SET Awards 2025:
Sustainability Excellence

AMATA

POSSIBILITIES HAPPEN

คุณวิกรม กรมดิษฐ์

ประธานกรรมการ
และรักษาการประธานเจ้าหน้าที่บริหาร
กลุ่มบริษัทอมตะ

ดร. วิวัฒน์ กรมดิษฐ์

ประธานเจ้าหน้าที่เทคนิควิศวกรรม
และประธานเจ้าหน้าที่บริหาร
กลุ่มธุรกิจอสังหาริมทรัพย์ในประเทศไทย
บริษัท อมตะ คอร์ปอเรชัน จำกัด (มหาชน)

คุณสัทธา วนลาภพัฒนา

รักษาการประธานเจ้าหน้าที่กลยุทธ์
และผู้ช่วยประธานเจ้าหน้าที่บริหาร
บริษัท อมตะ คอร์ปอเรชัน จำกัด (มหาชน)

คุณชวลิต ทิพพาวนิช

ประธานเจ้าหน้าที่บริหาร
บริษัท อมตะ ยู จำกัด

คุณพจนารถ หรี่จินดา

รักษาการประธานเจ้าหน้าที่
ปฏิบัติการ
บริษัท อมตะ ยู จำกัด

คุณอัครเรศร์ ชูช่วย

กรรมการผู้จัดการ
บริษัท อมตะ ฟาซิลิตี้
เซอร์วิส จำกัด

Contents

AMATA

POSSIBILITIES HAPPEN

01

About AMATA


ทุกคนได้ประโยชน์
พัฒนาค้นคว้าในสิ่งที่ก้าวหน้าสู่โลกอนาคต
Follow through on the promise
保护自然 —— 不要破坏它
各方都能受益
All parties benefit
Actively pursue initiatives that are innovative, future-oriented, & socially beneficial.
ร่วมมือกับคนเก่ง องค์กรดีทั่วโลก
All processes aretransparent
ทุกอย่างโปร่งใส
在引领未来世界的前沿领域开展发展
Protect nature– don't destroy it.
ALL WIN
Development in progressive fields that lead toward the future world
ทำในสิ่งที่สร้างสรรค์เป็นประโยชน์ต่ออนาคตต่อสังคม
与有才华的人才及享有盛誉的全球组织合作
坚守承诺
Collaborate with talented individuals & reputable worldwide organizations
ธรรมชาติไม่ถูกเบียดเบียน
ไม่มีอะไรดีกว่าการทำดี
There is nothing greater than doing good
没有什么比行善更伟大
所有过程透明
积极推动具有创新性、面向未来并造福社会的举措
รักษาคำมั่นสัญญา

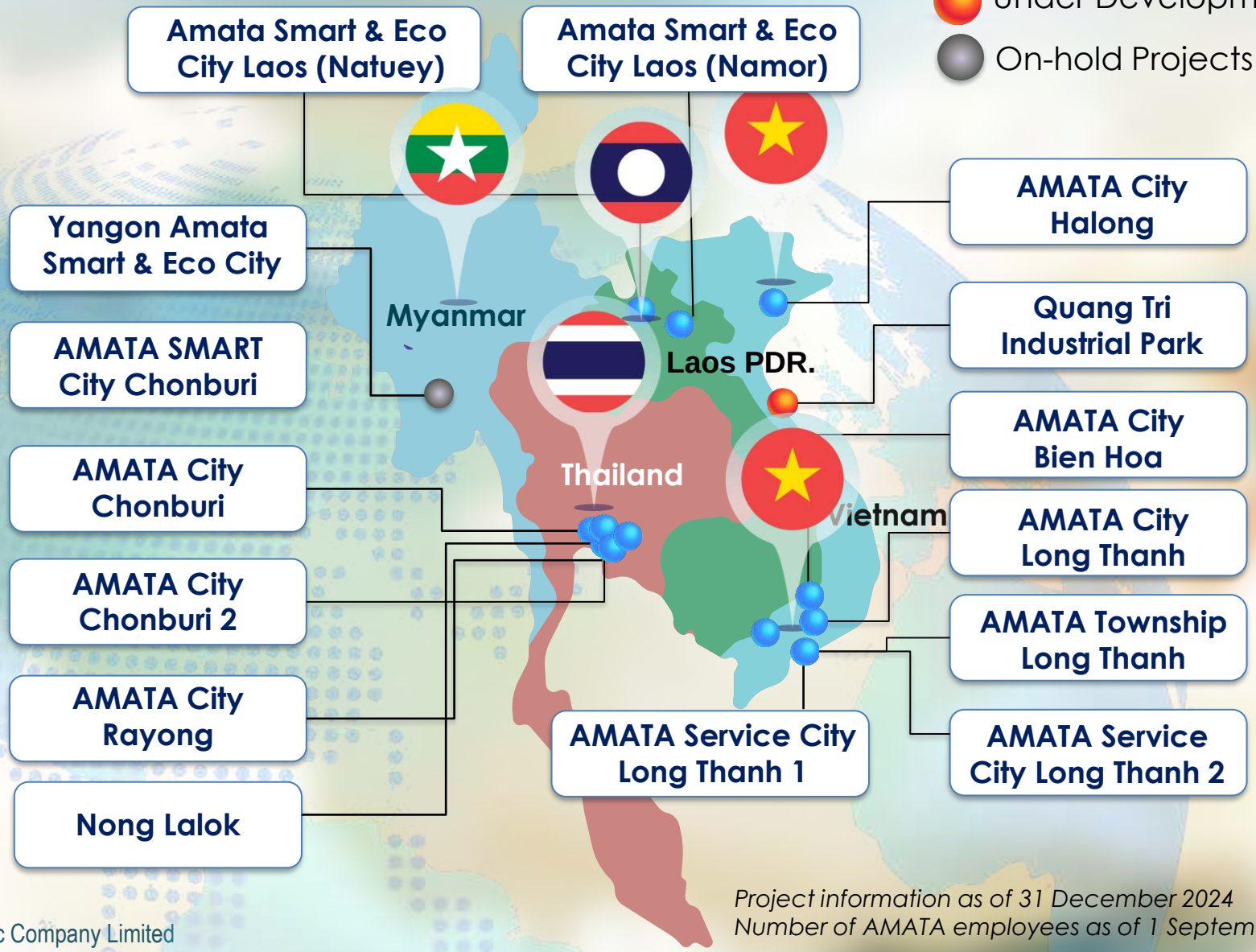
AMATA in CLMVT

318 Total AMATA employees

Area **153.17** SQ.KM.
95,731 rai
15 Projects
4 Countries

1,577 factories from **31** nationalities

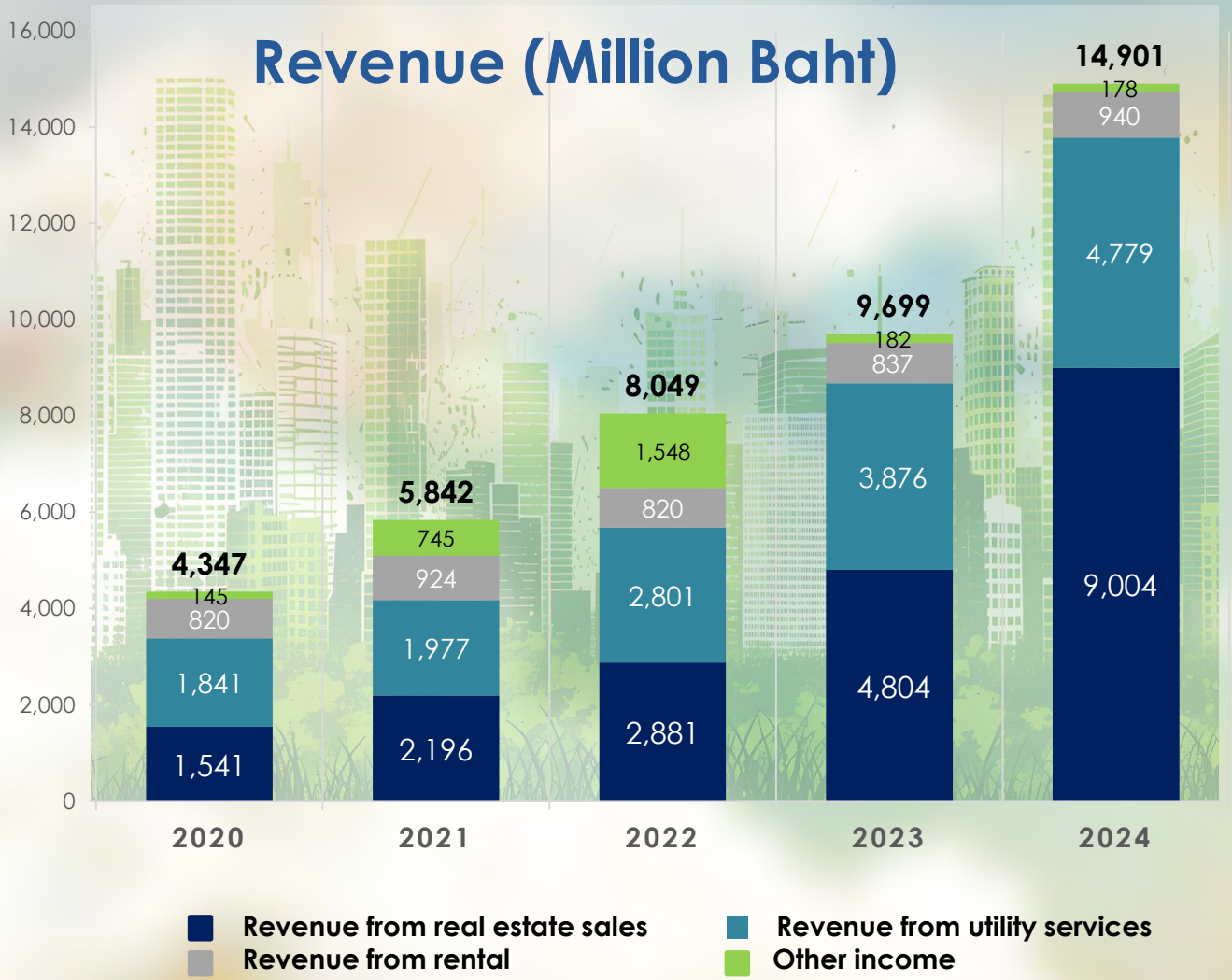
357,500 employees in factories



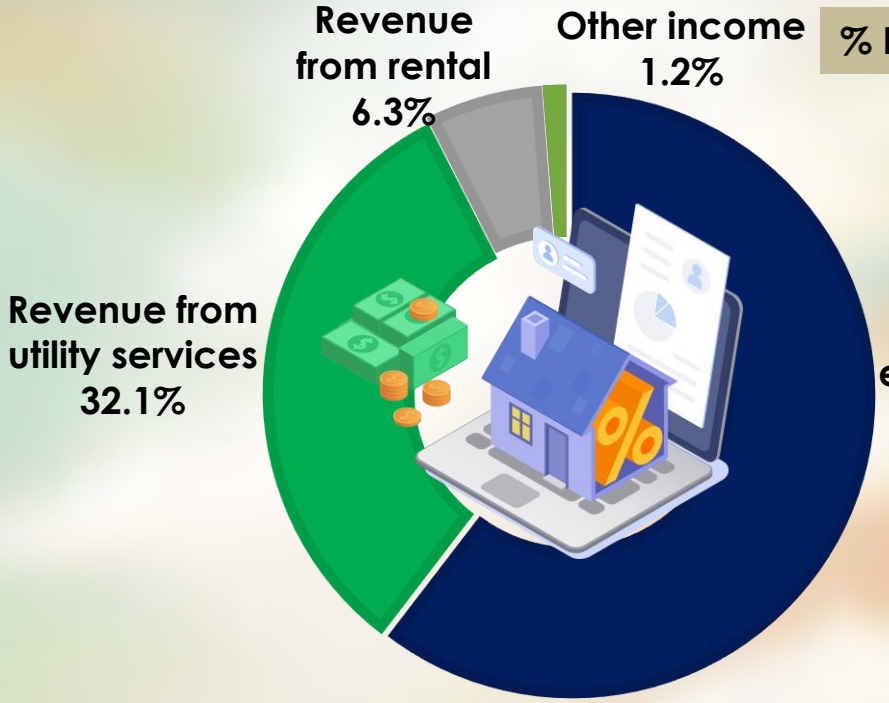
Project information as of 31 December 2024
Number of AMATA employees as of 1 September 2025

OUR BUSINESSES (YE2024)

Revenue (Million Baht)



Business Portion 2024



	2020	2021	2022	2023	2024
Real Estate	35%	38%	36%	50%	60%
Recurring	65%	62%	64%	50%	40%

AMATA

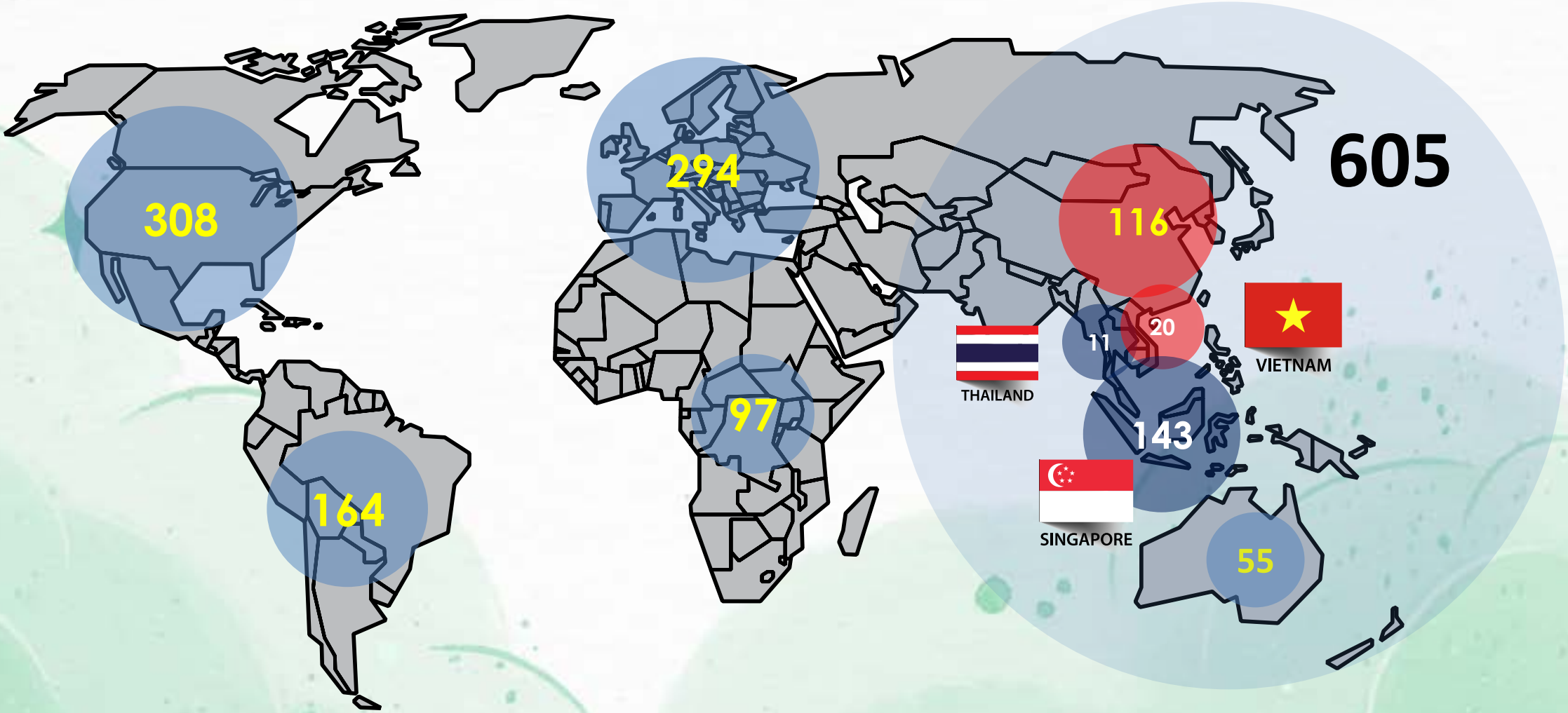
POSSIBILITIES HAPPEN

02

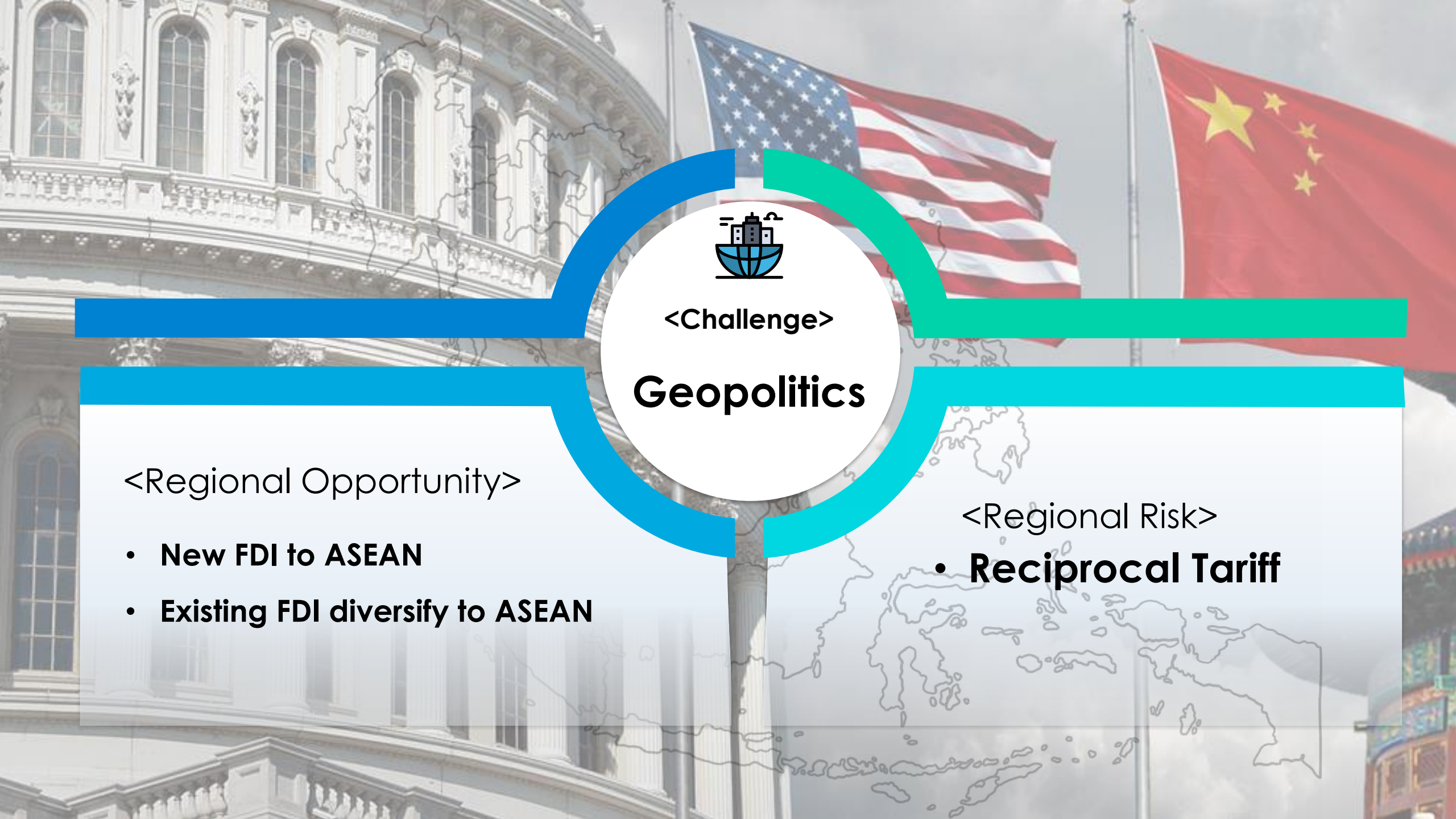
Economic Slowdown & Geopolitics since 2567

FDI 2024 Overview (Inflow)

World: ~$1,485 billion
OECD Report
UNCTAD Report



ASEAN: $225 billion (2024)
Thailand: $32.8 billion (Application)



<Challenge>

Geopolitics

<Regional Opportunity>

- **New FDI to ASEAN**
- **Existing FDI diversify to ASEAN**

<Regional Risk>

- **Reciprocal Tariff**

<Challenge>

Geopolitics

<Regional Opportunity>

- New FDI to ASEAN
- Existing FDI diversify to ASEAN

AMATA's Opportunity

- China +1 relocation
- Thailand/Vietnam to attract new economy

AMATA's Strategy

- Enable seamless land readiness with AMATA1Flow

AMATA's Opportunity

- High-tech industries are choosing ASEAN as a "neutral hedge" in supply chains

AMATA's Strategy

- Entering new industries through a comprehensive supply chain approach

AMATA's Risk

- Risk of losing opportunities to attract large-scale regional investments due to infrastructure and service readiness gaps

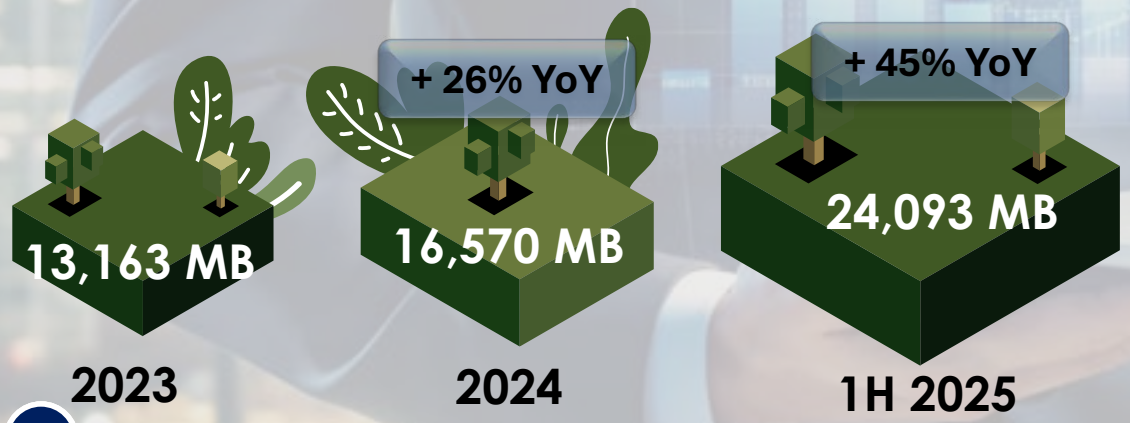
AMATA Mitigation's Strategy

- Proactive infrastructure development & expand capacity and reserves for water and energy supply.

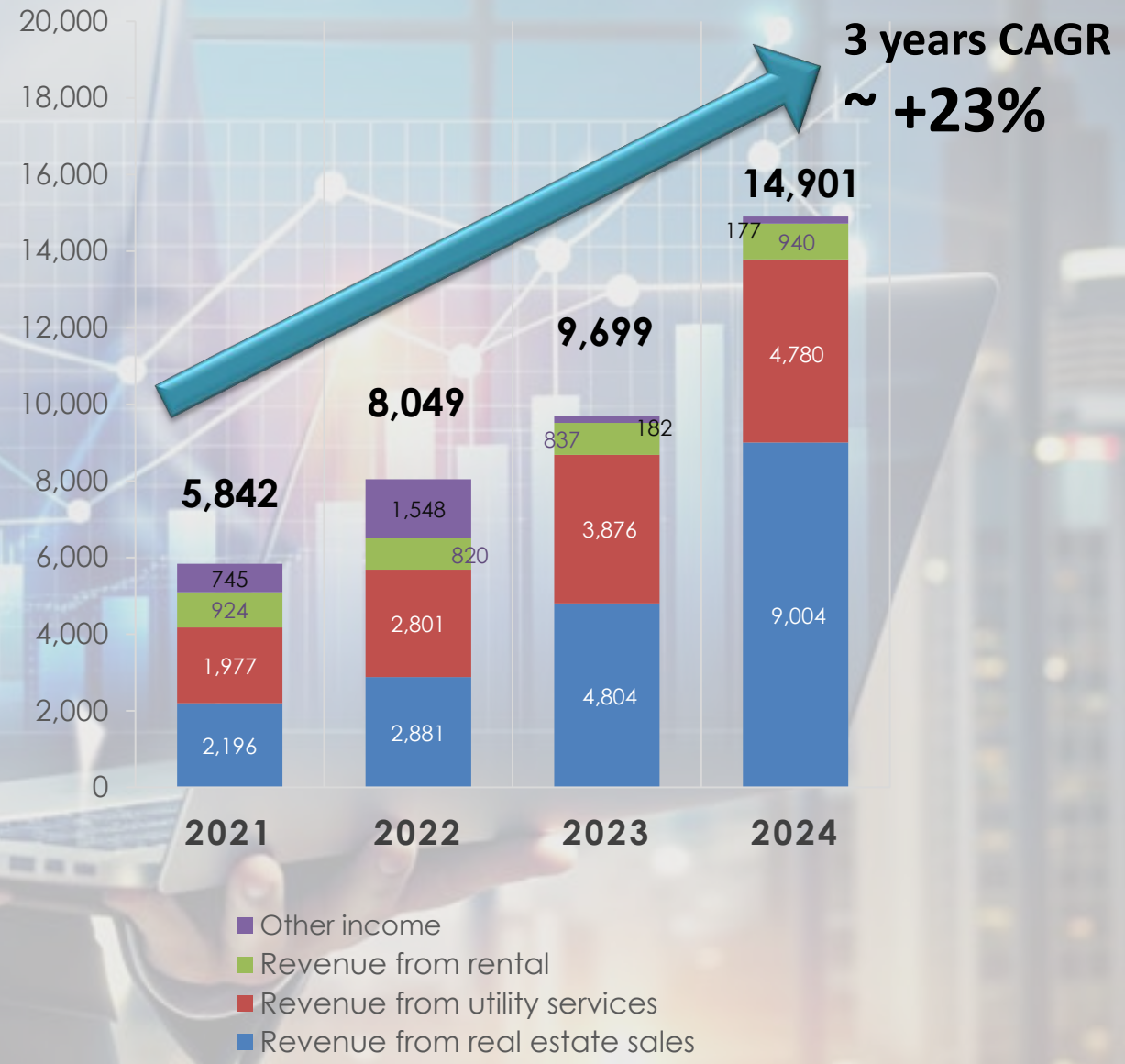
Target and Performance

Government All-Service Center for supporting customers with investment promotion, licensing, and regulatory compliance

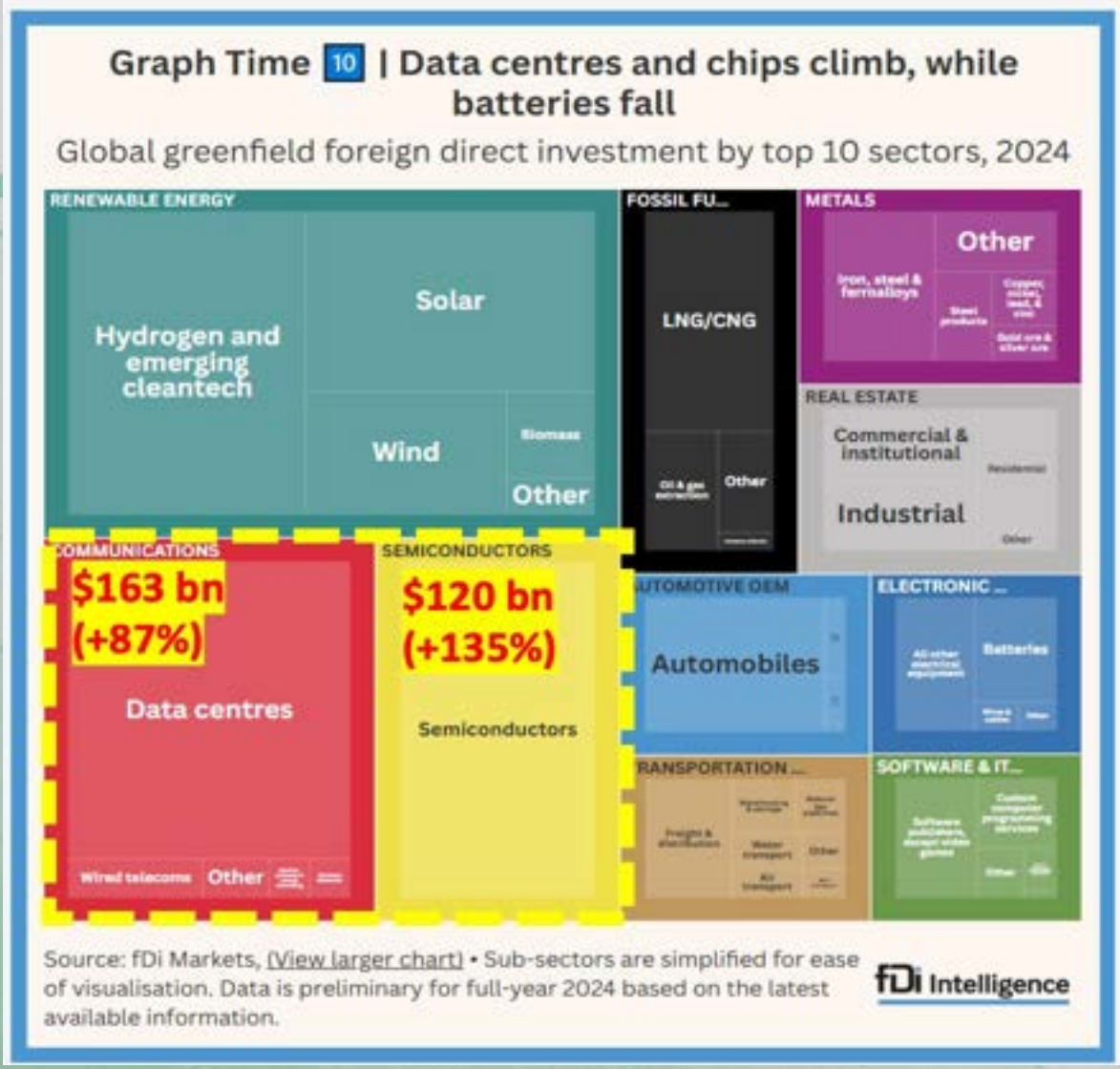
Land Held for Future Development for RETH (ACC&ACR) 2023-1H.2025 (Million Baht)

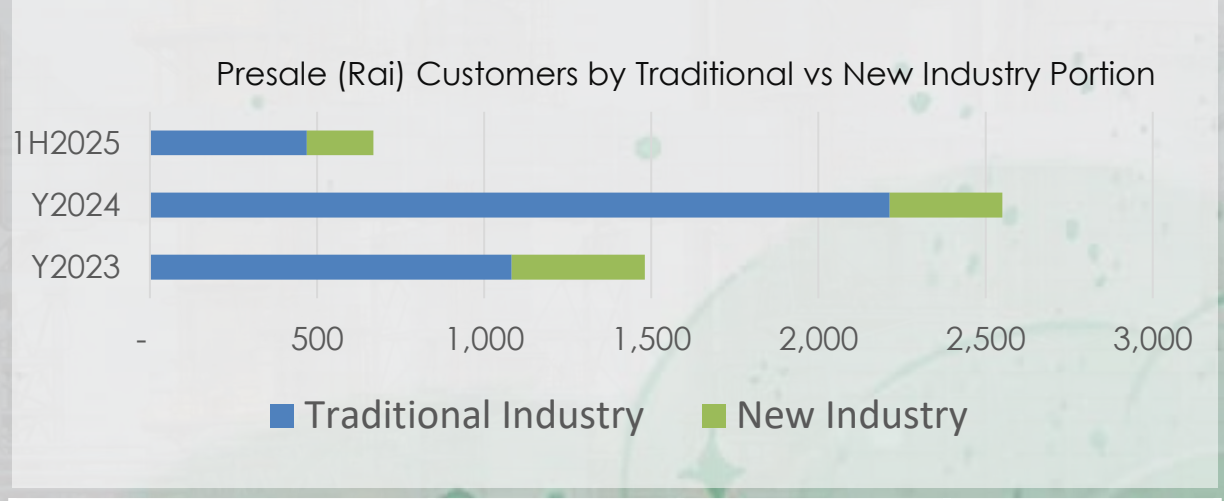


Actual Financial Performance & 2025 - 2026 Revenue Target



Entering New Industries through a Comprehensive Supply Chain Approach



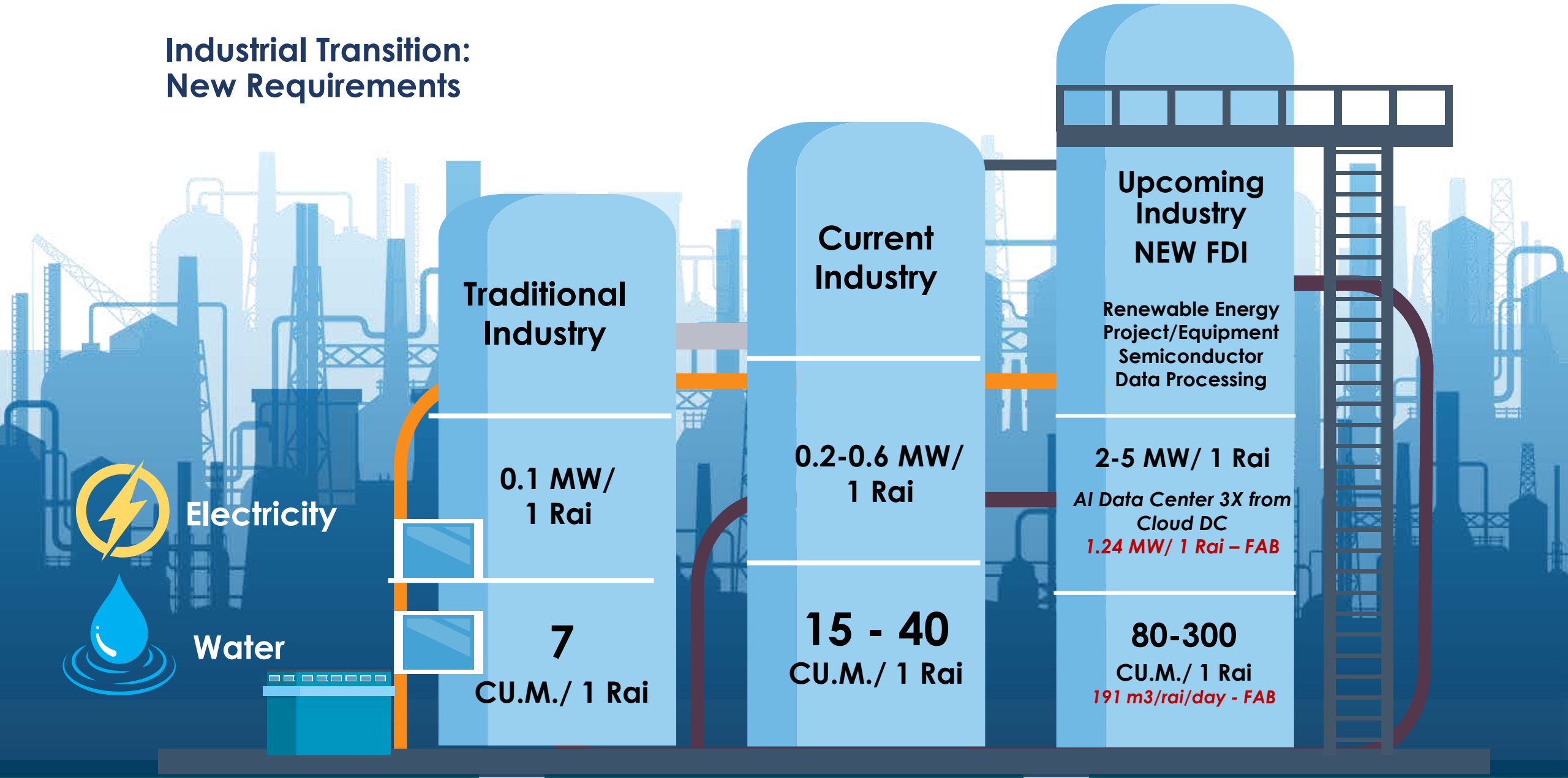


	2023	2024	1H 2025
%Traditional Industry	73%	87%	70%
% New Industry	27%	13%	30%

New Customer = Data Center, Electronic, Semi Conductor, Home Appliance

New Economy Customers and Utility Demand

Industrial Transition: New Requirements



<Regional Risk>

- Reciprocal Tariff = “Uncertainty”

AMATA’s Risk

- Risk of factory operational instability

Impact

- Adverse effects on recurring income in utilities and industrial services

Mitigation Strategy

- Continuously analyze customer behavior for proactive planning

Mitigation Strategy

- Creating designs that enhance system flexibility

AMATA's Risk

- Risk of delays in new customers’ decision – making processes

Impact

- Adverse effects on real estate income

Mitigation Strategy

- Implement a liquidity strategy to reduce the risk of backlog

Mitigation Strategy

- Increase numbers of rental factories to meet short-term demand

AMATA

POSSIBILITIES HAPPEN

03

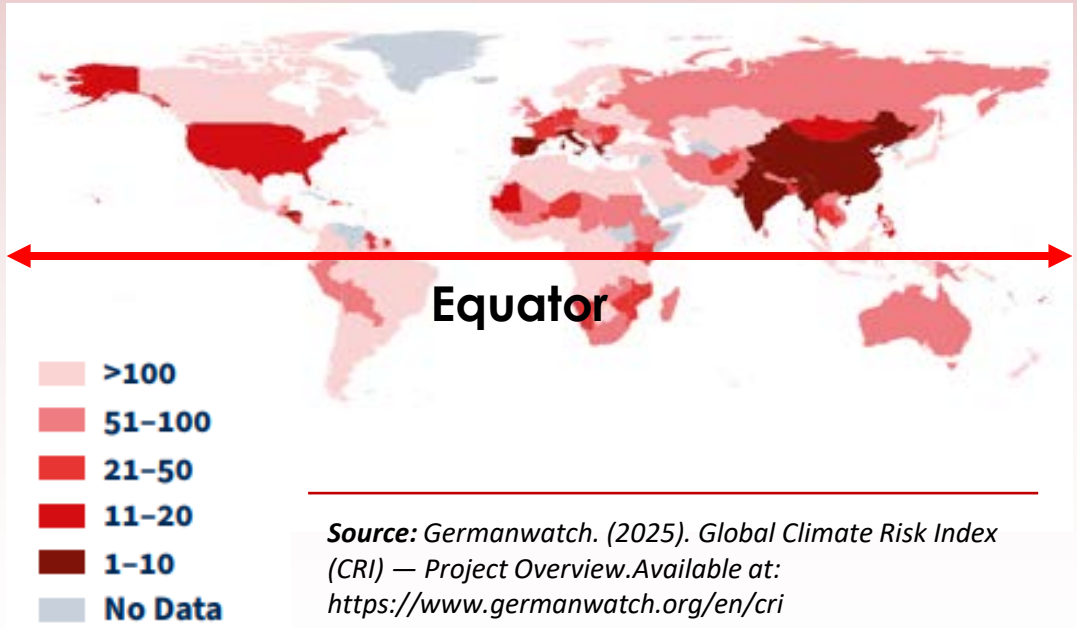
Climate Change

Global Risks from World Economic Forum 2024 - 2025

Source: *World Economic Forum Global Risks, Perception Survey 2024-2025*

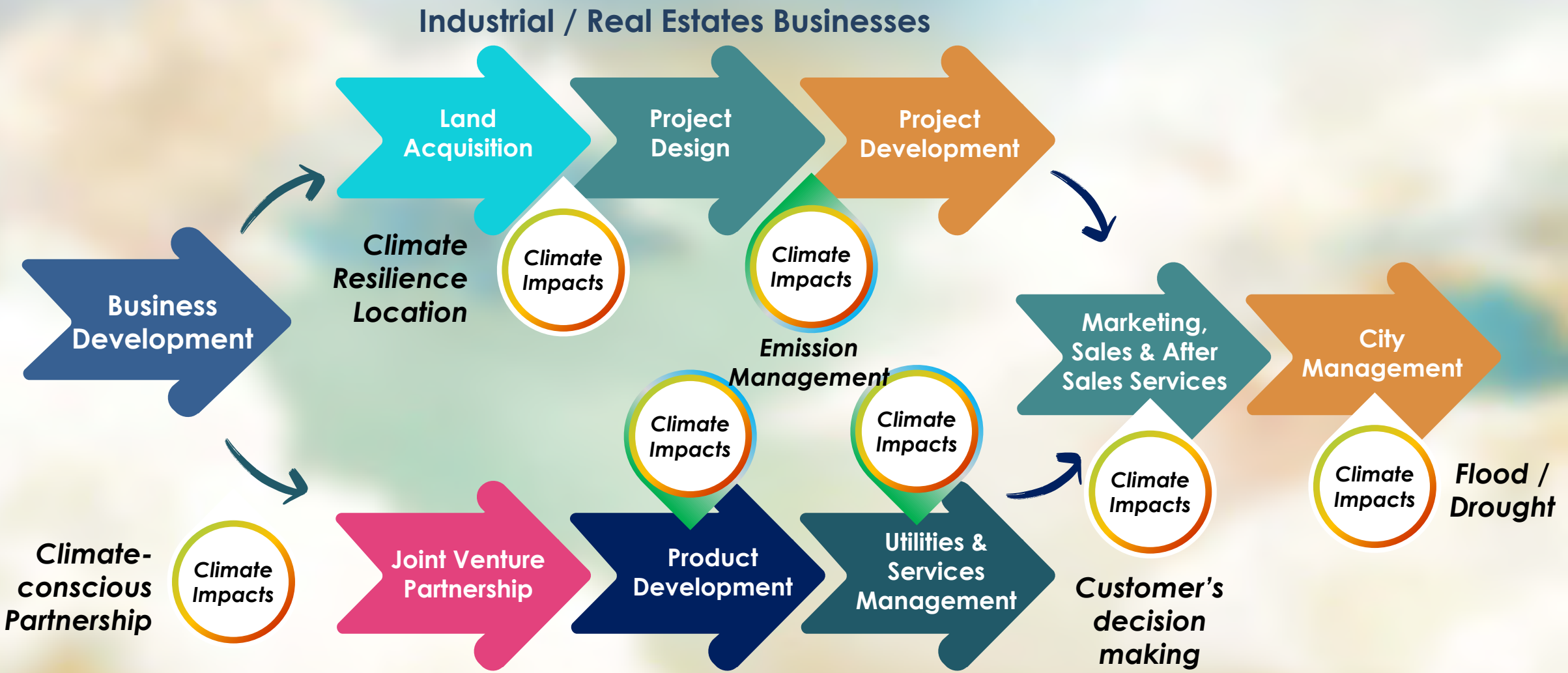
Climate Risk Index from German watch (1993-2022)

Country	Rank/Exposure
Myanmar	Extremely high risk (4)
Thailand	High risk (30)
Vietnam	Medium risk (54)
Laos	Medium risk (57)



Source: *Germanwatch. (2025). Global Climate Risk Index (CRI) — Project Overview.Available at: https://www.germanwatch.org/en/cri*

Climate-related Impacts in Value Chain



Climate-related Risks

Physical Risks

Acute (Immediately)

- Extreme weather events (i.e. strong wind, flood, heat)

Chronic (Consequently)

- Drought in water-stressed areas due to unpredictable precipitation patterns
- Rising mean temperatures
- Rising mean sea level enhances the severity of flooding

Impacts

- Increase operating and maintenance costs for emergency response
- Increase flood protection expenses
- Increase medical expenses
- Construction delay due to extreme weather events
- Raw water cost increases
- Fines due to water supply contract
- Loss of reputation and trust
- Increase flood operating and protection expenses

Opportunities

- Water security to AMATA and surrounding communities
- Water grid
- New products and services in circular water businesses

Climate-related Risks

Transition Risks

- Changes in environmental laws & policies in response to climate change
- Changes in customers' requirements

Impacts

- Failure to comply related-regulation leading to financial loss, reputation damage or decline in stakeholders' confidence
- Lower recurring income from utilities sales and waste management services
- Increase pressure to disclose more information such as GHG emissions and decarbonization plan

Opportunities

- New low-carbon products and services such as Renewable Energy, low-carbon water, etc.

Climate Change Strategies

1 Climate Resilience City

Adapt and increase our capability to effectively cope with the climate change effects.

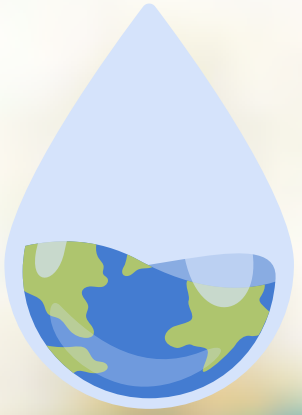
2 Carbon Neutral City

Reduce greenhouse gas emissions from the operations to create a low carbon society

3 Climate-related Products & Services

Develop climate-related products and services to increase competitive advantage

Adaptation Strategies



1. Strive for **water security** by building internal reservoirs
2. Reduce surface **water dependency** by utilizing treated water according to the **zero discharge** principle
3. Site selection criteria: **climate-resilient locations**, based on comprehensive hydrology studies
4. **Implement early warning and disaster response systems for flood events**

Short Term Target	Long Term Target
Reserved water ACC/ACR for **14/6 months**	Reserved water ACC/ACR for **14/6 months**
Flood spot with water retention time less than 1 hour	Flood spot with water retention time less than 1 hour
Zero effluent discharge from AMATA Industrial Estates	Zero effluent discharge from AMATA Industrial Estates

Climate Resilience City: Performance

Water Security Strategy (AMATA City Chonburi)

2023	Gross Water Demand **27.2** MCM/year	**8** Réservoirs **42.0** MCM **(154%)**	**Actual Water Consumption** 31.5 Million m3 per year	Water Reserved Goal **14** months (Reserved Capacity/ Monthly Gross Water Demand) Performance **18** months
2024	Gross Water Demand **29.02** MCM/year	**8** Réservoirs **42.0** MCM **(145%)**	**Actual Water Consumption** 38 Million m3 per year	Water Reserved Goal **14** months (Reserved Capacity/ Monthly Gross Water Demand) Performance **17** months

Target = Maintaining a 14-month water reservation capacity—without relying on external sources—even as demand surges from new customers like data centers and semiconductor facilities

Water Grid Project
(Long Term Target)

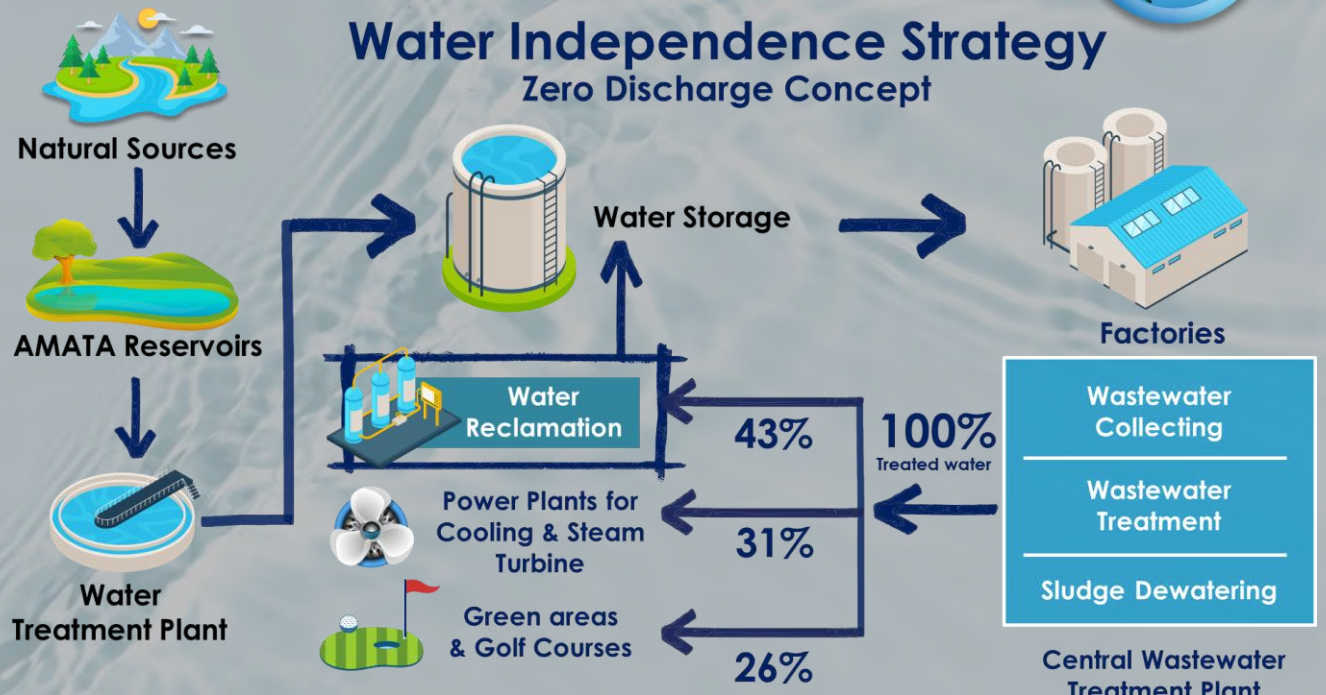
Connect Multi - Projects

AMATA Utilities - East Water's MOU to study alternative water resource and Swap volume of raw water via East Water's Water Grid to optimize and balance water demand of 5 AMATA IEs and out of IEs in EEC area.

MOU of Water Grid
(MOU Signing Ceremony & Dinner Event on 5 Nov 2024)

Water Independence Strategy

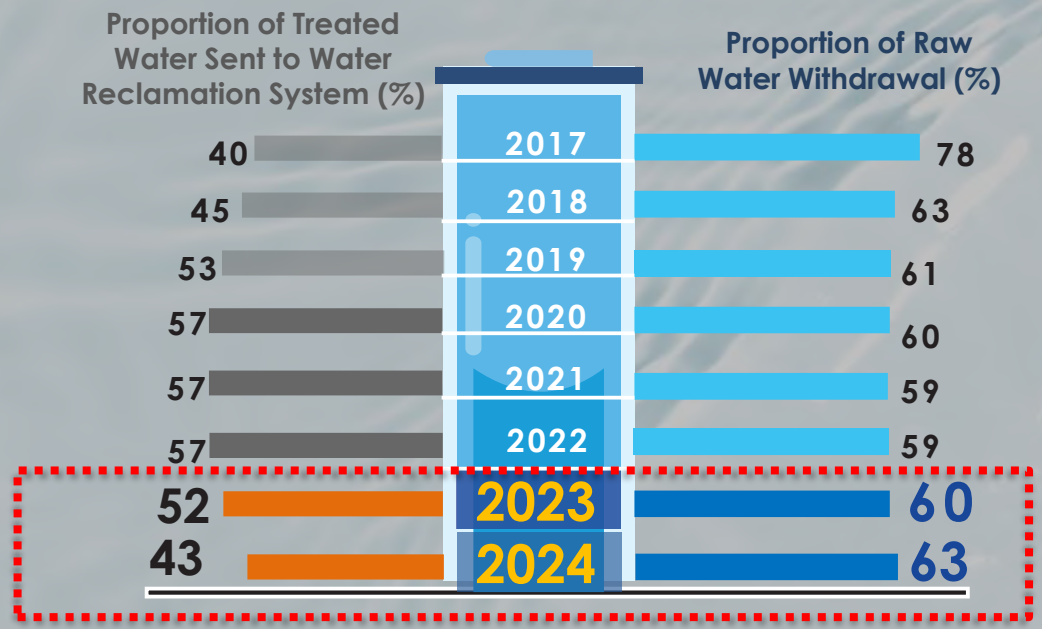
Zero Discharge Concept



SGS

AMATA's 2024 water data has been verified by SGS (Thailand) Limited as accurate and reliable under AA1000 and GRI standards.

Water Reclamation System (since 2008)



2024 Performance

59.88 MCM/Year
Gross Water Demand

38.01 MCM/Year
Raw Water Withdrawal

73.29 million
Raw water sourcing cost saved

63%
Proportion of raw water withdrawal reduction

Climate Change Strategies

1 Climate Resilience City

Adapt and increase our capability to effectively cope with the climate change effects.

2 Carbon Neutral City

Reduce greenhouse gas emissions from the operations to create a low carbon society

3 Climate-related Products & Services

Develop climate-related products and services to increase competitive advantage

Mitigation Strategies

1. **Revisit** Greenhouse gas (GHG) inventories for all estates (Thailand, Laos, Myanmar, Vietnam) and update the decarbonization roadmap
2. **Accelerate** the transition to renewable energy
3. **Maximize** energy efficiency across operations
4. **Strive** for zero waste to landfill
5. **Collaborate** with alliances for climate action

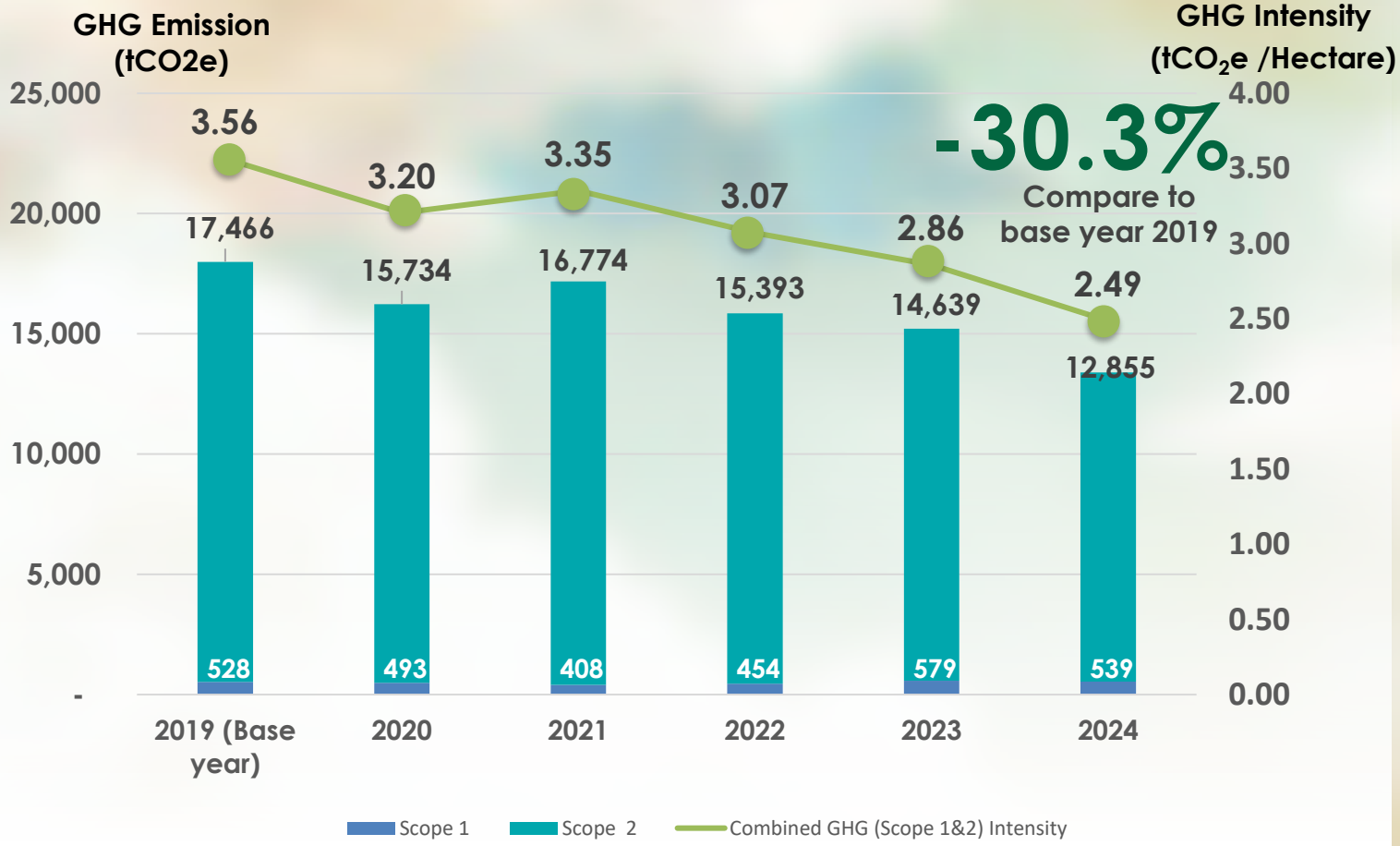
GHG Emission Intensity (Scope 1 & 2) **23.81%** reduction by 2024

GHG Emission Intensity (Scope 1 & 2) **30%** reduction by 2030 (compared to 2019 base year)

Carbon Neutrality by 2040

GHG Emissions Scope 1 and Scope 2

Greenhouse Gas Emission Scope 1 & Scope 2



Year	2024	2030
% Reduction of GHG Emission Intensity (Scope 1 & 2) compared to the 2019 base year	**23.81%**	**30%**

Build Collaborative Platforms	• **Expand ACNN membership** • **Create working groups** • **Join TCNN and collaborate with other organizations**
Innovation & Incentives	• **Promote green technology adoption**
Capacity Building	• **Organize seminars on new environmentally trends**

Accumulated ACNN Members

36 (2023)	85 (2024)	110 (2025)

ACNN was established on November 10, 2023

2019	2024	2025	2026	2040
Start to collect data for reporting	Conduct comprehensive climate gap analysis	Revisit GHG inventory and draft **decarbonization roadmaps**	Revisit climate strategy and strengthen roadmaps	Achieve Carbon Neutrality

GHG-Financial Alignment for IFRS Readiness

Decarbonization Strategies

Scope 1 & 2

- **Transition** company vehicles to low GHG model
- **Implement renewable energy**
- **Promote** energy-saving behaviors among employees

Scope 3

- **Implement investment policies**
- **Collaborate with suppliers, tenants, and outsourced partners** to collect GHG data and support emission reduction efforts.
- **Implement green procurement** that prioritize low-emission products and services.
- **Encourage waste reduction, clean electricity use** in leased assets, and low-carbon commuting and logistics.

AMATA

POSSIBILITIES HAPPEN

04

Technology and AI

AMATA's Sustainable Digital Transformation Journey

Improve data collection
(Unlock the full potential of existing information)

Establish data standards & policy
(Ensure consistency and compliance)

Analyze & prioritize data
(Use insights to plan impactful projects)

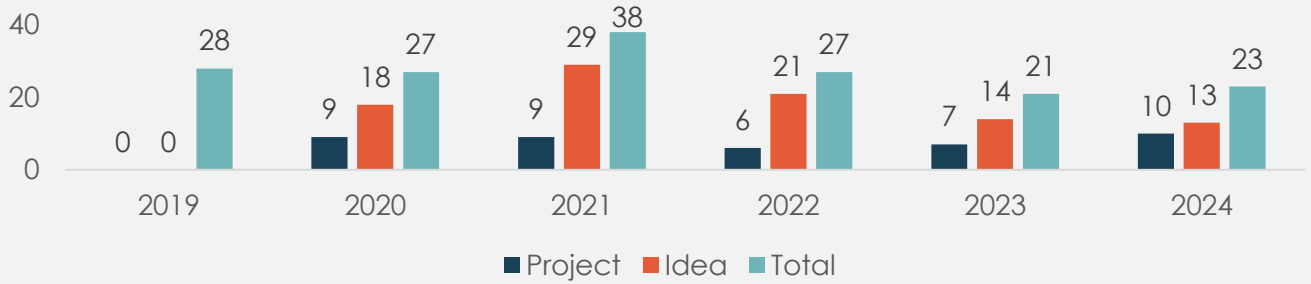
Define system & infrastructure needs
(Align tools with strategic goals)

Leverage AI
(Activate data and systems to drive intelligent transformation)

Ultimate Goal
Smart City

AMATA's Sustainable Digital Transformation Journey: Empowering People to Lead the Change

Number of Innovation Projects and Ideas Submitted by Employees



- In 2024, innovation projects could add around 5M Baht in revenue and save 12M Baht in costs.
- Potential award projects are tracked, reviewed by top management, and supported.

63% of employees joined AI Literacy training with Microsoft Copilot 365

95% of executive having knowledge & awareness of AI understanding

10% are using Copilot Pro, sponsored by the company.

- Next step, we'll form an AI change agent team to gather input and promote AI mindset.

System Integration and AI & Digital Tool Deployment

Key Strategies for AMATA Sustainability

Climate Change Strategies

1 Climate Resilience City

Adapt and increase our capability to effectively cope with the climate change effects.

2 Carbon Neutral City

Reduce greenhouse gas emissions from the operations to create a low carbon society

3 Climate-related Products & Services

Develop climate-related products and services to increase competitive advantage

All Win SmartSafe Initiative

Project	Phase		Data Integration & AI Implementation
	Prototype	In use	
SmartSafe: RainRadar (Rain forecast)		●	• Meteorological Data • Reservoir volume data • Public water way data → **AI Forecast**
SmartSafe: AquaWatch (Flood warning)		●	

Corporate Target

- Drive innovation to minimize environmental and social footprints.
- Maintain customer satisfaction above 90%.

SmartSafe: RainRadar

Parameter

- **Temperature (C)**
- **Humidity (%RH)**
- **Precipitation (mm)**
- **Wind Speed (m/s)**
- **Wind Direction (Degree)**
- **CO (PPM)**
- **PM 2.5 & PM10 (ug/m3)**

Collect & Clean Data
(Historical weather data from ASWS)

Train AI Model
(Label and classify data to predict rainfall)

Test & Deploy Model
(Evaluate and integrate into ASWS)

Send Alerts
(Use telegram bot for automatic notifications)

Improve with New Data
(Continuously refine model accuracy)

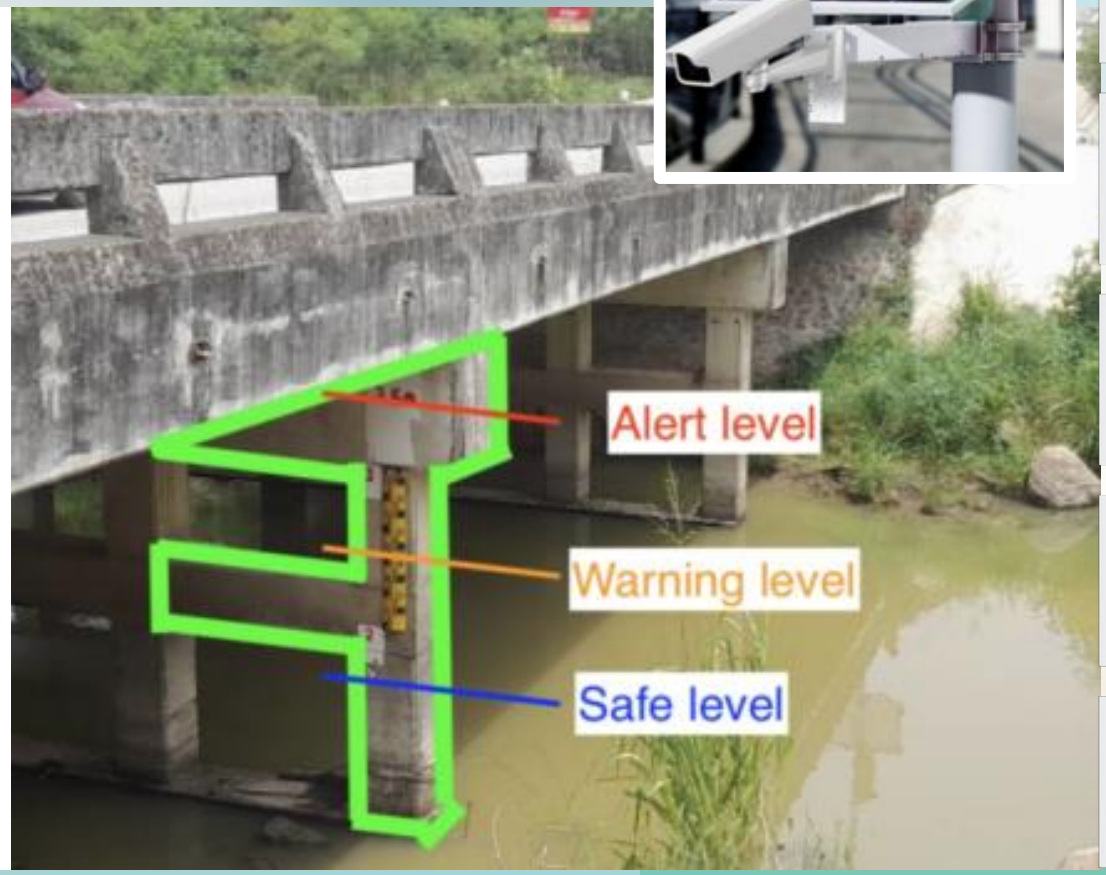
Economic Return

- Operational Cost Reduction: Reduces the need for manual field inspections, lowering labor costs and minimizing human error
- Improved Risk Management: Help industrial operators plan ahead, reducing weather-related disruptions and potential damage
- Enhanced Image & Competitiveness: Position AMATA as a leader in smart city innovation, attracting more investors and tenants

Impact on Value Chain

- Industrial Tenants: Gain timely and reliable weather insights to optimize production schedules, logistics, and workforce safety
- Field Personnel: Benefit from reduced workload and exposure to hazardous weather conditions
- Local Communities: Receive early warnings for rain or storms, improving public safety and preparedness

SmartSafe – AquaWatch



Capture images of water levels using CCTV at key locations

Analyze changes with AI using structural image comparison

Classify water levels into safe, warning, or alert zones

Send real-time alerts and images via Telegram

Store daily images for review and system improvement

Economic Return

- **Operational Cost Reduction: Reduce the need for manual inspections, lowering labor costs and minimizing human error.**
- **Infrastructure Efficiency: Minimizes flood-related disruptions and supports proactive maintenance**

Impact on Value Chain

- **Industrial Tenants: Receive early flood alerts to protect assets and maintain logistics.**
- **Field Teams: Benefit from remote monitoring in hard-to-access or risky areas.**
- **Local Authorities: Can adopt the system to enhance public safety and emergency response.**

System Integration and AI & Digital Tool Deployment

Key Strategies for AMATA Sustainability

Corporate Target

Zero road accident in AMATA Industrial Estates

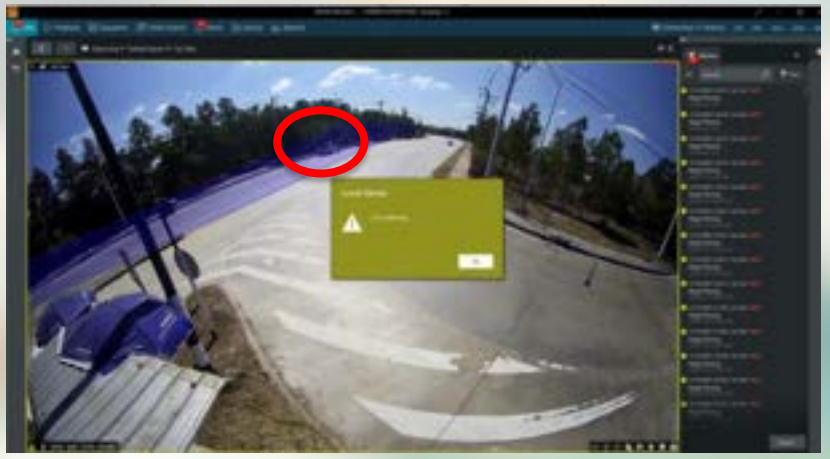
All Win SmartSafe Initiative

Project	Phase		Data integration & AI Implementation
	Prototype	In use	
SmartSafe: ParkAlert (Illegal parking)	●		• Traffic Flows • Illegal • Behavior → Traffic management & improvement analysis
SmartSafe: HelmCheck (Helmet wearing detection)	●		
SmartSafe: TrafficFlowTrack (Traffic flow counting)	●		

>> Around 200,000

Vehicles commute daily (ACC+ACR)

SmartSafe - ParkAlert



Deploying AI-powered CCTV systems to detect illegal parking on road shoulders and automatically notify safety personnel to intervene and request vehicle removal.

SmartSafe - HelmCheck

Deploying AI-powered CCTV systems to detect helmetless motorcycle riders and will notify the relevant factories or customers to promote worker safety.

SmartSafe - TrafficFlowTrack

Deploying AI-powered CCTV systems to count vehicle numbers, providing data to optimize traffic management through redistribution, aiming to reduce congestion and accidents.

Economic Return

- Reduce accident-related costs (medical, legal, downtime)
- Increase productivity from smoother traffic flow
- Optimize infrastructure spending through data-driven planning
- Enhance estate value and investor/tenant confidence

Impact on Value Chain

- Factories/tenants: Safer worker commutes and fewer delays
- Logistics partners: More reliable, cost-efficient transportation
- Public collaboration: Valuable data for broader urban traffic planning

AMATA

POSSIBILITIES HAPPEN

05

Sustainable Products & Services

Material Topic - Sustainable Products and Services

	Sustainability Topics
1	**Environmental Quality Control**
2	**Climate and GHG Emissions**
3	**Energy Efficiency and Renewables**
4	**Industrial Water and Effluent**
5	Catchment Protection and Rehabilitation
6	Waste
7	**Customer Responsibility**
8	**Employee Development and Retention**
9	Health and Safety at Work
10	**Traffic Management and Road Safety**
11	**Community Health and Well-being**
12	Corporate Governance and Business Integrity
13	Compliance and Policies
14	Data Security and Privacy
15	**Sustainable and Responsible Supply Chain**
16	**Sustainable Products and Services**

<Challenge>

New industrial customers are increasingly demanding sustainable products and services

Opportunity

Risk

AMATA's Opportunity

- Sustainable concerns drive demand for green, compliant industrial estates.

AMATA's Strategy

- Entering new industries through a comprehensive supply chain approach

AMATA's Risk

- Risk of losing competitive edge if products/services fail to meet evolving customer needs and face market disruption

AMATA Mitigation's Strategy

- Enhancing water and energy security and developing Sustainable Product & Service
- Monitor readiness of the industrial estate for regulatory and sustainability changes to ensure preparedness.
- Prepare workforce (Green skills) to support emerging industries

Climate Change Strategies

1 Climate Resilience City

Adapt and increase our capability to effectively cope with the climate change effects.

2 Carbon Neutral City

Reduce greenhouse gas emissions from the operations to create a low carbon society

3 Climate-related Products & Services

Develop climate-related products and services to increase competitive advantage

AMATA's Strategies

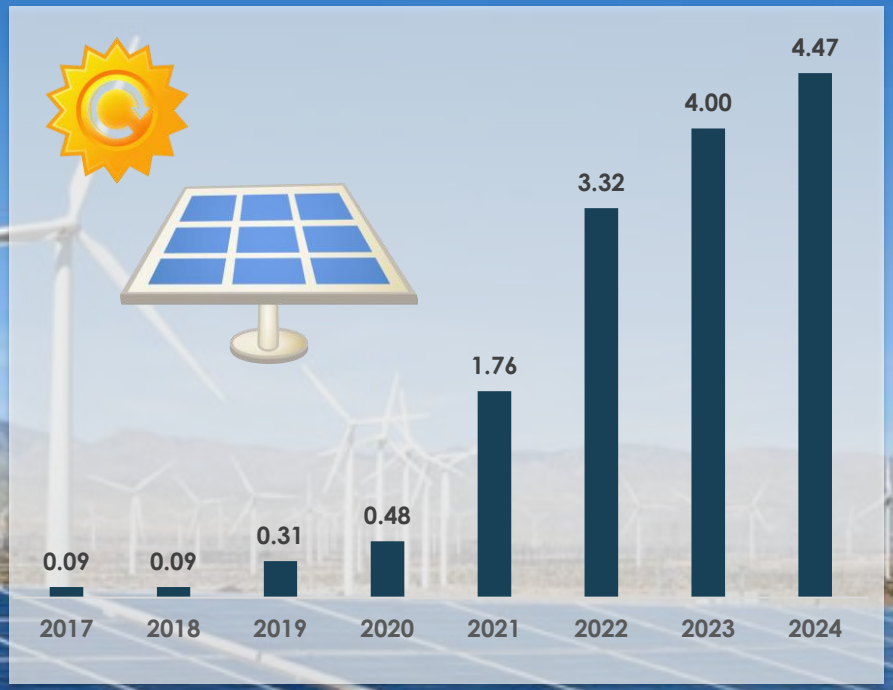
Take a lead in sustainable products and services for IE existing and future customers

	Short Term Target	Long Term Target
Renewable energy	Achieve renewable energy (total capacity) **100 MWp** in **2030**	Increase **+30%** of renewable energy (total capacity) in **2040**
Low carbon water	Verify CFP&ISO14067 for water products at ACC in 2025 and ACR in 2026	Receive Carbon Footprint Reduction Label (CFR) by 2030 (at least 2%)
Waste management	**Zero waste to landfill**	

Material Topic - Sustainable Products and Services

Renewable energy use in AMATA operations

Annual solar-generated electricity (Million kWh) in AMATA Industrial Estates

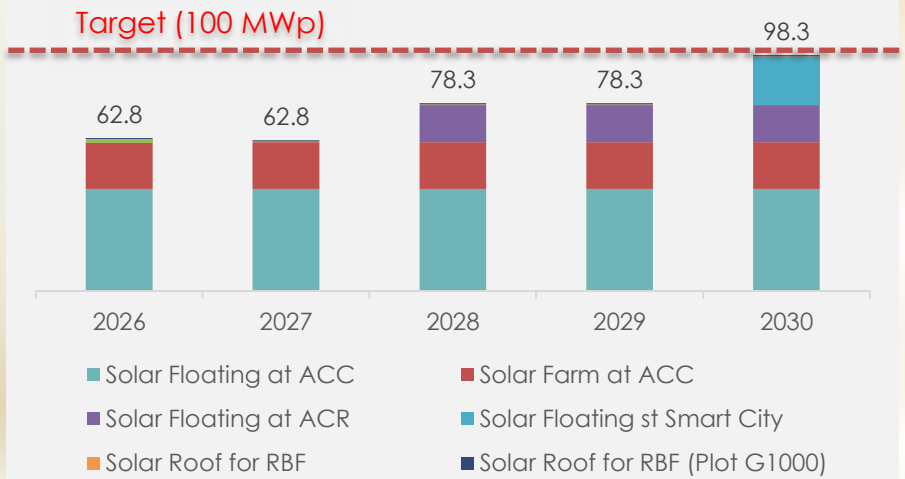


Sustainable Growth Through Partnership

AMATA, holding a 75% majority stake, partners with B.Grimm to co-invest in AMBRE, developing a 42.5 MWp floating solar project aimed at delivering sustainable value and fostering innovation. From this stage onward, AMATA will take the lead—driving progress and shaping the future of sustainable energy.

AMATA aims to achieve a total renewable energy capacity of **100 MWp** by 2030

Total installed capacity of renewable energy projects (2026-2030)



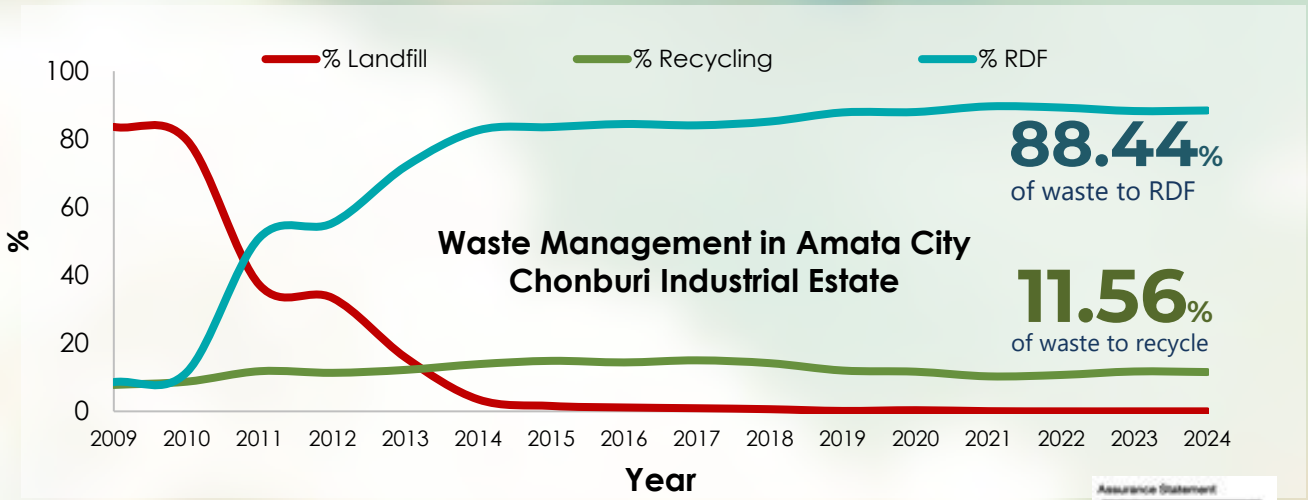
Waste Management

- Reducing environmental impact while creating economic value through energy recovery and resource efficiency.
- Empowering surrounding communities through CSR initiatives and strategic partnerships.

2.4 mil. Baht/year — Revenue increase from recyclable waste

23.7 mil. Baht — Waste management costs saved

Meeting with local municipality and community on developing a waste management model.

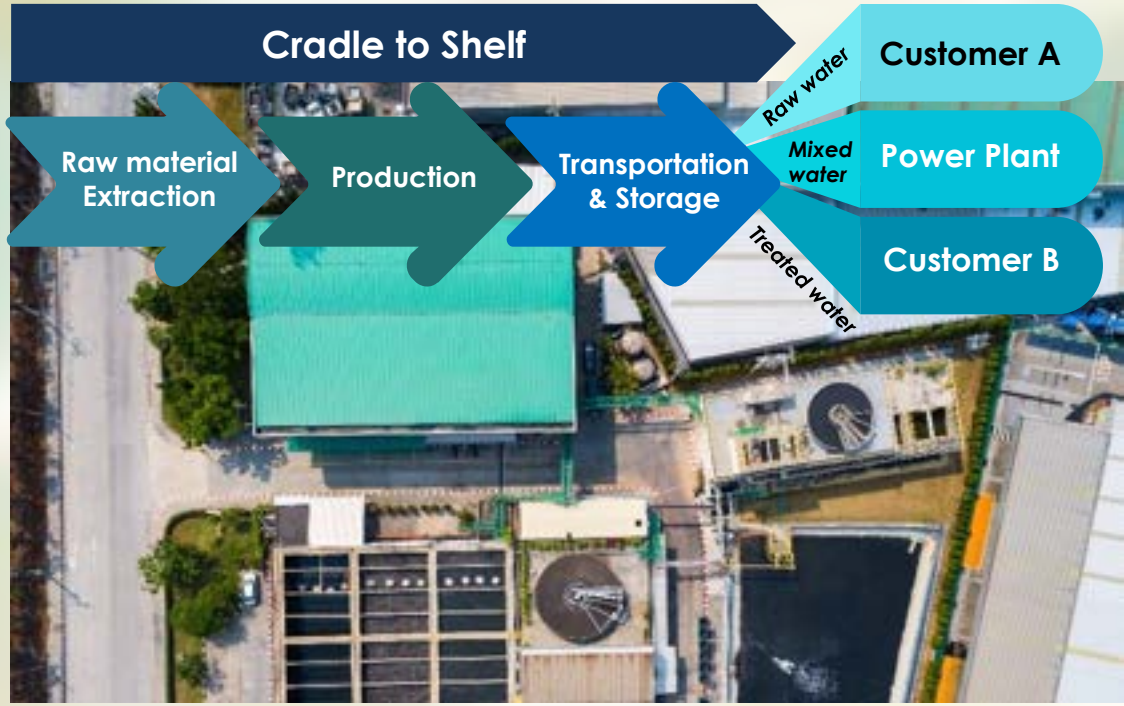


SGS

AMATA's 2024 waste data has been verified by SGS (Thailand) Limited as accurate and reliable under AA1000 and GRI standards.

Carbon Footprint Verification (CFP&ISO14067) for Water Products

- Supporting low-carbon innovation and sustainable market access
- Delivering low-carbon water solutions to reduce environmental impact, meet sustainability goals, and unlock green market opportunities.



ISO 14067

Short Term Target

Verify CFP&ISO14067 for water products at ACC in 2025 and ACR in 2026

Long Term Target

Receive Carbon Footprint Reduction Label (CFR) by 2030 (at least 2%)

Traditional Industry

Geopolitics

Climate Change

AI + Disruptive Technologies

New Economy

Q&A

AMATA

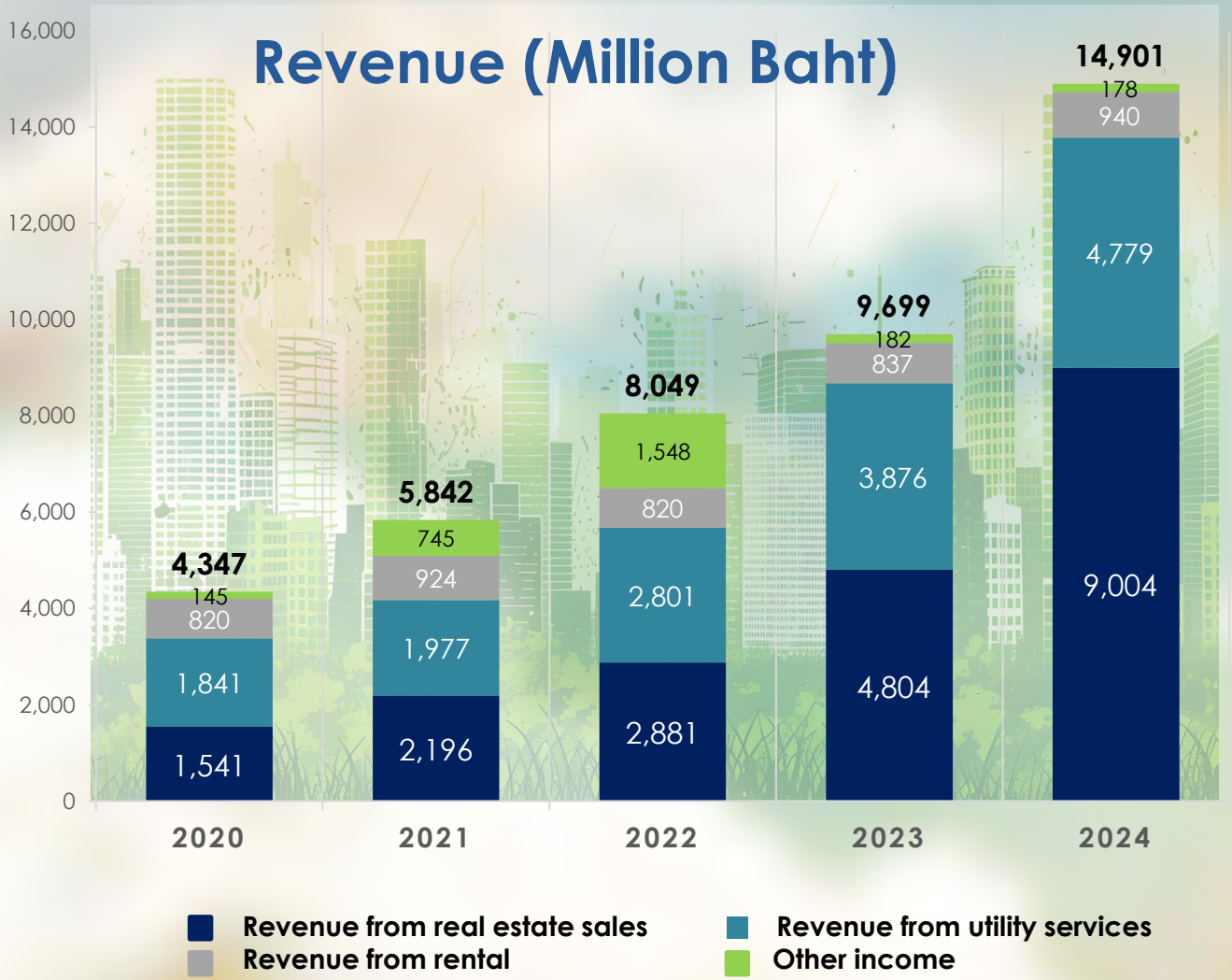
POSSIBILITIES HAPPEN

06

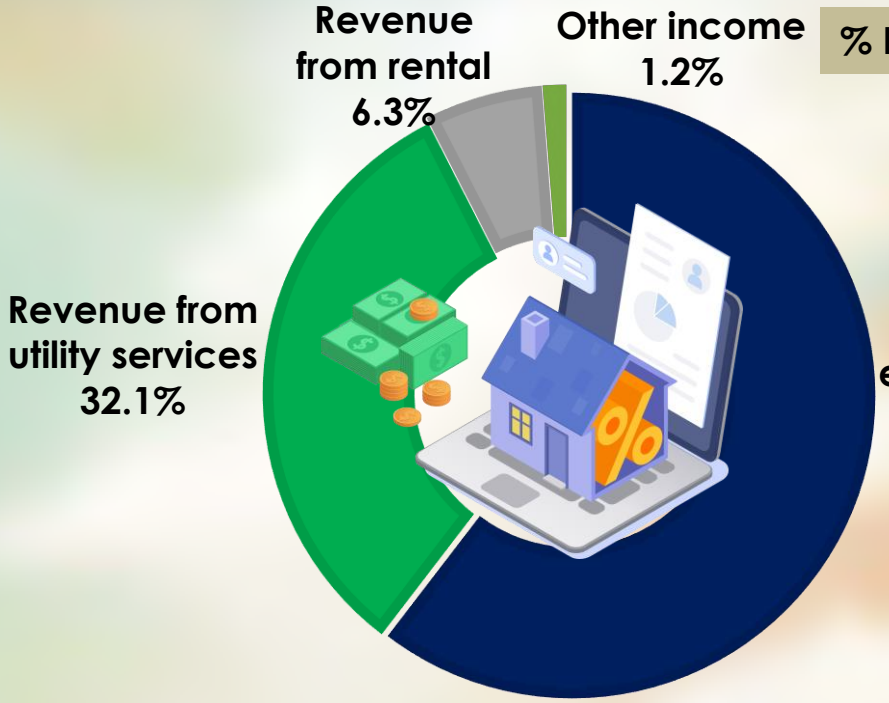
Appendix

OUR BUSINESSES (YE2024)

Revenue (Million Baht)

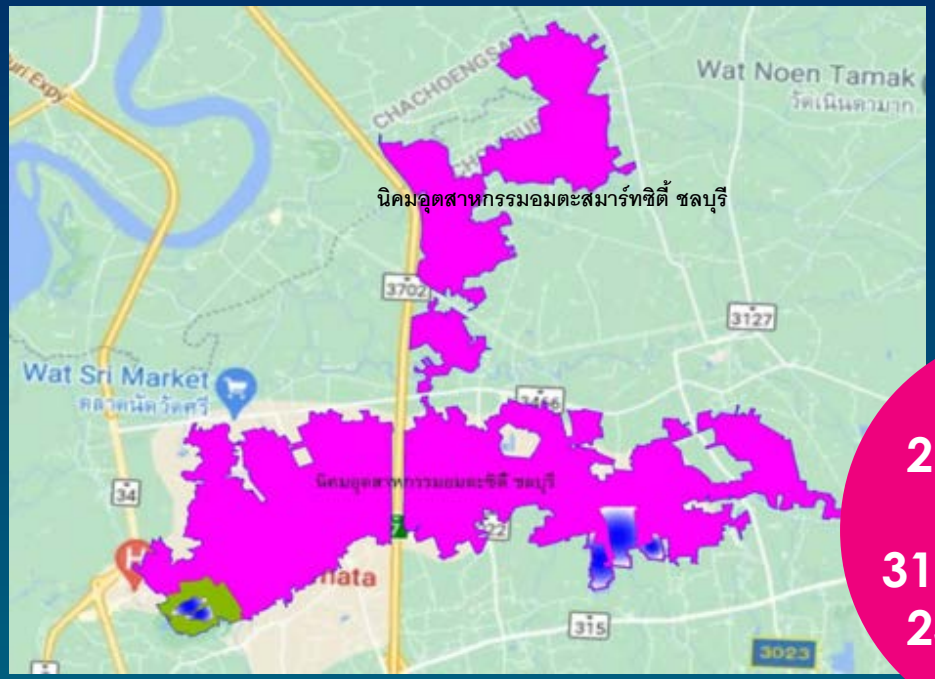


Business Portion 2024



	2020	2021	2022	2023	2024
Real Estate	35%	38%	36%	50%	60%
Recurring	65%	62%	64%	50%	40%

AMATA CITY CHONBURI and **AMATA** SMART CITY CHONBURI



2 provinces
5 districts
31 subdistricts
236 villages

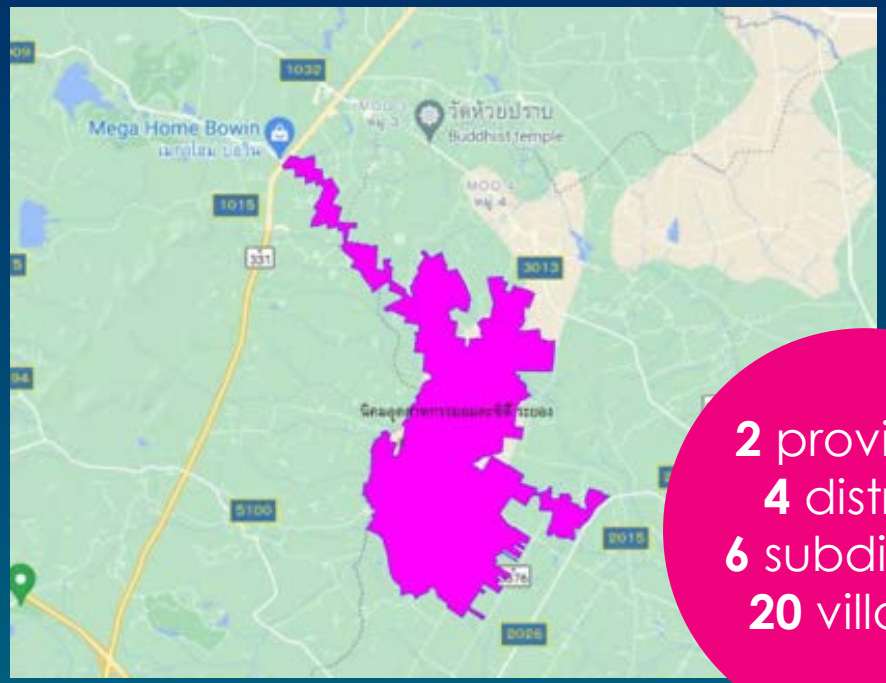
28,422 Rai
(45.48 sq.km.)

200,000
Factory employees

847
Factories and tenants

786,404*
People living within 5 km radius

AMATA CITY RAYONG



2 provinces
4 districts
6 subdistricts
20 villages

17,898 Rai
(28.64 sq.km.)

100,000
Factory employees

509
Factories and tenants

240,500 *
People living within 5 km radius

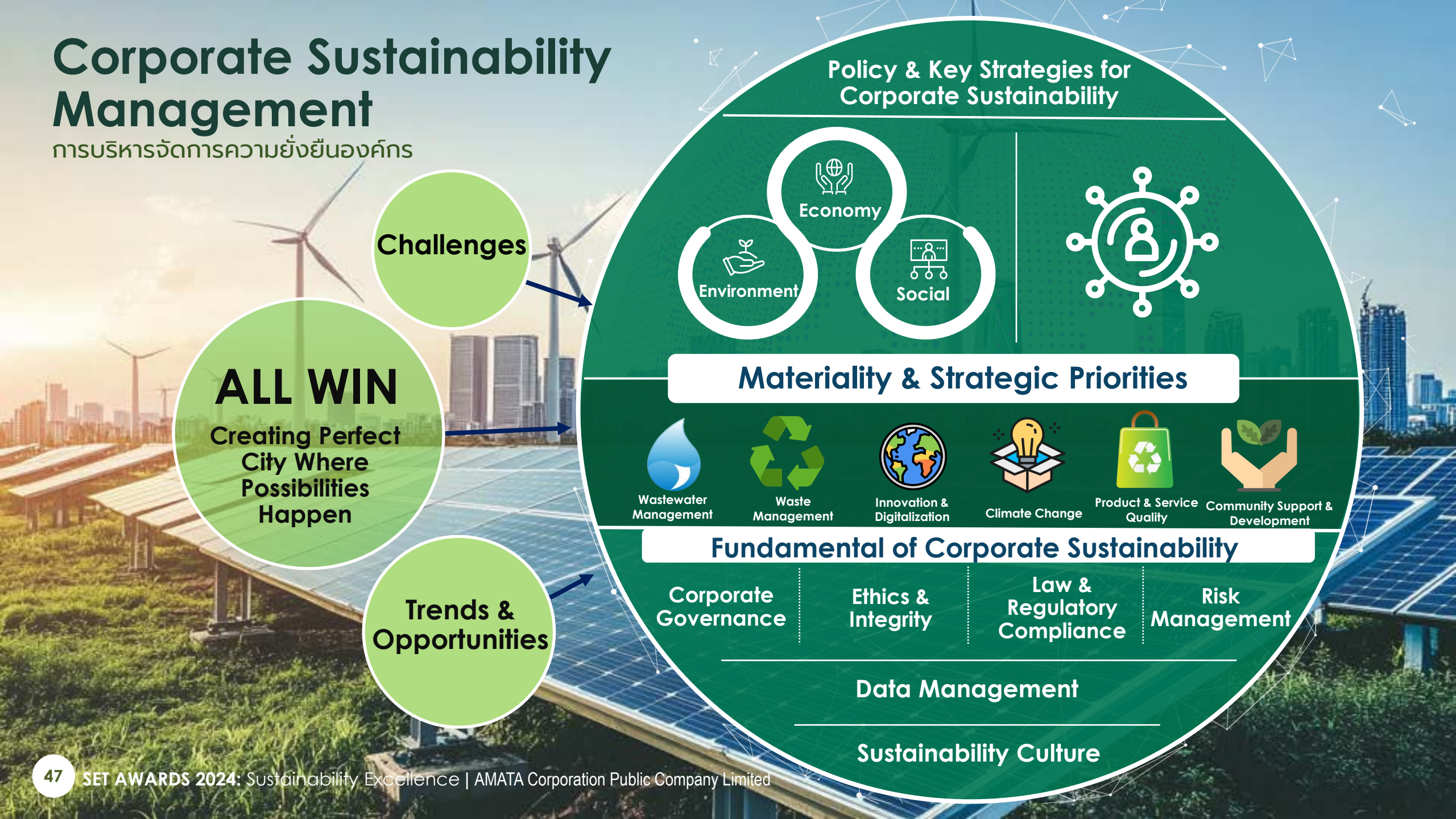
* Source: Basic Information for Planning and Development of Chonburi Provincial Administration and Website of Municipality and Subdistrict Administration in Chonburi Province, Official Statistics Registration Systems for the year 2024 (Information as of 31 December 2024)

Sustainability Governance Structure

Board of Directors				 Board Level
Audit Committee	Nomination & Remuneration Committee	Corporate Governance Committee	Executive Committee	
Sustainable Development Committee	Risk Management Committee (RMC)	Corporate Strategy Sustainability& Risk Management Dept.		 Management Level
Sustainable Development Working Committee	Enterprise Risk Management Working Committee			
Governance & business development working team	Community, Society & stakeholder working team	Environmental working team		 Operational Level

Corporate Sustainability Management

การบริหารจัดการความยั่งยืนองค์กร



Strategic Priorities
ประเด็นสำคัญเชิงกลยุทธ์

- Wastewater Management
- Waste Management
- Innovation & Digitalization
- Climate Change
- Product & Service Quality
- Community Support & Development

ESG Related Business Strategy
กลยุทธ์องค์กร

A Responsible & Sustainable Consumption Strategy
กลยุทธ์การบริโภคอย่างมีความรับผิดชอบและยั่งยืน

B Climate Change Strategy
กลยุทธ์ด้านการเปลี่ยนแปลงสภาพภูมิอากาศ

C Innovation Strategy to Uplift Product & Service Quality
กลยุทธ์ด้านการสร้างสรรค์นวัตกรรมเพื่อยกระดับคุณภาพผลิตภัณฑ์และบริการ

D Strategy for Enhancing Shared Value Creation and Collective Impact
กลยุทธ์ด้านการเพิ่มการสร้างคุณค่าร่วมและผลกระทบเพื่อส่วนรวม

Corporate GOALS
เป้าหมายองค์กร

- Zero Waste / Zero Discharge/ Water Independence & Security
- Climate Resilient City / Carbon Neutrality in 2040
- High Value Sustainable Products & Services
- Social License to Operate/ Quality of life for stakeholders

Contributions to the UN SDGs