year end of the reporting year*

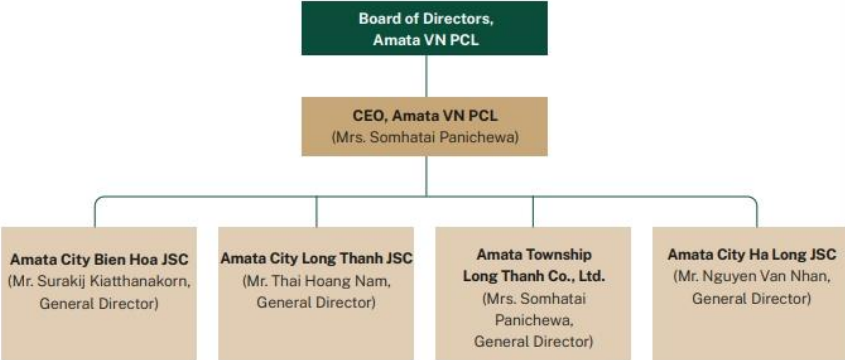
Organization structure diagram of the highest-ranking executive and the next four executives⁽¹⁾

Organization structure of the highest-ranking executive and the next four executives as of date : 31 Dec 2025

Organization structure diagram of the highest-ranking executive and the next four executives from the top executive



*Amata VN PCL has hired A&C Consulting Co., Ltd. (currently called Baker Tilly A&C) to evaluate its subsidiaries' internal control system. The report has to be submitted to Amata VN PCL's Audit Committee and also Board of Directors of the subsidiaries for acknowledgement and action on part related with the internal control as audited by the internal auditors.



Remark: ⁽¹⁾ *Amata VN PCL has hired A&C Auditing and Consulting Co., Ltd. (currently called Baker Tilly A&C) to evaluate its subsidiaries internal control system. The report has to be submitted to Amata VN PCL's Audit Committee and also Board of Directors of the subsidiaries for acknowledgement and action on part related with the internal control as audited by the internal auditors.

Remuneration policy for executive directors and executives

Amata VN PCL has no Executive Committee. As for the remuneration for Company Executives, the Nomination and Remuneration Committee will consider the roles, responsibilities, and performance of each Executive as well as the Company's operating performance to determine the rates.

Does the board of directors or the remuneration committee have : Have an opinion on the remuneration policy for executive directors and executives

The Nomination and Remuneration Committee consider remuneration for Executive to be align with the roles, responsibilities, and performance of each Executive as well as the Companys operating performance to determine the rates.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	10,887,770.00	11,518,102.50	9,374,250.00

Other remunerations of executive directors and executives

	2023	2024	2025
Companys contribution to provident fund for executive directors and executives (Baht)	1,166,598.95	1,214,484.30	1,313,604.00

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive : 0.00
directors and executives in the past year

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Kanyanut Buddhasastra	kanyanut@amata.com	027920000

List of the company secretary⁽²⁾

General information	Email	Telephone number
1. Ms. Ngamjit Phueknarin	cs@amata.com	027920000

Remark: ⁽²⁾ Appointed since 8 May 2025

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Mr. Vo Hung Tien	tien.vh@a-c.com.vn	-
2. Mr. Nguyen Ngoc Thanh	thanh.nn@a-c.com.vn	-
3. Miss Duong Thi Hong Huong	huong.dtt@a-c.com.vn	-
4. Mr. Ngo Minh Tam	tam.nm@a-c.com.vn	-

List of the head of the compliance unit

Head of investor relations

Does the Company have an appointed head of : Have
investor relations

List of the head of investor relations

General information	Email	Telephone number
1. Ms. Dendao Komolmas	dendao@amata.com	027920079

Company's auditor

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
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Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
PRICEWATERHOUSECOOPERS ABAS COMPANY LIMITED NO. 179/74-80 BANGKOK CITY TOWER BUILDING, 7TH, 11TH, 13TH-16TH FLOOR, SOUTH SATHORN ROAD, THUNG MAHA MEK SATHON Bangkok 10120 Telephone number +66 2844 1000	2,853,437.35	Types of non-audit service : IFRS Service and Other Expenses Details of non-audit service : IFRS services and other related expenses, with expenses comprising allowance, telephone expenses, travel expenses, and document expenses. Amount to be paid in the future 0.00 baht Total non-audit fee 2,477,330.13 baht	1. Mr. BOONLERT KAMOLCHANOKKUL Email: boonlert. kamolchanokkul@pwc. com License number: 5339 2. Mr. KRIT CHATCHAVALWONG Email: krit. chatchavalwong@pwc. com License number: 5016 3. Ms. NOPANUCH APICHATSATIEN Email: nopanuch. apichatsatien@pwc.com License number: 5266

Assigned personnel in case of a foreign company

Does the company have any individual assigned to : No
 be representatives in Thailand

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

Information about the summary of duty performance of the board of directors over the past year

Summary of duty performance of the board of directors over the past year

- Consideration and approval of auditor(s) and appropriate remuneration as proposed by the Audit Committee prior to the proposal to the shareholders for approval in the Annual General Meeting;
- Consideration and approval of the Directors whose terms expired by rotation to be Directors of the Company for another term, prior to the proposal to the shareholders for approval in the Annual General Meeting;
- Consideration and approval of director remuneration proposed by the Nomination and Remuneration Committee, prior to the proposal to the shareholders for approval in the Annual General Meeting;
- Consideration and approval of the dividend for the year, to be proposed to the shareholders for approval in the Annual General Meeting;
- Approval of the 2026 Strategy and Budget;
- Consideration of Financial Statements and the performance of year 2024;
- Consideration of Financial Statements and the performance of Quarter 1/2025;
- Consideration of Financial Statements and the performance of Quarter 2/2025;
- Consideration of Financial Statements and the performance of Quarter 3/2025;
- Reviewed the Company's Corporate Governance Policy and Charter of Board of Directors and Sub-Committees; and
- Reviewed and approved 26 amended policies of the Group.

Selection, development and evaluation of duty performance of the board of directors

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Dr. HUYNH NGOC PHIEN	Vice-chairman of the board of directors	30 Aug 2012	Property Development, Governance/ Compliance, Economics, Sustainability, Corporate Social Responsibility

List of directors	Position	First appointment date of director	Skills and expertise
Mrs. SOMHATAI PANICHEWA	Director	30 Aug 2012	Property Development, Risk Management, Strategic Management, Governance/ Compliance, Marketing
Mr. WARAPATR TODHANAKASEM	Director	9 Aug 2019	Economics, Risk Management, Governance/ Compliance, Strategic Management, Sustainability

List of newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Mr. PAUL WAYNE TURNBULL JR	Director	30 Sep 2025	Project Management, Strategic Management, Risk Management, Leadership, Negotiation

List of newly appointed director not being replaced the ex-director

Selection of independent directors

Criteria for selecting independent directors

Nomination and Remuneration committee will consider the nomination of Directors. Independent Directors must be independent from the major shareholder, the management and the related persons of the Company, with the following characteristics:

1. Holds not more than 1% of the total outstanding voting shares of the Company, the Companys major shareholder, a subsidiary or an associate or in any juristic person with a conflict of interests, including shares held by a person related to Independent Director;

2. Is neither a Director that has a management authority nor an employee, staff, advisor or retainer, authority figures of the Company, the Company's major shareholder, a subsidiary, an associate, a subsidiary of the same tier (brother company), or any juristic person with a conflict of interests, both in the present and at least two years prior to taking the independent directorship;

3. Is not involved in the following business relationship with the Company, the Company's major shareholder, a subsidiary, an associate, or any juristic person with conflict of interests in a nature which may obstruct his independent judgment, both in the present and at least two years prior to taking the independent directorship;

3.1 Is neither an auditor nor major shareholder, Non-independent Director, management, and the managing partner of the Company's audit firm;

3.2 Is neither professional service provider such as legal or financial advisor nor asset appraiser, whose service fee exceed THB 2 million per year, for the Company, the Company's major shareholder, a subsidiary, an associate, or any juristic person with a conflict of interests and is neither major shareholder, non-Independent Director, management nor the managing partner of such service providing firm; and

3.3 Received no benefit directly or indirectly from business transactions namely, normal trading activities, rent or lease of property, transactions related to assets or services nor provide financial support to the Company, the Company's major shareholder, a subsidiary, an associate, amounting to THB 20 million or equivalent to 3% of the tangible assets of the Company, whichever is lower. The term is applicable to all transactions occurred within one year prior to the date of business relationship and the Independent Director must not be major shareholder, non- Independent Director, management nor the managing partner of such firms.

4. No relationship by blood or legal registration, in a nature that makes the Independent Director a parent, spouse, brothers and sisters, children nor spouse of children of management, major shareholders, authority figures or nominees for management and authority figures of the Company or a subsidiary;

5. Is not appointed as a representative of the Company's Director, major shareholders or shareholders who are related to the major shareholders of the Company;

6. Not undertaking any business in the same nature and in competition to the business of the applicant or its subsidiary company or not being a significant partner in a partnership or being an Executive Director, employee, staff, advisor who receives salary or holding shares exceeding one percent of the total number of shares with voting rights of other company which undertakes business in the same nature and in competition to the business of the applicant or its subsidiary company;

7. Can look after the interests of all shareholders equally;

8. Can prevent conflicts of interest;

9. Manage to attend the Board meetings and make independent decisions;

10. Is not a person whom SET has determined inappropriate to serve as an Executive, according to SET regulations;

11. Has never been convicted of violating Security or Stock Exchange laws, nor laws governing the investment business, securities brokering, or credit fonciers, or commercial banking laws, or life or general insurance laws, or money laundering laws, or any other law of a similar nature, whether Thai or foreign, and is guilty of wrongful acts relating to trading in shares or the perpetration of deceptions, embezzlement, or corruption;

12. No other impediments or impairments to express independent opinions concerning the operations of the Company; and

13. If qualified for the item 1-12, the Independent Director may be assigned by the Board of Directors to make decisions relating to business operations of the Company, the Company's major shareholder, a subsidiary, an associate, a subsidiary of the same tier (brother company) or any juristic person with a conflict of interests, on the basis of collective decision, whereby such actions are not deemed partaking of management.

Business or professional relationships of independent directors over the past year

Business or professional relationships of independent directors over the past year : No

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors through the nomination committee : Yes

Method for selecting persons to be appointed as the highest-ranking executive through the nomination committee : Yes

Number of directors from major shareholders

Rights of minority shareholders on director appointment

The appointment of a new Director will be decided by the meeting of shareholders. In this regard, the meeting of shareholders must consider and abide by the following regulation by the screening consideration of the Nomination and Remuneration Committee:

1. Each shareholder has only one vote per one share;
2. Each shareholder must use all his or her votes (shares) as stipulated in No. 1 to elect one candidate or many to become Director. In addition, he or she shall not split his or her voting right between or among candidates for a single directorship; and
3. The persons elected to be the Director must have the highest tally descending order. In case of equality of vote, the Chairman shall cast the deciding vote.

Method of director appointment : Method whereby each director requires approval votes more than half of the votes of attending shareholders and casting votes

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. APICHART CHINWANNO (Chairman of the board of directors, Independent director)	Non-participating	-
2. Dr. HUYNH NGOC PHIEN (Vice-chairman of the board of directors)	Non-participating	-
3. Mrs. SOMHATAI PANICHEWA (Director)	Participating	-
4. Mrs. ORANUCH APISAKSIRIKUL (Director, Independent director)	Participating	-
5. Mr. KITTI TANGJITRMANEESAKDA (Director, Independent director)	Non-participating	-
6. Mr. AUKKARES CHOOCHOUY (Director)	Participating	Thai Institute of Directors (IOD) • 2025: Board Nomination and Compensation Program (BNCP)
7. Mr. WARAPATR TODHANAKASEM (Director, Independent director)	Participating	-

List of directors	Participation in training in the past financial year	History of training participation
8. Mr. YUTTANA JIAMTRAGAN (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2025: Advanced Audit Committee Program (AAP) • 2025: Risk Management Program for Corporate Leaders (RCL) Other <ul style="list-style-type: none"> • 2025: Corporate Governance for Executives
9. Mr. PAUL WAYNE TURNBULL JR (Director, Independent director)	Non-participating	-

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The Company has performed the evaluation of the Board of Directors as a whole, the evaluation of the sub-committees as respective groups and the evaluation of individual Directors annually.

Evaluation of the duty performance of the board of directors over the past year

The results of the 2025 evaluation are as follows.

- The average score for the Board of Directors as a whole is 98.99%
- The average score for the sub-committees as respective groups is 98.08%
- The average score for individual Director is 99.75%

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

The Board of Directors develop a performance management policy for the Chief Executive Officer in order monitor the Chief Executive Officer's performance in accordance with the established plans and goals.

Objectives

This objective must be agreed with the Chief Executive Officer.

- There is consistency with the annual plan and strategies.

- There are no more than seven items.
- There is more than just a financial plan.
- There are indicators by using the Balance Scorecard method, which includes finance, internal work processes, strategies and innovations, and relationships with stakeholders.

Weights are given based on importance, e.g. finance = 30%, internal procedures = 20%, strategy and innovation = 20%, measurable stakeholder relations = 30%, e.g. stakeholder relationships: increased employee satisfaction, 75% overall.

Two-party evaluation process

The Company has established a two-party evaluation process whereby the Board of Directors evaluates the Chief Executive Officers performance, and the Chief Executive Officer evaluates its own performance to see the expectations of both parties and may adjust them to be mutually appropriate.

Reference link for the performance evaluation criteria for the executives : <https://investor.amatavn.com/storage/pdf/cg/cg-and-download/cg-policy/amatav-performance-management-and-remuneration-policy-for-the-chief-executive-officer-en.pdf>

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past year (times) : 9
 Date of AGM meeting : 23 Apr 2025
 EGM meeting : No

Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. APICHART CHINWANNO (Chairman of the board of directors, Independent director)	9	/	9	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
2. Dr. HUYNH NGOC PHIEN (Vice-chairman of the board of directors)	9	/	9	1	/	1		/	
3. Mrs. SOMHATAI PANICHEWA (Director)	8	/	8	1	/	1		/	
4. Mrs. ORANUCH APISAKSIRIKUL (Director, Independent director)	9	/	9	1	/	1		/	
5. Mr. KITTI TANGJITRMANEESAKDA (Director, Independent director)	9	/	9	1	/	1		/	
6. Mr. AUUKKARES CHOOCHOUY (Director)	9	/	9	1	/	1		/	
7. Mr. WARAPATR TODHANAKASEM (Director, Independent director)	9	/	9	1	/	1		/	
8. Mr. YUTTANA JIAMTRAGAN (Director, Independent director)	9	/	9	1	/	1		/	
9. Mr. PAUL WAYNE TURNBULL JR (Director, Independent director)	1	/	1	0	/	0		/	

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. APICHART CHINWANNO (Chairman of the board of directors)	9/9 (100.00%)	1/1 (100.00%)	N/A
2. Dr. HUYNH NGOC PHIEN (Vice-chairman of the board of directors)	9/9 (100.00%)	1/1 (100.00%)	N/A
3. Mrs. SOMHATAI PANICHEWA (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
4. Mrs. ORANUCH APISAKSIRIKUL (Director)	9/9 (100.00%)	1/1 (100.00%)	N/A
5. Mr. KITTI TANGJITRMANEESAKDA (Director)	9/9 (100.00%)	1/1 (100.00%)	N/A
6. Mr. AUKKARES CHOOCHOUY (Director)	9/9 (100.00%)	1/1 (100.00%)	N/A
7. Mr. WARAPATR TODHANAKASEM (Director)	9/9 (100.00%)	1/1 (100.00%)	N/A
8. Mr. YUTTANA JIAMTRAGAN (Director)	9/9 (100.00%)	1/1 (100.00%)	N/A
9. Mr. PAUL WAYNE TURNBULL JR (Director)	1/1 (100.00%)	N/A	N/A
Average meeting attendance rate	100.00%	100.00%	N/A

Detailed justification for the Company director's non-attendance at the Board of Directors' meeting

Remuneration of the board of directors

Types of remuneration of the board of directors

The Company sets appropriate remuneration for members of the Board of Directors at rates comparable to those of leading companies listed in the SET and other top companies in the same industries. Remuneration for the Board is also considered based on the Company's operating results, before being proposed for approval in the Shareholders Meeting.

The Directors are remunerated in 3 parts: monthly remuneration, meeting attendance fee (per time, only if attend) and bonus.

- Monthly remuneration to be paid every month as follows:

Chairman	THB 35,000/month
Vice Chairman	THB 25,000/month
Other board members	THB 20,000/month
- Meeting attendance fee to be paid to Directors attending the meetings as follows:

Chairman	THB 50,000/time
Vice Chairman	THB 40,000/time
Other board members	THB 30,000/time
- Bonus paid once a year at the rate of 2% of annual dividend payment but not exceed THB 2 million.

Remuneration of the board of directors⁽³⁾

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. APICHART CHINWANNO (Chairman of the board of directors, Independent director)			997,255.81		N/A
Board of Directors (Chairman of the board of directors)	820,000.00	177,255.81	997,255.81	No	
2. Dr. HUYNH NGOC PHIEN (Vice-chairman of the board of directors)			835,985.11		N/A
Board of Directors (Vice-chairman of the board of directors)	620,000.00	155,985.11	775,985.11	No	
The Corporate Governance and Sustainability Committee (Member of the subcommittee)	60,000.00	0.00	60,000.00	No	
3. Mrs. SOMHATAI PANICHEWA (Director)			0.00		N/A
Board of Directors (Director)	0.00	0.00	0.00	No	
Risk Management Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
The Corporate Governance and Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
4. Mrs. ORANUCH APISAKSIRIKUL (Director, Independent director)			881,804.65		982,036.45
Board of Directors (Director)	480,000.00	141,804.65	621,804.65	No	
Audit Committee (Chairman of the audit committee)	200,000.00	0.00	200,000.00	No	
Risk Management Committee (Member of the subcommittee)	60,000.00	0.00	60,000.00	No	
5. Mr. KITTI TANGJITRMANEESAKDA (Director, Independent director)			831,804.65		N/A
Board of Directors (Director)	480,000.00	141,804.65	621,804.65	No	
Audit Committee (Member of the audit committee)	120,000.00	0.00	120,000.00	No	
The Nomination and Remuneration Committee (Member of the subcommittee)	90,000.00	0.00	90,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
6. Mr. AUKKARES CHOOCHOUY (Director)			711,804.65		N/A
Board of Directors (Director)	480,000.00	141,804.65	621,804.65	No	
The Nomination and Remuneration Committee (Member of the subcommittee)	90,000.00	0.00	90,000.00	No	
7. Mr. WARAPATR TODHANAKASEM (Director, Independent director)			871,804.65		N/A
Board of Directors (Director)	480,000.00	141,804.65	621,804.65	No	
The Nomination and Remuneration Committee (The chairman of the subcommittee)	150,000.00	0.00	150,000.00	No	
The Corporate Governance and Sustainability Committee (The chairman of the subcommittee)	100,000.00	0.00	100,000.00	No	
8. Mr. YUTTANA JAMTRAGAN (Director, Independent director)			694,536.43		N/A

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	480,000.00	94,536.43	574,536.43	No	
Audit Committee (Member of the audit committee)	120,000.00	0.00	120,000.00	No	
9. Mr. PAUL WAYNE TURNBULL JR (Director, Independent director)			90,666.67		N/A
Board of Directors (Director)	90,666.67	0.00	90,666.67	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	3,930,666.67	994,995.95	4,925,662.62
2. Audit Committee	440,000.00	0.00	440,000.00
3. The Nomination and Remuneration Committee	330,000.00	0.00	330,000.00
4. The Corporate Governance and Sustainability Committee	160,000.00	0.00	160,000.00
5. Risk Management Committee	60,000.00	0.00	60,000.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	4,710,000.00	4,664,666.67	4,920,666.67
Other monetary remuneration (Baht)	1,309,000.00	1,457,381.97	994,995.95
Total (Baht)	6,019,000.00	6,122,048.64	5,915,662.62

Remark: ⁽³⁾ The Executive Director shall not receive any remuneration for Director in accordance with the resolution of 2020 Annual General Meeting. Mrs. Oranuch Apisaksirikul received remuneration from subsidiaries in VND currency. Total 776,134,450.00 VND or about 982,036.45 THB. (Referred to the Bank of Thailand's average exchange rate of year 2025)

Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the : 0.00
board of directors over the past year
(Baht)

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes
companies

Mechanism for overseeing subsidiaries and : Yes
associated companies

Mechanism for overseeing management and taking : Others : The Policy of Controlling the Subsidiaries
responsibility for operations in subsidiaries and
associated companies approved by the board of
directors

The Company operates as a holding company and does not have business operations of its own, however have subsidiaries which carry out the operations. In order that the Company can monitor and control the subsidiaries effectively, and ensure the subsidiaries carry out policies and operate under applicable laws, regulations, announcements, and other related guidelines, the Company has implemented the following policies and measures as a mechanism to control the subsidiaries:

- The Company shall delegate a person who has an education especially in the related business of the subsidiaries to be Director or Executive in the subsidiaries in proportion to its shareholding. The persons to be delegated as Directors or Executives of the subsidiaries shall be approved by the Board of Directors Meeting. In addition, the Company has clearly stipulated the scope of duties and responsibilities of persons to be delegated as Directors or Executives of the subsidiaries.
- The Company clearly stipulates the scope of power which the persons to be delegated as Directors or Executives can exercise their discretion, so that the votes of such Directors and Executives at the Board of Directors Meeting of the subsidiaries in relation to material matters is subject to the approval of the Board of Directors Meeting or Shareholders Meeting of the Company, which ever the case may be.

- The Company shall keep track of the subsidiaries to disclose complete and correct information in relation to the financial status and results of operations, Connected Transactions, and the Acquisition or Disposition of Material Assets.
- The Company shall keep track of Directors and Executives of the subsidiaries to act in compliance with their duties and responsibilities, as stipulated by the law.
- The Company has a controlling mechanism under which the following transactions, namely, transactions between the subsidiary and its Connected Persons, the Acquisition or Disposition of assets, any other material transactions of the subsidiary; are required to be reported to the Company and the subsidiary entering into such transactions have to follow Asset Acquisition and Disposition Procedures, and Connected Transaction Policies and Procedures. The said procedures prescribe that all such transactions and amount as same as the Company shall be obtained the prior approval of resolution from the Board of Directors Meeting and/or the Shareholders Meeting in accordance with the relevant Notification of the Capital Market Supervisory Board and the Notification of the Securities and Exchange Commission of Thailand.

Furthermore, the other material transactions of the subsidiaries shall be regulated by the approval authority policy of the Company and subsidiaries which stipulates the important transactions of the subsidiaries that must be resolved by Companys Board of Directors Meeting and/or the Shareholders Meeting before implement. The details are as follows:

(1) Matters to be approved by the Board of Directors of the Company

(a) To appoint or nominate any person to be director or executive of subsidiaries and/or affiliates, at least in proportion to shareholding in such subsidiaries and/or affiliates. The Directors and Executives nominated or appointed by the Company have its own discretion to vote in the Board of Directors of subsidiaries and/or affiliates in matters relating to the general administration and normal business of the subsidiary and/or affiliates as a director and executive of subsidiaries and/or affiliates view as proper for the best benefit of the Company, its subsidiaries and/or affiliates, unless subject to the matters which have to be approved by the Board of Directors or the Shareholders Meeting of the Company (as applicable).

The Directors or Executives, as the paragraph above which are nominated for such positions, shall be listed in the list of directors and executives of the security issuance company (White List) including qualifications, roles and responsibilities as well as are not lack of trust in accordance with the notification of the Securities and Exchange Commission re the specification of the lack of trust characteristic of directors and executives.

- (b) To consider and approve the annual dividend and interim dividend (if any) of subsidiaries.
- (c) To amend the Articles of Association of the subsidiaries except for the amendment in a significant matter as Clause (2) (f).
- (d) To consider and approve the subsidiaries annual budget.
- (e) To appoint the auditors of the subsidiaries which must be a full member in the same network as the auditor of the Company.

Clause (f) to (n) are considered as significant transactions and if proceed such transactions will significantly impact on the financial status and results of operations of the subsidiaries, the transactions must be prior approved by the Companys Board of Directors Meeting, provided that such transactions will be calculated from the size of the subsidiary compared to the size of the company (by the calculations of the criteria stipulated in the Notification of the Capital Market Commission and the Securities and Exchange Commission of Thailand regarding the acquisition or disposition of assets and/or the Connected Transaction (as the case may be) applicable mutatis mutandis), then the criteria to be considered to obtain the approval by the Board of Directors Meeting as the following transaction:

- (f) In case that the subsidiaries agree to enter into a transaction with a related party to the subsidiaries or related to the acquisition or disposition of assets of the subsidiaries.
- (g) Transferring or waiving the beneficial rights including essential rights of claims against any person who causes damage to the Subsidiary of the Company.

- (h) Sale or transferring of major subsidiaries enterprise in whole or part to other person.
- (i) Purchasing or acquisition of other companies business to subsidiaries.
- (j) The execution, amendment or termination of contracts relating to the important leasing business of its subsidiaries in whole or in part. The delegation to other person to manage the subsidiaries business or the merger of the subsidiaries business with other party.
- (k) Lease or hire-purchase of all business or property of its Subsidiary or their essential parts.
- (l) Borrowing lending, financing guarantee, and any other transactions which bind the Subsidiary of the Company by creating an additional material impact on the financial status in the case that the third party lacks liquidity or cannot perform its obligations, or any other type of provision of financial assistance to the third party whereby such transaction is not in the normal course of business of such Subsidiary.
- (m) The liquidation of a subsidiary.
- (n) Any transactions which are not in the normal course of business of such Subsidiaries and will materially affect the benefit of the Subsidiaries.

(2) Approving authority of the Shareholders Meeting of the Company

The Shareholders Meeting of the Company shall have authority to approve and execute transactions as follows:

(a) In case that the subsidiaries agree to enter into the related party transaction or the acquisition or disposition of assets of the subsidiary, provided that such transactions will be calculated from the size of the subsidiary compared to the size of the company (by the calculations of the criteria stipulated in the Notification of the Capital Market Commission and the Securities and Exchange Commission of Thailand regarding the acquisition or disposition of assets and/or the Connected Transaction (as the case may be) applicable mutatis mutandis), then the criteria to be considered to obtain the approval by the Shareholders Meeting of the Company.

(b) Increase of capital of the Subsidiary of the Company by issuing new shares and allocating newly issued shares, including a reduction in registered capital which is not in proportion to the shareholding of the existing Shareholders, and results in a proportional reduction of the direct and indirect shareholding of the Company in its Subsidiary and each subsequent subsidiary declining of 10% of the paid-up registered capital of such Subsidiary, or results in a proportional reduction of the direct and indirect shareholding of the Company in the Subsidiary and each subsequent subsidiary that is lower than the proportion specified in the law governing such Subsidiary, which results in the Company not having controlling power over the Subsidiary.

(c) Any other action as a result in the proportion of voting rights of the Company both direct and/or indirect in any way to the shareholders meeting of the subsidiaries which decreases more than ten percent (10) of the total number of subsidiaries voting right. Or result in the proportion of voting rights of the Company both direct and/or indirect to the shareholders of the subsidiaries less than the ratio prescribed by the law which applies to its subsidiaries to enter into any other transaction, transaction is not in the normal course of business of such Subsidiary.

(d) Liquidation of subsidiaries, provided that it has to be calculated on the size of the subsidiaries business compare to the size of the Companys business (by comply with the criteria stipulated in the Notification of the Capital Market Supervisory Board and the Securities and Exchange Commission regarding the Acquisition or Disposition of Assets, applicable mutatis mutandis), then the criteria to be considered approval by the Shareholders Meeting of the Company

(e) Any transactions which are not in the normal course of business of such Subsidiaries and will materially affect the benefit of the Subsidiaries, provided that it has to be calculated on the size of the subsidiaries business compare to the size of the Companys business (by comply with the criteria stipulated in the Notification of the Capital Market Supervisory Board and the Securities and Exchange Commission regarding the Acquisition or Disposition of Assets, applicable mutatis mutandis), then the criteria to be considered approval by the Shareholders Meeting of the Company

(f) Amendment of Memorandum and Articles of Association of the Subsidiary which will significantly affect the financial status and results of operations of the Subsidiaries, including but not limited to the voting right of

the Company in Board of Directors Meeting of the Subsidiaries and/or the Shareholders Meeting of the Subsidiaries or the dividends payment of the subsidiaries etc.

- The Company has clearly stipulated the duties of directors and executives of the Company and/or its subsidiaries in the corporate governance of the Company's subsidiaries in the Articles of Association as follows:
 - (1) The Directors and Executives of the Company and/or its subsidiaries to disclose completed and correct information in relation to the financial status and results of operations, Connected Transactions, and the Acquisition or Disposition of Material Assets of the Company and/or Subsidiaries within the reasonable period as stipulated by the Company, provided that the Board of Directors of the Company and/or the Subsidiaries considers such transaction from the relevant Notification of the Capital Market Supervisory Board and the Board of the Stock Exchange of Thailand apply mutatis mutandis.

- (2) The Directors and Executives of the Company and/or the Subsidiaries must disclose and deliver their interests and related party information to the Board of Directors of the Company and/or its subsidiaries to be aware of the relationship and the transaction with the Company that may incur a conflict of interest and avoid doing any transactions that may cause a conflict of interest or the Company by the Board of Directors of the Company and/or its subsidiaries are obliged to inform such matter to the Board of Directors of the Company and/or its subsidiaries within the period as prescribed by the Company in order to being the information for consideration or decision of any approval. This major of consideration will take into account the overall interests of the Company and/or its subsidiaries.

The directors of the Company and/or its subsidiaries shall not engage in a matter of self-interest or conflict of interests, both directly and indirectly as well.

The following transactions shall be deemed that the Directors, Executives or individuals who are relevant to the Company and/or its subsidiaries receive the financial benefit other than normally would or cause the Company and/or its subsidiaries receive the damage with presumably to act contrary to the Companys interests significantly:

- (a) Entering into the transactions between the Company and/or its subsidiaries with the directors, executives or individuals who are not related by the criteria of the related transaction.

- (b) The use of the Company and/or its subsidiaries information or the Company and/or its subsidiaries perceive, unless the information is already publicly available.

- (c) The use of the property or business opportunity of the Company and/or its subsidiaries in the same way that the Company and/or its subsidiaries (as applicable) act which violate the rules or common practice according to the Notification of Capital Market Supervisory Board

- (3) The directors and executives of the Company and/or its subsidiaries shall report its business plan, business growth, large investment projects as well as joint investment with other operators to the Company via the monthly operating report and clarify or submit documents for considering upon the Companys request

- (4) The Directors and executive of the Company and/or its subsidiaries shall deliver the information or documents concerning the operations of the Company upon receiving the request, as appropriate.

- (5) The Directors and Executives of the Company and/or its subsidiaries shall clarify or deliver the supporting documents to the Company, in case of the Company detect any significant issues.

- (6) The Directors of the Company and/or its subsidiaries shall provide appropriate internal control system and strong enough to prevent corruption that may occur with the Company including provide the clear work system to show that the Company has adequate disclosure, entering into the significant transaction as guidelines continuously and reliable. And there is a channel for the directors and executives of the Company and/or its subsidiaries to acquire the information of the Company in order to monitoring the operating results and financial status, entering into the transaction between the Company and its directors and executive, the transaction between the subsidiaries and its directors and executive and transaction that is significant for the Company effectively. In addition to provision of such system monitoring mechanism in the Company, the team of internal auditors and the independent directors of the

Company can access such information directly and report the results of such system monitoring to the directors and executives of the Company and/or its subsidiaries to ensure that the Company and/or its subsidiaries comply with the system supplied regularly.

In addition, the Company will enforce to amend the Articles of Association of its newly established subsidiaries and any subsidiary which the Company may establish in the future to comply with the relevant Notifications of the Securities and Exchange Commission, the Capital Market Supervisory Board and the Office of the Securities and Exchange Commission as long as it does not contravene the laws of that country, in order for the Company to have a mechanism to control its subsidiaries, for example, the right to appoint the directors in proportion to its shareholding in the subsidiaries, any significant transactions of the subsidiaries must be approved by the Board of Directors Meeting and/or the Shareholders Meeting of the Company before enter into such transaction and in case of the subsidiary is a foreign company, the Director of such subsidiary at least one person shall be a resident in Thailand etc.

Information on the monitoring of compliance with corporate governance policy and guidelines

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of interest over the past year : Yes

In order to prevent from situations in which the personal interests of Directors, executives or employees may conflict with the interests of the Company, the Company has Policy on Prevention of Conflict of Interest which controls the Companys transactions with connected persons who may cause conflicts of interest in order to create transparency and fairness to all stakeholders. The principles of Policy are as follows:

1. A transaction must be passed a transparent approval process by Directors and executives with duty of loyalty and duty of care. The stakeholders in this transaction must not participate in any part of this decision making;
2. A transaction is made by considering the interests of the Company as if it were transactions with third parties; and
3. There is a monitoring and audit system to ensure that the transactions are carried out in accordance with the procedures. The Company has an Audit Committee responsible for reviewing and providing an opinion on connected transactions or transactions that may lead to conflicts of interest. The Company also discloses details of such transactions in accordance with the regulations of the Stock Exchange of Thailand and the Securities and Exchange Commission which the external auditors had opinion that the significant transactions with the connected persons were disclosed and shown in the Financial Statements and Note to Financial Statements and the Audit Committee had opinion as same as the external auditors and also considered that such transactions were reasonable and the most beneficial to the business of the Company and were disclosed correctly and completely.

In addition, the Company organized the Corporate Governance Test for the Companys Management and staff of all levels to review their knowledge and create awareness on the matter including Conflict of Interests Prevention. In this regards, the Company plans to arrange the seminar for the Companys Executives and employees through many channels to review their knowledge every year.

In 2025, the Company had not received any complaints on conflict of Interests.

Number of cases or issues related to conflict of interest

	2023	2024	2025
Total number of cases or issues related to conflict of interest (cases)	0	0	0

Prevention of the use of inside information to seek benefits

Operations for prevention of the use of inside information to seek benefits over the past year

Has the company operated in preventing the use of : Yes
inside information to seek benefits over the past year

The Company sets the regulation to prevent Insider Trading by relevant individual, which include the Board of Directors, Executives and staff who involved with the information (including spouse and minor children of such persons) who have access to information as follows:

1. The Company prohibits a relevant individual from buying or selling the Companys securities within one month prior to the disclosure of the quarterly and annual financial statements. The prohibition extends to 24 hours after the financial statement disclosure (Blackout Period);
2. In a case that any individual has access to non-public information which may affect the price of the Companys securities shall be prohibited to trade the Companys securities until 24 hours after such information is disclosed to the public. The Company also prohibits its executives or divisions to disclose any non-public information to outsiders or person who is not in charge in order to prevent the misuse of such information; and
3. In a case that member of the Board of Directors and executives, including spouse/cohabiting couple and minor children of such persons change an amount of his or her shareholding, must report such changes to the Securities and Exchange Commission of Thailand in accordance with Section 59 of the Securities and Stock Exchange Act.

In 2025, no Directors or Executives were found to trade the Companys securities during the suspension of trading by the Company.

Number of cases or issues related to the use of inside information to seek benefits

	2023	2024	2025
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

Anti-corruption action

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the past year : Yes

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

Anti-Corruption Policy

The Company is against all forms of corruption, based on the recognition that giving bribes and other acts of corruption are dangerous and destructive to fair and equitable competition as well as damaging to both economy and society as a whole. As such, the Company does not have any policy whatsoever to offer any money or any other types of rewards and inducements to any external organizations or to any officials of public offices/agencies in order to gain any improper benefits or competitive business advantage; nor to offer money to speed up any business procedures nor to gain any special treatment and convenience. In this regards, the Companys Board of Directors Meeting No. 6/2023 approved the Anti-Corruption Policy and Whistleblowing Policy, applied to Directors, Executives and employees. The Company encourages its subsidiaries, affiliates, associated companies, joint ventures, and business partners to apply this Anti-Corruption Policy as a guideline. In addition, the Companys Board of Directors shall review the policies annually.

Furthermore, the Company has announced its intention to join the Thai Private Sector Collective Action Coalition against Corruption (CAC) since 2019 and has been renewed the membership of CAC for the first time in 2023.

The Company has taken following actions in accordance with the Anti-Corruption Policy:

1. The Company has communicated to the Directors, Executives and employee that all operations must strictly comply with the laws. If there were mistakes occur due to negligence or ignorance, the person at fault must receive punishment from the authority without using any influence to avoid the punishment; and
2. The Company has provided whistleblowing channels and measures to protect the whistleblowers.

The Company has disclosed the Anti-Corruption Policy and Whistleblowing Policy on the Companys website www.amatavn.com under the section Corporate Governance.

In 2025, the Company organized the Corporate Governance and Anti-Corruption Policy Test for the Companys Management and staff of all levels to review their knowledge and create awareness. On the New Year occasion, the

Company had communicated the No Gift Policy to the Directors, Management, and staff, and to other stakeholders via the Companys website.

The Company also regularly reviews the internal controls system to ensure their ongoing efficiency and viability in fighting any acts of bribery and corruption, together with procedures to constantly monitor internal activities so as to ensure that the established policies and procedures are still effective and valid. In addition, the Company also regularly informs all products distributors and services suppliers, contractors, and business partners about anti-bribery and anti-corruption policies immediately since the beginning of any business relationship until thereafter, as appropriate.

Number of cases or issues related to corruption

	2023	2024	2025
Total number of cases or issues related to corruption (cases)	0	0	0

Whistleblowing

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing : Yes
procedures over the past year

The Company provides channels for directors, executives, employees, business partners, partners and stakeholders (Whistleblower) to file a complaint for any misconduct violating laws, regulations, and codes of conduct which may affect the Companys assets and reputation. The Whistleblower can file a complaint via the provided email and telephone. The Companys Audit Committee will appoint a working group who has no conflict of interest on the complaining matter.

Scope of Whistleblowing

1. Any behavior resulting from any improper actions undertaken and aimed gaining any benefit in an inappropriate and illegal manners, including actual embezzlement of assets, as well as any fraudulent and corruption actions or bribery;
2. Any behavior involved with fraudulent or false book keeping and recording of the Companys accounts or financial statements, with the intent of misleading others, through using of false financial information or not disclosing all such information that should otherwise be disclosed;
3. Any behavior involved with the business operations and activities, that violate any applicable laws or regulatory requirements, together with any Company rules, regulations and business ethics;
4. Any suspected actions concerning money laundering, accountant, finance, procurement, other improper actions may possibly lead to Companys losses;
5. Any actions which may conflict with the Companys interest; and
6. Any actions related to discrimination violation of human rights unethical or moral.

In 2025, there is no whistleblowing or complain on significant corporate governance.

Number of cases or issues related to whistleblowing

	2023	2024	2025
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

Information on report on the results of duty performance of the audit committee in the past year

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mrs. ORANUCH APISAKSIRIKUL (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
2 Mr. KITTI TANGJITRMANEESAKDA (Member of the audit committee)	4	/	4	4/4 (100.00%)
3 Mr. YUTTANA JIAMTRAGAN (Member of the audit committee)	4	/	4	4/4 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of the audit committee

Please see Enclosure No. 6 - The Audit Committees Report.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of The Nomination and Remuneration Committee

Meeting The Nomination and Remuneration : 4
Committee (times)

List of Directors	Meeting attendance of The Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. WARAPATR TODHANAKASEM (The chairman of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
2 Mr. KITTI TANGJITRMANEESAKDA (Member of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
3 Mr. AUUKKARES CHOOCHOUY (Member of the subcommittee)	4	/	4	4/4 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of The Nomination and Remuneration Committee

The Nomination and Remuneration Committee has selected Directors to replace those whose terms are ending by recruiting persons to replace who are due to retire by rotation by selecting Directors who have appropriate qualifications according to the Diversity of the Board of Directors Policy using the Board Matrix Skill. In addition, the Directors must be qualified and not possess prohibited characteristics in accordance with Section 68 and 75 of the Public Limited Company Act B.E. 2535, and other related laws.

After consideration, the Committee has proposed the 3 retiring Directors for another term and nominate a new Director to be in place of Director who resigned, which the Board of Directors has unanimously appointed the 3 Directors accordingly, and the Annual General Meeting of Shareholders elected the proposed 3 Directors.

Meeting attendance of The Corporate Governance and Sustainability Committee

Meeting The Corporate Governance and : 2
Sustainability Committee (times)

List of Directors	Meeting attendance of The Corporate Governance and Sustainability Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

List of Directors	Meeting attendance of The Corporate Governance and Sustainability Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. WARAPATR TODHANAKASEM (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Dr. HUYNH NGOC PHIEN (Member of the subcommittee)	2	/	2	2/2 (100.00%)
3 Mrs. SOMHATAI PANICHEWA (Member of the subcommittee)	2	/	2	2/2 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of The Corporate Governance and Sustainability Committee

In 2025, the Corporate Governance and Sustainability Committee reviewed 26 policies to update the content, and proposed to the Board of Directors for approval.

Furthermore, the Corporate Governance and Sustainability Committee reviewed the Corporate Governance Policy of year 2025 based on the Corporate Governance Code for listed companies year 2017, for the Directors, Executives and employees to follow. The review is proceeded in Corporate Governance and Sustainability Committee Meeting No. 2/2025.

The Corporate Governance and Sustainability Committee promoted and oversaw the implementation of policies and practices related to corruption matters, especially on bribery by organized the Corporate Governance and Anti-Corruption Online Test which encourages employees to review the Companys Corporate Governance Handbook and Code of Conduct Handbook. At the end of the test, employees could learn from the points they missed. The seminar also encouraged to be arranged, by inviting professional guest to train Directors of subsidiaries, executives and employees about Corporate Governance and Anti-Corruption.

Meeting attendance of Risk Management Committee

Meeting Risk Management Committee (times) : 2

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mrs. SOMHATAI PANICHEWA (The chairman of the subcommittee)	2	/	2	2/2 (100.00%)
2 Mrs. ORANUCH APISAKSIRIKUL (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Risk Management Committee

Please see the details of the Risk Management Committees report of year 2025 in Risk Management

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

The Company has established a sustainability development policy and sustainability management practices. It aims to create "Perfect Cities" that create values for communities and stakeholders while caring for the environment by focusing on improving and developing new businesses, making positive investments for society, ensuring the safety of people in the community and the environment, and having good corporate governance which focusing on enhancing and developing work processes and services, promoting value-added through innovation and new businesses.

The Company reviews its sustainability development policy and sets sustainability management goals by analyzing trends in the real estate sector and new business opportunities, for sustainable economic growth in the volatile business environment as well as creating long-term and sustainable value for stakeholders.

Information on sustainability development policy and sustainability management is disclosed in the Company's sustainability report.

Reference link for sustainability policy : <https://investor.amatavn.com/storage/pdf/cg/cg-and-download/social-policy/amatav-sustainable-development-policy-en.pdf>

Sustainability management goals

Does the company set sustainability management goals : Yes

Sustainability Strategy

For AMATA VN Group, sustainability means addressing challenges and minimizing the negative impacts of our operations, as well as creating value from which everyone benefits while reducing our ecological footprint across the value chain. We recognize that achieving sustainability is not possible in isolation. Our success depends on close collaboration with a diverse group of partners, including business associates, customers, government bodies, local communities, and other key stakeholders.

Our sustainability strategy stems from a thoughtful assessment of the industrial estate sector and an understanding of emerging global trends. Through ongoing collaboration with stakeholders, we integrate economic, environmental, and social factors into our decision-making processes and align them with the Group's business plan. This approach ensures that our businesses grow sustainably while remaining agile in an evolving global landscape. To achieve this objective, the Group has defined the following key strategies:

Strategy 1: Developing Smart Cities for Sustainable Growth	
<p>Transitioning from traditional industrial park models to smart, low-carbon ecosystems enables the integration of advanced digital technologies and sustainable practices, strengthening the Groups unique positioning and competitive advantage.</p>	
Corporate Sustainability Goals	Key Strategic Initiatives
<ul style="list-style-type: none"> ● Become a Carbon Neutral city by 2040 ● Reduce greenhouse case emission by 30% by 2030 	<ul style="list-style-type: none"> ● Increase the adoption of clean energy sources and enhance energy management efficiency ● Elevate climate resilience and strengthen the ability to adapt to climate change ● Reduce greenhouse gas emission of scope 1+2

Strategy 2: Growing Through Strategic Partnerships	
<p>Building alliances with reputable business associates allows the Group to access new markets, leverage expertise, and create synergies that drive innovation, generate new revenue streams, and reduce business risks.</p>	
Corporate Sustainability Goals	Key Strategic Initiatives
<ul style="list-style-type: none"> ● Offer products/services in line with long-term economic growth ● Drive innovation that minimizes environmental and social footprints ● Achieve customer satisfaction of at least 85% 	<ul style="list-style-type: none"> ● Develop new businesses that efficiently utilize natural resources and energy ● Foster partnership with technology providers and suppliers to accelerate digital transformation and reduce environmental and social footprints ● Develop joint innovation programs to create sustainable products/services

Strategy 3: Building a Safe and Environmentally Responsible Society	
<p>Prioritizing stakeholder safety and reducing environmental impact through responsible operations. Leverage technology to optimize resources use, improve waste management, and enhance regulatory compliance.</p>	
Corporate Sustainability Goals	Key Strategic Initiatives
<ul style="list-style-type: none"> ● Zero lost time injury frequency rate (LTIFR) ● Zero road accident in Amata Industrial Estates ● Zero non-compliance by employees, suppliers, and contractors ● Zero waste to landfills ● Zero effluent discharge ● Decrease surface water dependency ● 100% on critical and new suppliers assessed for ESG risk 	<ul style="list-style-type: none"> ● Ensure safety of life and property and road transportation for all stakeholders across the supply chain and industrial estates, and actively promote awareness of road safety practices ● Manage resources and waste efficiently through innovation and circular economy principles while protecting the restoring natural ecosystems ● Prevent and reduce environmental and social impacts across operations and supply chains, while protecting the restoring natural ecosystems

Strategy 4: Creating Opportunities for Stakeholders

Develop businesses that generate shared value for stakeholders both within and beyond the organization. Provide employees with opportunities to enhance their skills and advance their careers, while ensuring communities have access to high-quality products and services that improve quality of life and support local economic growth.

Corporate Sustainability Goals

- Zero significant human rights violations in any activities across the value chain
- More than 18 average annual training hours per employee
- Achieve AMATAs employee engagement score of at least 80%
- Voluntary employee turnover rate below industry benchmark

Key Strategic Initiatives

- Conduct comprehensive Human Rights Due Diligence throughout the supply chain
- Develop employees technical and soft skills, as well as promote career advancement, to support future business growth
- Foster a positive workplace culture that enhances employee well-being and job satisfaction
- Facilitate broader access to quality essential services, such as healthcare and education for communities within and outside the industrial estate
- Create jobs and support local businesses to boost community economic

Strategy 5: Creating a Decent Civil Society for Collective Benefit

Fostering a supportive and harmonious society as a foundation for sustainable business. This involves building a positive internal community that values employees as key drivers of success, while strengthening external networks such as customers, surrounding communities, and local governments. This aims to promote cooperation across these groups to create collective impact that benefits society as a whole.

Corporate Sustainability Goals	Key Strategic Initiatives
<ul style="list-style-type: none"> ● Zero Tolerance to Corruption ● 100% of complaints resolved within the specified timeframe ● Enhance community engagement within a 5-kilometer radius through the Groups community and social development initiatives <ul style="list-style-type: none"> ● Strengthen collaboration with local communities and government agencies to manage social impacts and implement systemic solutions ● Organize projects that support community enterprises to generate sustainable income for community members ● Achieve community satisfaction scores exceeding 85% 	<ul style="list-style-type: none"> ● Uphold effective corporate governance with integrity, ethics, and fairness <ul style="list-style-type: none"> ● Establish and maintain accessible, transparent, and effective grievance mechanisms, including robust whistleblowing channels to uphold accountability and ethical business practices ● Promote equal and fair participation of all stakeholders and facilitate collaboration through joint initiatives and development projects for mutual benefit <ul style="list-style-type: none"> ● Facilitate stakeholder collaboration through various initiatives and joint development projects ● Fostering positive social impact by promoting activities and projects that improve quality of life and benefit local communities ● Promote cooperative activities and projects among the Group and factories for the benefit of the local community and society (move from goal)

United Nations SDGs that align with the organization's sustainability management goals : Goal 1 No Poverty, Goal 1 No Poverty, Goal 3 Good Health and Well-being, Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 9 Industry, Innovation and Infrastructure, Goal 10 Reduce Inequalities, Goal 10 Reduce Inequalities, Goal 11 Sustainable Cities and Communities, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 13 Climate Action, Goal 15 Life on Land, Goal

15 Life on Land, Goal 16 Peace, Justice and Strong Institutions, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals, Goal 17 Partnerships for the Goals

Information on review of policy and/or goals of sustainable management over the past year

Review of policy and/or goals of sustainable management over the past year

Has the company reviewed the policy and/or goals of sustainable management over the past year : Yes

Has the company changed and developed the policy and/or goals of sustainable management over the past year : Yes

In 2025, The Group has revised the sustainable development policy to align with AMATA Corporation, the mother company, policy, and to foster an organizational culture that values environmental responsibility, social equity, and ethical governance. Information on sustainable development policy and sustainability management is disclosed in the Groups sustainability report.

We expanded the scope of Corporate Governance Committee and renamed it to Corporate Governance and Sustainability Committee (CGS). This change ensures sustainability principles are formally embedded into our governance, strategic decision-making, and operational practices across the organization. The CGS provides high-level oversight by recommending policies and targets, monitoring ESG performance, and ensuring regulatory compliance through transparent public disclosure of sustainability information across all reporting channels, including in the Annual Report and Sustainability Report. While the CGS meets at least twice a year to review progress, operational accountability remains with department heads. To ensure alignment with long-term goals, sustainability-related performance is directly linked to managements annual evaluations and remuneration.

Information on impacts on stakeholder management in business value chain

Business value chain

Responsible supply chain management is an important element that will contribute to sustainable business. Appropriate selection and management of the suppliers who provides products or services for the development of the organizations product or services will reduce the potential social and environment risk and impacts associated with the suppliers conduct, prevent reputational risks, increase quality, and promote a long-term growth value creation for the group.

Characteristics of a business value chain (Value Chain) represented the relationship of key stakeholders in activities related to the Groups business operations from upstream to downstream.

Business value chain diagram



Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Employees 	<ul style="list-style-type: none"> - Reasonable welfare and benefits - Career advancement and job security - Development of knowledge and capability - Clear business direction and performance - Occupational health and safety 	<ul style="list-style-type: none"> - Regularly reviewed and improved compensation and offered appropriate welfare - Offered priority to internal employees for job rotations and recruitment for job positions within the group of companies - Organized training courses that meet the needs and keep up with global changes for continuous development - Developed employee well-being program and activities - Implement operational safety measures, workplace monitoring, and annual employee health checkups - Continual communication with clear information and updates on the Group's direction, operation and associated news - Inform of the Group's performance at townhall on annual basis - Strengthened the grievance and whistleblowing procedure, ensuring anonymous and retaliation-free channels - Implemented a structured succession planning framework for critical positions 	<ul style="list-style-type: none"> • Online Communication • Internal Meeting • Complaint Reception • Employee Engagement Survey • Satisfaction Survey • Training / Seminar

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
<ul style="list-style-type: none"> • Investors or investment institutions 	<ul style="list-style-type: none"> - Investment opportunity with good returns and profitability - Stock value - Continuous business growth - Good governance - Anti-corruption - Equal treatment of shareholders - Risk Management process in place - Transparent and reliable disclosure 	<ul style="list-style-type: none"> - Continuously developed existing and new business - Carried out business in a transparent and fair manner - Conducted sustainability risk management process covering economic, environmental, social, and governance aspects - Transparent information disclosure in accordance with Thai, Vietnam and associated international standards - Conducted associated activities for potential investors, i.e. an open house and marketing campaign. - Published quarterly results presentation on companys website - Received 5 stars rating in the Corporate Governance Report from Thailand Institute of Directors (IOD) - Communicated regularly with analysts, investors, shareholders through quarterly meeting - Integrated sustainability KPIs into executive compensation to strengthen governance accountability 	<ul style="list-style-type: none"> • Visit • Press Release • Online Communication • Internal Meeting • Annual General Meeting (AGM)

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Government agencies and Regulators 	<ul style="list-style-type: none"> - Compliance with regulations and laws - Economic development for local community and the nation - Good governance and business ethics - Corporate philanthropy - Contribution to national and global goals 	<ul style="list-style-type: none"> - Complied with laws and regulations and transparent - Regularly monitor social and environmental impacts - Engaged with local communities and authorities and supported social and environmental developments - Maintained continuous communication with government agencies to monitor administrative change - Developed or improved work processes to reduce social and environmental impact from the Group's operation following specified measures - Participated in an industry and national-level economic forums - Participated in publicprivate partnership working groups on sustainable infrastructure and smart-city initiatives - Offer opinion and industry perspective to support the government authorities in formulating new policies and regulations 	<ul style="list-style-type: none"> • Visit • Press Release • Social Event • Online Communication • External Meeting • Training / Seminar

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Creditor 	<ul style="list-style-type: none"> - Honoring terms and agreement - Business growth and financial performance 	<ul style="list-style-type: none"> - Strictly followed contracts terms and conditions - Disclosed accurate and complete financial information - Sustained the Company's business performance by increasing work efficiency and managing cost effectively - Strengthen the Group's credibility via our sustainability milestones, including the SET ESG Rating 'AAA', VIPF Green Future award, and the UNIDO Eco-IP approach. 	<ul style="list-style-type: none"> • Online Communication • External Meeting • Annual General Meeting (AGM)
<ul style="list-style-type: none"> • Business partners 	<ul style="list-style-type: none"> - Doing business with integrity and fairness - Collaborate for growth and business development 	<ul style="list-style-type: none"> - Followed code of business ethics - Developed fair joint venture agreements - Developed joint renewable energy projects to support industrial decarbonization - Kept confidential information of business partners 	<ul style="list-style-type: none"> • Visit • Internal Meeting • Satisfaction Survey • Training / Seminar
<ul style="list-style-type: none"> • Tenants • Entrepreneurs • Customers 	<ul style="list-style-type: none"> - Product/ service quality and safety - Customer's rights and personal data protection - Emergency management - Good governance and business ethics 	<ul style="list-style-type: none"> - Supported customers business operations, such as organizing training courses for customers in accordance with the law - Maintained regular, transparent communication channels with customers through site visits, seminars, 	<ul style="list-style-type: none"> • Social Event • Online Communication • External Meeting • Complaint Reception • Employee Engagement Survey • Satisfaction Survey • Training / Seminar

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<ul style="list-style-type: none"> - Compliance with law - Energy management - Contribution to society - Anti-corruption - Customer Service and experience 	<p>instant messaging platforms, hotline services, and annual surveys to ensure customers receive accurate, timely, and complete information</p> <ul style="list-style-type: none"> - Responded to customer complaints effectively - Supported customers participation in local and national community-building activities, including customer-tenant sports events and networking initiatives - Facilitated between customers and educational institutions to support workforce readiness and long-term talent supply for tenants - Conducted risk management processes in all aspects. Prepared crisis management plan and emergency response plan including well-trained officers and equipment - Developed sources of renewable energy in Industrial estates - Maintaining Cybersecurity and Customers personal data protection with utmost security - Provide accurate and complete information to customers 	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Suppliers • Raw material distributors 	<ul style="list-style-type: none"> - Good corporate governance and business ethics - Transparent procurement process - Compliance with contract - Good relationship - Support in solving problems 	<ul style="list-style-type: none"> - Enforces Supplier Code of Conduct to align with the Group policies - Supplier/Contractor work monitoring and inspecting - Developed procurement policy and best practices to create sustainable supply chain management - Information sharing on new technology and best practices - Appoint a department to communicate with suppliers/ contractors on related issues 	<ul style="list-style-type: none"> • Online Communication • Internal Meeting • Training / Seminar

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Community 	<ul style="list-style-type: none"> - Social and environmental impact - Community well-being - Infrastructure development - Promote community activities - Corporate philanthropy 	<ul style="list-style-type: none"> - Encouraged factory operators to have efficient waste management - Conduct CSR activities and initiatives to support communities - Promoted and provided opportunities for people in the surrounding communities to access education and skill development - Develop the infrastructure and road for public use - Conducted biodiversity restoration projects - Responded to community complaints effectively - Promoted the development for a better quality of life and economy in the communities and society - Conducted Environmental Impact Assessment 	<ul style="list-style-type: none"> • Social Event • Online Communication • External Meeting • Complaint Reception • Satisfaction Survey
<ul style="list-style-type: none"> • Media 	<ul style="list-style-type: none"> - Receive accurate and timely information - Business growth - Compliance to law and regulations - Social and environmental impact 	<ul style="list-style-type: none"> - Disclosed transparent and accurate information - Maintained long-term relationship with media - Swift responses to issues raised in media 	<ul style="list-style-type: none"> • Press Release • Social Event • Online Communication • Training / Seminar

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability : Yes
 materiality topics

Over the past year, the company has reviewed its : Yes
 sustainability materiality topics

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Environmental Quality Control	<ul style="list-style-type: none"> • Environmental Management Standards Policy and Compliance
Climate Resilience	<ul style="list-style-type: none"> • Environmental Management Standards Policy and Compliance • Energy Management • Greenhouse Gas Management
Biodiversity conservation	<ul style="list-style-type: none"> • Environmental Management Standards Policy and Compliance • Biodiversity Management
Energy Management	<ul style="list-style-type: none"> • Energy Management • Greenhouse Gas Management
Labor Practices	<ul style="list-style-type: none"> • Human Rights • Fair Labor Practices
Occupational Safety & Health	<ul style="list-style-type: none"> • Human Rights • Fair Labor Practices
Employee Development & Retention	<ul style="list-style-type: none"> • Human Rights • Fair Labor Practices
Community Safety & Well-Being	<ul style="list-style-type: none"> • Customer / Consumer Responsibility • Community / Social Responsibility
Contribution to Society	<ul style="list-style-type: none"> • Community / Social Responsibility

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Customer Relationship Management	<ul style="list-style-type: none"> • Customer / Consumer Responsibility
Law and Regulation Compliance	<ul style="list-style-type: none"> • Good Governance • Others : Laws and Regulations Compliance
Cybersecurity and Data Protection	<ul style="list-style-type: none"> • Good Governance
Ethical and Transparent Business	<ul style="list-style-type: none"> • Good Governance
Responsible Supply Chain	<ul style="list-style-type: none"> • Sustainable Supply Chain Management
Innovation Development	<ul style="list-style-type: none"> • Innovation Development
Water & Wastewater Management	<ul style="list-style-type: none"> • Environmental Management Standards Policy and Compliance • Water Management
Waste & Hazardous Materials Management	<ul style="list-style-type: none"> • Environmental Management Standards Policy and Compliance • Waste and Waste Management
Product Design & Lifecycle Management	<ul style="list-style-type: none"> • Innovation Development • Others : Product Design & Lifecycle Management

Information on sustainability report

Corporate sustainability report

- Corporate sustainability report : Have data
- Reference link for corporate sustainability report : <https://amatav.listedcompany.com/misc/sd/20260325-amatav-sd2025-en.pdf>

Company sustainability disclosure aligned with standards

- Company sustainability disclosure aligned with standards or guidelines : GRI Standards, IFRS Sustainability Disclosure Standards, Task Force on Climate-related Financial Disclosures (TCFD)

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

Amata VN Group recognizes the critical importance of robust risk management practices to navigate challenges and capitalize on opportunities across internal and external environments. The Group has established a systematic enterprise risk management framework aligned with international standards, specifically the Enterprise Risk Management Integrated Framework by COSO and ISO 31000:2018. By integrating comprehensive risk management; including Environmental, Social, and Governance (ESG) considerations into our strategic planning, we aim to mitigate potential risks that could significantly impact on our objectives while strategically leveraging emerging opportunities.

Reference link to risk management policy and plan : <https://investor.amatavn.com/storage/pdf/cg/cg-and-download/cg-policy/amatav-risk-management-policy-en.pdf>

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : Yes
Standards on ESG risk management : COSO - Enterprise risk management framework (ERM), ISO 31000: Risk management

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Regulatory Risk

Related risk factors : Strategic Risk
• Government policy
Compliance Risk
• Change in laws and regulations
ESG risk factors : Yes

Risk characteristics

Vietnam's rapid legal reforms frequently proceed without comprehensive implementation guidelines, creating uncertainty in their application. The major administrative restructuring in July 2025 introduced new layers of bureaucracy, reassigned official responsibilities, and altered established procedures, which complicated governmental processes and led to confusion among both officials and service users.

Risk-related consequences

- Significant fines and penalties for non-compliance
- Delay in sales recognition and project schedule

- Reputational loss limits future institutional funding

Risk management measures

- Track legal and regulatory changes nationally and locally to assess potential risks from new regulations
- Engage with Governmental agencies regularly for guidelines on implementation
- Assess potential risk of the proposed regulatory changes
- Conduct periodic compliance audits by internal/external auditors
- Provide training and communicate awareness to internal and in some cases to external stakeholders as well

Risk 2 Global economic slowdown and trade policy change

Related risk factors : Strategic Risk

- Government policy
- Economic risk

ESG risk factors : Yes

Risk characteristics

Foreign direct investment (FDI) is the Groups main source of revenue. The Global recession, compounded with US imposition of reciprocal tariffs on Vietnamese imports, has led FDIs to scale back, postpone expansion, and seek alternative locations for growth, resulting in reduction in land sales

Risk-related consequences

- Reduce area/sales leading to less revenue generation.
- Reduce attractiveness of our products.
- Increase holding costs.

Risk management measures

- Proactive monitoring of macroeconomic trends and market environments to determine appropriate strategies
- Enhance operational efficiency
- Product diversifying the portfolio across geographic locations
- Target sales in low-impact region and high value-added products

Risk 3 Local Communities Conflict

Related risk factors :

Operational Risk

- Other : Risk from disputes with Communities

ESG risk factors : No

Risk characteristics

The Group conducts its business through long-term land leases with the Vietnamese government for the development of industrial estates and the provision of associated services, with land allocations facilitated by local authorities. In recent years, the expropriation of land has posed growing challenges, and potential disputes with the local community during this process could lead to a reduction in available land for industrial estate development or delays in the investment certificate approval process, directly impacting revenue.

Risk-related consequences

- Reputational damage
- Project schedule delay
- Loss of sales

Risk management measures

- Engage local stakeholders and authorities to build trust, mitigate tensions, and facilitate project cooperation

Risk 4 Power Supply Reliability

Related risk factors :

Operational Risk

- Shortage or fluctuation in pricing of raw materials
or
productive resources

ESG risk factors : No

Risk characteristics

Power supply within the Groups industrial estate is primarily provided by EVN through a 110kV transmission system. However, due to delays in the installation process of such transmission lines, the Company has resorted to utilizing a temporary 22kV power supply to meet immediate operational demands. Given the limitations of this temporary system, which is susceptible to voltage fluctuations, may cause occasional power flickering and potentially disrupt customer operations.

Risk-related consequences

- Reputational damage affecting creditability among customers
- Increase capital investment for temporary power sources
- Decrease competitiveness of the project

Risk management measures

- Actively engage and monitor the expedition of 110kV installation
- Installed power management system to improve power supply stability

Risk 5 Occupational Health and Safety

Related risk factors :

Operational Risk

- Safety, occupational health, and
working
environment

ESG risk factors : Yes

Risk characteristics

As an industrial park operator, we manage infrastructure, utilities, maintenance, and safety for tenant factories. Routine tasks such as facility maintenance, waste handling, traffic control, and emergency readiness pose risks like machinery accidents, road accidents, fire, and chemical exposure. Additionally, the new water treatment operation introduces unfamiliar equipment and processes, if not properly managed, will lead to occupational hazards and compliances of risks.

Risk-related consequences

- Operational disruption
- Employee safety
- Significant fines and penalties for non-compliance
- Reputational damage

Risk management measures

- Provide safety equipment and comprehensive health insurance coverage
- Establish SOP on chemical handling and provide raw water chemical risk-related training
- Enhance traffic safety measures with clearer traffic signs and increased CCTV surveillance for monitoring
- Provide adequate emergency preparedness resources for all staff and tenants to minimize occupational hazards

Risk 6 Financial Market Volatility

Related risk factors :

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment

ESG risk factors : No

Risk characteristics

Global economic uncertainty, combined with ongoing U.S.China geopolitical tensions, is exerting upward pressure on inflation and causing significant fluctuations in Vietnams foreign exchange market in 2025. Elevated global interest rates and persistent foreign exchange volatility are increasing borrowing costs and introducing greater unpredictability in cash flow planning. Our reliance on offshore USD-denominated loans heightens exposure to currency depreciation, which could materially impact profit margins if not mitigated through timely and proactive risk management measures.

Risk-related consequences

- Higher financing cost

Risk management measures

- Refinancing foreign currency loan (USD) to local VND
- Coordinate with banks in Vietnam regarding favorable interest rates and local loan programs

Risk 7 Deglobalization

Related risk factors : Strategic Risk

- Government policy
- Policies or international agreements related to business operations
- Economic risk

Operational Risk

- Delays in the development of future projects

ESG risk factors : Yes

Risk characteristics

Increasing geopolitical tensions, trade protection measures, and national policies that prioritize domestic production are contributing to a slowdown and greater uncertainty in global trade and cross border investment. Such conditions may lead multinational companies to reduce or delay overseas investment. As AMATA VN Groups business model relies primarily on foreign direct investment (FDI), these trends could reduce investor demand, slow land sales, and potentially affect the Groups long-term growth, particularly in relation to future project developments.

Risk-related consequences

- Reduced revenue due to slow land sales and decline in large-scale investors demand
- Longer sales cycles
- Increase competition and pressure on pricing and incentives

Risk management measures

- Diversify the sales portfolio across countries and regions, while balancing with domestic investors, to reduce reliance on any single region.
- Target next-generation industries (high-tech, EV supply chains, green manufacturing)
- Offer more add-in services beyond land sales (eg utilities resilience)
- Phase development in line with demand visibility

Risk 8 Natural resource crisis

Related risk factors : Strategic Risk

- ESG risk

Operational Risk

- Shortage or fluctuation in pricing of raw materials
or
productive resources

ESG risk factors : Yes

Risk characteristics

WEF has identified natural resources shortage as one of the emerging global risk. In Vietnam, strict land and soil usage policy, prioritizing strategic national projects and restricting land use and soil extraction, may lead to raw material scarcity for construction and industrial needs.

Risk-related consequences

- Delay in project schedule resulting in loss of customers and sales
- Higher cost than budgeted
- Low product quality

Risk management measures

- Plan and secure raw material volume for the year
- Develop alternative material substitutes and material recovery

Risk 9 Natural disaster related to climate change

Related risk factors : Strategic Risk

- Climate change and disasters

Operational Risk

- Climate change and disasters

ESG risk factors : Yes

Risk characteristics

Climate change together with the El Nino phenomena has triggered increasing catastrophic events in the form of natural disaster such as supercharged storms, variations in seasons leading to severe drought or flooding conditions.

Risk-related consequences

- Damage of property/asset
- Operation disruption
- Safety of employees and community
- Reputational damage

Risk management measures

- Have business continuity plan in place
- Select climate resilience location
- Reinforce physical infrastructure
- Secure water supply
- Establish team to follow up instructions from government
- Secure all loose materials
- Ensure employees safety
- Insure assets

Risk 10 Energy Supply Shortage

Related risk factors :

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources

ESG risk factors : No

Risk characteristics

In recent times, Vietnam has encountered electricity shortages attributed to extreme heat and adverse weather patterns influenced by climate change. The heightened power demand and consumption pose a significant risk to the country's energy security, especially during the dry season. These current and evolving power supply constraints pose substantial challenges for the Group in acquiring adequate power supply to meet the demands of its customers.

Risk-related consequences

- Operational disruptions impact customer satisfaction and future referral
- Limit ability to generate targeted revenue
- Loss of reputation

Risk management measures

- Target low-consumption customers to optimize grid efficiency
- Engage with state electricity provider to obtain additional power licenses
- Pursuing alternative energy solutions

Risk 11 Climate adaptation and ESG strategic priority

Related risk factors :

Strategic Risk

- ESG risk
- Climate change and disasters

ESG risk factors : Yes

Risk characteristics

Growing global climate concerns are driving a strategic shift towards environmental sustainability. Multinational enterprises (MNEs) are increasingly prioritizing now emphasizing the adoption of environmentally friendly facilities, reliance on renewable energy, and the reduction of Greenhouse gas emissions. Additionally, a growing customer base is actively seeking information on Environmental, Social, and Governance (ESG) practices.

Risk-related consequences

- Impede competitiveness
- Reduce ability to generate revenue
- Reputation damage

Risk management measures

- Communicate internally the importance of ESG to the business
- Designate working team to develop ESG-related strategies and monitor the performance
- Set long-term goal to transform into a Low Carbon City by 2040
- Enact ESG related policies
- Attach ESG related initiatives with performance evaluation

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

Amata VN Group has strengthened its Business Continuity Management (BCM) framework to proactively address operational disruptions and emerging risks. A comprehensive Business Continuity Plan (BCP) has been developed to guide effective responses to unexpected incidents such as natural disasters, epidemics, pandemics, fires, and other crises that could impact critical operations. The plan prioritizes the protection of personnel, assets, the environment, and surrounding communities, ensuring business operations can resume swiftly, or that disruptions are mitigated to minimize impact. Key elements of the BCP include risk assessment, resource allocation, and recovery strategies tailored to different scenarios. To maintain readiness, Amata VN Group conducts regular scenario-based drills, simulating various crisis conditions, followed by thorough evaluations to identify improvements and ensure the plan remains relevant and effective.

Reference link to business continuity plan (BCP) : <https://amatav.listedcompany.com/misc/one-report/20260327-amatav-or2025-en.pdf>

Page number of the reference link : 72

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Company's sustainable supply chain management policy and guidelines : Yes

Link for company's sustainable supply chain management policy and guidelines : <https://investor.amatavn.com/storage/pdf/cg/cg-and-download/cg-policy/amatav-sustainable-procurement-policy-en.pdf>

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management plan : Yes

AMATA VN Group adheres to the principles of fairness and transparency in our dealings with all suppliers, in accordance with our established Procurement Policy. Recognizing the potential environmental and social impacts of construction, we have also established a Construction Policy that integrates sustainability requirements directly into project execution to reduce negative impacts. We prioritize partnerships with suppliers and contractors who deliver high-quality business results while maintaining ethical, environmental, and social standards. This approach is intended to align supplier practices with the Group's ethical, environmental, and social expectations and to support responsible business conduct across the value chain.

To further promote responsible supply chain management, AMATA VN Group has developed a comprehensive Procurement Standard Operating Procedure. This manual provides operational guidance for employees on supplier treatment practices and integrates ESG criteria in new supplier selection and classification, risk assessment, performance evaluation and auditing, as well as supplier capacity development. In addition, AMATA VN Group has implemented a Supplier Code of Conduct (SCoC) that integrates the 10 principles of the United Nations Global Compact with its critical suppliers.

Reference link to sustainable supply chain management plan : <https://amatav.listedcompany.com/misc/sd/20260325-amatav-sd2025-en.pdf>

Page number of the reference link : 62-67

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria⁽⁴⁾

Does the company use sustainability screening criteria with new suppliers? : Yes

	2023	2024	2025
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	100.00	100.00	100.00

Remark: ⁽⁴⁾ A self-assessment questionnaire (SAQ) and commitment to the Supplier Code of Conduct (SCoC) will be provided to all new suppliers delivering services valued over 5 billion VND (or 1 million THB), excluding general merchandise

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes

Reference link to supplier code of conduct : <https://investor.amatavn.com/storage/pdf/cg/20210531-amatav-supplier-code-of-conduct-en.pdf>

Information on key suppliers acknowledging compliance with the supplier code of conduct

Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to acknowledge compliance with the supplier code of conduct? : Yes

	2023	2024	2025
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	100.00	100.00	100.00

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Company's research and development (R&D) policy : Yes

Reference link to company's research and development (R&D) policy : <https://investor.amatavn.com/storage/pdf/cg/cg-and-download/social-policy/amatav-innovation-management-policy-en.pdf>

Additional explanation for research and development (R&D) expenses over the past 3 years

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Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's innovation culture : Yes

AMATA VN Group values its employees as creative individuals with unique insights and ideas essential for the company's progress. The Group aims to harness this potential for sustainable growth by empowering them to innovate and offer the necessary resources and support. When innovation becomes part of the Group business core identity, it enhances individual creativity and fosters collaboration, agility, and adaptability. This foundation enables AMATA VN Group to effectively manage change and continually improve, shaping a resilient future for the organization. To encourage innovative thinking across the organization, we have set a modest target as below.

	Target	Performance
Innovation ideas/projects	2	12

In 2025, we exceeded our target by six times with participation from 54 members (representing nearly 30% of our workforce). This achievement reflects a year marked by inspiration and strong engagement.

AMATA Innovation Awards

To support the culture of innovation, Amata Corporation has organized an annual group-wide Innovation Awards competition. This group-wide platform encourages our people to share creative solutions and contribute to the development of new products or services or simplify work processes for operational efficiency. Participants competed across two distinct categories - Innovation IDEA and Innovation PROJECT - the competition was allocated a budget of 2.5 million THB.

In 2025, our commitment to a forward-thinking culture was on full display this year 12 numbers of both ideas and projects from AMATA VN Group and 7 passed the initial screen for the joined "Innovation Awards." These ideas originated from concerns and pain points raised by stakeholders during their interactions.

The talent within our organization was clearly reflected in the results, with AMATA VN teams securing the top honors in both major categories. Our Automatic Meter Reading System earned 1st place in the Innovation IDEA category for its potential to modernize utility tracking. Meanwhile, our Building Information Modeling (BIM) initiative took the 1st place

in the Innovation PROJECT category. Of the 12 proposals, 2 have already been implemented in the year, while the remaining are currently under review for potential implementation. In addition to these innovation projects, many departments have embraced digitalization in their operations to improve efficiency and reduce costs. These achievements highlight our teams ability to turn original concepts into practical tools that add real value to our industrial cities and the clients we serve.

Building a Capacity for AI integration

In the current landscape of rapid digital transformation, Artificial Intelligence (AI) has emerged as an essential tool for enhancing operational efficiency and driving business intelligence. At AMATA VN, we recognize that AI is not merely a technological upgrade but a catalyst for high-performance work, enabling our teams to automate routine tasks, analyze complex datasets with precision, and make more informed strategic decisions. We empower our employees to focus on high-value creative problem-solving and innovation, ensuring that our organization remains agile and competitive in an increasingly automated world by integrating these advanced tools into our daily workflows.

Throughout the year 2025, weve collaborated with FPT Polytechnic College Dong Nai, Core Leadership, and BIDV Bank Dong Nai to organize several training sessions about AI and associated technology which are designed to upskill our workforce, support our customers and build a strong knowledge of AI's capabilities and applications during technology transitions. The program successfully attracted our employees, participants from enterprises inside and outside our industrial park, with a total AI training hour of 1,169 Hours (339 training hours for the Groups employees and 830 hours for other stakeholders).

Information on innovation development benefits and research and development (R&D) expenses

Benefits of innovation development

Financial benefits

Does the company measure the financial benefits : Yes
from innovation development?

	2023	2024	2025
Cost reduction resulting from the innovation development of process (Baht)	510,000.00	5,191,452.00	140,000.00

Non-financial benefits

Does the company measure the non-financial : Yes
benefits from innovation development?

	2023	2024	2025
Reduction in the organization's greenhouse gas emissions (Metric tonnes of carbon dioxide equivalent)	13.20	90.26	0.00

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