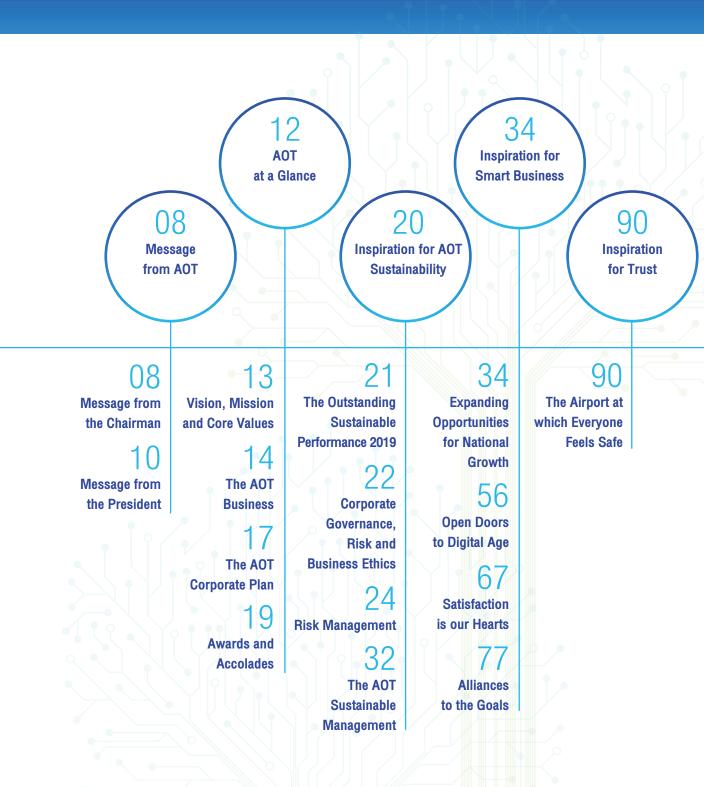


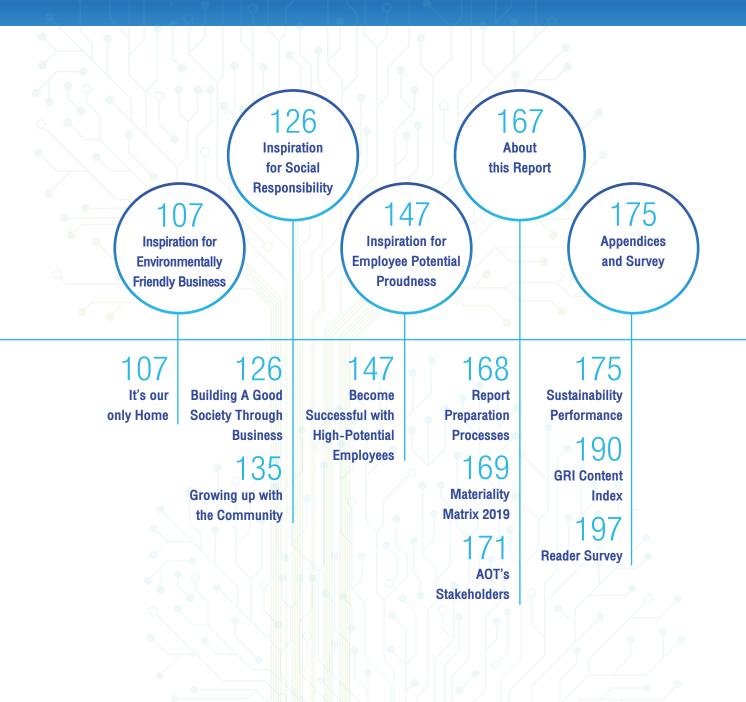




Sustainable Development Report 2019

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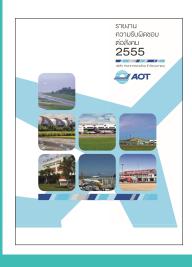
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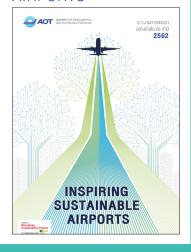
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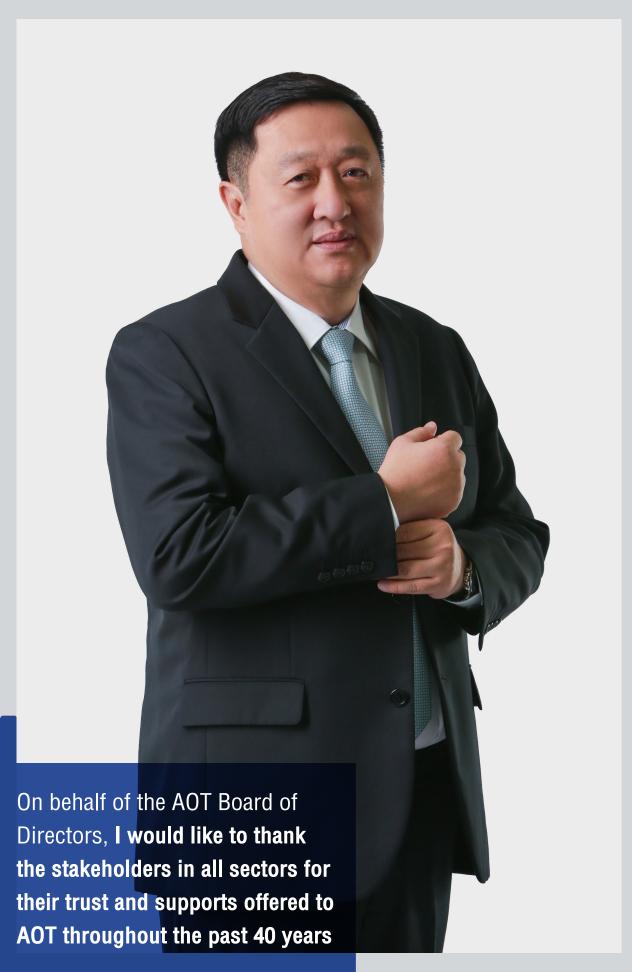
TO REACH OUR GOALS



25622019

INSPIRING SUSTAINABLE AIRPORTS





Message from the Chairman

Celebrating 40 years of pride, Airports of Thailand Public Company Limited (AOT) is now ready to become a digital and innovative organization. Currently, AOT operates 6 airports across the nation, providing an infrastructure to drive forward Thailand's air transportation while playing a vital role in promoting economic growth including transportation, tourism, and servicing business of the country in accordance with its mission: "To operate and promote airport business including other businesses related to or affiliated with the airport business by taking into consideration sustainable development."

Last year, AOT conducted business in accordance with the AOT Corporate Plan of the Years 2017 - 2021 which focused on generating revenue improving the service quality and maintaining safety standards while accelerating the compliant operations to the Airport Development Master Plan to serve the annual air transportation growth by using digital technology to improve services and enhance airport management efficiency. At the same time, AOT also focused on sustainable development by adhering to business ethics, risk management, and good corporate governance principles. AOT has participated in the assessment program of Integrity & Transparency Assessment (ITA), and has achieved the target score set by Office of the National Anti - Corruption Commission (NACC) at A level. Moreover, the Suvarnabhumi Airport Development Project has been included in the Construction Sector Transparency Initiative (CoST) Project and the Integrity Pact (IP) to demonstrate AOT's transparency.

Our commitment to achieve business excellence and sustainable development has been appeared successfully in 2019 as confirmed by honorable awards at domestic and international levels, such as Thailand's Top Corporate Brand Value 2019, and the honorable of ASEAN's Top Corporate Brand Value 2019. AOT was also selected as a member of the Dow Jones Sustainability Indices: DJSI at the World level for the first year and in the Emerging Market Group for 5 consecutive years as well as Thailand Sustainability Investment (THSI) which has been assessed by the Stock Exchange of Thailand. These reflected our pride as a result of our commitment to continually improve our work processes for stable and sustainable growth of our organization and the air transportation of the country.

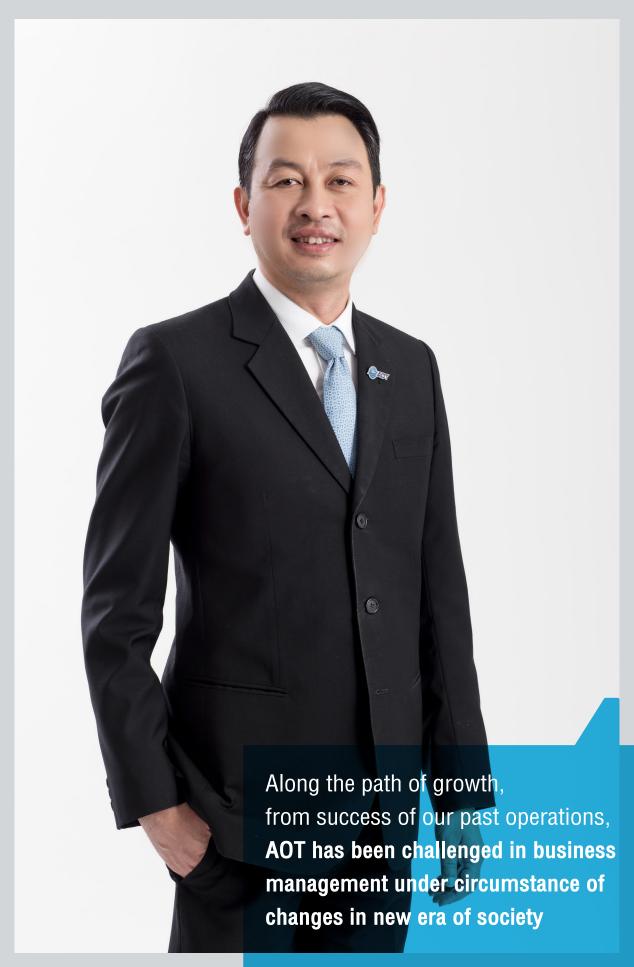
On behalf of the AOT Board of Directors, I would like to thank the stakeholders in all sectors for their trust and supports offered to AOT throughout the past 40 years including the commitment and dedication, physically and emotionally, of AOT staff which has contributed to today's accomplishments and success. I would like to reassure the stakeholders that AOT will remain as an organization whose business conduct is carried out with responsibility, adhering to good governance while generating excellent revenue and creating value for the society so that AOT will be recognized at the international level and grow together in sustainable manner.

for my

(Mr. Prasong Poontaneat)

Chairman

Airports of Thailand Public Company Limited



Message from the President

Airports of Thailand Public Company Limited (AOT) is committed to delivering airport service experiences which are beyond expectation, meet safety standards, are environmental - friendly, and continuously enhance the quality of life of the communities and the society to achieve its vision: to operate the world's smartest airports. While generating excellent revenue in accordance with the goal of the AOT Corporate Plan within the year 2021 and the sustainable development goals of the United Nations by taking into consideration of factors influencing changes in the global context, particularly opportunities and risks which may affect the aviation industry in the future, such as the shift toward an aging society, the expansion of urban communities whose income and quality of life have been improved and technology has been advanced.

AOT has launched AOT Digital Airports under the AOT Digital Platform Project last year to move towards the digital age in accordance with the Thailand 4.0 Policy through an application that changes the traditional travel format to alive airports that connect all airport facilities in order to provide convenience to airport users and offer opportunities for commercial business development. Firstly launched for service at Suvarnabhumi Airport, such technology enhance the passenger flow management efficiency both arrival and departure processes to reduce terminal congestion. Moreover, AOT has established Airport Data Analytics and Knowledge Development Department as the Think Tank Center which uses big data and internal company knowledge to analyze, solve problems, and elevate the services. Regarding issues of business development, AOT has obtained success in setting up the Preshipment Inspection Center, previously known as Certify Hub, at Suvarnabhumi Airport as a joint venture to enhance the quality in air cargo transportation of agricultural products and to expand business opportunities in exporting of Thailand and the ASEAN region. The establishment has been regarded as a mission accomplished in accordance with the non-aeronautical revenue generation plan. Furthermore, AOT and Chiang Mai Province have been preparing to host the Route Asia

Development Forum 2020, Asia's largest commercial aviation business summit, in 2020 which is expected to increase flights and airlines flying to and from our airports.

Not only focusing on the development of services and management related to aviation business, AOT has been also consistently operating in accordance with the AOT Sustainable Development Master Plan, which implements the projects for the society in conformity with the identity of each community surrounding the airports and has assessed the Social Return of Investment (SROI) to evaluate the value of the social returns for tangible results. Last year we assessed risks in the value chain in the pilot operational areas to specify control measures for sustainability and to reduce risks in business operations throughout the value delivering process of AOT. Furthermore, in the environmental aspect, AOT has consistently received Airport Carbon Accreditation at the Optimization level. The endorsement has reflected AOT's responsibility towards the economy, society, and the environment while creating value with the stakeholders from all sectors to successfully become a good citizen of the society and a good neighbor of the communities.

Along the path of our growth, from success of our past operations, AOT has been challenged in business management under circumstance of changes in new era of society. I, as the representative of the AOT Board of Directors, wish to thank all related persons and the stakeholders in all sectors, including our greatest asset - our employees who have put their best efforts to achieve the same goal - to push forward our business for economic growth while building a better society and environment to deliver the value altogether in a sustainable manner.

Le JL

(Mr. Nitinai Sirismatthakarn)

President

Airports of Thailand Public Company Limited



AOT at a Glance

Vision, Mission and Core Values

At AOT, we put our hearts into what we do to take part in corporate social responsibility in accordance with our sustainable development guidelines under the concept: "Corporate Citizenship Airport."



Vision

AOT operates the world's smartest airports by focusing on service quality while emphasizing safety and revenue generation in a balanced manner.

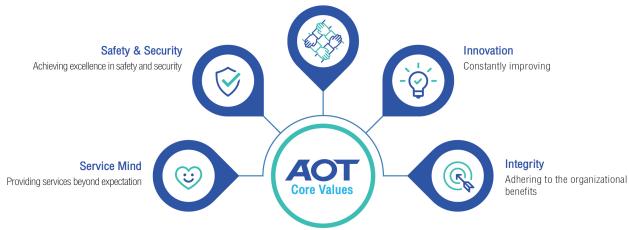
Core Values

Mission

To conduct and promote airport business, including other businesses related to or affiliated with the airport business by taking into consideration sustainable development.

Teamwork

Uniting as one, respecting different opinions







The AOT Business

Airports of Thailand Public Company Limited or AOT is Thailand's leader in airport service business and holds a state enterprise status under the supervision of the Ministry of Transport. AOT is listed on the Stock Exchange of Thailand by using "AOT" as its trading symbol. The Ministry of Finance is the major shareholder of AOT, accounting for 70% of the total shares. AOT Headquaters is situated at 333, Cherdwutagard Road, Srikan Sub - district, Don Mueang District, Bangkok 10210, Thailand.

In 2019, AOT has a total of 8,131 employees working at the Headquarters and 6 airports under its responsibility. In 2019, AOT's airports have been handling a total of 141.87 million passengers, 1.47 million tons of cargo, and 909,837 flights, resulting in a total revenue of 62,783 million Baht. AOT's revenue structure has been consisting of revenues of entities related and unrelated to aeronautics, revenues of subsidiaries and affiliates, concession fees, rent and service charges from outsourced operators who have been supporting AOT's services, namely Thai Airways International Public Co., Ltd, Thai Airport Ground Services Co., Ltd, King Power Duty Free Company Limited, and other entrepreneurs.

AOT's 40th Anniversary Ready for the digital era and innovative organization



AOT's Revenue Structure and Business Operations Support by Outsourced Operators







Landing Charge

Apron Parking Charge





Passenger Service Charge

Aircraft Service Charge

Non-Aeronautical Revenue





Concession Revenue

Office and Real Property Rent



Service Revenue

AOT's Business Operations Support by Outsourced Operators



Ground Handling Service



Limousine



Retail Shops



Cargo Facilities



Passengers Services in accordance with the Ground Handling Service Provider Agreement



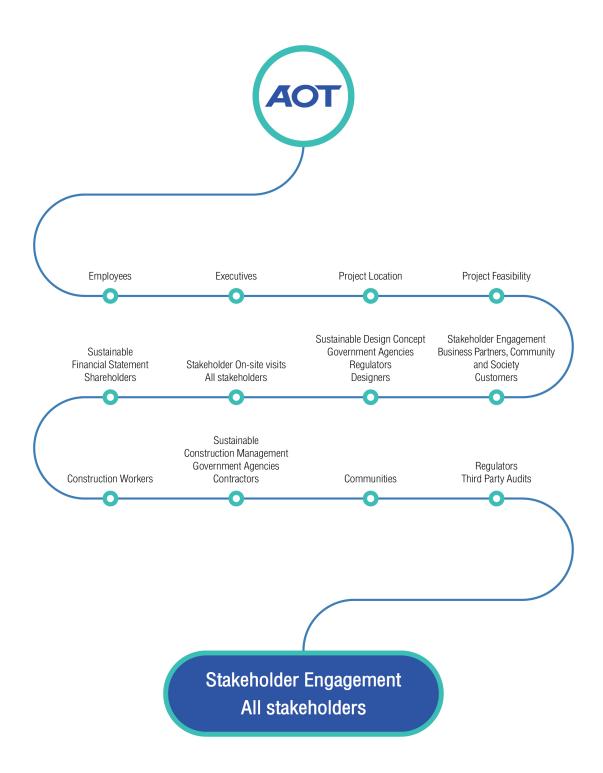
Car Park Services



Other Facilities, such as Hotels

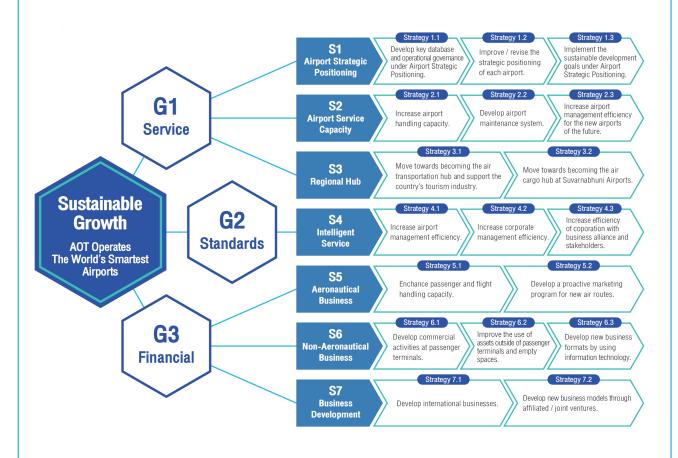
The AOT Value Delivery

AOT's Value Chain, from planning to construction to airport services, is related to the stakeholder groups and has been given importance by AOT as part of AOT's sustainable development.



The AOT Corporate Plan (Fiscal Years 2017 - 2021)

AOT has conducted business according to the AOT Corporate Plan (Fiscal Years 2017-2021) which is used as AOT's framework for 5 years in accordance with plans and related policies at the national level, including world trends and directions in the aviation industry. Thus, the AOT Corporate Plan has been compared as the heart of our business operations to move forward with our vision to operate the world's smartest airports by focusing on service quality while emphasizing safety and revenue generation in a balanced manner.



The AOT Strategic Objectives



Strategic Objective 1

Service

To develop infrastructures and facilities to maintain the highest level of service in accordance with international standards.



Strategic Objective 2

Standards

To increase airport management efficiency in accordance with Airport Safety and Security Standards.



Strategic Objective 3

Financial

To improve financial performance from aeronautical revenue and non-aeronautical revenue.

7 The AOT Strategies

Strategy 2 - Airport Service Capacity

Manage the airport handling capacity and facilities to accommodate the air traffic movement and to accelerate the development of infrastructures and airport facilities.



Strategy 1 - Airport Strategic Positioning

Set a roadmap to increase airport efficiency for AOT's 6 airports to establish a strategic positioning for each airport.

Strategy 4 - Intelligent Services

Develop services and internal processes by using innovations and Information and Communication Technology (ICT).



Strategy 3 - Regional Hub

Develop the airports as aviation hubs to handle numerous businesses, such as engine change, transportation and logistic, tourism, aircraft maintenance.

Strategy 6 - Non-Aeronautical Business

Develop non-aeronautical businesses to respond to the different needs and increase the use of existing assets to generate more revenue.



Strategy 5 - Aeronautical Business

Develop aeronautical businesses related to domestic and international aviation and increase efficiencies of passenger and airline service processes.



Strategy 7 - Business Development

Develop new business formats and establish joint ventures to expand the core business and other airport-related businesses.

Awards and Accolades

Excellence in Environmental, Social and Governance



AOT has been assessed 'Excellent' in the Corporate Governance Report of Thai Listed Companies (CGR) 2019 by the Thai Institute of Directors (IOD).



AOT has been listed as one of the Top 50 companies by ASEAN Corporate Governance Scorecard (ACGS) whose participants from the ASEAN region included Thailand, Malaysia, Singapore, Philippines, Indonesia and Vietnam.

A Member of the Sustainability Indices

MEMBER OF Dow Jones Sustainability Indices

In collaboration with a Robecos AM brane

AOT has been selected as a member of the Dow Jones Sustainability Indices 2019 at the level of DJSI World for the first year and as a member of the Emerging Market Group for the fifth consecutive year in the category of Transportation and Transportation Infrastructure: TRA. AOT was ranked highest in this industry.



AOT has been selected as a member of Thailand Sustainability Investment 2019 (SETTHSI) or known as Thailand Sustainability Investment in the Stock Exchange of Thailand from listed companies whose sustainable businesses take into consideration the environment, the society and corporate governance.

Marketing and Corporate Image Awards



AOT won honorary awards: Thailand's Top Corporate Brand Value 2019 and ASEAN's Top Corporate Brands 2019 from the research and ranking through a co-operation between the Faculty of Commerce and Accountancy, Chulalongkorn University, and the Stock Exchange of Thailand. Moreover, AOT is a Thai brand which has been awarded for 5 consecutive years and thus has also received Thailand's Top Corporate Brand Hall of Fame 2019.



AOT has received THE BEST OF DRIVE AWARD 2019 in the category of Environment and Sustainability, held by the MBA Chula Alumni Association, the Faculty of Commerce and Accountancy, Chulalongkorn University, with an objective to to honor organizations that drive the economy and business growth in various sectors to provide inspiration as role models for other businesses for the competency development of the Thai business circles.

Inspiration for AOT Sustainability



The Outstanding Sustainable Performance 2019



Income of 62,783 million Baht



Profit of 25,026 million Baht



Return On Assets (ROA) 12.96 percent



Return On Equity (ROE) 16.81 percent



Passenger 142 million persons



909,837 Flights per year



Quantity of goods and parcels 1.47 million tons



135 Regular airline



Airport Service Quality (ASQ) 4.49/5.00 score



The 86.05 percent of employee satisfaction score comparing to the 75 percent of targets



AOT Employees of 8,131 persons, the 40.22 percent of female employees



Human Capital of Return On Investment (HCROI) 4.84



The 278 Social Programs



The Support Money of Corporate Social Responsibility over 17,727,188 Baht



The 28,568 hours of employee working for corporate social responsibility



Standards of Security, Information Technology Safety and Communication ISO/IEC 27001: 2013 of total quality management



Ongoing business management standard of ISO 22301:2012/TIS. 22301-2013 of total quality management



Certified by Airport Carbon Accreditation (ACA) at optimization level of 5 airports



Standards of Occupational Health and Safety (OHSAS) 18001:2007/TIS 18001:2011 of total quality management



Social Return On Investment (SROI) of - HKT Loves Coral Program

on 1:7.46 - Knowledge Encouragement of Clean Energy Program on 1:1.19



Selected a member of DJSI in the World's first year of communication Industry and Infrastructure



Selected as THSI by SET



Selected as one of 100 Thai Listed Companies where showed their outstanding performances of environment, society and corporate governance by Thaipat Institute



Corporate Governance, Risk and Business Ethics

Corporate Governance

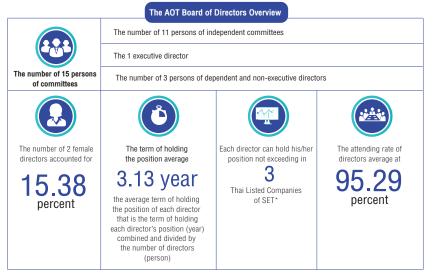
AOT set its policies and approached to supervisory organization corresponding to OECD Principles of Corporate Governance, SEC, SET and IOD by declared as "AOT Corporate Governance Policy" as specified in

"Good Corporate Governance B.E. 2559 (2016) for Board of Directors, Executive and AOT's Employees of its Departments adhering to be practical guideline efficiently, transparently, honestly, fairly and accountably.

The AOT Board of Directors Structure

The AOT Board of Directors have a key role of heading in the direction, goals, business policy and corporate governance as well as responsible business. The Board consist of 5 functionary subcommittees as follows:





Remark*: Each director can hold his/her position of 1) state enterprise and/or juristic person where state enterprise holds its shares not exceeding 3 and 2) not exceeding 3 Thai Listed Companies. Holding the position in line with 1, 2 and combined them not exceeding 5.

Performance

AOT measures an annual performance appraisal of its Board of Directors both internal units and external agencies for supporting ongoing leadership development. The assessment of internal units by the corporate governance committee is responsible for the way of self assessment and members assessment in group both committee and subcommittee level and the results will be reported in the committee's meeting for acknowledgement and consideration of committee development guidelines further while the assessment of external agencies will be executives in line with SEPA

(which will change scope of State Enterprise Performance Apprisal: SEPA into Core Business Enablers: CBE since fiscal year 2020 onwards) under leadership, gauged by State Enterprise Policy Office (OPS) on affiliated Ministry of Finance and external agencies related to such as Corporate Governance Report of Thai Listed Companies (CGR) 2019 by IOD, ASEAN Corporate Governance Scorecard (ACGS) by ASEAN Capital Market Forum (ACMF) and Annual General Meeting: AGM by Thai Investors Association.

The Self-Assessment of the State Enterprise Committee (Individual) An average score 4.52 / 5 points or 90**.**40 percent

The Self-Assessment of the State Enterprise Committee An average score 2.95 / 3 points or 98.33 percent



AOT was given the Corporate Governance Assessment at level of 'Excellent' under Corporate Governance Report of Thai Listed Companies: CGR2019 program by IOD.



AOT was given the 2019 AGM at level of 'Excellent' by Thai Investors Association.



Risk Management

Risk Management is a key factor of sustainable business in the present and future. AOT therefore defines approaches to manage the risk corresponding to the international standard of COSO-ERM and approaches to manage ongoing business in line with the standards of ISO 22301:2012/TIS. 22301 - 2556 in total quality management in order to specified the critical risk issue and assessed at level of possible effect. AOT formed the risk management throughout organization clearly to risk control measure followed - up suitably, including the risk management committee and working group of the risk management on different level for supervising the risk management efficiently as well as section in charge of the central risk management and each airport.

Process of the AOT risk management was given the Internal Assessment Audit by Audit Office with independence from operational line and direct report to the Audit Committee. The practical guidelines for professional operation of the Internal Audit must be in conformity with the international standard defined by Institute of Internal Auditors (IIA).



Performance

- 1. All AOT Business Units were certified the ongoing business management standards ISO 22301:2012/TIS. 22301-2556 continuously.
- 2. The 100 percent of organizational risk factors were given the management of accepted risk level.
 - 3. The 100 percent of achievement of operation in

line with the Internal Audit plan of the Audit Office.

The 89.88 percent of the Internal Audit's fault resolved completely within the defined period in 2019. In this regard, the more 10.1 percent of the fault is during solution. <data on 15 November 2019>

The 2019 AOT Risk Factors

The AOT Risks from the 2019 Risk Assessment Process were divided into 4 categories as follows:

The 2019 AOT Risk Factors



Strategic Risk

Airport capability of supporting passengers and higher flights may affect service quality and adequate facilities



Operational Risk

The Management of Security and Safety Standards of airport for the highest security of passengers



Financial Risk

The balance between investment fund and return as well as reserve requirements to meet strategic investment program



Compliance Risk

Compliance with requirements of the Civil Aviation Authority of Thailand and ICAO

Remark- see more details and additional management measures in the 2019 annual report.

New Risks

AOT had new risk assessment process to handle with changed business context in the future efficiently and the 2019 assessment as follows:

1. Cybersecurity

Importance

The current airport business is encouraged by higher digital technology continuously, specially personal data management, security data and trade secret. The Company therefore needs to define practical guidelines for data loss prevention form cyber threats which can result in business interruption or passenger safety impact in consideration of the risk toward the Company's reputation and finance.

Management Measures

- To define the security policy of information technology and communication and operation handbook.
- To be certified the standard of safety management of information system ISO/IEC 27001:2013.
- To defined security issue of data as part of the organizational risk assessment.
- To publish knowledge and raise awareness of security of information technology system to executives and employees.

See more details on page 64

2. Population Structure Change - Aging Society

Importance

The Current World Population Structure is changing into aging society and affects the higher proportion tendency of aging passenger continuously. Therefore, airports need to provide facilities and suitable and adequate services to reduce the problem of the passenger group for travelling or medical service. The group is thought as the main group in the future and the key factor to national incomes.

Management Measures

- To design structure and provide facilities in line with Universal Design adequately and appropriately of all airports to respond to all passenger groups use.
- To organize employee's training to develop service quality to aging passenger group and special needs group.
- · To focus airports on good level of service for increasing convenience and shortening time of waiting service.

See more details on page 68

Training "Operating framework on AOT Risk Management" fiscal year 2019

The Risk Department organized the training activity of operating framework on risk management of AOT so that person in charge of risk management of each airport could understand and operate in line with the AOT Risk Management Handbook, reviewed in 2019 efficiently. Specially, the key change of using Key Risks Indicators: KRI is risk monitoring tool and early warning for the risk in the future to lay preventive measure before incurred damage.

Performance

- 23 Employees got increasing knowledge on "Operational framework on AOT Risk Management".
- The 95 percent of attendees thought that the activity has the benefits to operation on level of 'most'.





Siripat Khuhawichanunt The Risk Management Officer

Business Ethics

AOT promoted business ethics by adhering to the practical principle in line with good corporate governance, covering policies on corporate governance, anti-corruption and Code of Ethics. The Corporate Governance Committee performed supervisory function and the operational center of anti-corruption and corporate

governance and social enterprise department performed function of management. Moreover, AOT still promoted on commitment of administration with integrity of additional declaration in fiscal year 2019 for transparent operation and campaign and promotion to organizational culture to take action on all fraud types.

Currently, AOT has anti-fraud operation cooperating with external agencies such as

MOU of National Strategy Movement on protection and combating corruption cooperating with Office of National Anti - Corruption Commission (NACC Office) and State Enterprise Policy Office the consecutive year 2017.



Integrity & Transparency Assessment: ITA program of (NACC Office) since 2015.



Construction Sector Transparency Initiative: CoST Program by Construction Sector Transparency Initiative Promotion Commission. This program consists of Permanent Secretary as Chairman, The Comptroller General's Department as member and secretary since 2014.



Integrity Pact: IP program, AOT was selected by the Comptroller General's Department to enter into the 2018 program. AOT arranged monthly performance to Anti - Corruption Cooperation Committee (C.A.C. committee) which consisted of Minister of Finance as Chairman and Chairman of Anti - Corruption Organization (Thailand) and Permanent Secretary as Vice Chairman.

The AOT Anti - Corruption Day 2019

AOT organized the AOT Anti - Corruption Day 2019 on 2 April 2019 by the objective of showing its commitment to operating transparently, accountably and promoting organizational culture on protection and anti - corruption through education for raising awareness and conscious about the importance of protection and anti-corruption to its employees while the event consisted of 3 main activities, namely.



The Collective Declaration on Commitment of Administration by Executives and Employees all levels and taking picture together for symbolic expression

Performance

- · Executives and Employees jointly declared on commitment of administration with integrity.
- The 243 attendees were given knowledge on protection and anti-corruption increasingly.
- · There was public relations for creating public confidence via online media such as Facebook, YouTube, Twitter and website of e-news.

AOT declared on Commitment of Administration with integrity

AOT focused as part of driving national strategy on protection and anti-corruption phase 3 (2017 - 2021), and then declared on commitment of administration with integrity 2019 to create core values and good image as well as confidence to shareholders, investors and stakeholders.





A Keynote Lecture to promote knowledge and raise awareness of protection and anti-corruption on "Conflict of interest threats destroyed organization" Mr. Meechai Oon, Property Inspector, Senior Professional, Office of NACC, as speaker

Exhibitions for propagating knowledge consisting of government agencies and Leading State Enterprise including NACC Office, the Operational Center of Anti-Corruption, Ministry of Communication, PTT Public Company Limited, TOT Public Company Limited and Government Saving Bank to attend the activity.







Abstention from Accepting New Year's Gifts

AOT played importance on business transparently, ethically and treated stakeholders equally. It therefore defined abstention from accepting New Year's gifts or other occasions for correspondence with good practice according to the international standard and good corporate governance as well as anti-corruption of AOT.

Performance

Integrity and Transparency Assessment (ITA)

The Integrity and Transparency Assessment: ITA was implemented by NACC and aimed to improve and develop moral principle and transparency of government agencies throughout the country in line with national strategy direction Re: Protection and Anti-Corruption Phase 3 (2017 - 2021). This was synthesizing the results of research on improvement and development guidelines of transparency and moral principle assessment tool of government agencies operation to upgrade the Corruption Perception Index: CPI) of Thailand to pass 10 indicators and 3 main tools of assessment including Internal Integrity and Transparency Assessment (IIT), External Integrity and Transparency Assessment (EIT) and Open Data Integrity and Transparency Assessment (ODIT).

In 2019, AOT gets the ITA scores of 85.29 in total, on Level A higher than the 2018 score of 82.10, corresponding to the defined targets by NACC (higher 85 scores).

> AOT got ITA scores of on Level A (Pass)

Integrity and Transparency Assessment (ITA)

10 Indicators

- 1) Perform its Mission
- 2) Budget Spending
- 3) Exercising Power
- 4) Using Government's **Propety**
- 5) Corruption Solution
- 6) Operational Quality
 - 7) Efficiency of Communication
 - 8) Improvement of Working System
 - 9) Disclosure
- 10) Anti-Corruption

3 Assessment Tool

(Internal Integerity and Transparency Assessment: IIT Weight of 30 percent Answer IIT Questionaire by Excutives, Employees and Internal Staff

External Integerity and Transparency Assessment: EIT Weight of 30 percent

Answer EIT Questionaire by External agencies which receive service contact

Open Data Integerity and Transparency Assessment: OIT Weight of 40 percent

Answer ODIT Questionaire by External auditing agencies and assessment in line with criteria as defined

Reference to ITA Assessment Handbook 2019

Construction Sector Transparency (CoST) of Suvarnabhumi Airport and Integrity Pact(IP)

Construction Sector Transparency Initiative: CoST is the project of focusing on the transparency of construction sector via laying disclosure system of construction operation to public and to the highest value of the construction sector investment and anti-corruption. The selected project to joint with CoST, namely Suvanabhumi Airport Development (SA) Phase 2 fiscal years 2011-2019, 3rd Runway Construction of SA and Construction Design of Terminal 2 of SA since December 2014.

The Integrity Pact: IP is the project of allowing third party from public society sector to participate in observation of procurement system from Term of Reference :TOR until the end of Agreement in order to protect action implied in the way of corruption by written attestation of 3 parties, namely government sector, private sector which interested as bidder or gave a presentation job to sector (employee) and public society sector (observer).

AOT had some projects considered for adding IP participation in March 2018 (Fiscal Year 2019) by Comptroller General's Department, namely the

employment of improving system of Explosive Inspection and Baggage Carousel of main passenger terminal at Suvarnabhumi Airport. AOT as government sector and project owner signed in the Integrity Pact with the interested operators to join the bidding and observer from Anti-Corruption Organization of Thailand For AOT Performance in the past had disclosure of procurement to general public participating in auditing and invited observer group to join observation of steps of procurement process and it also prepared the monthly performance report from entering the project in line with operational guideline of Integrity Pact to propose Anti-Corruption Cooperation Committee.

Moreover, on 22 October 2018, AOT gave welcome to Comptroller General's Department, Anti-Corruption Organization of Thailand, Working Group of auditing data of Kasetsart University and Observer Group of Integrity Pact. Those were visiting the areas where would be implementing the construction of passenger terminal 2, extension area of the eastern and western side of passenger terminal and the construction area of Suvarnabhumi Airport Development Phase 2 for accountable and transparent expression.





See the detailed CoST project of AOT

Complaint Channels

AOT launched channels of complaints on corporate governance and business ethics via safety channel and in confidence as follows:



Letter addressed to AOT Board of Directors, President or General Manager of the Audit Office Airports of Thailand Public Company Limited, PO. Box 3, Don Mueang District, Bangkok 10211



Opinion and Suggestion Box installed at Head office and the area of 6 airport offices in charge of AOT



www.airportthai.co.th The Topic of "Contact and Receive Customer Complaints" with selecting to "Good Corporate Governance" (Contact with the Corporate Governance Committee)



Email: Goodgovernance@airportthai.co.th

All received complaints will be proceed in line with "Process of complaint receiving practice and whistleblowing of AOT" as independence and correspondence with the best practice by giving protection to complain from unfair practice.

Summary of Operation on Corporate Governance, Risk and Business Ethics

In 2019, AOT has no complaint or prosecution case confirmed the Subject Matter of Violation of the Good Corporate Governance Principle and Corruption and Ethical Violation.



The AOT Sustainable Management

Management Structure

The Management Structure for AOT sustainable development consists of 3 parts as follows:

The Corporate Governance Committee

- The Corporate Governance Committee.
- Define the good corporate governance policy and corporate social responsibility of corporate overview.
- Review, consider and head in the direction of operating AOT sustainable development.

The Corporate Social Responsibility Committee for sustainable development

- Draw up guidelines and supervisory operation of corporate social responsibility for correspondence with the international standard, the AOT corporate plan and organizational assessment*.
- Draw up guidelines of sustainable communication to stakeholders.
- Follow up and Assessment for performance report to the Corporate Governance Committee.

Working Group of Corporate Social Responsibility for Sustainable Development (of 6 Airports)

• Proceed the Project of Corporate Social Responsibility jointly with Stakeholders, Communicate Operation, Follow up and Report its performance to the Corporate Social Responsibility Committee for Sustainable Development.

Remark: *Organizational Assessment such as SEPA, DJSI and CGR etc.

The Sustainable Management Policy

AOT drew up guidelines of operation for responding the sustainable management policy in order to deliver value to society and environment by supervision in line with the corporate governance principle which focused on issues as follows:

The Sustainable Management Policy



Good Corporate Governance

Legal Business Operation and Compliance with the Corporate Governance Policy for balancing sustainability.



Human Rights and Privilege

of Employees in consideration of human rights and placing importance on practice to labour and employees equally as well as defining health care welfare to follow up safety and occupational health and supporting social benefits.



Business Operation

with fairness, Adhering to the Corporate Governance Principle, Avoiding Conflict of Benefits and Anti-All Corruption Types.



Participation in community

development to operate business in consideration of social and community impact to lower operational impact and support value delivery jointly between AOT and Community.



Responsibility for Service Users and Innovation

Innovation and Technology Use Promotion to deliver good service beyond expectation.



Guidelines of Disclosure

Disclosure, Performance to public transparently for stakeholders' acknowledgement and reliability.

Master Plan on Sustainable Development

The AOT Master Plan on sustainable development 2016-2019 operated under the idea of "Corporate Citizenship Airport" in the objective of promoting sustainable growth from internal to external and creating value to stakeholders with balance of economic, society and environment, consisting of 3 strategies as follows:

	The Management Strategy of Corporate Social Responsibility for Sustainable Development				
	Strategy 1	Strategy 2	Strategy 3		
	Sustainability Management	Stakeholder Engagement	Sustainability Initiative		
	To develop state of sustainability assessment and quality organization as well as integrated practice of sustainability and business.	To create acceptance and upgrade effect to cover stakeholders both community and society.	To create value corporation with community and society corporation with integrated business sustainably.		
Godie	The smart airport of sustainability management.	The airport where stakeholders give acceptance and participate in sustainable development.	The airport where creates value jointly with community and society.		
Illinearol	Change of process of quality management in conformity with the standards, principle and idea of sustainable development completely all processes.	Achievement to action plan connection with stakeholders.	Accomplishment of initiative / project and positive memory of stakeholders.		





Inspiration for Smart Business

Expanding Opportunities for National Growth

The airport is the air transport infrastructure that plays an important role in the country's economic development as it supports the growth of the tourism industry, transportation, and product import and export. For this reason, AOT is committed to expand the capacity to support the airport in accordance with the growth of tourists, developing the market to increase flights and routes as well as developing various supporting businesses that lead to unlimited economic growth in transportation resulting in employment and income distribution across all regions, and providing stable returns to the country in the form of taxes and financial returns to shareholders.

Economic performance













Importance

Operating a business with continuously developed results will create a higher economic value for the organization in the eyes of shareholders and investors, as well as sharing benefits returning to the country in the form of taxes. AOT as a commercial state, therefore, focuses on running the business with awareness of stakeholders and participation in raising the level of economic development in Thailand for sustainable growth.

Goals

- 1. Overall operating income growth in the rate of 12% compared to the previous year, continuously every year during 2020 2022.
- 2. Continuous operating profit ratio of 50% every year between 2020 2022.

Management Guidelines

- 1. Operate according to "Business Master Plan" for the fiscal year 2017-2021.
- 2. Increase revenue related to aviation through proactive marketing development to increase new flights and routes.
- 3. Increase non-aviation revenue through the expansion and development of efficient use of commercial space within the passenger terminal.
- 4. Develop the business from empty land around the airport by considering the maximum use of property, legal requirements, physical suitability and feasibility in marketing and finance.

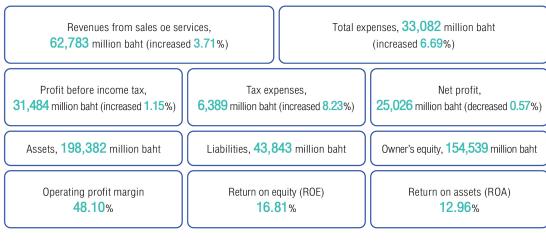
Main Objective

 Generate returns for investors from AOT's aviation-related and non-aviation-related business development, with stable and sustainable revenue growth.

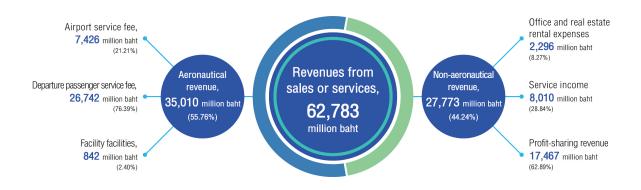
Business Performance of 2019

- 1. The overall operating income growth in the rate of 11.56 % compared to the previous year.
- 2. The operating profit margin of 48.10 %.
- 3. The rate of aeronautical and non-aeronautical revenue growth of 3.01% and 4.60% respectively, compared to the previous year.









Air transportation

Statistics of passengers

Unit: million passenger

2019



2017 2018

Suvarnabhumi Airport

Don Mueang International Airport

Chiang Mai International Airport

Hat Yai International Airport

Phuket International Airport

Statistics of flights





Statistics of cargos and parcels



The number of AOT's connections made in 2019

Hat Yai International Airport

Phuket International Airport

Unit: flight route 200 180 160 136 140 120 100 80 60 40 20 0 Europe Domestic flight route Oceania Asia Pacific Middle East Total

Note: Organisation-wide figures, some counts may be duplicated.

Phuket International Airport

40

20

0

2016

Boosting Aeronautical Business Revenue

AOT supports revenues from aviation-related businesses by focusing on increasing the number of flights and the number of airlines that are serviced at each airport through contact with the airline representatives and the aviation industry conference held both domestically and internationally. In the year 2019, AOT's aeronautical

revenue is about 35,010 million baht, 3.01 % increased from the previous year due to the increase in total passengers in all 6 airports as a result of the increase of low-cost airlines in which AOT aims to create an 11% growth in aeronautical revenue in 2020.

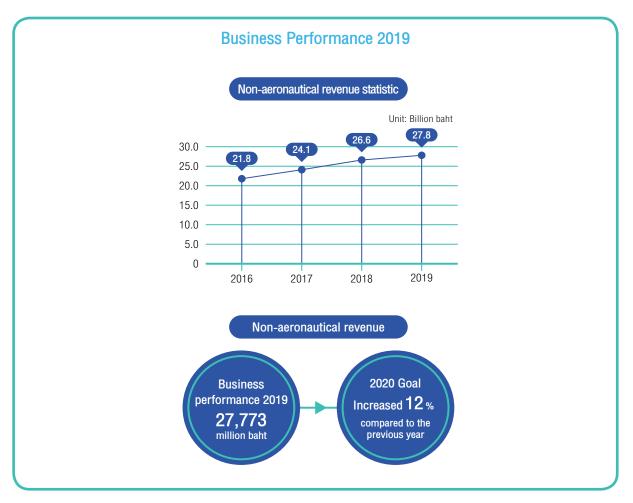


Note: The details of previous aviation activities can be found on the page 44.



Currently, generating revenue through non-aviation activities, such as spending goods and services at the airport, the use of digital technology to facilitate and publicize sales promotion activities and renting out land for other uses are considered to be a catching business opportunity. And this, AOT foresees the opportunity to create such revenue, therefore, establishes a strategy to promote non-aeronautical revenue by focusing on the development of commercial activities within the

passenger terminal and utilization of assets outside the building and empty spaces. In recent years, AOT has revenue gained from non-aviation activities reaching 27,773 million baht (up to 4.60 % increased, from a year earlier) due to the increasing number of passengers and clients within the airport and increasing the revenue sharing ratio according to the contract. In addition, additional revenues are also gained from ground services and passenger inspection fees.



Revenue Promotion from other Businesses

AOT aims to develop other businesses apart from supporting commercial activities related to aviation and non-aviation-related services through a subsidiary or joint venture such as parking lots and ground equipment, security, quality inspection of perishable products before export, or airport management consultancy services. These are to take advantage of

the competitiveness of AOT and of a business context such as geographical strengths, knowledge of the organization, or the economic growth of neighboring countries, etc. In the past years AOT has successfully implemented according to the plan in establishing a joint venture company and has signed a memorandum of understanding on cooperation as follows:

Performance of the year 2019



Succeeded in establishing a joint venture company to provide parking and ground equipment services, "AOT Ground Aviation Services Company Limited" or AOTGA.



Successfully signed the Memorandum of Understanding on the cooperation in quality inspection of perishable products before export with Central Laboratory (Thailand) Company Limited or Central Labs.

Investment Promotion Activities

AOT pays attention to investors either in the government, institutions, and individual sectors by creating participation in investment promotion activities in the past year as follows:

Investment promotion activities organized by AOT



Shareholder Annual General Meeting 2018; Chairman with the AOT's executive committee joined the meeting to create knowledge and understanding on AOT's business performance, together with listening to comments, suggestions and enquires from AOT's shareholders at the Novotel Hotel Suvarnabhumi Airport on 25 January 2019.

The "Analyst Meeting" conference: AOT President with the executives of AOT attended the conference to provide information regarding the granting of rights to operate duty-free goods sales and commercial activity management at Suvarnabhumi Airport and Phuket International Airport along with answering various questions to build confidence for securities analysts, fund manager and investors from various institutions at AOT Headquarters Building.



Participating in Investment Promotion Activities held by External Organizations



The "Listed Companies Meet Investors (Opportunity Day)" event held by the Stock Exchange of Thailand. Chief Financial Officer along with AOT executives and staff clarified the information regarding the business and operation of AOT for the 2nd quarter of the year 2019 including answering questions to securities analysts, investors, the media and other interested parties at the Stock Exchange of Thailand.

The "Finansia Investment Conference 2019" held by Finansia Cyrus Securities Public Company Limited. Chief Financial Officer along with AOT executives and staffs joined to provide information and answer questions to build confidence for analysts and institutional investors on 21 January 2019 at the Grand Hyatt Erawan Hotel, Bangkok.





The "BLS Thai Corporate Day" event organized by Bualuang Securities Public Company Limited. Chief Financial Officer with AOT executives and employees joined to provide information about the current operations of AOT and future operations plan to build confidence for analysts and institutional investors on 11 January 2019 at the Conrad Hotel Bangkok.

The Project to Accompany the Shareholders to Visit Mae Fah Luang - Chiang Rai International Airport

AOT organized a project to bring AOT shareholders to visit Mae Fah Luang - Chiang Rai International Airport on 22 March 2019 to build trust and strengthen good relations between AOT and shareholders. The activities consist of a presentation of airport operations information as well as answering questions and taking AOT shareholders to visit the Early Childhood Development room Project, Ban Pang Lao Child Development Center and tree tunnel at Mae Fah Luang - Chiang Rai International Airport, Chiang Rai province. This is a project on social and environmental responsibility (CSR) of Mae Fah Luang - Chiang Rai International Airport, Chiang Rai in allowing investors to be informed of the business practices with responsibility to both internal and external stakeholders of AOT according to the conceptual framework in being an airport that is a good citizen of the society and a good neighbor of the community.

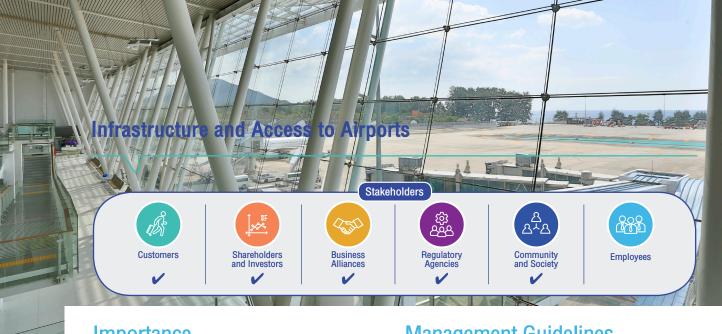




Our Pride

AOT Received the Popular Stock Award 2018

AOT received the Public's Popular Stock Award in service group for the year 2018, according to the judgment of the business stock newspaper in collaboration with the Stock Exchange of Thailand (SET) and the University of the Thai Chamber of Commerce. This reward is considered based on clear and continuous communication with investors both in terms of internal activities, investment and social activities. There are approximately 700 listed companies that participated in the reward evaluation this year.



Importance

Airport is important infrastructure in support of economic growth especially Thailand with main revenue from tourism industry. Capacity to support passengers and cargos as well as access to airports are essential factors to promote economic growth. Therefore, AOT is focused on developing airports and facilitating travelling to access airports to be the hub of air transportation in region in the future.

Target

- 1. 6 airports to support 243.7 million passengers/year in 2035.
- 2 6 airports to support 266 flights/hour in 2035.
- 3 6 airports to support cargos and parcels for 3.62 million tons/year in 2035.
- 4 Support access to airports by public transportation system such as buses, trains and trams.

Main Objectives

- To develop airports to have highest capacity in supporting growth of passengers, flights and cargos and post parcels.
- · To promote access to airports conveniently, punctually and rapidly with reduction of impacts on environment and neighborhood.

Management Guidelines

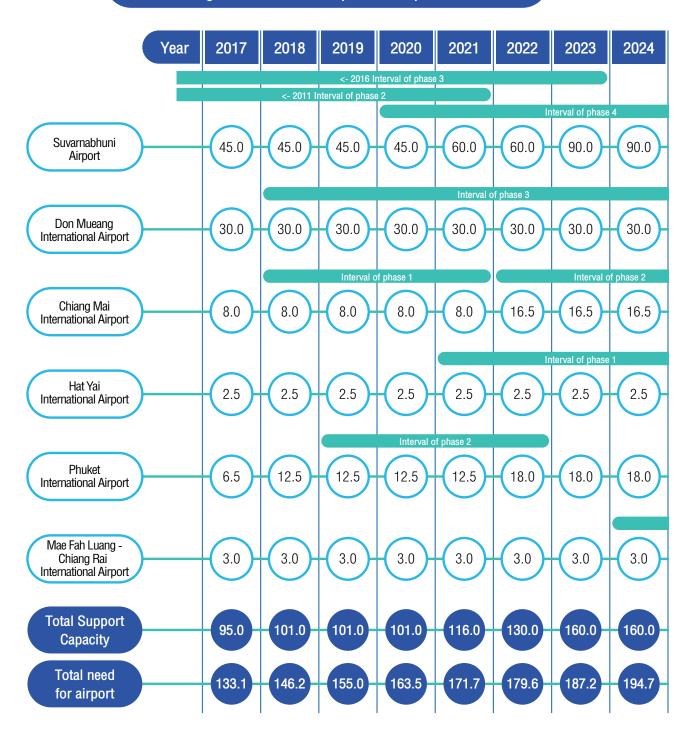
- 1. Enhance capacity of airports according to "the master plan of airport development of AOT including 6 minor plans for each airport in accordance with 20 year national strategy (2018 - 2037) and the 12th national economic and social development plan (2017 - 2021).
- 2. Solve problems of passenger congestion by following corrective measures at urgent, middle-term and long-term phases.
- 3. Provide public transportation for convenient access to airports and do public relation as promotion.



Operational Performance of 2019

- 1. 6 airports support 101.0 passengers/year.
- 2. 6 airports support 200 flights/hour.
- 3. 6 airports support cargos and post parcels for 2.32 million tons/year.

Summary of support capacity for passengers of 6 airports according to the master of airport development of AOT





Unit: million persons

									ınıt: millioi	i persons
2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
		Interval o	f phase 5							
										*
(90.0)	(105.0)	(105.0)	(105.0)	(105.0)	(150.0)	(150.0)	(150.0)	(150.0)	(150.0)	(150.0)
40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0
10.0	10.0	10.0	10.0	(10.0)	(10.0)	10.0	10.0	10.0	(10.0)	10.0
20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0
10.5	10.5	10.5	10.5	10.5	10.5	10.5	10.5	10.5	10.5	10.5
(10.0)	(10.0)	(10.0)	(10.0)	(10.0)	(10.0)	(10.0)	(10.0)	(10.0)	(10.0)	(10.0)
18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0
	Assurat of whom						0			
	terval of phase					iterval of phase				
(3.0)-	(3.0)-	(3.0)-	4.8	4.8	4.8	4.8	4.8	-(5.2)-	5.2	(5.2)
										*
181.5	196.5	196.5	198.3	198.3	243.3	243.3	243.3	243.7	243.7	243.7
202.3	209.8	217.3	224.6	231.8	239.1	246.3	253.5	260.7	N/A	N/A

Remark: above data are estimation which may be subject to change in the future





Master Plan for Suvarnabhumi Airport Development

Currently, Suvarnabhumi Airport has capacity in supporting 45 passengers per year. Considering growth of the increasing number of flights and passengers at Suvarnabhumi Airport, AOT provides a master plan for airport development in accordance with such growth

by recognizing factors that may delay development such as environmental impact assessment, procedures of project approval etc. so that the development of Suvarnabhumi Airport is ongoing and practical. Such development is divided into 4 phases as follows:

Cargos and parcels

3.0 million tons/year

Term of operation	Timeframe	Capacity in supporting passengers when finished	Current condition
Phase 2	2011-2017	Not less than 60 million passengers/year	under construction
Phase 3 (2 projects)	2017-2022	Not less than 90 million passengers/year	
The 2 nd terminal construction project	2019-2022	Support 30 million passengers /year	under consideration of Ministry of Transpo and Office of the National Economic and Social Development Council to present to the cabinet for budget approval
The 3 rd runway construction project	2019-2022	-	In process of finding construction contractor
Phase 4	2019-2022	Not less than 105 million passengers/year	Under preparation
Phase 5	2025-2030	Not less than 120 million passengers/year	Under preparation

120 flights/hour

120 million

passengers/year

Target for 2035

Congestion Correction Measure at Suvarnabhumi Airport

With the problem of passenger congestion at Suvarnabhumi Airport for about 63 million passengers/year while Suvarnabhumi Airport has support capacity for only 45 million passengers per year, AOT operates works according to the plan as follows:

Urgent corrective measure

Arriving passengers

As the Airport has capacity to support only 6,000 passengers/hour while the need of use is 7,500 persons/hours. AOT proceeds the corrective measure by

1. Providing officers to facilitate taking passengers from entrance to immigration checkpoint.

Advance Passenger Processing System: APPS is used for management.

Departing passengers

As the Airport has capacity to support only 3,600 passengers/hour while the need of use is up to 5,700 persons/hour, AOT implements the corrective measure by

- 1. Moving checkpoint for domestic passengers on the 4th floor of terminal to concourse A and B on the 3rd floor to double checkpoint.
- 2. Increase checkpoint for international departing passengers.

When finished, it can reduce waiting time of passengers significantly.

Middle-term corrective measure

- 1. Increase service channels for passport check.
- 2. Add checkpoints for pumping in passports.
- 3. Improve arrival immigration checkpoint.
- 4. Increase automatic passport checking machine.

Long-term corrective measure

Build the 2nd passenger terminal to expand areas in the whole system to support both arriving and departing passengers.



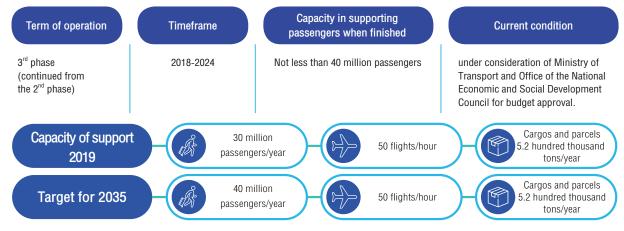
Watch video for more details





AOT developed Don Mueang International Airport in the 2nd phase completely in 2015 with capacity to support 30 million passengers/year. However, with increasing number of flights and passengers at

Don Mueang International Airport every year, AOT needs to enhance capacity in support of passengers, and the development is in the 3rd phase as follows:



Congestion correction measure at Don Mueang International Airport

With the problem of passenger congestion at Don Mueang International Airport that there are about 40 million passengers/year while it has support capacity for only 30 million passengers/year, AOT has operated works according to the correction plan as follows:

Urgent corrective measure

Arriving passengers

1. Increase officers to facilitate and solve problems for passengers at arrival passport checkpoint and Visa on arrival point.

This problem solving has been completed in September 2019

Departing passengers

- 1. Increase Check-in Desk at the passenger terminal No. 1.
- 2. Expand waiting areas for passengers around bus gate for international passengers.

Middle-term corrective measure

- 1. AOT plans to construct a terminal for passengers in group tour.
- 2. Increase area for passport checkpoint.
- 3. Increase checkpoint for international passengers.
- 4. Expand area for visa-on arrival process.
- 5. Increase passport checkpoint.

Nevertheless, such operation in anticipated to be completed within 2020.



Master Plan for Chiang Mai **International Airport Development**

Currently, Chiang Mai International Airport has capacity to support 8 million passengers but due to increasing air traffic every year, Chiang Mai International Airport is encountering problems about facilities insufficient for needs making its congested for services. To solve such problem, AOT determines the development plan as follows:



Term of operation	Timeframe	Capacity in supporting passengers when finished	Current condition	
Phase 1	2018-2022	Not less than 16.5 million passengers	Under consideration of Ministry of Transport and Office of the National Economic and Social Development Council for budget approval	
Phase 2	2021-2025	Not less than 20 million passengers	under preparation	

Capacity of support 2019



8 million passengers/year



34 flights/hour



Cargos and parcels 3.5 ten thousand tons/year

Target for 2035



20 million passengers/year



34 flights/hour



Cargos and parcels 3.5 ten thousand tons/year



Master Plan for Hat Yai **International Airport Development**

At present, Hat Yai International Airport has capacity to support 2.55 million passengers/year, and the increasing number of passengers leads to congestion of service. Additionally, Hat Yai Airport has limitation about sufficiency of bays and runways and the existing passenger terminal cannot support more passengers in the future.

Term of operation

Timeframe

Capacity in supporting passengers when finished

Current condition

Phase 1

2021-2025

Not less than 10.5 passengers/year

Under preparation

Capacity of support 2019



2.55 million passengers/year



12 flights/hour



Cargos and parcels 1.4 ten thousand tons/year

Target for 2035



10.5 million passengers/year



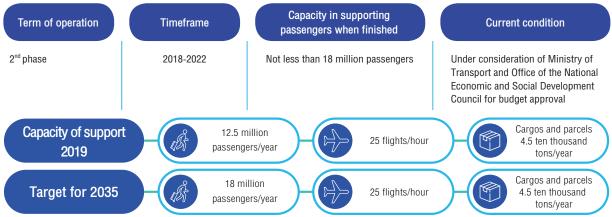
21 flights/hour

Cargos and parcels 1.4 ten thousand tons/year



Master Plan for Phuket International Airport Development

Phuket International Airport can support 12.5 passengers/year. However, with increasing air traffic every year, Phuket Airport needs to proceed development according to the plan in the 2nd phase. The development of Phuket Airport in the 2nd phase is the development of full capacity in areas of Phuket Airport.



Master Plan for Mae Fah Luang - Chiang Rai **International** Airport Development

Currently, Mae Fah Luang - Chiang Rai International Airport has capacity to support 3 million passengers/ year. In 2019, Mae Fah Luang-Chiang Rai Airport has 2.9 million passengers which still does not exceed the limit of capacity in support of passengers. However, as Mae Fah Luang-Chiang Rai Airport has problems about congestion for providing services to the passengers, not in accordance with service standard, the urgent



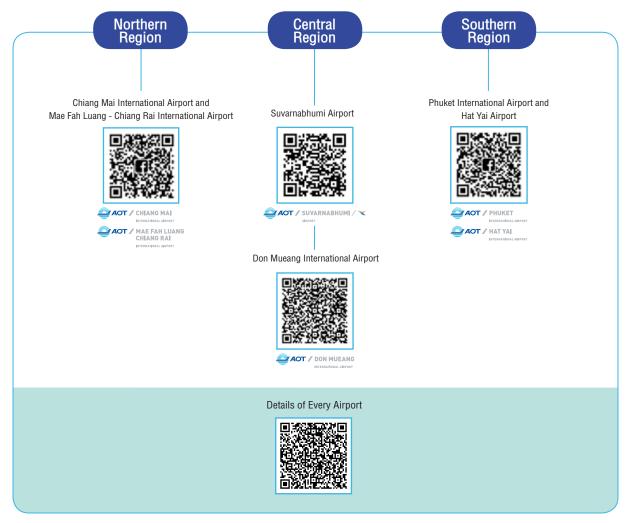
development is to allocate areas in the building and improve other facilities. The development is divided into 3 phases s follow:

Term of operation	Timeframe	Capacity in supporting passengers when finished	Current condition		
Urgent work to mitigate congestion	2018-2022	It can support 3 million passengers/year	Under the design of requirements, details and budget approval		
Phase 1	2024-2028	Not less than 4.8 million passengers/year	Under preparation		
Phase 2	2029-2033	Not less than 5.2 million passengers/year	Under preparation		
Capacity of suppor 2019	3 mi passeng	11 flights/hour	Cargos and parcels 3 thousand tons/year		
Target for 2035	5.2 m passeng	16 flights/hour	Cargos and parcels 3 thousand tons/year		



Promote Linkage with Public Transportation

AOT facilitates airport users for arrival-departure with public transportation to reduce private vehicle use and to promote everyone in the society to access air transportation easier. Furthermore, it is to minimize impacts on neighborhood such as traffic problems and air pollution especially PM 2.5. Furthermore, AOT publicizes the linkage with public transportation through social media in previous year as follows:



AOT Launches Airport Limobus Express service to Connect Suvarnabhumi Airport and Don Mueang International Airport with Important Stops in Bangkok



AOT cooperates with "Limobus" to provide shuttle service for passengers with Airport Limobus Express to connect two airports with the city at major stops in Bangkok to reduce traffic congestion. The seat booking and real-time location of the vehicle are provide on website for more confidence, convenience, and safety to users.

Suvarnabhumi Airport provides this service on 2 main routes including Suvarnabhumi - Khaosan Road and Suvarnabhumi-Silom Road - Siam, with service charge of 180 Baht from 06.00-24.00 hrs. Meanwhile, Don Mueang International Airport provides service on one main route: Don Muang-Silom Road - Siam with service charge of 150 Baht from 06.00-24.00 hrs.

Airport Shuttle Bus

AOT provides airport shuttle bus between Suvarnabhumi Airport and Don Mueang Airport with free of charges for passengers to have transit between these two airports. Passengers are required to show boarding pass of next flight to use this service from 05.00-24.00 hrs. They can check status and location of the shuttle bus in real time on automatic traffic control sign.







Mae Fah Luang - Chiang Rai **International Airport** and CR Bus for Easy Travel

The Director of Mae Fah Luang - Chiang Rai International Airport cooperates with Chiang Rai Governor to officially launch CR Bus (air-conditioned bus) in September 2018 to provide modern, convenient, rapid and safe mass transportation to connect with the 1st and 2nd passenger terminals. Its fare is only 20 Baht from 06.00-24.00 hrs. every day.

One Transport (dust-free) Campaign

AOT arranges a campaign of travelling to airports with public transportation through social media and signboards to promote cooperation in minimizing air pollution in every airport, especially PM 2.5 in accordance with the One-Transport (dust-free) program of the Ministry of Transport.



Marketing and Corporate Reputation













Importance

Having uniqueness (branding) and in the minds of passengers, operators and airlines in the midst of the growing competition in the aviation industry are critical to increasing business opportunities. AOT, thus, is committed to proactively conducting marketing activities as well as establishing a reputation and identity both nationally and internationally.

Goals

- 1. Achieve a 100% success level in establishing business intelligence database according to AOT's airport strategic position.
- 2. Continuously expand 3 new flight routes every year between 2019 - 2022.
- 3. The growth rate of the number of flights is 11% continuously every year between 2019-2022.
- 4. The proportion of passengers traveling between airports in ASEAN, China, and India, accounting is 59 percent continuously every year between 2019 - 2022.

Main Objectives

- Create marketing points of sale by developing the strength of each airport according to the strategic positioning.
- Proactively develop a market to increase new flights and routes.
- Attract customers, investors and business partners through establishing a recognized reputation at the national and international levels.

Management Guidelines

- 1. Operate according to "Business Master Plan" for the fiscal year 2017-202.
- 2. Drive for image development and operations to be in accordance with the strategic positions of each airport.
- 4. Promote the good image of the airport to be memorable to passengers, operators, and airlines.
- 3. Build awareness among airlines and operators through participation in seminars and exhibitions related to the aviation industry.

Operational Performance of 2019

- 1. Create a Business Intelligence database based on AOT's airport strategic position of 100% successful.
- 2. Expand a total of 15 new flight routes, the regular flight routes open for more than 10 flights per year.
 - 3. The growth rate of the number of flights increased

by 2.4 percent compared to the previous year.

4. The proportion of passengers traveling between airports in ASEAN, China, and India is 77.8%, divided into ASEAN (including Thailand) countries for 56.1%, China 18.4%, and India 3.3%.

Strategic Positioning of the Airport

AOT settles the strategic position of the airport by considering the customer group, business context, and opportunities including strengths in each airport in order to efficiently develop the airport in the right direction according to the needs of customers.

Suvarnabhumi Airport **BKK** "International Gateway"

Gateway to Thailand and the ASEAN air transport center. In addition, it is also the first alternative of passengers when interchanging to the plane with the choice connecting to the most diverse international airlines with superior service and warmth greeting of Thai people.

Don Mueang **International Airport DMK**

"Fast and Hassle-free Airport"

A service point for a low-cost airline in the region provided with facilities for passengers who need speed, convenience, and peace of mind focusing on providing fast and easy air travel services in Thailand.

Chiang Mai **International Airport CNX**

> "Gateway to Lanna Heritage"

The primary gateway and the first option in traveling to Lanna region in northern Thailand providing a caring and attentive atmosphere for tourists so that they can experience the full diversity including the beauty and long history of Chiang Mai and nearby provinces.

Hat Yai **International Airport HDY**

"Gateway to Southernmost Thailand"

The connecting points to the 5 southernmost provinces of Thailand including Songkhla, Satun, Narathiwat, Yala, and Pattani and to the development of Halal-friendly service facilities and according to religious principles to accommodate Muslim passengers that account for more than 70 percent of the people in the southernmost part of Thailand.

Phuket **International Airport HKT** "Gateway to the Andaman"

The primary gateway to the beautiful beach tourist destination served by the smile and warm heart of Thai people. It is a destination full of luxury retailers, world-class restaurants and excellent services.

Mae Fah Luang Chiang Rai International Airport CEI

> "Regional Center for Aviation-related Business"

Aviation development business center to service the fastgrowing Mekong countries including those in the southern China region.

Demonstrating Potential in the World Market

Proactive marketing through joint aviation-related seminars or exhibitions at business meetings which is capable to create brand recognition internationally and demonstrate the potential of AOT in being the center of regional air transportation connection. In the past year AOT has participated in an exhibition activity including being chosen to host several meeting as follows:

AOT is Selected to Host the Routes Asia Development Forum 2020 Event

AOT and Chiang Mai Provincial Office and Thailand Convention and Exhibition Bureau co-organized a press conference on "Being selected to host The Routes Asia Development Forum 2020 (RA 2020) in Chiang Mai in 2020 on November 8, 2018.

The conference is an important regional business aviation conference held annually and the UBM Information Ltd., the organizer of RA 2020, has successfully surveyed for the readiness of Thailand to host RA. 2020 to be held in March 2020. It is expected that around 2,000 attendees from various relevant

agencies will participate including about 100 airliners, over 200 airports around the world, more than 50 travel agencies which will help promote conferencing and tourism industries. This will lead to a good image of the country to the eyes of tourists all over the world and attracting more tourists to Thailand, which will benefit the overall economy of the country.

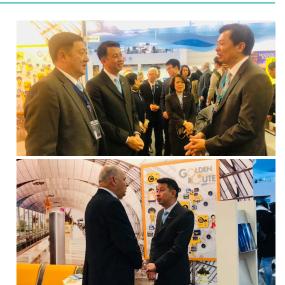


Nitinai Sirismatthakarn, AOT's President

"The Routes Asia Development Forum 2020 is Asia's largest commercial business conference held annually. The country chosen to host the event will have the opportunity to show its capacity in operating airport business, building confidence in making the decision to invest in the business"

AOT Joined to Organize the Booth at ITB Berlin 2019, International Tourism Fair

AOT joined to organize the exhibition in International Tourismus Borse (ITB 2019) held from 6 - 10 March 2019 at Hall 26B, Berlin, Germany with Chairman of the AOT Board of Directors, Mr. Prasong Poontaneat together with Mr. Nitinai Sirismatthakarn, AOT's President including AOT executives and staff joined the event to disseminate airport management information under the responsibility of AOT including connections to the secondary city tourist attractions to comply with government policies and with presenting AOT Application. In addition, there was shooting and printing booth offered for participants of the event as a souvenir which received a lot of attention from visitors.



Impressing the Passengers

AOT regularly arranges activities to impress passengers at each airport according to the seasonal festival including the cultural and arts promotion activities organized monthly at Suvarnabhumi Airport in accordance with the strategic position of "Gateway to International" for tourists to appreciate the uniqueness of Thailand and to feel impressive which provide a positive effect on the attractive attitude of tourism in the country in the long run.

Inheritance Activity of the Loi Krathong Festival in 2018 at Suvarnabhumi Airport

Suvarnabhumi Airport joined the inheritance of Thai tradition in the 2018 Loi Krathong festival by demonstrating how to create a Krathong from natural materials for tourists along with joining a Loi Krathong activity on a replica harbor in a Thai atmosphere in order to promote good cultural image for Thailand as the airport is regarded as the first gate that welcomes visitors from all over the world.



Watch video clip for the atmosphere of the event



Activities to Promote the Image Held at Suvarnabhumi Airport

Suvarnabhumi Airport arranges monthly activities to promote image in the form of Thai cultural performances in foreign passenger terminals.



Lakhon Lek puppetry, "Hanuman captures Nang Benjakai" episode



"Muaythai dancing art"



The Four Region Dance of "Chaturaphakee, Siam, the Land of Smiles"



"Pong Lang dance"











Khon performance in "Yok Rop" episode



"Fah Yard traditional dance show"



"Berng Caen Onchon" Phi Ta Khon festival



"Applied Thai music, Poeng Mang"









Promoting the Chinese Tourist Market

The economic growth contributing to the increase in revenue is a key factor in air travel to various destinations around the world, especially for the Chinese. According to forecasts of the World Travel & Tourism Council, China has a growth rate of the gross domestic product in terms of tourism higher than the world average. And Thailand has as many as 1 in 3 Chinese tourists of all tourists currently. AOT, therefore, places great importance on

creating impressions in order to attract Chinese tourists through various activities such as activities welcoming Chinese tourists during the festival of the Chinese National Day celebration, Chinese New Year and activities welcoming the 10th million Chinese tourists to promote tourism which will benefit the tourism economy of the country.

Suvarnabhumi Airport Welcomed the 10th Million Person of Chinese Tourist

AOT together with the Minister of Tourism and Sports, Governor of the Tourism Authority of Thailand (TAT), Embassy of the People's Republic of China in Thailand and all allied agencies participated in welcoming the 10th million person of tourists from the People's Republic of China in December 2018, for the first time in Thai history at Suvarnabhumi Airport. The said Chinese tourist has been facilitated with a complimentary gift from a partner organization such as domestic plane tickets, gift cards, and limousine services to make the visit to Thailand warm and impressive while it helps to promote tourism to Thailand among Chinese tourists.





Phuket International Airport Welcomes Chinese Tourists on the Chinese National Day

Phuket International Airport Director along with the executive team, staff, immigration officials and airliners joined to welcome and give souvenirs to Chinese passengers traveling to Phuket on the occasion of the Chinese National Day (Golden Week) at the International Passenger Terminal, Phuket International Airport.

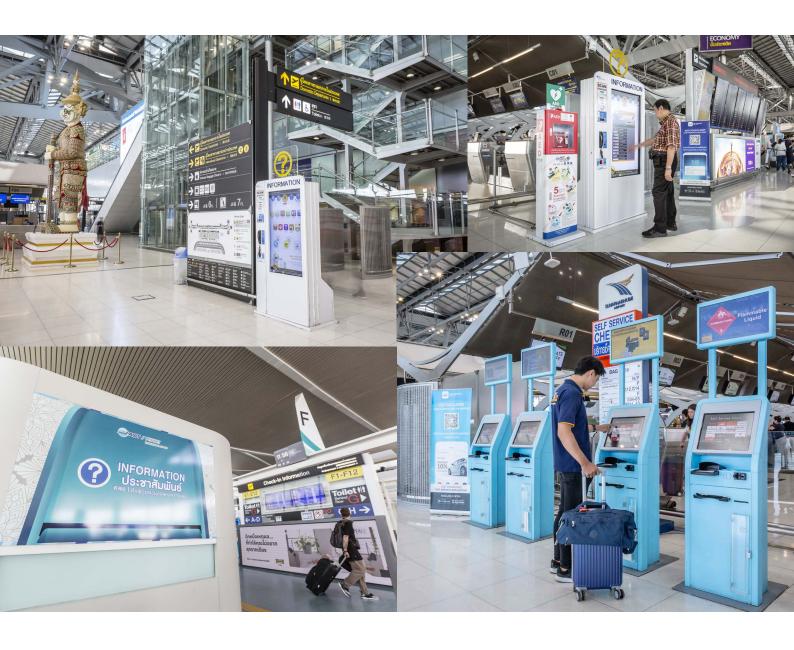
Activities to Welcome Tourists in the Chinese New Year Festival



Phuket International Airport arranged activities to welcome tourists during the Chinese New Year Festival 2019, with the Director of Phuket Airport, the executive team, staff along with the airliners to welcome Chinese passengers, with showing a "cover dance show" to welcome passengers traveling during the Chinese New Year.



Mae Fah Luang-Chiang Rai International Airport arranged activities to welcome tourists in the Chinese New Year Festival 2019, together with Mae Sai Customs House and Chiang Rai Immigration Checkpoint with executives, staff offering auspicious oranges and souvenirs to impress and give happiness to passengers traveling to Chiang Rai.



Open Doors to Digital Age

Currently, technology has a great role in business competitiveness, sustainable corporate improvement, specific innovative and technology ideas as part of core values and environmental creation to encourage critical innovation for new organization and responding to Thailand 4.0 policy. In this year, AOT starts "AOT Digital Airport" which is created to upgrade airport management and service towards full-scale digital organization in the

future, expect convenient experience delivery to airport users and provide the business opportunity for other operators. AOT also develops the updated internal information system to increase easiness of planning its management and service in compliance with safety standards of information technology and personal data protection with great importance.

Digital and Innovation



Importance

From good experiences-specially gaining updated and convenient experiences via technologies and innovations of service provider for using the airports, it will enable to support higher business opportunity. Moreover, technology is tool to upgrade airport operating system efficiently for appraisal of precise and quick business decision. AOT therefore is in recognition of the importance and commitment of airport business to fully efficient digital organization via digital transformation ideas.

Goals

- 1. AOT Digital Airports program service to cover the 6 airports of AOT in year 2019
- 2. The number of 16,000 times of accumulated download AOT Airports application in fiscal year 2019*
- 3. The number of 100,000 times of accumulated download AOT Airport in fiscal year 2020

Main Objectives

- Airport management system development to be quick, updated, efficient and integrated data to gain access to make smart decisions.
- Upgrade its service and commercial activities by digital technology.
- · Create organizational culture contributed to be innovative organization.

Management Guidelines

- 1. The conduct of "Innovative Strategic Plan" for fiscal years 2017 - 2022 and "Master Plans on Information Technology and AOT Communication" for fiscal years 2015 - 2019.
- 2. The beginning of "AOT Digital Airports" together with services provided by its application, facilities and commercial activities inside airports for delivering better travel experience.
- 3. The establishment of "Airport Information and Science Development Department" (DDI.) as the center of integrated information for solving problem and a development of "Think Tank" Services.
- 4. A Memorandum of Understanding signing on promoting innovative proficiency together National Innovation Agency (NIA) for creating alliances to move towards innovative organization.

Performance in Year 2019

- 1. Opening for full-scale AOT Digital Airports service at the first Suvarnabhumi Airport on 21 August 2019.
- 2. AOT Airports application received the sum of 30, 958 times of accumulated downloads in year 2019, which was higher than the aimed percentage of 193.5.



AOT Digital Airports

AOT Held a Press Conference on AOT Digital Airports Program

AOT held a press conference on opening "AOT Digital Airports: Live airport" on 21 August 2019 at EmQuatier Departmentstore," AOT Digital Platform access via AOT Airports application service on mobile phone was systematic innovation in information technology of airports to enable to connect and communicate by big data system working together beacon to promote travel planning of passenger and provide promotional information

of shops and services facilitating to airport users. Moreover, AOT had a plan in connecting information system to state finance and tourism industry outside airport both transport and domestic tourist attractions places in the future and connected with digital system network of the 16 airport alliances throughout the world for moving towards full-scale digital organization.

Watch video conference on opening AOT **Digital Airports**



Mr. Saksiam Chidchob

Minister of Transport

tourism, open a new page of Thai tourism innovation in the digital world."

Mr. Nitinai Sirismatthakarn **AOT President**

"AOT still has a commitment and airport users and passengers service mindset to be suited their convenience by using innovation and technology for managing efficiency and impressing passengers to step towards the world's smartest airport steadily and sustainably."





AOT Airports application download

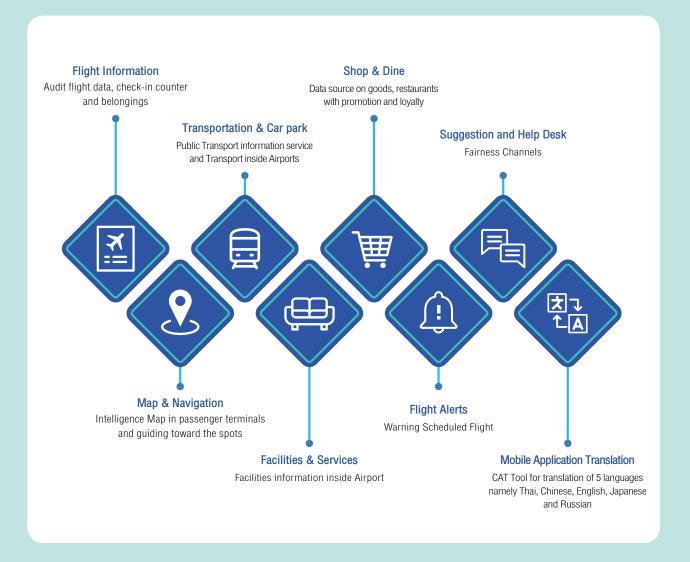


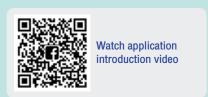






AOT Digital Airports consist of functions as follow:





AOT Digital Airports program as one of the 4 programs under AOT Digital Platform, it will transform AOT into full-scale digital organization in the future including digital airports, digital office, digital operation and digital cargo. AOT also had a plan driving each program continuously in the next year.





The Achievement of Innovative Organization

"AOT Operates the World's Smartest Airports" AOT needed to encourage innovation in upgrading its service for increasing efficiency of its operation, maintaining business competency among higher competitiveness in aviation industry and changing of current consumer behaviors. AOT therefore collaborated with National

Innovation Agency (NIA) for improvement of the AOT innovative strategic plan 2017 - 2021, consisting of 4 major strategies in order to be service industry leader of the smart airport in line with its vision "AOT Operates the World's Smartest Airports".

AOT Innovative Strategic Plan 2017 - 2021

1 Innovative Organization **INNOVATIVE** Organization

To create organizational culture propelling active innovation in all dimensions.

> **AOT Strategic** Innovation 2017 - 2021

2 Service Innovation **EXCELLENT Service**

To develop passive innovation.

3 Synergy Innovation **SEAMLESS Process**

Integrat on with business alliances and network to connect seamless process.

4 Data-driven Innovation **SMART Operation**

Data management for the benefit of driving organization.

AOT sets up the Airport Information Science Development Department

In year 2019, AOT sets Airport Information Science Development Department (DDD), another unit other than Research Innovation and Service Quality Department (DRI) established in 2018 to develop service innovation. In this regard, DDD will perform think tank functions of collecting and analyzing integrated problem and a medium connecting between innovation and Know-What to concrete action by big data analysis from AOT Digital Platform and data sources or internal knowledge base such as KM, Level of Service, Touch Point for airport service improvement. Moreover, DDD still focuses AI on teaching system development via e-Learning to reduce training cost and motivate staff to learn. Those are the parts of the important expressions of applying information technology to upgrade its service parallel with AOT human resource development.



Pol. Capt. Atthakorn Sakulphonanan **General Manager of Airport Information** Science Development Department

service and operating airports. The Airport Information the integrated knowledge to the real operation working together between academic administration and operators. This also applies big data together with artificial intelligence for analysis, development of efficient operating standard and organizational personnel development for sustainable

AOT Innovation Day Fiscal Year 2019

The Research Innovation and Service Quality Department (DRI) held the AOT Innovation Day program fiscal year 2019 during July-August 2019 for driving the AOT strategic innovation 2017-2021 by organizing activity of 2 types of competitive contests, namely innovative achievement and creativity and received feedback from 6 airports of AOT staff and employees as well as its head office very well. There were also activities raising awareness of the importance of innovation and changing their attitude thoughts on complex innovation

and complicated development to become their surrounding acquaintance with seeking the improvement of small spots of daily operation.

Performance

- 37 innovative successes and 59 innovative creativity were submitted from AOT agencies.
- The 78 percentage of attendees having a satisfactory level of "extremely satisfied".









An Interview with Think Different Team of Phuket International Airport The Best AOT Innovation Awards Winner 2019



"Carousel To Turn Crisis" Innovation

The Problem of Cancellation of Manufacturing Bumpers that were installed in carousel and ruined, caused baggage handling out of order, and then damaged passenger luggage.

Don Mueang International Airport therefore sought the same solution to the problem by making-to order special spare parts replacement, this wasted our budget.

By analysis of the problem and proposed innovation, Think Different Team found that there were some carousels from replacement in line with preventive maintenance: PM and enabled to modify to replace the spare parts of the bumper. The study and confirmation of properties of polymer materials science from the old carousel comparing with bumper, it found that the old one was more flexible as the same density so as to install replacement.

Results

- 1. Protect luggage from damage and the chance of getting stuck carousel.
- 2. Save the costs of procurement of replacement parts amounted to over 840,000 baht per year.
- 3. Cut down on waste by reusing the old parts for placing a high value on materials that were difficult to destroy.

4. Promote "Innovation" value, new knowledge development and service mind to passenger extremely and efficiently.

What are you feeling in the activity?

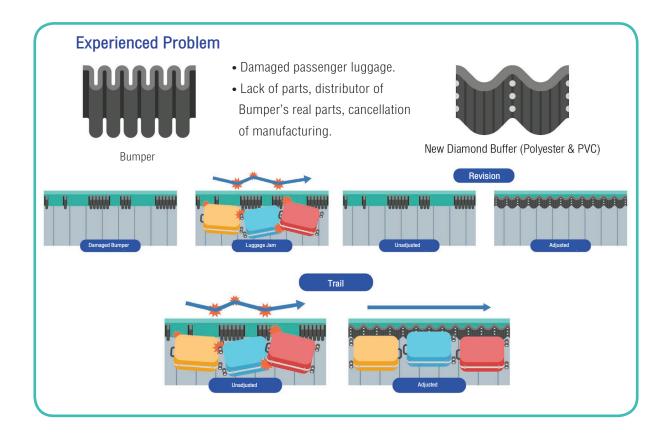
"Staff can be given the opportunity to express their creativity for solving problem of each section. Moreover, the activity promotes a team at work, new idea and knowledge change from team members with various knowledge, the more you see other people's work, the better you want to improve your surrounding work."

How is it useful and improved performance?

"We open our mind to the idea of innovation for various perspectives of team members in solving problem, improvement of the existing work system for more efficiency. When solving problem of trifles around, we will have (brain and time) powers to solve big problem and impress passengers who use airport service further."

What is the most impression of the activity?

"Encountering a small unexpected problem of other section and seeking a solution, these give us the opportunity to think creative work to the innovation. Thank you friends at work for your opinions and boss for approval of experiment of reusing an old garbage carousel no longer used too.



Keynote Lectures "Innovation Thinking"

AOT held keynote lectures under the topic "Innovation Thinking" at its head office building by expert speakers in various areas, namely Dr. Torkiat Noisamlee, speaker and professional advisor highly experienced in the country and Asian Region, Mr. Kriangkrai Kanjanapokin, founder of Index Creative Village Public Co Ltd, The world event company and Thai nationality and Mr. Chidpong Mungprom, owner of "Zanroo" hundred million start-up with social marketing based on big data together with understanding support about innovation and competent stimulation of staff for fostering creativity in concrete work. This was an operation for supporting

innovative strategic plan fiscal years 2017 - 2021 in line with strategy 1: Innovative Organization.

Performance

- Our staff over 3,000 persons received more knowledge of internal innovation creation.
- The 50 percent of attendees definitely agreed to the necessity of innovation development of organization at present age.
- The 97.92 percent of attendees believed that the activity will promote development of innovative organization at the "more" to "most" level.





Ms. Chanyanoot Rakthinkert Oversea Officer, International Affairs Department "The Understanding of word 'Innovation' and opening the perspective of experienced person from working by creativity to innovation."











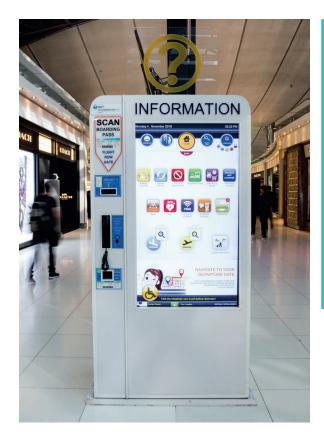






Importance

AOT gives great importance to the security and safety of the information technology system and privacy in the world which everything is connected to the digital system. Due to the increase in cyber attacks and the level of concerns of the stakeholders in terms of privacy and the use of personal information, AOT has performed strict operation in accordance with the best practices and international standards in order to build the confidence for users and to protect the personal rights as well as preventing business losses possibly occurring from the data leakage.



Management Guidelines

- 1. Perform the operation following the "Information and Communication Technology Master Plan of AOT" for the fiscal year of 2015 - 2019.
- 2. Define and perform the operation according to the "Information Technology and Communication Security Policy" including supporting policies which concretely show the approaches for implementation.
- 3. Establish "Information and Communication Technology Security Management Committee" (ISMS) together with the working group and the auditors to drive cyber security and support the maintenance of efficient information systems.
- 4. Practice business continuity plan and contingency plan on the Information and Communication Technology (ICT) regularly twice a year.
- 5. Organize a special lecture to raise awareness on information and communication technology security on the topic of "AOT Ready for Cyber Security".

Goals

- 1. AOT has been certified according to the ISO / IEC 27001: 2013 Information Security Management System Standard whose scope covers the support systems and facilities of the main computer center and the secondary computer center. The certificate is valid from 8th January, 2019, to 7th January, 2022.
- 2. The case of information leakage is confirmed at 0 continuously every year.
- 3. The complaint about privacy violations is confirmed at 0 continuously every year.

Main Objectives

- · Establish the system for safe and secure information and communication technology in accordance with the international standard ISO/IEC 27001: 2013 and the "Information and Communication Technology Security of AOT".
- · Promote knowledge and understanding in the use of information systems safely and approaches in practices for accessing and operating personal information.

Operational Performance of 2019

- 1. AOT has been certified according to the ISO/ IEC 27001: 2013 Information Security Management System Standard. The scope covers the support systems and facilities of the main computer center and the backup computer center at least in November 2018 and receives the certificate valid from 8th January, 2019, to 7th January, 2022.
- 2. The number of confirmed data leakage cases is 0.
- 3. The number of confirmed privacy violation complaints is 0.

Practice of ICT Business Continuity Plan (ICT BCP) for the Fiscal Year of 2019

The working team of ICT Business Continuity Plan cooperates with Information and Communication Technology Line in practicing the ICT Business Continuity Plan (ICT BCP) for the fiscal year of 2019 at the Head Office and Suvarnabhumi International Airport which is the location of AOT Host Computer System



Center that controls the operation of information technology of the whole organization. This aims at enhancing the executives and related parties to review their knowledge and understanding of the roles, duties, and procedures as specified in the ICT BCP to ensure that the system can support the service continuously in compliance with the international standard of ISO22301: 2012 and TIS. 22301 - 2556.

Results of operational performance

- The integrity of the participants involved in practicing is at the 'excellent' level.
- The knowledge and understanding on the roles, duties and procedures of practices is at the 'excellent' level.

Places	Types of practices	Situation of practices	Results of assessment on knowledge and understanding on the roles, duties, and procedures	
Host Computer System Center, Suvarnabhumi Airport	Table-Top Exercise	The air conditioning system in the computer center stopped working causing the host computer to get overheated and the system stopped. It takes approximately 3-5 days in fixing.	'Excellent'	
Computer Center of Suvarnabhumi Airport	Table-Top Exercise	There is the power failure and the inability to supply power to the host computer causing various information systems in the computer center to stop working. It is expected to take approximately 2-3 days in fixing.	'Excellent'	

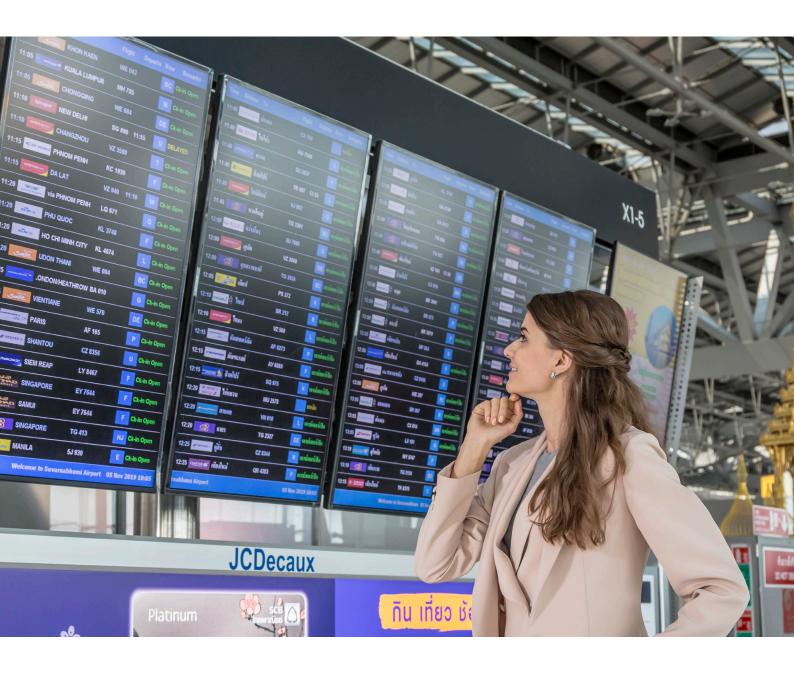
Special Lecture of "AOT Ready for Cyber Security" for the Fiscal Year of 2019

AOT organized the special lecture on the topic of "AOT Ready for Cyber Security" for the fiscal year of 2019 at the Head Office and 6 airports because AOT saw the importance in raising the awareness and communicating the security and information technology security issues to personnel at every level and every line of work. The lecture was attended by a lot of interested executives and employees. It focused on the guidelines for the use of information and communication technology and the international standard management system ISO/IEC 27001: 2013, including the current information technology and communication security policy of AOT. This was to prepare for the changes towards Thailand 4.0 era and keep up with the cyber security of all employees in the organization.

Operational performance

- A total of 916 employees and executives received the increasing knowledge in safety, security, information and communication technology.
- After the test (covering 80% of all participants), it was found that 23% had the knowledge and understanding at the 'good' level and 74% had the knowledge and understanding at the 'very good' level.





Satisfaction is our Hearts

An airport with international standard of service is one of the things passengers expect to see. Due to the concern regarding such expectation, AOT has developed its system of service to support passengers so that they could travel conveniently with punctual schedule and learn an impressive experience. The corporation aims to support all groups of passengers to equally access all services and facilities at the airports without any limitation, especially persons with disabilities and elderly. Moreover, AOT listens to all feedbacks from every customer, including passengers, entrepreneurs in airports, and airlines; it will use all comments to help improve its services as best as it could to serve all airport users.

Customer Satisfaction



Importance

Customer satisfaction is AOT's top target in providing airport services. Thus, AOT is willing to enhance its services to be equal to the international standard and entirely respond to all demands by listening to the voices of customers and handling any complaint systematically. Because service quality is one of the indicators of success, AOT realizes that impression among customers will bring it revenue and good reputation in the long run.

Goals

- 1. 50% of our airports* continually achieve targeting scores from Airport Service Quality (ASQ) Assessment every year toward 2022.
- 2. 100% of our airports receive an assessment of facilities for person with disabilities and elders on a timely basis.

Remark: *This figure includes 6 AOT airports which received an ASQ Assessment in 2019; Mae Fah Luang Chiang Rai Airport and Hat Yai Airport officially join the ASQ in 2019.

Main Objectives

- Deliver services based on the international standard and respond to demands from every group of customers beyond their expectation.
- Listen to demands from customers and handle complaints systematically in order to develop continuously.
- Delivery services and provide facilities to cover demands from all groups of passengers, for example people with disabilities and elders.

Management Guidelines

- 1. To run operation based on the "AOT Master Plan of Customer Relationship Management" for the 2014-2019 fiscal years.
- 2. To understand demands from customers using both proactive and passive approaches via the Voice of Customer (VOC) Project.
- 3. To hold customer relationship activities in order to boost motivation and form a good and sustainable relationship with customers.
- 4. To provide channels to receive feedbacks and suggestion regarding the services in order to improve systematically.
- 5. To survey customer satisfaction continuously by AOT's internal units and independent organizations from the international level (ASQ).
- 6. To develop facilities and services to cover demands from all customers regarding the rules of laws, Universal Design, and international practices.



Operational Performance of 2019

- 1. 50% of our airports have successfully earned the targeting scores from the 2019 Airport Service Quality (ASQ) Assessment.
- 2.100% of our airports have received an assessment of airport facilities for persons with disabilities and elders on the timely basis.

Survey of Customer Satisfaction

Annually, AOT surveys customer satisfaction through independent organizations from external sources and its internal units. "Airport Service Quality" (ASQ) by Airport Council International (ACI) is well accepted with the industry of airport business as the satisfaction assessment carried out by an independent organization. As of now, Mae Fah Luang - Chiang Rai International Airport and Hat Yai International Airport has officially joined the ASQ in 2019. As a result, this is the first year where all 6 AOT airports participating in the assessment project and receiving the following results:

2019 Airport Service Quality (ASQ) Project*

	Suvarnabhumi Airport	Don Mueang International Airport	Chiang Mai International Airport	Hat Yai International Airport	Phuket International Airport	Mae Fah Luang - Chiang Rai International Airport
Туре	More than 40 million passengers per year	25-40 million passengers per year	5-15 million passengers per year	2-5 million passengers per year	15-25 million passengers per year	2-5 million passengers per year
2019 Performance	4.33 points	3.97 points	4.49 points	4.03 points	4.14 points	4.21 points
2019 Performance Status	Unable to achieve the annual target of 4.64 points	Unable to achieve the annual target of 4.32 points	Unable to achieve the annual target of 4.52 points	Achieve the annual target of 3.90 points	Achieve the annual target of 3.83 points	Achieve the annual target of 4.04 points
Target in 2022 **	4.36 points	4.06 points	4.56 points	3.96 points	4.20 points	4.25 points

Remark

- * ASQ score is measured quarterly each calendar year. The full score is 5. The scores shown here are the average score from the first to third quarter.
- ** AOT has revised its corporate plan of the 2017-2022 fiscal year and holistically adjusted the target value in ASQ score to be align with its current business operation.

Suvarnabnumi Airport is listed in the World's Top 100 Airports 2019 and Best Airport 2019



The result of satisfaction survey among travellers across the globe in 2018-2019 by SKYTRAX, an independent ranking organization for airlines and airports, has praised Suvarnabnumi Airport as the 46th place in the World's Top 100 Airports 2019 from more than 550 airports and the 7th place in the Best Airport 2019 for airport with 60 - 70 million passengers.

In addition, AOT has initiated "Access to Customer Demand Project," covering passengers, entrepreneurs, and airlines of all airports every year. Its approaches to survey customers include one-on-one and deep interviews so that it can identify expectation, causes of satisfaction and unsatisfaction, and loyalty. The average result of assessment from all airports shows that the score of satisfaction among passengers is 4.23,

entrepreneurs 3.72, and airlines 3.32 out of 5. The topics which all airports consider as opportunities for further development are the sufficiency and quality of facilities, such as parking space, passenger seats, toilets, baggage conveyers, including the friendliness and willingness to provide quick services of airport staff. AOT will urgently apply the results of this survey to map out its strategies and improve its service quality.

Average points of satisfaction survey from 6 airports



Passengers

Identified topics

- 1. Sufficiency and quality of facilities, such as passenger seats, quality of parking lots, and cleanliness of toilets;
- 2. Prices of goods in airports.



Entrepreneurs

Identified topics

- 1. Sufficiency and quality of facilities, such as quantity of parking lots and sufficiency of signposts;
- 2. Sceneries in airport terminals;
- 3. The pace of airport staff in solving problems.



Airlines

Identified topics

- 1. Readiness of facilities, such as baggage conveyers, jet bridges, lifts, check-in counters;
- 2. Friendliness and service mind of airport staff.

Remark: Satisfaction result is calculated based on the full mark of 5.

AOT Launches "Suvarnabhumi Food Guide Project"

In February 2019, AOT launched the Suvarnabhumi Food Guide Project and produced The Suvarnabhumi Food Guide Manual to cope with the expectation from passengers of accessing foods with saving prices. The corporation set a target to publicize this project among passengers and airport users. It also received a collaboration from entrepreneurs of restaurants in the airport terminal to provide food menus with multiple prices as alternatives to passengers and airport users. There were also details of food and drink menus, including locations of more than 70 restaurants which participated in the project.

In addition, Suvarnabhumi Airport has food courts, including Airport Street Food by Magic Food Point, Food World, and M Cup Corner; each place sells a variety of foods in saving prices to respond to the demands of passengers throughout the year.



See project introductory video



Download the Suvarnabhumi **Food Guide**



Meeting Excellent Executives Project

AOT had hosted a meeting with executives from the group of excellent entrepreneurs in airports for the 2019 fiscal year. The meeting took 2 days 1 nights at Chumphon Province to thank, exchange ideas with, and build good relationship between entrepreneurs and AOT executives. It also expected to develop the efficiency in managing customer relationship. This year, 18 executives from 10 companies were listed as

excellent entrepreneurs. On this occasion, AOT President gave them an honor to meet and discuss with in person.

Result of the project

• Participants by 94.4 percent were satisfied with the project from "very" to "most" level.

Voices from the participants

"

Impressed with the president for giving us an honor to meet and his vision."

" AOT staff warmly welcome and take care of us."

It is a good activity; should have it every year to build a good relationship between entrepreneurs and AOT executives."





"Suvarnabhumi Airport Meets Entrepreneurs of Commercial Activities"

AOT had hosted an activity named "Suvarnabhumi Airport meets entrepreneurs of commercial activities" for the 2019 fiscal year in the form of "Van Rally" with the concept "Amazing Race: FUN FIT FIRM" at Pattaya City, Chon Buri. Participants included executives, employees, and entrepreneurs in Suvarnabhumi Airport, totaling 202 people. During the activity, there was an introduction part to the business operation of the airport, including interviews, questions, and answers with entrepreneurs, so that it could record problems, exchange ideas, and build a good understanding between AOT executives and entrepreneurs. Besides, participants had an opportunity to do social activities by donating scholarship, sport equipment, large water filters, and playgrounds to kindergarten students of Ban Bueng School, Pattaya City, Chon Buri.

Result of the activity

· Participants by 81 percent were satisfied with activities during the event from "very" to "most" level.

Voice from the participants

"

Great event and very helpful customer service team".

Friendly. Activities are fun, building unity; good for the society in every aspect."

66 AOT staff are friendly and facilitates us with a great courtesv."







Info Communication Via Social Media For Smooth Experience In Using Airports

In the past year, AOT has opened for participation and communicated tips via social media in order to provide better experiences in using airports on the following topics:





Handling lost baggage while traveling



Liquid boarding rules





Financial services in Suvarnabhumi Airport



Preparation before boarding during long holiday seasons



Warm services from units in airports



Procedures to reclaim baggage



Instruction regarding power bank



Lost and Found points at 6 airports





Airports of Everyone

AOT as an airport service provider well realizes its roles in providing accessible services to everyone without limitation regardless of nationalities, religions, ages, or physical condition, etc. AOT, therefore, has developed and designed its airport terminals and facilities based

on the Universal Design in order to respond to the demands from all groups of airport users. It also trains staff and monitors and assesses all facilities in the airports on the regular basis in order that they are always ready to operate and satisfy customers.

Lounges for monks and Buddhist novices

AOT has 6 lounges, or reception rooms, for monks and Buddhist novices in the terminals of 5 airports (except Hat Yai Airport). They are the waiting areas before departure for monks and novices and can be used to perform necessary religious activities.

Private Screening Room

AOT has private screening rooms in every checkpoint of Suvarnabhumi Airport and 17 checkpoints in other 5 airports. This service is to serve passengers who feel uncomfortable to encounter physical and baggage screenings in public areas. Passengers can notify airport staff to request for a private screening anytime. All AOT's screening officers have well received trainings in standard screening with respect of human rights.

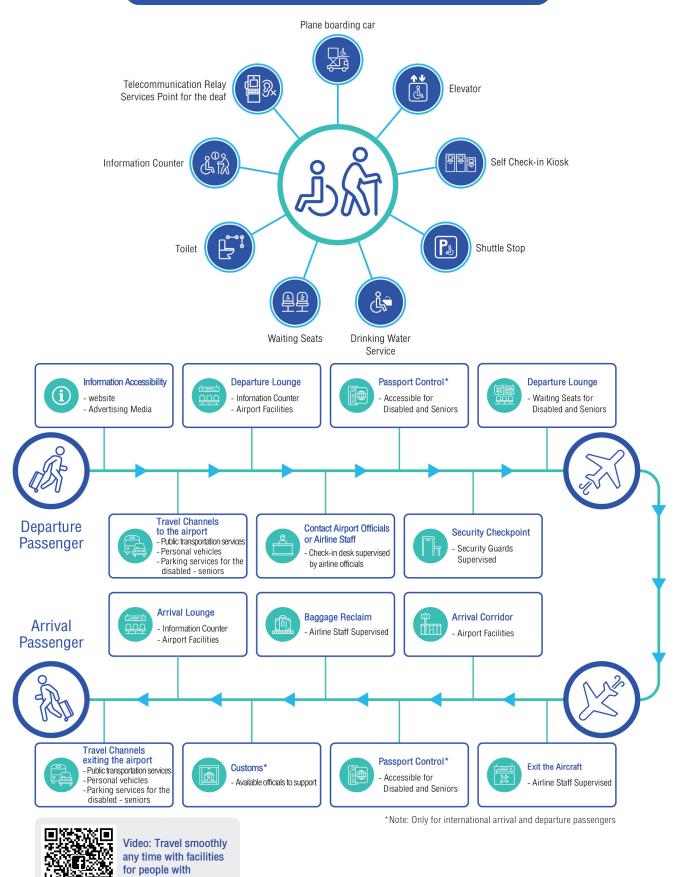
Muslim praying rooms

AOT has Muslim praying rooms in the terminals of all 6 airports. Women's and men's rooms are separated. They are equipped with necessary facilities. During the Hajj, AOT adds more spaces for the rooms as an extra service.

Baby Care Room

AOT has totally 16 baby care rooms in Suvarnabhumi Airport, Don Mueang International Airport, and Chiang Mai International Airport to facilitate passengers who require privacy to breastfeeding their babies or change diapers. AOT has a plan to build more baby care rooms in the future.

AIRPORT FACILITIES FOR THE DISABLED AND THE ELDERLY





Trainings in Airport Facilities Management for People with Disabilities and Elders

AOT held training courses in design, check, and assessment of airport facilities management for people with disabilities and elders in the 2019 fiscal year. The trainings aim to equip AOT staff who design and manage facilities in airport terminals with knowledge of regulations and laws related to facilities for people with disabilities and elders. The trainings add the principle of Universal Design to design facilities for everyone in order that all participants can

apply the knowledge to perform their duties.

Result of the trainings

- From 2018 till now, there have been 74 employees passing the trainings.
- Participants by 73 percent believes on the "highest" level that they can really apply what they learnt from the trainings into their work.





Training participants pretended as blind people and people on wheelchairs to test using toilets in airports.







Putthaporn Chowsungnearn Senior Airport Service Officer, **Don Mueang International Airport** "Can use the knowledge to develop facilities in the airport to be align with the laws, making it useful and proper to every group of passengers."

Service Development Project for Elders at Suvarnabhumi Airport

Suvarnabhumi Airport opened an opportunity for 30 elders, aged 55 and over, who retired from AOT and external agencies with public and service minds to help facilitate passengers during June to September 2019. Their jobs were to give advice at several service points in the airport, such as taxi kiosk, passenger screening points, and transit points, to represent the attention of the airport in upgrading the quality of services and making airport users of all ages satisfied. They also took parts in raising awareness of improvement

of public services for elders in order to tackle the upcoming aging society of Thailand.





"AOT is Granted a Honored Certificate for Friendly Design Promotion Program 2019"

Hat Yai International Airport is granted an honored certificate in type of "public transportation"/ vehicle with Friendly Design" Mr. Tavorn Senniam, the Deputy Minister of Transport presides over the Thailand Friendly Design Expo 2019 organized by Thai Land Friendly Design for All Foundation and grants an honored certificate in type of "public transportation' vehicle with Friendly Design" to Hat Yai International Airport with Mr. Chuwit Phannen, the Deputy Director of Hat Yai Airport (business support) as the grantee. Hat Yai International Airport is a good example of Friendly Design and a model place for friendly design for all with every sex, gender and physical condition for convenient, modern, safe, fair and equal use. This event takes place on November 29, 2019, at Hall 6, Impact Arena Mueangthong Thani.



Channels to Receive Feedbacks on Services

AOT sets the following channels to receive feedbacks on services:

Channels to receive complaints						
Passengers	Passengers Entrepreneurs					
 AOT Contact Center 1722 Email: aotpr@airportthai.co.th Complaint Form at any public relation counters in airports Online chat via www.airportthai.co.th Facebook AOT Official 	 AOT Contact Center 1722 Internal contact number Line Suggestion box Complaint letter 	 AOT Contact Center 1722 Email: csd@airportthai.co.th or aotpr@airportthai.co.th Complaint Form at any public relation counters in airports Both monthly and quarterly meetings of AOT committees Facebook AOT Official 				

All comments, feedbacks, complaints, and service suggestion AOT receives will be handled according to the complaint management procedure. They will be sent to the relevant units for acknowledgement and implementation. AOT will regularly summarize and report them to the top executives of each airport at least every quarter.



Alliance to the Goals Establishing partnerships with government organizations, programs for knowledge and experience among private sectors, airports, and business associations different airports as well as being a part in establishing both domestically and internationally is a key mechanism the airport service standard with the business to enhance the competitiveness and drive sustainable association to improve the service level of AOT and to business operations. AOT, therefore, aims to create achieve common goals among organizations which will partners and establish technological exchange help all sectors grow together sustainably.

Cooperation and Business Alliances



Importance

AOT well realizes that creating business alliances is considered a very significant factor in organization management and development especially the airport operation at the present. Because it opens the door to cooperation in the form of exchanging knowledge and transferring technology, defining standards in the airport industry group or creating competitive strength in business. In addition, AOT has cooperated with the public and private sectors to stimulate economic development regarding air freight both domestically and at the regional level.

Goals

- 1. Prepare a memorandum of agreement between the airport (Sister Airport Agreement: SAA) at least 1 additional airport per year between 2020 - 2022.
- 2 Establish a joint venture company to provide parking and ground equipment within the fiscal year of 2019.

Sign the memorandum of understanding on the cooperation in quality inspection for perishable products before export within the fiscal year of 2019.

Main Objectives

- Expand business opportunities through partnerships with leading airports in the world and in the region.
- Create participation with business associations in determining the direction of the airport service industry development including other related standards.
- Develop joint ventures and subsidiaries to replenish servicing within the airport.
- Cooperate with partners to develop businesses that help boost revenue for AOT.

Management Guidelines

- 1. Operate according to the Strategic Plan 3 of Regional Hub, Strategy 7 of Business Development and "AOT's International Business Master Plan"
- 2. Establish network of cooperation with airports around the world under the signing of a memorandum of agreement between airports (SAA)
- 3. Conduct the meeting with the Airports Council International (ACI) annually to discuss and drive for airport standards forward either in terms of service, economy, environment, and safety
- 4. Work with business alliances to establish a joint venture to promote the aviation industry.



Operational Performance of 2019

- 1. Successfully signed the Memorandum of Understanding between the airport (SAA) with Airports Company South Africa (ACSA) and the executives of 9 airports in South Africa.
- Successfully established a joint venture company to provide ground parking services and equipment or the Airports of Thailand Limited Ground Aviation Services (AOTGA).
- 3. Successful sign the Memorandum of Understanding on Cooperation on Quality Inspection of Perishable products before export with Central Laboratory (Thailand) Company Limited or Central Labs.

Memorandum of Understanding for Cooperation Between Airports

The Sister Airport Agreement (SAA) is a project to promote cooperation with partner airports to develop the capacity in achieving strategic goals of each member airport, including the exchange of technology, innovation, knowledge, and experience. The establishment of SAA consists of 4 joint activities including regular meetings, information exchange, marketing promotion, and activity implementation.



AOT hosted the AOT-ACSA Executive Meeting 2018



AOT signed a memorandum of cooperation between the airport with Airports Company South Africa (ACSA) which represents 9 airports of the Republic of South Africa, additionally as another one organization on 14 December 2018 (fiscal year 2019). And AOT hosted the first AOT-ACSA Executive Meeting 2018 at Suvarnabhumi Airport to define the direction and the operating framework under the cooperation in raising the level of service quality and the development of flight routes including related practices to promote the operation to be the most effective.

AOT Sent the Experts of Firefighting and Aircraft Rescue and Safety Management Systems to Enhance the Capability of the Airport to Laos

In 2019, Airports of Laos (AOL) requested for support from AOT in sending the experts for a lecture on the topic of Fire Fighting and Rescue and Safety Management System under the project of Memorandum of Cooperation Agreement between AOT and AOL. Such activity is beneficial to AOT in publicizing the capabilities and potential of the personnel and it is to build a good reputation and image for AOT in terms of the leader in airport management in the ASEAN region and at the international level in the future.







The statistic of numbers of organizations participated in the Cooperation Agreement between the Sister Airport Agreement (SAA) and AOT



Since 2009 to the present, AOT has made the memorandum of cooperation between the airport (Sister Airport Agreement: SAA) with 13 international airport management organizations, with 17 airports of SAA in 10 countries.

The Meeting to Exchange Knowledge on Innovation and Technology **Between SAA Members**

In the recent fiscal year 2019, AOT attended the meeting to exchange knowledge on technology and innovation with partner airports under the memorandum of cooperation between the airports as follows:

A Meeting to Exchange Knowledge and Experience at Beijing Capital International Airport

President of AOT, executives, and staffs participated in the meeting on AOT Digital Platform and Level of Service at Beijing International Airport, China with the chief executives of Beijing Capital International Airport (BCIA) in sharing knowledge and experience in implementing information technology to increase services and operational efficiency including the management of the ticket counter and the platform to reduce the congestion of passengers on August 14, 2019.

Thanet Rattananaen

Director of Coordination and Foreign Affairs

"This trip to exchange knowledge, in addition to being carried out under the cooperation framework between AOT and BCIA, it also encourages representatives AOT as to visit the operational procedures of the arrival and



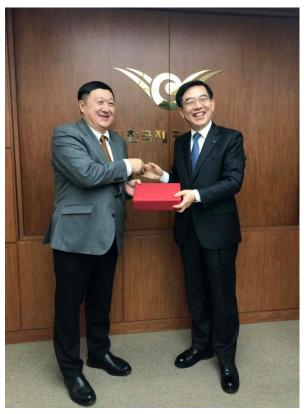




The Conference in exchanging Knowledge and Experience and an the Workshop Meeting on the Innovation at Incheon International Airport.



Chairman of the board, president and executive's team of AOT attended a workshop meeting on the "Incheon Smart Airport Master Plan" and "Mobile Personal Assistant system" and visited Terminal 1 and 2 of Incheon International Airport, the Republic of Korea on March 25, 2019, with the President & CEO of Incheon International Airport and executives welcomed and shared knowledge and experience.





Narita International Airport Corporation AOT Welcomed the Representatives of Narita International Airport Corporation

Director of the Office of Foreign Affairs along with executives and staffs AOT welcomed the representatives from Narita International Airport Corporation (NAA) at AOT's headquarters, together with discussing 3 main topics including, the promotion of cooperation in opening new flight routes between Thailand and Narita Airport, AOT Digital Platform Project, and academic cooperation in airport management on February 7, 2019.

Talk about the Sister Airport Agreement

How do you feel about this activity?

"I feel honored and proud to be part of the initiatives of the Sister Airport Agreement, which began in 2009 for the first with the Munich Airport, German Republic from being assigned to coordinate on missions that are beneficial to AOT, especially in the exchange of knowledge and experience with leading airports including developing good relationships with business associates in the same field of business. Foreigners with professionalism allowing us to open our vision and to acknowledge both similar and different perspectives, depending on the context of each country. Therefore I feel lucky and it gives a deep understanding of "Open Mind" or "Innovation" which is one of important factors to the sustainability of the organization"

What does the AOT get the benefit?

"This cooperation activity between the airports is helpful to AOT both at the level of executives and employees. Because we are able to find in-depth information about the operations of leading airports, which is not something that can be found on the internet or in public relations media. But when collaborating to do joint activities, it will give AOT the trust in delivering useful information for the management and development of the airport equally. It also provides the opportunity to visit the actual operation. In addition, AOT is able to demonstrate the potential of the airport under the management of AOT including the incentive to develop the potential of personnel of AOT to enhance the service to be equal to the leading airports".

What does impress you the most from this activity?

"Above all, I feel impressed with the great support and cooperation from top executives and fellow staffs of AOT resulting the operation the organizing of the Memorandum of Cooperation between the airports grown and attracted the attention of 17 leading airports to become one of the AOT Sister Airport Family and look forward to continued cooperation to make this activity progress and benefit to AOT even more".



Saranya Boonyawattana
Director of the Office of Foreign Affairs

"

I feel impressed with the great support and cooperation from top executives and fellow staffs of AOT resulting the operation the organizing of the Memorandum of Cooperation between the airports grown and attracted the attention of 17 leading airports to become one of the AOT Sister Airport Family.

Cooperation in the Airports Council International

AOT has been a member of the Airports Council International (ACI) since 1991 Such council is considered the only airport business association in the world aiming to allow member of airports participate in driving the policies and standards either in service, safety, and security, environment, etc., It also provides a channel to receive news and direction of changes in the airport service business, such as regulations, policies or technologies that may affect future operations.

ACI Annual Meeting

The ACI Asia-Pacific / World Annual General Assembly, Conference, and Exhibition meeting held at the Hong Kong Special Administrative Region of the People's Republic of China

On April 3, 2019, AOT executives and staffs attended the meeting with the objective in allowing all airport members, and entrepreneurs in the air freight industry to discuss the situation and trends that can affect the air transport business as well as to maintain the level of service quality and to create a good experience for passengers.





The 59th ACI World Governing Board Conference, held at the Hong Kong Special Administrative Region of the People's Republic of China

AOT Senior Executive Vice President of Strategic Division, as the committee, participated in the ACI World Governing Board (WGB) meeting on April 1, 2019 to exchange ideas and discuss regarding digital identity and biometric technology, business continuity plan, facilities for passengers needed special assistance, participation with ICAO in policy development and capacity enhancement for member airports and measures to oversee safety using unmanned aerial vehicles (Drones).

At the 27th ACI Asia-Pacific Regional Conference in Hong Kong on April 2, 2019, the Senior Executive Vice President (Corporate Strategy) of AOT, as the committee of ACI Asia - Pacific, also participated in to discuss and exchange the opinions on important issue, such as the passenger requiring special care, mitigating threat of unwanted drones affecting airports, as well as driving and following the air transport policy and regulation in Asia-Pacific.



Note: The 27th ACI Asia-Pacific Regional Board Meeting, the 59th World Governing Board Meeting, and the 2019 ACI Asia-Pacific / World Annual General Assembly, Conference and Exhibition, all these 3 conferences are organized in one event.



The 58th ACI World Governing Board Meeting conference held in Miami, Florida, USA.

AOT Senior Executive Vice President of Strategic Division, as the ACI World Governing Board, participated in the meeting on 11 November 2018, with the objective in exchanging experiences including analyzing situations and trends related to the air freight industry by focusing on the facilitation for those who need special care, adaptation of the airport to climate change and disaster preparedness.

The 2018 ACI-LAC Assembly, Conference and Commercial Exhibition conference, held in Miami, Florida, USA. AOT Senior Executive Vice President of Strategic Division, as the ACI World Governing Board, attended the meeting which aims to discuss the current situation of the industry, creation of investment opportunities, passenger experience and the revolution of air travel using digital airport technology on 12-14 November 2018.

Note: The 58th ACI World Governing Board Meeting and the 2018 ACI-LAC Assembly, Conference and Commercial Exhibition, all these 2 conferences are organized in one event.



The 10th ACI Asia-Pacific Regional Environmental Committee conference, held at Kansai Airport, Osaka City, Japan.

On 17 - 18 October 2018, AOT Environment Director. as the Chair of the Environmental Committee of the Asia Pacific International Airport Council, attended the meeting airports Council International to find approaches in cooperating with member airports to solve environmental problems and to follow up the latest international regulations as well as discussing the emerging environmental issues in the air freight business, such as managing sound effects through the use of technology and statistical data, coping with the extreme climate, determining of long-term goals to reduce carbon dioxide emissions to be in line with airport development projects, etc.



Airports of Thailand Public Company Limited (AOT) attends ACI Asia - Pacific Regional Committee Conference between 31 March - 3 April 2019 at Regal Airport Hotel, Hong Kong Special Administrative Region of People's Republic of China.

It is the conference of 5 sub-committees including (1) ACI Asia - Pacific Regional HR Committee and World HR Forum (2) 24th ACI Asia - Pacific Regional Aviation Security Committee (RASC) Conference, (3) 11th ACI Asia - Pacific Regional Environment Committee (REC) Conference (4) 23rd ACI Asia - Pacific Regional Operational Safety Committee (ROSC) Conference and (5) 9th ACI Asia - Pacific Regional Economics Committee Conference. Nevertheless, ACI Asia - Pacific Regional Committee is aimed to exchange opinions and follow up progress of operations subjected to the resolution of board meeting and consider agenda or urgent issues regarding operations in various aspects of aviation business of airports in Asia-Pacific Region.



The Trinity Forum 2018 conference, held in Shanghai, China.

On 31 October - 1 November 2018, AOT's Deputy Director of Transportation Management Division and colleagues attended the meeting under the title of "The changing airport and travel retail commercial eco-system" which discusses the management of non-aviation revenue from airports around the world with airport partners, airlines and operators joining for the discussion of the situation of operations and trends that may affect the administration of commercial activities of the aviation industry in the future. This year, the seminar focused on the customer experience, creating consumer engagement, online product selling and the role of Big Data and Artificial Intelligence (AI) in driving commercial activities from tourism.



The ACI meeting of APAC Small and Emerging Airports Seminar 2018 held at Langkawi, Malaysia.

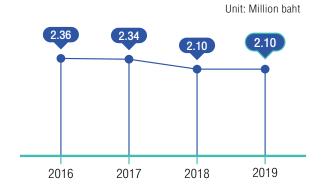
On 10-12 October 2018, executives and AOT employees AOT participated in the meeting with the objective in discussing the changes in passenger structures and their impacts on the business environment, adaptation to deal with global warming, raising security standards and increasing airport capacity in response to cyberattacks and other weapons attacks.

Expenses for membership and participation in the International Airport International Council (ACI)

AOT supports expenses in membership and joins activities for the Airports Council International (ACI) between 2016 - 2019 with the following costs:

However, the reduced expenses are caused by the expenses in the host country as well as the result of stronger exchange rate (THB to USD).

Expenses of AOT for membership and activity participation with ACI



Activity	Cost of participation	Organization Direction	Sustainable Development Goals
The Trinity Forum 2018	133,059 THB	AOT supports digital technology to support airport operations to create good experiences for customers.	-
ACI APAC Small and Emerging Airports Seminar 2018	67,704 THB	AOT supports the adaptation of the airport to cope with the changes in population structure to the aging society.	11 ROMANNI OUR
The 58 th ACI World Governing Board Meeting	60,492 THB	AOT supports the adaptation of the airport to support the changing global trends such as facilitating those needed special care and climate change.	11 SECONDARY OF THE CHARACTER STATE OF THE CH
2018 ACI-LAC Assembly, Conference and Commercial Exhibition		AOT supports digital technology to support airport operations to create good experiences for customers.	-
The 27 th ACI Asia-Pacific Regional Board Meeting	51,600 THB	AOT supports passengers who require special facilities and assistance.	-
The 59 th World Governing Board Conference		AOT supports digital technology to support airport operations and to provide facilities for passengers needed special assistance.	11 ACCOMMENT COTTS AND COMMENTS
2019 ACI Asia-Pacific/World Annual General Assembly, Conference and Exhibition		AOT supports the enhancement of airport capacity and service quality.	9 камент моните
ACI Asia-Pacific Regional Human Resource Committee	39,324 THB	AOT supports the application of digital technology to support human resource management.	-
The 11 th ACI Asia-Pacific Regional Environmental Committee conference	10,656 THB	AOT supports airport adaptation to cope with climate change risks and to operate environmentally friendly.	13 man System and the System and the
The 10 th ACI Asia-Pacific Regional Environmental Committee confernce	No Charge	AOT supports airport adaptation to cope with climate change risks and to operate environmentally friendly.	9 SECTION MONITORS 9 SECT

The Establishment of AOT Ground Aviation Service (AOTGA) Company

AOT jointly invested with SAL Group (Thailand) Company Limited (SAL) to establish the AOT Ground Aviation Service company (or AOTGA) on 10 October 2018 with a registered capital of 400 million baht whereas AOT holds 49% of the shares and SAL holds 51% of the shares.

This joint venture has the objective of providing ground services equipment such as loading and unloading luggage and goods, aircraft cleaning, ground passenger services at airports under AOT's responsibility in order to improve service quality and promote nonaviation revenue. This company has been opened for service at Don Mueang International Airport for the first time since February 2019.

Establishment of Pre-Shipment Inspection Center

The establishment of pre-shipment and inspection center is another business AOT tries to realize to uplift the standard of agricultural product inspection for Thai exporters and farmers. AOT will be the pre-shipment inspection center before delivered to destination countries with universal standard and it is to support the export of agricultural products with value addition of vegetables, fruits and plants to foreign market. This will be beneficial to promotion of air transport and logistic business of the nation. Nevertheless, having Thai and foreign allies is crucial in driving the establishment of such center, and AOT under took activities in this year as follows:

AOT Signs in Memorandum of Understanding on Cooperation in Easily Rotten Product Inspection with Central Labs

On 11 April 2019, AOT signed in a memorandum of understanding on cooperation in easily rotten product inspection with Central Labs (Thailand) Co., Ltd or Central Labs, which is the government laboratory providing services of easily rotten product standard inspection and analysis for exporters. It is only the organization in Thailand that passes certification pursuant to European Standard. According to such MOU, AOT and Central Labs will cooperate in providing agricultural product inspection system to meet standards as per the principle of country of destination.

Nevertheless, the establishment of pre-shipment inspection center is endorsed by Ministry of Transport, Ministry of Agriculture and Agricultural Cooperatives as well as Airports of Thailand Public Company Limited, WFSPG Cargo Co., Ltd and many private companies. It is anticipated to be inaugurated in 2020.

Overall operation

• To uplift standard of agricultural product inspection standard for Thai exporters and farmers.



Nitinai Sirisamattakarn **Executive Director**

"Pre-shipment Inspection is additional service to facilitate exporters to be ensured that the products will not be rejected and So, it is cost-saving".



Learn from the Experienced airport

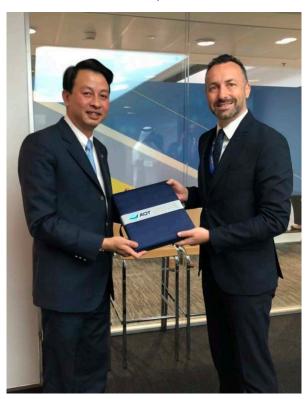
AOT Hosted the AOT-LGG Executive Meeting 2018 Conference

AOT's President together with senior executives from Liege Airport S.A. (LGG) who conducts the operation of Liege Airport. Kingdom of Belgium which is the EU hub for air cargo transport and has been awarded Air Cargo Excellence 2017 and The Best Cargo Airport 2017, attended the AOT-LGG Executive Meeting 2018 conference held at Suvarnabhumi Airport on 7 November 2018 focusing on the establishment of a

product inspection and certification centre before export of AOT (Pre-shipment Inspection Centre), and visited the warehouse of Suvarnabhumi Airport and Thai Airways International Public Company Limited. However, AOT signed a memorandum of cooperation between the airport (Sister Airport Agreement) and Liege Airport S.A. since January 30, 2018.



AOT Participated in the Meeting of Air Freight Management at Dubai International Airport, United Arab Emirates.



On December 12, 2018, AOT President and followers were given the opportunity to attend a meeting to discuss the air freight cooperation with the top executives of Dubai International Airport, the United Arab Emirates due to being an important airport transport network and a hub of air freight between Asia and the European Union.

Such a meeting was organized to learn the air freight management of Dubai International Airport, which has strengths in airfreight, especially perishable goods imported for the consumption of the population in the United Arab Emirates and the Middle East countries. The knowledge gained will be applied in the implementation of the project to establish a product inspection and certification centre before the export of AOT (Pre-shipment Inspection Centre) at Suvarnabhumi Airport.

Building Collaboration Base in ASEAN Countries

AOT attended the meeting with airport executives in 3 ASEAN countries in the past fiscal year in order to build a cooperation base to promote the product inspection and certification center project before exporting and to provide information on the AOT Digital Platform project with the following details:

The AOL - AOT Executive Meeting 2018 Conference

AOT's President and the Airports of Laos (AOL) Director, joined together to organize the meeting, with AOT presenting information about AOT's Product Inspection and Certification Centre Project and AOT Digital Platform to AOL's management team and executives from of many leading transport and logistics companies and visited the Wattay International Airport warehouse building in Vientiane, Lao People's Democratic Republic on 15 November 2018.



The YACL-AOT Executive Meeting 2018 Conference

The AOT executives participated in the YACL-AOT Executive Meeting 2018 conference with Yangon Aerodrome Company Limited (YACL) in the Republic of the Union of Myanmar to determine the direction and framework for operation under the memorandum of cooperation between the airports and to present the information of AOT's Product Inspection and Certification Centre and AOT Digital Platform and visited the operation of Yangon International Airport warehouse at the building of Asia World Port Terminal and Free Trade Zone / Special Economic Zone at Thilawa Industrial Estate between November 29-31, 2018.

The ACV - AOT Executive Meeting 2018 Conference

AOT representative teams traveled to attend the ACV - AOT Executive Meeting 2018 conference at the Airports Corporation of Vietnam (ACV) Headquarter, the Socialist Republic of Vietnam on 20 December 2018, which was held to determine the framework of cooperation activities under the memorandum of cooperation between the airports and to present the information of the Product Quality Inspection and Certification Center before export of AOT and AOT Digital Platform project for the management of ACV and visited the local carrier's warehouse at the Tan Son Nhat International Airport in Ho Chi Minh City and of Noi Bai International Airport in Hanoi.



Inspiration for Trust



The Airport at Which Everyone Feels Safe

Airports are an important strategic point for air transportation. Therefore, airports require security measures for controlling and preventing incidents, as well as security measures against safety violations, in order to ensure airport users to feel safe and comfortable, as well as to strengthen the confidence in the country. Therefore, AOT stipulates its airport management guideline in a manner that is consistent with the international safety and security standards, as well as prepares the airport to cope with natural crisis and unlawful interference, and lays down a guideline for the occupational safety and health operation, in accordance with the international standard. AOT commits itself to these efforts, in order to strengthen the confidence customers, airliners, employees, and contractors that work in the airport, as well as to improve a good security image of Thailand's airports.

Airport Safety and Security



Importance

Airport safety and security management is the main mission that is consistent with the governing international standard. This issue affects passengers' confidence in the transportation service, which is extremely important to the country, whose income mainly comes from tourism. This issue also reflects AOT's ability to maintain the security of its airports, in the eyes of many countries.

Goals

- 1. 100 percent of airports must be evaluated during the annual airport safety and security evaluation.
- 2. Continuous airport safety and security operation, in accordance with the state's requirement and international organization's standards.

Main Objectives

- Observing related laws, regulations, and standards strictly.
- Training and communicating the subject of airport safety and security to employees so they become experts on the subject.
- · Creating the readiness to deal with any crisis at all times.

Management Guidelines

- 1. Following "The Master Plan for Air Transportation Safety Standard" for the fiscal year of 2561 - 2564.
- 2. Following the Airport Safety Policy and implementing the Airport Safety Management System (SMS) as per the safety standard for civil aviation, domestic regulations, and international standards.

- 3. Following the Airport Security Measure as per the regulations stipulated by the Civil Aviation Authority of Thailand (CAAT), the International Civil Aviation Organization (ICAO), and the provisions on the safety of Appendix XVII of The Convention on International Civil Aviation (Chicago Convention).
- 4. Conducting the exercise of the contingency plan and the incident action plan in the 6 airports, as per international standards, annually; including the exercise on Aviation Safety and Aviation Security.



Operational Performance of 2019

- 1. 100 percent of airports were evaluated during the annual airport safety and security evaluation.
- 2. 100 percent of the operation regarding airport safety and airport security was conducted in accordance with the state's requirement and international organization's standards.

Airport Safety Performance

	Unit	2016	2017	2018	2019	2019 Goals	2022 Goals
Percentage of airports that have been evaluated during the annual safety evaluation*	Percent	100	100	100	100	100	100
The number of runway accidents that were caused by errors of AOT's employees	Case per 1000 flights	0	0	0	0	0	0

^{*} Including the subjects of airports' physical safety, operation under the guidebook for public airport operation, and the Safety Management System (SMS)

Airport Security Performance

as per the regulations stipulated by the Civil Aviation Authority of Thailand, on the subject of certifying the screener staff, B.E. 2561*

	Unit	2019	2020 Goals	2021 Goals
Screener staff that pass the test of the security training program**	Percent	100	100	100
Screener staffs that possess the required qualification stipulated by the Civil Aviation Authority of Thailand***	Percent	100	100	100
Percentage of airports that have screen staff certified by the Civil Aviation Authority of Thailand	Percent	100	100	100

^{*} The Regulation of the Civil Aviation Authority of Thailand, on the subject of certifying the screener staff, B.E. 2561, effective dated: February 1st, 2019.

^{**} The training program created under "The Regulation of the Civil Aviation Authority of Thailand, on the subject of certifying the screener staff, B.E. 2561"; that requires the minimum training of 20 hours of the related theory training, 20 hours of the practice session, and 80 hours of the on-the-job training.

^{***} The required qualification of screener staff is, including, passing the specified training course and possessing none of the prohibited characteristics, as per the National Civil Aviation Security Training Programme for the Kingdom of Thailand, 2019.

Airport Information Safety System (e-Safety) and Airport Information Security System (e-Security)

At present, AOT is developing an information system that will support the information safety and security of every inter-connected airport, in order to improve the efficiency and speed of the airport management and to be more efficient in resource-saving. These two systems are part of AOT's objectives of becoming a fully digitalized organization and they possess different capabilities, as follows:

e-Safety

Covers the issues regarding document database, related rules, regulations, and provisions; the channels for reporting safety-related incidents; safety-related risk analyzing and evaluating system; evaluation and monitoring record system; and the airport safety statistics collection and standard control system.

e-Security

Covers the issues regarding personal history database; issuing the area access card to persons and vehicles; screening and violation record system; training monitoring and qualification testing system; and the security statistics collection system.



Thailand Aviation Safety Cooperation Conference

Thailand Aviation Safety Cooperation Conference -TASCC - aims to create cooperation regarding, and to improve, the airport safety. This is because the aviation industry of Thailand depicts a trend of continuous growth as the number of severe airport-related incidents is increasing all over the world.

The Conference presents a stage for participants to exchange their opinions on policymaking and to exchange information about the aviation safety management system for the aviation industry in the future. The Conference was held by experts from the International Civil Aviation Organization (ICAO), the Civil Aviation Authority of Thailand (CAAT), and many professionals in this field. In this Conference, there was also a workshop on promoting safety report issuing as per the standard and with the credibility that can be used for improving the cooperation with related parties.

The summary of the Conference revealed, in order to improve the airport security level, by means of root-cause analysis and identifying the incident prevention measure, the airport will a require safety-related incident report generated by the airport's employees. Therefore, every organization should provide the support and protection to employees that work in the safety-related

operations, using the 4 components, namely, the executives' determination for safety, the stipulation of the airport safety policy, the promotion of airport safety culture, and the preparation of the safety-related report.

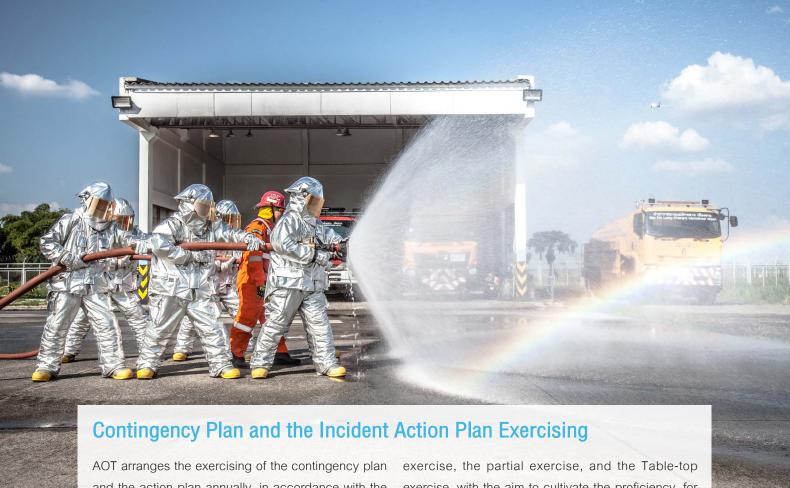
Performance

• Over 150 participants from various organizations in the aviation industry attended TASCC, including, participants from government organizations, public airport operators, air travel operators, ground service providers, aircraft maintenance service providers, educational institutions, etc.









and the action plan annually, in accordance with the regulations stipulated by the Civil Aviation Authority of Thailand (CAAT) and the International Civil Aviation Organization (ICAO). The exercise covers the Full-scale

exercise, with the aim to cultivate the proficiency, for dealing with the situations, of the airports' employees and external organizations that will be responsible for dealing with emergency situations in the airport.

Airport	Exercise	Format	Simulated incident	Number of participants
Suvarnabhumi Airport	SEMEX-19	Full scale Exercise	Mechanical failure causes an aircraft to crash on the runway and catch fire	1,127
Don Mueang International Airport	DEMEX-19	Full scale Exercise	An aircraft slips off the runway	836
Chiang Mai International Airport	CEMEX-19	Full scale Exercise	Fire and explosion	564
Hat Yai International Airport	HEMEX-19	Full scale Exercise	Bomb threat of the airport's premises and explosion	200
Phuket International Airport	PEMEX-19	Full scale Exercise	An aircraft slip off the runway into the sea	460
Mae Fah Luang - Chiang Rai International Airport	CREMEX-19	Full scale Exercise	Medical emergency incident involving contagious diseases and quarantine	520

The Full-Scale Exercise of the Contingency Plan at Suvarnabhumi Airport (SEMEX-19)

Suvarnabhumi Airport arranged the full-scale exercise of the contingency plan (SEMEX-19), in accordance with the regulations stipulated by the Civil Aviation Authority of Thailand (CAAT) and the International Civil Aviation Organization (ICAO), on June 6th, 2019. The exercise was conducted under a simulated incident of a mechanical failure that causes an aircraft to lose its engine midair immediately, where the pilots are unable to control the aircraft and the aircraft crashes on the runway and catches fire. Many departments participated in the exercising, including, the

fire and rescue department, the medical department, the security department, the airport authority department, the airport occupational health and safety department, the airport zone operation department, etc. There were also participants from external organizations, such as participants from Thai Smile Airways Co., Ltd., Thai Airways International Public Company Limited, Aeronautical Radio of Thailand Ltd., Suvarnabhumi Airport Police Station, Bangkok Aviation Operation Committee, many airliners and ground services providers, etc.











Birds and Hazardous Animals Control of the Airport

Birds and harmful animals for aviation that are in the airport's area or the vicinity, present the potential safety threat to the operation of aircraft. AOT, therefore, recognizes the importance of providing the preventive and corrective measures against this threat. AOT creates the action plan for this threat that covers all the related subjects, from surveying the bird and animal population, evaluating the airport's environment,

eliminating their habitat and food source, and managing the ecological system, in order to reduce the bird population. AOT also collects the statistical data, for the purpose of predicting and identifying the animal movement routes in the airport's area and its vicinity, in order to provide the early warning to pilots, via the aviation news service system.

Preventive Measure Against Potential Harms from Birds and Animals that Enter into the Airport's Area

Did you know? Birds and harmful animals that enter into the airport's area present the risk of collision and damages against the aircraft. Therefore, it is necessary for the airport to put in place a measure for preventing and monitoring this threat, in order to ensure maximum safety.



Preventive measure against potential harms from birds and animals that enter into the airport's area

1. Evaluate the environment and manage factors that attract birds and animals to seek foods and to live in the area.



Control grass length



Dispose of food source



Remove water log



Cover waste collection site



Trim trees

2. Strictly monitor the area around the clock (24/7) and once the threat is found, it must be dealt with immediately, using the most appropriate method.



Use a mesh



Use chemicals to remove food source



Use obstacles



Use a hunting bird model



Use hunter's sound



Use firecrackers or fireworks

3. Evaluate and manage the potential risks that may lead to harmful effects of birds and animals in the air's area that occured as a result of land use in the 13 kilometers radius of the airport.





Agriculture



Animal farm



Factory

4. Review and improve the plan appropriately, in accordance with the current ecological system.

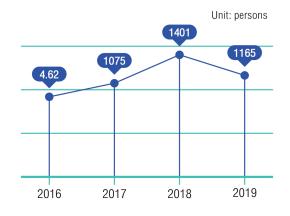
Performing the Cardiopulmonary Resuscitation to Passengers During the Emergency

First-Aids and Basic Resuscitation Technique Training (CPR & AED)

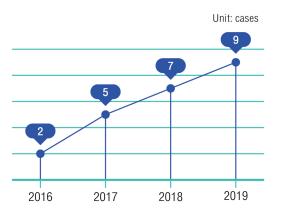
AOT arranges the first-aids and basic resuscitation technique training for its employees, workers, contractors, and government authorities in the airport, in accordance with Article 5 of ICAO Document 9137-AN/898, part7 Airport Emergency Planning Appendix 3, which said "All of the airport's employees that are responsible for rescue-related tasks and all personnel that work with customers (public-contract) must be trained in the first-aids and basic resuscitation technique training." AOT arranges the training to prepare its employees against possible health emergency incident in the airport and the area of operation; and installs the Automated External Defibrillator (AED) around various spots in its 6 airports and the head office, in order to cope with the potential emergency and to provided the resuscitation to patients with cardiac arrest immediately.

Performance

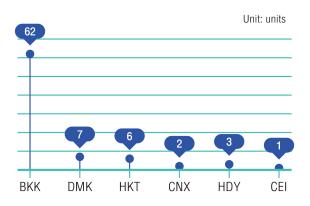
Number of trained employees



Number of resuscitation in the airport



Number of AED in each airport in 2019



Watcharapong Sompol Airport security office of Suvarnabhumi Airport The recipient of Staff Service Excellence Awards from his action of performing CPR to a passenger's life "The only thought in my head back then was I have to save him. After I performed my first CPR in the real situation and the passenger came back to life, I felt really great. Everyone can do this, even though it's not their job but you have to."

Watch the clip 'You can always be comfortable visiting Suvarnabhumi Airport'



The Medical Department of Chiang Mai International Airport Presents the Subject of AED to the World Conference

Thailand was honored by the World Health Organization to host the Safety 2018, The 13th World Conference, at the end of 2018. The conference focused on the subjects regarding all dimensions of safety and the links with the sustainable development goals (SDGs) of the United Nations (UN). One of those who were selected to present their works to the conference was Mr. Wasaruj Rujjanaprom, a doctor (Professional Level) under the Medical Department of Chiang Mai International Airport who wrote the article "Safety for the life-threatening situation at Chiang Mai International Airport", which was published in an international medical journal, The British Medical Journal (BMJ). The article emphasizes the importance of immediately providing supports to

patients with cardiac arrest in the airport's area, using the Automated External Defibrillator (AED). Moreover, the Medical Department of AOT has a development plan that aims to install a sufficient amount of AEDs in all of AOT's 6 airports thoroughly, in order to ensure the safety of every customer.





Contagious Disease Control and Maintaining the Safe Environment of the Airport

AOT observes the surveillance of international contagious disease control guideline, in accordance with the Contagious Disease Act B.E. 2558 and the International Health Regulation 2005. AOT also collaborates with the Health Quarantine Office, Bamrasnaradura Infectious Diseases Institute, and Bureau off Epidemiology, under the Department of Disease Control of Ministry of Public Health; in order to monitor, prevent, and contagious diseases between

Screening of the returned passengers from Haj

countries efficiently; for example, the monitoring of Middle East Respiratory Syndrome (MERS), Ebola virus disease, Avian Influenza subtype H7N9, etc.

At present, AOT installs 3 Thermo-scan cameras at the arrival hall of Suvarnabhumi Airport; screens Thai -Muslim passengers that travel back from their pilgrimage (Haj) at Mecca, Saudi Arabia; and screens ill patients that want to receive medical services in Thailand, as per the country's policy to promote the medical and wellness tourism, etc.

For AOT's performance on controlling the contagious diseases in the airport of 2019, no patient with the severe contagious disease was found traveling into Thailand. Moreover, AOT arranges exercise of the action plan for the international medical emergency incident annually, whereas in 2019, the exercise mainly focuses on foodrelated medical emergency incidents. The exercise was conducted as a table-top exercise, under a collaboration of every related party.





Safe Foods For Everyone

AOT conducts the sanitary survey of every restaurant in the passenger terminals, including the physical, microbiological, and chemicals survey, in order to make sure that food and beverage sold in the airports are clean and safe, in accordance with the food sanitation standard "Clean Food Good taste" of the Department of Health, Ministry of Public Health. AOT conducts the survey in every airport, except for the case of Don Mueang International Airport, which is located in Bangkok and certified under the Bangkok Food Safety standard in 2019. AOT also regularly arranges the training to improve the ability of those who come into contact with food products.







Controlling The Quality Of Water And Air In The Airport

AOT controls and monitors the quality of drinking water provided in the airport, by collecting the samples of drinking water and tap water from the passenger terminals and analyzing the samples' quality, whether in terms of the chemical and microbiological properties, against the standards. AOT conducts the survey for Legionella in the water from the cooling tower, in order to confirm the quality of air in the airport and that it contains no trace of pathogens. Moreover, AOT also monitors the quality of the air of the passenger terminals, the baggage carousel, and the office building, with a focus maintaining the carbon dioxide, carbon monoxide, volatile organic materials, temperature, humidity, and the pathogens and fungi in the air, in accordance with the standard stipulated by the law.







Dissemination of Knowledge on Safety and Security

AOT focuses on communicating the safety and security standard of the airport through various media and covers the following issues:

Safety



The 4 must-know healthrelated issues before boarding an aircraft



Bird strike prevention



Medical service center in the airport



Prohibited activities in the aviation safety zone



A must-know before brining a power bank into an aircraft

Security



Pre-boarding screening measure



Measure for dealing with baggage without an owner in the airport



Prohibited objects from bringing into an aircraft



Screening procedure for liquid, gel, and spray that passengers want to bring with them into the aircraft



The mission of bomb disposal unit in the airport



K9: security dogs of the airport



Teasing can land you...in jail!



Occupational Health and Safe Work Environment



Importance

Occupational health, safety and good working environment are the basic principles to which Airports of Thailand Public Company Limited or AOT gives much importance. AOT strictly conforms to the standards to avoid losses of employees working in all areas under its responsibility. Having accident-free environment is an important factor that drives the business to run smoothly and builds trust among employees and workers as they do their work. Consequently, this will increase effectiveness of the operation and builds good reputation for the organization.

Goals

- 1. Six airports and the main office receive certification standard of security: OHSAS 18001:2007 continuously.
- 2. The operation is 100% in conformity with the law.
- 3. Lost Time Injury Frequency Rate (LTIFR) and Lost Time Injury Severity Rate (LTISR) of employees and contractors are 0 every year.
- 4. Mortality rate of employees and contractors who died while on duty is 0 every year.

Main Objectives

- Assess and manage security and occupational health risk, using measures to control and prevent losses.
- Operate in accordance with related law and international standard: OHSAS 18001:2007.
- Foster good conscience and participation in the culture of safety in the executives, employees, workers, and contractors.

Management Guidelines

- 1. Follow "Safety and Occupational Health Management Guide" and "the policy of safety, occupational health and work environment" which are in accordance with OHSAS 18001:2007, the standard that covers employees, workers, entrepreneurs, and contractors in all 6 airports and the main office.
- 2. Establish safety committee (Kor Por Or) of all 6 airports and the main office to supervise matters concerning safety and work environment for the benefits of all employees and workers.
- 3. Regularly inspect work environment such as temperature, humidity, lighting, radiation, noise, chemical substances/dust, bacteria and fungi in the air.
- 4. Establish medical clinics in all 6 airports and the main office to give medical service to employees and officers working in the area under AOT's responsibility, in case they have accidents or fall ill while performing their duties.

- 5. Encourage operation that is in accordance with the regulations and safety guide for contractors, and clearly specify working terms and conditions for contractors that is in line with the regulations concerning occupational health and safety, as well as sustainable practice for trade partners specified in term of reference.
- 6. Develop a storing system of safety statistics in digital form within the organization and for the contractors (in process) in order to increase effectiveness in collecting and processing the data before reporting to related persons.



Operational Performance of 2019

- 1. All 6 airports and the main office of AOT receive certification standard for safety: OHSAS 18001:2007.
- 2. 95.01% has operated in conformity with the law, while the remaining 5.99% is still on-going.
 - 3. LTIFR* of employees in AOT = 0.44, and

contractors = 0.

- 4. LTISR* of employees in AOT = 3.58, and contractors = 0.
 - 5. Mortality rate of employee and contractor is 0.

*Remark: per 1 million working hours

Achievements



Outstanding Establishment Models for Security, Occupational Health, and Work Environment 2019.

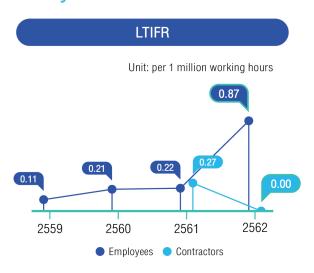


Receiving certification standard: OHSAS 18001:2007 for all the 6 airports, including the main office, continuously.

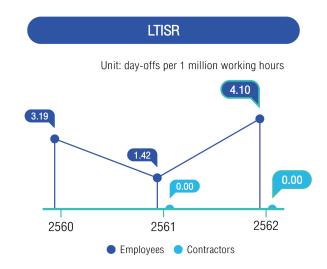


The main office has received the award for 13 successive years. Mae Fah Luang - Chiang Rai International Airport in Chiang Rai has received the award for 10 successive years. Hat Yai International Airport has just received the award for the first year.

Safety Statistics



Goal: LTIFR is 0 every year for employees and contractors



Goal: LTISR is 0 every year for employees and contractors

Occupational fatality

Unit: person

	2016	2017	2018	2019
Employees	0	0	0	0
Contractors	@ = 1	0	@ = 1	0

Goal: Fatality rate is 0 for employees and contractors

In fiscal year 2019, there is no fatality

The most frequent cause of injuries in the year 2019 is falling. AOT has already worked to prevent such accident by improving the safety in the working environment. The increase of accident rate this year is due to a larger number of new employees and contractors at work. AOT has prevented this problem by ordering related work units to assess the risk and made necessary improvements.

The case of death that occurred in the year 2016 was caused by malfunction of machine and lack of safety in construction site, e.g. lacking lighting equipment and

safety equipment. AOT investigated the contractors and established measures in order to prevent this kind of accident from re-occurring. The case of death that occurred to the contractor in the year 2018 was caused by a car accident. The related persons were investigated and measures were established to prevent such accident as well. Moreover, AOT also informed other contractors so that they may have awareness and know how to operate safely in the future. In both these cases of fatality, AOT has asked the contractors to provide remedy for the families of the deceased persons according to the law and the principles of morality.

Safety Week and Road Safety Campaign **During Songkran Festival 2019**

Safety Week and Road Safety Campaign during Songkran Festival are annual activities arranged by the main office of AOT. The purpose is to provide knowledge and understanding about safety and occupational health for the executives, employees and workers, building their awareness of hazards that might occur during work and road traffic during Songkran Festival. The activities include exhibition of information about safety and road accident prevention measures. demonstration of how to use exercise equipment, exhibition of healthy food, exhibition of personal safety equipment, and free health check-up. There is public relation of the activities through audio line station, (e-doc) intranet network system, and social network to inform the employees and workers of all 6 airports. The activities were participated by a large number of people.

Results

- · No fatalities or injuries from road accidents during Songkran Festival.
- 80% of participants were "highly satisfied".







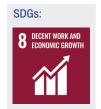
"Preparation for ISO 45001:2018" Seminar for Occupational Safety Officers

AOT arranged a seminar and an observational study trip in Pakchong, Nakhon Ratchasima so that safety officers and other related officers can observe occupational health and safety management and make necessary preparation for the change of occupational health and safety system from certification standard OHSAS 18001:2007 to ISO 45001:2018, which is more modern. During this activity, the participants were provided with basic knowledge and understanding about such management system, Guideline Applied in

Practice (Gap), and operational planning to enable changes. The facilitator in this seminar was Ajarn Khosit Kaewtao.

Results

- Fifty-six employees received knowledge of Occupational Health and Safety Management.
- Fifty-two of participants viewed that this activity would lead to the "highest" development of OHS management system.









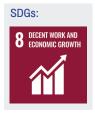
Basic Fire Fighting and Evacuation Fire Drill of 2019

Basic fire fighting and evacuation fire drill is an activity that AOT arranges every year in all of its 6 airports and the main office, in accordance with the ministerial regulations on the establishment of the standard of management and operation in occupational health, safety and work environment, concerning fire prevention and suppression B.E. 2012. This is to ensure that all the employees have knowledge and understanding of how to act in emergency situations, whiles

related officers and responsible persons can develop their management skills for dealing with a fire situation.

Results

 AOT employees in all divisions from all 6 airports and the main office, have more awareness about fires and more knowledge and understanding about what to do during emergency situation.







Inspiration for Environmentally Friendly Business

It's our only home

The increasing number of air transport leads to economic growth that requires numerous natural resources and causes inevitably considerable waste and pollution. AOT realizes such environmental impact from services in the airport such as energy use, greenhouse gas emission, water use and wastes from passenger terminals along with operations of the airport bringing about loud noises from aircrafts. So, it provides standard environmental management system to control potential environmental risks to respond need and determination of AOT to be a good citizen of the society and a good neighbor of communities to deliver good environmental future.

Energy Use and Climate Change



Importance

AOT emphasizes o reducing energy consumption and greenhouse gas emission to support Thailand and every sector in economic system to achieve Paris Agreement to engage in decreasing greenhouse gases for 20% compared with business as usual by 2030. It is to handle

with global warming that populations in the entire world are facing and to bring benefits in terms of reducing energy costs and building good image in airport service industry at universal level.

Target

- 1. 6 Airports participate in Airport Carbon Accreditation (ACA) within 2019.
- 2. Reduce electric use intensity of Suvarnabhumi Airport for 10% by 2020 compared with 2015.

(lower than 2.16 Kilowatt-hour/passenger) and decreases for 20% within 2023 compared with 2013 for other airports* (Lower than 4.17 Kilowatt-hour/passenger).

3. Reduce intensity of greenhouse gas emission (scope 1+2) of Suvarnabhumi Airport for 10% by 2020 compared with 2015 (lower than 1.52 kilograms carbo dioxide/passenger) and for 20% by 2023 compared with 2013 for other airports* (lower than 1.85 kilograms carbon dioxide/passenger).

Main Objectives

- Reduce greenhouse gas emission of world organization by enhancing energy use of the building such as lighting system and air conditioning system.
- Promote travelling with mass transportation for passengers.
- Maintain the status of low-carbon airport according to the Airport Carbon Accreditation Program.
- Support external stakeholders to use clean energy effectively such as electric system and ground cool system for airports in bays, increasing runways in airports, electric taxi service, etc.

Management Guidelines

- 1. Follow "Environmental master plan of AOT" and energy reduction measure identified in the energy management report of airports.
- 2. Every airport of AOT** complies with Carbon Management Plan certifies in accordance with the Airport Carbon Accreditation (ACA) Program.



Operational Performance of 2019

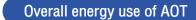
- 1. 5 airports participated in Airport Carbon Accreditation (ACA) Program and were certified for carbon management system in airports at Optimization level. Nevertheless, Phuket Province is in the middle of certification*** which will be announced in fiscal year 2020.
- 2. Intensity of electric use in Suvarnabhumi Airports and others is* 5.45 and 3.11 Kilowatt-hour/passenger, respectively. Every airport excluding headquarter has intensity of electric use at 4.19 kilowatt-hour 2 passenger, increasing for 2.7% compared with previous year.
- * other airports including Don Mueang International Airport, Chiang Mai International Airport, Hat Yai International Airport, and Mae Fah Luang - Chiang Rai International Airport.
- ** Phuket International Airport is in the middle of certification according to ACA in the end of 2019.
- ***Data of greenhouse gas emission in 2018 are being verified by outsourced sector and will be disclosed on the website in the beginning of 2020.

Pride

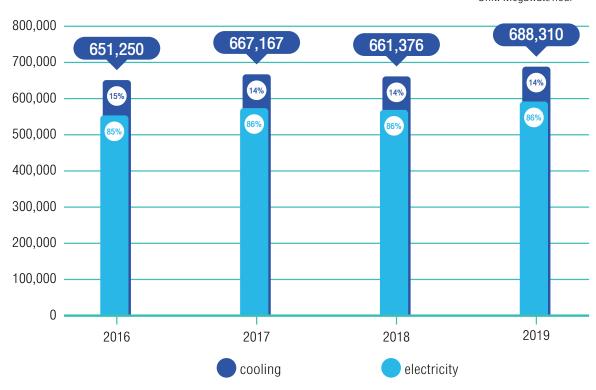
AOT is certified as a low-carbon airport according to the Airport Carbon Accreditation (ACA) Project by Airports Council International (ACI), which is one of standards of greenhouse gas management mostly accepted in airport industry.



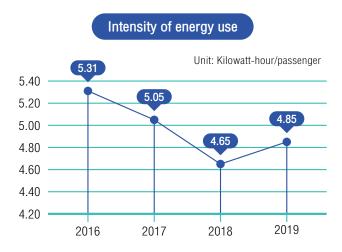
Energy Consumption Statistic of AOT



Unit: Megawatt/hour



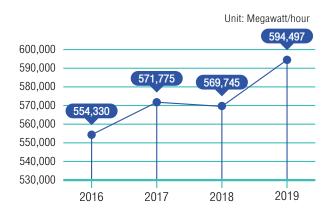
Remark: above values exclude the headquarter

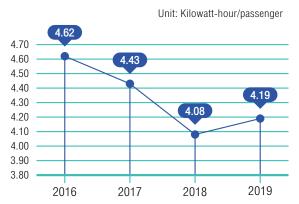


Remark: above values exclude the headquarter

Electricity use

Intensity of electricity use





Remark: above values exclude the headquarter

AOT uses energy in form of electricity, coolness and fuel, ad airports mainly use electricity such as airconditioning system, lighting, and ground equipment such as conveyer system, electronic devices, followed by cool energy for air conditioning system and fuel with least proportion of use (approximately 1%) compared with other energies.

In overall, energy use of AOT in 2019 increases due to growth of passenger rate in every airport. However, the intensity of energy use per passenger slightly rises but it is still lower than average value in past 3 years as a result of energy use efficiency enhancement program, continuously developed by AOT, such as replacing light bulbs with LED type or using variable speed drive (VSD) in air conditioning system, etc.

Greenhouse Gas Emission Statistics of AOT

Greenhouse gas emission(scope 1+2) Intensity of greenhouse gas emission(scope 1+2) Unit: Ton carbondioxide Unit: Kilogram carbondioxide/passenger 250,000 2.10 201,197 2.02 2.05 200,000 2.00 142,155 1.95 150,000 1.90 1.80 1.85 100,000 1.80 1.75 50,000 1.70 0 1.65

2019

2018 Remark: above values exclude headquarter and Phuket International Airport and they are data by calendar year.

Most greenhouse gas emission source of AOT is from electricity and cool energy use purchased from outsourced providers in indirect way (scope 2). Despite the increasing quantity of greenhouse gases emitted

2017

2016

by AOT (scope 1 and 2), the intensity of greenhouse gas emission in sch scopes tends to decrease due to the increasing number of passengers and more effective energy use in operations areas of AOT

2017

2018

2019

2016

Eco-Efficiency Evaluation

AOT evaluates Eco-efficiency according to the policy of State Enterprise Policy Office (SEPO) regulating that 20 State Enterprises nationwide shall report eco-efficiency in accordance with good practice of ISO 14045, which reflects environmental impacts on revenue earning of the company. In 2019, AOT starts reporting the data of electricity use from operations of airports provided for airlines and passengers that electricity is mostly used in passenger terminals that open for 24 hours including electric system and supporting buildings in the airports for operations in accordance

with standards of International Civil Aviation Organization: ICAO and facilities for service users. The quantity of electricity use is a suitable environmental indicator that reflects efficiency of business operation of AOT divided into 2 cases including comparison of sale or service revenues and electricity use of every airport and comparison of profits from operations and specific electricity use of AOT. The result of evaluating eco-efficiency in both cases of AOT comprises details as follows:

Revenue from sale or service and electricity use in every airport 103.53 Baht/kilowatt-hour

Profit from operations and specific electricity use of AOT 100.61 Baht/Kilowatt-hour

Remark: Data cover operations of 6 airports excluding headquarter



EV Taxi Vip Service At Suvarnabhumi Airport

Suvarnabhumi Airport has EV Taxi VIP service points from 9 September 2018 under the cooperation between EV Society Co., Ltd, the executives of EV Taxi VIP Business in Suvarnabhumi Airport and Department of Land Transport.

EV Taxi VIP is an electricity-driven vehicle that can reduce fuel combustion and pollution. Suvarnabhumi Airport is anticipated to be another EV charging station from 30 points in Bangkok. It can support charging for 8 vehicles simultaneously, which is the operation pursuant to Energy 4.0 Policy* having a goal to promote usage of 1.2 million electric vehicles by 2036.

Nevertheless, any interested persons can use service through Taxi OK Application of Department of Land Transport or call 02-039-8888 for 24 hours.

Overall operation

- EV Taxi VIP provides shuttle service for passengers to and from the Airport for approximately 20,000 rounds in fiscal year 2019.
- EV Taxi VIP is anticipated to help reducing greenhouse gas emission more than 2,000 tons carbon dioxide throughout the fiscal year 2019.

See details of promotion on airport accessing with other public transport services to minimize greenhouse gas emission on 49











Ground Electric System and Cooling System for Airports

AOT installs Fixed Ground Power Units: GPU and Fixed Preconditioned Air Units: PC-Air for bays in airports to reduce fuel consumption of engines during parking at bays. It is to avoid emitting pollution to air and extend useful life of equipment in the airport. At present, AOT provides such system at Suvarnabhumi Airport with a plan to install additional systems for every bay and expand to other airports in the future.

Overall operation

• In 2019, AOT installs GPU (400 Hz) for 56 units and PC-Air for 88 units at Suvarnabhumi Airport.





Increasing Runways - Environmental Benefits That You Never Know

Congestion in airports leads to longer time for air traffic including circling to land or waiting to take off. Such activities result in wasteful fuel consumption of aircrafts and considerable greenhouse gas emission. Therefore, the construction of the 3rd and 4th runways in Suvarnabhumi Airport will reduces congestion of air traffic bringing about the decrease of greenhouse gas emission for 50,309 tons carbon dioxide/year for the 3rd runway to be completed in 2022 and 77,382 tons carbon dioxide/year for the 4th runway to be constructed in 2030 according to the estimation with methods of ICAO*.

*ICAO Doc 9988, Guidance on the development of State's Action Plans on CO2 Emission Reduction Activities





Mangrove Reforestation for Carbon Retention

Mangrove is extremely important as a nurture source of aquatic animals, that can increase biodiversity, boost fishery productivity and prevent shore corrosion as well as carbon fixture for faster retention 4 times more than general forest. Carbon retained by seashore and marine ecosystem is called as 'Blue Carbon'.

AOT realizes importance of mangrove in decreasing greenhouse gases according to the national goals pursuant to Paris Agreement.

It balances the ecosystem around the airports and prevent flood from seashore corrosion. So, it reforests mangrove for 9,999 trees/year from 2014 at Bang Pu Recreation Center, Mueang District, Samutprakan Province. they include various perennial trees such as Avicennia Alba, cork tree, big-leafed mangrove, and small-leafed mangrove, totaling 50,000 trees at present.

Overall operation

· Such mangrove forest can absorb carbon dioxide up to 3,991.31 tons/year.







Water Resource and Wastewater Management



Importance

AOT gives precedence to water management to be utilized suitably and proportionately although operations of the airports mainly rely on water supply. It may affect water use of communities if water is not managed effectively and is overused. Therefore, AOT determines a measure in reducing water use, increasing water reuse and improving water quality to meet standard before released to natural sources. It includes a program for flood prevention to ensure nearby communities regularly.

Targets

No complaints are confirmed about wastewater and shortage of water from nearby communities continuously every year.

Main Objectives

- To reduce water use from external sources including water supply, over-ground water and underground water.
 - To promote water reuse for highest benefits.
- To improve water quality to meet standards and legal provisions regularly before drained to water sources and follow up environmental impact inspection frequently in accordance with the environmental impact assessment (EIA) requirements.
- Manage rainwater draining in airports to prevent impacts on nearby communities especially in case of flood.

Management Guidelines

- 1. Follow "the environmental master plan of AOT" as well as preventive and corrective measures regarding environmental impacts and measures to follow up and monitor environmental impacts identified in the environmental impact assessment report (EIA).
- 2. Manage water and wastewater by contractors certified with ISO 14001:2015 standards in main airports.
- 3. Implement Biological Treatment system to improve wastewater quality before releasing to external sources.

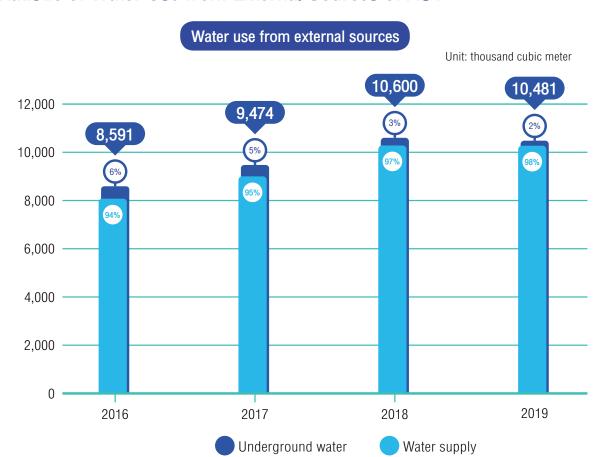


Operational Performance of 2019

- 1. Intensity of water withdrawal is 73.9 liters/passenger, decreasing for 2.8% from previous year.
- 2. Water is recycled and reused in every airport excluding the headquarter, accounted for 495,903 cubic meters or 4.5% of all water use* which increases for 3.6% compared with previous year.
- 3. No complaints are confirmed about wastewater and water shortage from communities around the airports.

^{*}All water use means water from external sources and water that is reused.

Statistic of Water Use from External Sources of AOT



Remark: above values exlude the headquarter's

Unit: Liter/passenger 76.0 77.0 76.0 73.9 75.0 74.0 73.0 72.0 71.0

2018

2017

Intensity of water use from external sources

Remark: above values exlude the headquarter's

AOT uses water from external sources including water supply and underground water with highest proportion of water supply. Nevertheless, water with quality improvement will be used inside the airports including domestic use, drinking water, toilet, building and airport cleaning, cooling and plant watering, etc.

70.0 69.0

2016

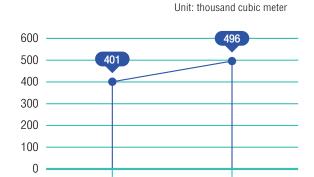
AOT can control water use decreasingly compared with previous year despite the increasing number of passengers. As a result, intensity of water use from external sources/number of passengers tends to decrease also.

2019

Statistic of Water Recycling and Reuse of AOT



Proportion of Water recycling and reuse per all water use*





Remark: above values exclude the headquarter's

2018

*All water use means water from external sources including recycled and reused water.

2019

Water recycling and reuse of AOT tends to increase from 2018 for 24% and the proportion of water reuse rises compared with all water use for 4.5% from 3.6%

in previous year. It is to respond the policy of environmental management in airports and the concept of worthwhile resource use.

Improve Water Quality With Biological Water Treatment System

AOT uses Biological Treatment system to support wastewater effectively and do treatment to meet the standards identified in the environmental impact assessment report (EIA) before reuse and drain to external sources of airports. Wastewater through central treatment system of Suvarnabhumi Airport and Phuket International Airport is further treated to be utilized at present. In 2019, Don Mueang International Airport is in the middle

of treatment system construction with Ultrafiltration or UF Membrane system to enhance water reuse.

Overall operation

• Water reused in 2019 rises up to 405,309 cubic meters accounted for 96.1% at Suvarnabhumi Airport an 3.9% at Phuket International Airport.









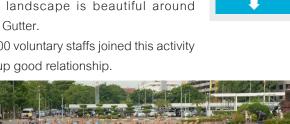
"Voluntary Mind Project: We Do Good Deeds with Heart" to Develop Nai Chai Gutter in Don Mueang Area

AOT manages water drainage to prevent flood and beautify the landscape through "voluntary mind project: we do good deeds with heart" developing Nai Chai Gutter nearby the head office of AOT and Don Mueang International Airport on 25 June 2019 in the occasion of the Royal Coronation. The activity includes removing water hyacinth that may obstruct waterway in front of Don Mueang Taharnagardbumrung School, cleaning area and beautifying the landscape to be clean and attractive. Voluntary staffs from AOT, Royal Thai Airforce, Royal Thai Army, Don Mueang District Office, Government authorities and people in nearby communities

joined this activity.

Overall operation

- The water drainage is free from obstacles and the landscape is beautiful around Nai Chai Gutter.
- 1,200 voluntary staffs joined this activity to build up good relationship.



SDG:

6 CLEAN WATER AND SANITATION

Seminar on "Water is Life" on the World Environment Day

AOT arranges a seminar on "water is life" and presents academic works and exhibition regarding environment on the World Environment Day with objectives to construct knowledge and understanding about problems from environment natural resource use and to promote employees of AOT to be aware of water resource management for highest benefits leading to sustainable growth.

Activities in this event included seminar on "water is life" by the director of environment department, AOT, Deputy-Director General of Pollution Control Department, and Assistant Secretary General of Office of National Water Resource with many participants from

government and private organizations as well as teachers and students.

Overall operation

- Employees of AOT, representatives from government and private organizations, teachers and students, for about 200 persons, joined this activity.
- 43.20% of participants realized that this activity is useful at "highest" level.





SDG:

CLEAN WATER AND SANITATION





Pradab Kladkhemphet Assistant Secretary General of Office of National Water Resources "Water is Life...is the misasion of us all".



Somchai Songprakob **Deputy Director-General of Pollution Control Department**

"Rivers and canals will be clean and clear from the roles we have to play"



Jakkaphob Jaratsri **Director of Environment Department**

"We never want to use water with double cost or reduce water use in half, don't we"

Resource and Waste Management



Importance

Waste problem is a national urgent issue that every party is paying attention to as well as the concept of circular economy that is much spoken in public meetings. AOT realizes such problem and thus focuses on being a part of reducing waste problem by supporting the decrease of waste from its origins, promoting waste sorting for further recycling and disposing waste in a right way to reduce environmental impacts, decrease waste management cost and create good image for the organization and the nation.

Target

No complaints about waste management are confirmed every year.

Main Objectives

- To reduce waste in every airport and the head office.
- To promote waste sorting before disposal to increase proportion of reuse and recycling.
- To store, transport and dispose wastes suitably by type in accordance with laws and regulations in EIA.

Management Guidelines

- 1. Follow "the environment master plan of AOT" and environmental impact preventive and corrective measure and environmental impact assessment (EIA) measure strictly.
- 2. Operate works on the principle of 3R (Reduce, Reuse, Recycle) at every airport and the head office.
- 3. Store and sort waste by contractors with certification of ISO 14001:2015 at main airports.
- 4. Arrange a campaign of waste sorting through a PR poster at every airport as well as the head office.



Operational Performance of 2019

- 1. The intensity of disposed waste* in every airport excluding the head office accounts for 0.23 kilogram/passenger, increasing from previous year for 12.20%.
- 2. Waste in every airport excluding the head office is 2,763 tons accounted for 7.76% of the entire organization to be utilized, decreasing for 9.59% from previous year.
- 3. The confirmed complains about waste management are still 0.

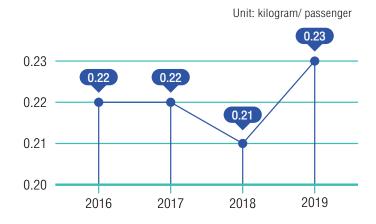
Remark

- * Waste disposal is to manage waste that emerges without further use in a manner of landfill or incineration
- ** Waste retrieved for other uses is waste sorted for further use such as recycling, fertilizer, fodder or fuel, etc.

Statistics of Waste Management of AOT







- Scope of reporting excludes the head office
- Waste disposal is to manage waste that emerges without further use in a manner of landfill or incineration.
- Waste retrieved for other uses is waste sorted for further use such as recycling, fertilizer, fodder or fuel etc. The proportion of waste retrieved for other use is calculated from percent of waste being used compared with all waste.

AOT has waste sources from consumption and use activities in airports covering passenger terminals, office buildings and supporting buildings and from maintenance activities pf the airports. Solid waste of AOT is divided to 3 types including general waste, danagerous waste and infectious waste. Danagerous and infectious waste is disposed with specific method according to the law such as disposal by an authorized contractor or incineration. For general waste, it will be sorted for further use such as recycling, composts, or fodders. The remainders will be delivered for disposal

according to local waste management system which is mostly landfill.

Nevertheless, the quantity of waste disposal of AOT tends to increase by the number of passengers while the intensity of waste disposal/ passenger rises accordingly. However, AOT focuses on increasing proportion of waste retrieved for other uses continuously pursuant to waste sorting promotion policy in airports and head office of AOT.

Special lecture on "Sustainable Package Management"

AOT arranges a special lecture on "sustainable package management" in the occasion of Thai Environment Day on 4 December 2019. It is honored by the Director of Thailand Institute of Packaging and Recycling Management for Sustainable Environment (TIPMSE), the Federation of Thai Industries, to join this lecture. Its contents cover guideline for reusing packages and reducing environmental

problems related to packages for AOT employees to raise awareness of environmental issue reduction and to promote natural resource sue for highest benefits.

Overall Operation

• 200 employees gain more knowledge about sustainable package management.





Noise Impact













Rationale

Noise impact from airports is a challenging issue that every airport all over the world emphasized as it can affect nearby communities significantly. AOT thus deals with noise impacts to maintain good quality of life of people in the community, reduce health effects and mitigate damages to properties due to vibration. It defines principles of noise impact addressing systematically and builds up participation with the community to constitute understandings and follow up the impacts continuously and to maintain good relationship with the community.

Target

- 1. Places sensitive to noise impact around airports are compensated according to the principle of noise impact mitigation for 100%.
- 2. 19 permanent noise monitor stations at Suvarnabhumi Airport and 4 stations at Chiang Mai International Airport are constructed and improved and equipped with portable aircraft noise monitor devices in support of complaint cases for 2 sets/ airport to be completed within 2020.

Main Objectives

- To give information to the communities affected or potentially affected by noise and listen to opinions regularly.
 - To pay compensation quickly, correctly and fairly.
- To follow up physical noise impact and hearing health of people in the community.

Guideline of Management

- 1. Follow "the environmental master plan of AOT" and preventive and corrective measures identified in the environmental impact assessment report (EIA) strictly.
- 2. Mitigate noise impact according to the Balanced Approaches)* of International Civil Aviation Organization (ICAO).
- 3. Install 24-hour noise monitor device at Suvarnabhumi Airport, Phuket Airport and Chiang Mai Airport.

Remark: Guidance on the Balanced Approach to Aircraft Noise Management



Overall Operation in 2019

- 1. 100% of places with noise sensitivity are compensated in specified time.
- 2. AOT is in the middle of constructing and improving 19 permanent noise monitor stations at Suvarnabhumi Airport and 4 stations at Chiang Mai International Airport and providing portable noise monitor in support of compliant case for 2 sets/airport. It is anticipated to be completed and available within June 2020.
- 3. 3,095 people in the communities around the airport were tested for ear health and hearing capacity.

Noise Pollution Addressing with Balanced Approaches



Reducing noise in airport

support the use of airports by releasing noise at lower level than present and determine proper loading weight of aircrafts.



Land use planning

Coordinate and give information about development plan for airports and areas with noise effects to government authorities about land utilization.



Aviation practice for noise reduction

Promote airlines to comply with aviation practices causing lowest noise pollution.

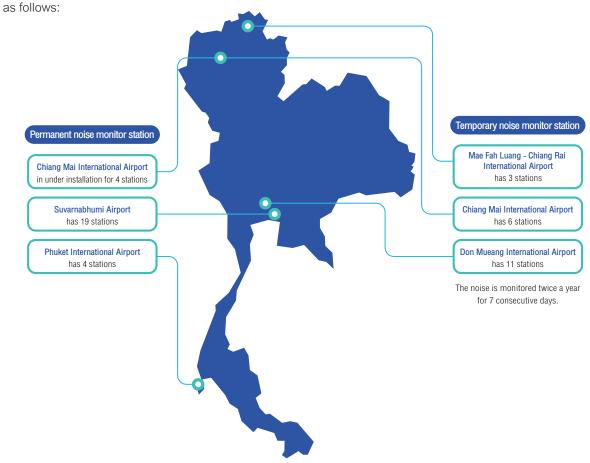


Limiting operations

Limit aircrafts with loud noise that aircrafts used at Suvarnabhumi Airport, Don Mueang International Airport and Chiang Mai International Airport shall have noise not exceeding the limit*.

Noise Monitor Station of AOT

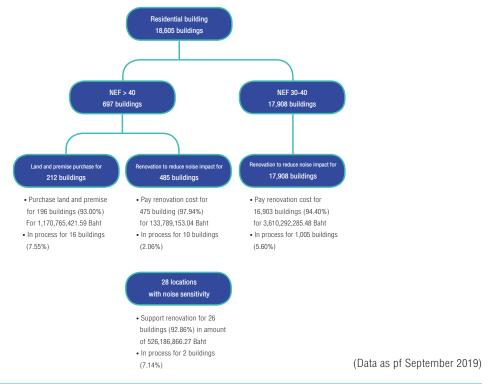
AOT monitors noise with permanent and temporary noise monitor station to follow up and monitor noise impact



^{*}Remark: Requirements according to Chapter 3 of Annex 16 of the Convention on International Civil Aviation (Chicago Convention) announced in Aeronautical Information Circular (AIC).

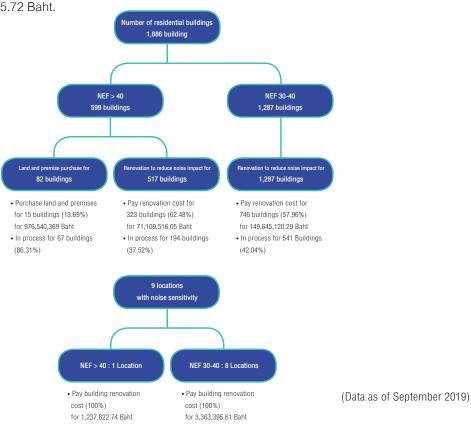
Progress Of Noise Problem Solving of Suvarnabhumi Airport

In fiscal year 2019, AOT pays building renovation cost for communities around Suvarnabhumi Airport in amount of 40,435,972.34 Baht.



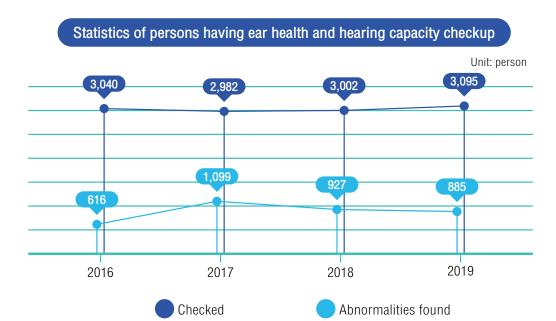
Progress of Noise Problem Solving of Phuket International Airport

In 2019, AOT makes payment of building renovation cost for community around Phuket International Airport in amount of 987,747,785.72 Baht.



Audiometric Test Program

AOT has arranged the Audiometry or Audiometric Test program for communities around airports for the 7th year to construct good relationship and assume responsibility for communities affected by sound. Furthermore, AOT also supported hearing aids for people with hearing loss so that they can communicate with others to improve their quality of life. There are 7 persons with hearing impairment receiving hearing aids, totaling 12 units in previous year.





Channels for Complaint Submission and Suggestion

AOT provides channels for acknowledging complaints related to problems and suggestions about environment covering noise and other impacts in support of sustainable problem solving as follows:

Channels for complaint submission and suggestion

Every airport

- AOT Call Center 1722
- Organizational communication: tel. 02-538-3738, Fax: 02-535-4099
- · www.airportthai.co.th

"Contacts and complaint acknowledgement"



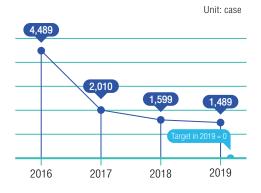
Suvarnabhumi Airport

Environmental Impact Coordination Center at Suvarnabhumi Airport Tel. 02-132-9088, 02-133-1888 and 02-132- 9089 from 08.00 - 17.00 hrs. every day except public holidays



Statistics of Complaints on Environmental Violation of AOT

Number of confirmed environmental complaints



Long-term goal: Number of confirmed complaints is 0 every year

Proportion of environmental complaints anaged within specified time

Unit: percent



Long-term goal: 100% of compaints is managed within specified time every year

In 2019, AOT acknowledges the environmental complaints for 1,489 cases in 28 subjects in order of complaints such as checking status of title documents and documents related to compensation, delivering documents of owners in support of compensation receipt and inquiring the plan of survey for appraising buildings/ premises. AOT has complied with the complaint acknowledgment process and completed it in specified time accounted for 100%.

AOT does not have a case of violating environmental requirement 2019.



Inspiration for Social Responsibility



Building Good Society Through Business

AOT is aware of risks from business conduct which may affect the society and the environment while giving importance to responsible operations of partners and subcontractors who support AOT's sustainable business operations, including issues affecting operators, communities, and the surrounding environment such as violation of human rights and labor requirements, pollution emissions from the airports which may affect the continuity of business and reputation. Thus, AOT has provided products and services with accuracy, transparency, and fairness without environmental impacts by designating procurements which cover sustainability risk assessment and partner management measures and subcontractors to support the opportunities for sustainable development of the economic system in the supply chain and to improve society through business operations.

Sustainable Supply Chain



Importance

AOT conducts business with responsibility throughout the supply chain to reduce reputation risks from operations which may affect the society and the environment while supporting continuity of the business operations and flexibility for risk factors. Such management has been regarded as an indirect social development through a healthy workplace environment to push forward fair labor treatment, human rights conservation, and environment protection from the production processes and service deliveries.

Goals

- 1. 100% of trading partners of the pilot projects (Headquarters and Suvarnabhumi Airport) have been assessed for risks in the supply chain in the year 2019.
- 2. 90% of division of procurement and supplies of all airports including headquarters have attended the seminar "Practical Guidelines for Procurement and Supplies" in the year 2019.

Main Objectives

- · To assess the importance of trading partners by analyzing the main trading partners and assessing trading partners who are risk prone in sustainability to designate appropriate go governance.
- To specify measures to reduce risks in sustainability in the supply chain and to continually monitor the results.
- · To create understanding in the sustainable operation directions of AOT's trading partners and to express expectation towards trading partners for sustainable operations.

Management Guidelines

- 1. Carry out operations in accordance with the Government Procurement and Supplies Management Act B.E. 2560 (2017) and the Regulations of the Ministry of Finance Concerning Government Procurement and Supplies Management Act B.E. 2560 (2017) while preparing the relevant Practical Guidelines for Procurement and Supplies B.E. 2562 (2019) in accordance with such requirements.
- 2. Review the sustainable practical guidelines of trading partners to comply with expectation at international level in 2019 while communicating to related work units to set the communication directions for trading partners and affiliated companies.
- 3. Provide a pilot project to assess risks in the supply chain of Suvarnabhumi Airport and the Headquarters to specify risk management measures and monitoring direction.
- 4. Specify cautions regarding sustainability, particularly labor law enforcement, as part of procurement requirements.



Operational Performance of 2019

- 1. 100% of trading partners in the areas of pilot projects have been assessed on risks in the supply chain.
- 2. 96.33% of procurement and supplies work units of all six airports and the Headquarters have attended the seminar "Practical Guidelines for Procurement and Supplies B.E. 2562 (2019)" in the year 2019.

Assessment for Risks in the Supply Chain

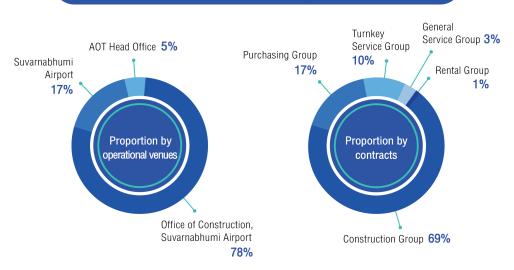
In 2019 AOT conducted assessments for risks in the supply chain as the first year of the pilot operations for the Headquarters and Suvarnabhumi Airport through 3

sections of risk assessment: Spend Analysis, Critical Supplier Analysis, ESG Risk Assessment which can be concluded as follows:

Spend Analysis and Critical Supplier Analysis

Spend Analysis of 156 suppliers





100% of procurement expense were paid to local suppliers.*

^{*}Remarks: Local Suppliers, by AOT's definition, mean commercially registered companies in Thailand.



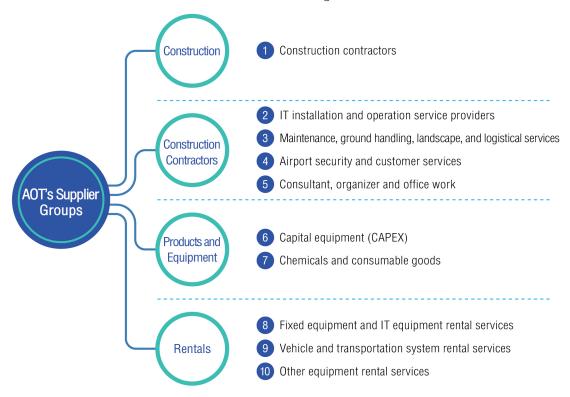
Remarks:

- * Critical Suppliers mean suppliers who posses one of the following qualifications:
- (1) High spending supplier,
- (2) Critical component supplier,
- (3) Non-substitutable supplier
- ** Currently the identification of Critical Non-Tier 1 Suppliers is made of non-tier 1 suppliers who deliver products and services to tier-1 suppliers who are critical suppliers of AOT.

Assessment of Sustainability High-Risk Suppliers

AOT has assessed risks in sustainability of each supplier group by taking into account governance, the environment, the society (covering risks related to human rights), and risks in the supply chain of suppliers (in the case that suppliers are distributors or lessors).

AOT has identified the most important sustainability high risks in each dimension and has considered the levels of impacts and chances of risks. The results of each supplier group will be ranked according to importance in the Seller's Risk Matrix to identify sustainability high-risk suppliers and to prioritize management measures.

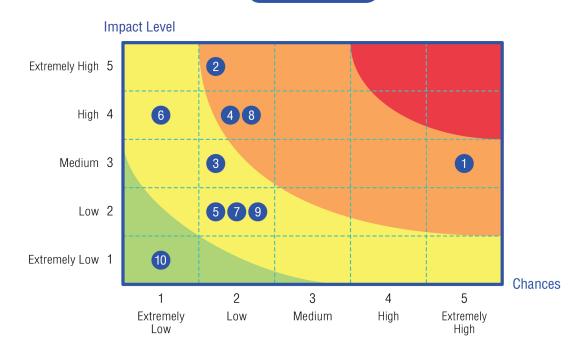


Issues related the consideration of sustainability high risks

Environment	Society	Governance	Risks in the supply chain of suppliers
- Use of energy	Human Resources	- Corruption	- Realization of
- Water consumption	- Stability of capable	- Resistance to business	environmental risks
and water waste	labor	competition and monopoly	among suppliers
disposal	- Health and safety	- Confidentiality,	- Realization of societal
- Biological diversity	- Fair employment	information security and	risks among suppliers
- Use of chemicals and	conditions	privacy	- Realization of
waste	Human Rights		governance risks
- Air pollution	- Illegal labor		among suppliers
	- Fair treatment		

Seller's Risk Matrix

Seller's Risk Matrix



Remark: AOT has designated the areas in orange and red for the supplier groups who are prone to high risks in sustainability.

Supplier Groups Who Are Prone to High Risks in Sustainability



However, AOT is in the process of establishing monitoring plans to control risks in such supplier groups and will report the progress of sustainable development report in the future.



The Review of Sustainable Practical Guidelines for AOT's Suppliers

AOT has established sustainable practical guidelines for AOT's suppliers to provide instructions for the enhancement of sustainable operations in the supply chain in the terms of reference and has been expecting all suppliers to sign for acknowledgement for the contract process. The details of the sustainable practical guidelines of the suppliers will cover all aspects, including economic sustainability, the society, and the environment, such as good governance, fair employment, respect for human rights, and pollution and environmental management.

In 2019 AOT reviewed its sustainable practical guidelines for suppliers by adding crucial issues of sustainability in accordance with best practices to meet international expectation, such as pay wages and fringe benefits, respect for human rights, treatment of foreign workers and migrant workers, and encouragement for suppliers to appropriately carry out sustainable practical guidelines in the supply chain. However, the sustainable practical guidelines for AOT's suppliers, revised version, is being publicized to all suppliers for awareness and adherence to sustainable development throughout the value chain.

An Offsite Seminar: Procurement and Supplies Practical Guidelines B.E. 2562 (2019)

AOT organized an offsite seminar to provide communications regarding procurement and supplies practical guidelines B.E. 2562 (2019) for employees of the procurement and supplies department of all airports including the headquarters (specifically for those employees responsible for procurement and supplies) totaling 105 employees to set the operational framework with the same standard.

Such practical guidelines have been compiled and edited from the Government Procurement and Supplies Management Act B.E. 2560 (2017) and the Regulations of the Ministry of Finance Concerning Government Procurement and Supplies Management Act B.E. 2560 (2017), ministerial regulations, and

promulgations issued in accordance with such Act, including related practical guidelines whose details covered procurement, consultant employment, construction design and subcontractor, rental, contract agreement, parcel inspection, work abandonment, withdrawal of the assignment, parcel management, appeals and complaints, penalties, temporary provisions.

Operational Results

- 105 employees have gained knowledge on procurement and supplies practical guidelines 2019.
- 100% of participants agreed that such activity provided benefits to the operations at the highest level.

Human Rights and Legal Labour



Importance

United Nations, International Labor Organization and Thailand placed importance on human rights issue as the world's important issue continuously by potential impact awareness from stakeholders' human rights violations through value chain. AOT therefore approached to manage human rights by announce of AOT human rights policy, risk assessment and measures enforcement for human rights protection of those involved in business operation of airport service and promoting good corporate image.

Goals

- 1. The 100 percent of AOT operational areas were made human rights due diligence.
- 2. The 100 percent of partner group facing the risk of human rights violation was taken risk measurement.
- 3. Not found the human rights violation case which was confirmed continuously every year.

Main Objectives

- Raise awareness of human rights risk of AOT both operational area and supply chain of AOT.
- Protect and respect human rights of the relevant stakeholders of AOT and lay down measures to heal rights infringer.
- Follow up human rights operation continuously and disclose to public transparently for enhancing confidence of stakeholders.

Management Guidelines

- 1. Operate in line with "human rights policy" of AOT which was announced in year 2018, it corresponded to internationally accepted practices*.
- 2. Human rights due diligence was made continuously human rights risk assessment, defined monitor and management measures and performance report to public.
- 3. Appended human rights criteria in sustainable risk assessment of supply chain.
- * Remark: See details in the next page.



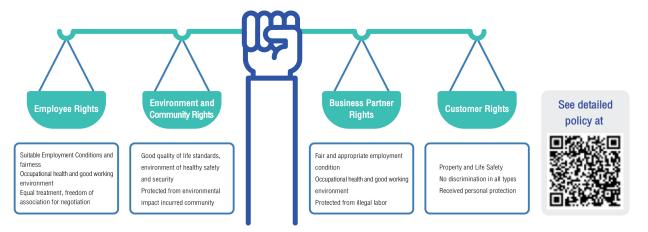
Operational Performance of 2019

- 1. The 100 percent of AOT operational areas were done human rights due diligence.
- 2. The 100 percent of partner group was made human rights risk assessment, the 20 percent of that was specified in the risk of human rights violation and the 50 percent of that had risk control measure.
- 3. The number of human rights violation cases were confirmed as 0.

AOT Human Rights Policy

AOT declared "AOT human rights policy" 2018 on the human rights principle as accepted internationally such as Universal Declaration of Human Rights of United Nations, International Covenant on Civil and Political Rights, International Covenant on Economic, Social and Culture Rights, ILO Declaration on Fundamental Principles on Business and Human Rights: UNGP and

the Principles on Protect, Respect and Remedy or Ruggie's Framework which covered the rights of employee, business partners, customers and community and environment. This was required to process of receiving complaints from defined channels to systemic operation and defined measures to relieve in case of human rights violation for affected persons.



Risk Assessment on Human Rights in Aot Operational Area

AOT evaluated human rights risk in AOT operational area covering in 6 airports and its head office as well as 4 group of stakeholders, namely employee, business partners, customer and community and environment.

In consideration of level of violence and chance of human rights violation both inherent risk and residual risk, there were salient Issues as follows:

Affected Group	Risk Issue	Potential Risk	Preventive Measure
Customers and Passengers	Health and Safety of Customers and Passengers	Accident of air side and runway strip as well as misconducts in the airport	AOT complied with national and international airport security and safety standard as defined by ICAO as well as other specifications related to AOT strictly.
Partners and Contractors	Fair Employment Condition of Partners and Contractors	Working hours longer than as prescribed by law, remuneration and delayed benefits not in accordance with agreement or unfair	Specification of terms of compliance with labor law strictly in term of reference and ongoing consistency checks through job inspection process. Moreover, AOT still published and promoted compliance with sustainable practice of AOT's partners.



Human Rights Due Diligence

Percent

Covering both head office and 6 airports



Comfirmation of Human Rights Violation Case



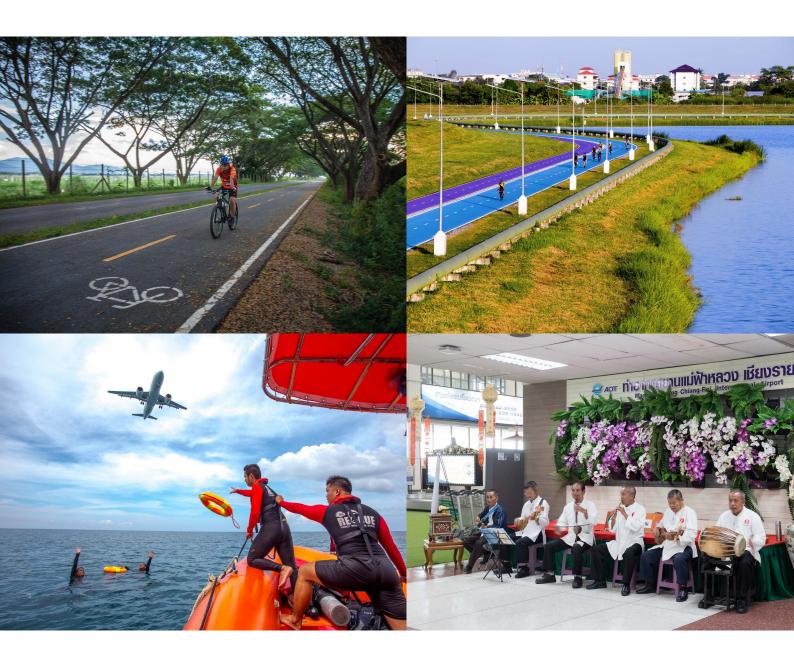
Human Rights Risk Assessment of Supply Chain

In 2019, AOT implements human rights risk assessment of supply chain covering 10 partner groups by appending as part of risk assessment of supply chain*

and the results of assessment found that the 2 number of groups had high human rights risk as follows:

Partner Group	Risk Issue	Potential Risks	Control Measures
Construction	Occupational health and safety at work Quality of Life, Health and Community Safety	Air Pollution spectific PM 2.5 from construction activity and fuel combustion of vehicle and machine, which may affect good health condition of employee, contractor and surrounding community.	Compliance with requirement of air pollution and dust control during construction according to Environmental Impact Assessment (EIA)
Car Rental Service and Transport System	Occupational health, safety at work	Vehicle unconditional safety for use, lacking of emergency handling knowledge or incompletion of driver may cause an accident and impact good occupational health of employee and driver.	Regulations of safety of vehicle and driver were specified in term of reference and procurement agreement

^{*} Remark: See more details of risk assessment of supply chain at page 128.



Growing up with the Community

AOT continuously operates business with social responsibilities toward the community in order to seek Social License to Operate from communities surrounding the airports in which they are defined as one of our major stakeholders. AOT has laid down measures to least affect those communities such as onsite traffic management, noise or air pollution control while driving

the economy and improving their quality of life through activities that truly meet community needs and identities, for instance, local tourism promotion, scholarship program, occupational development, including Social Return On Investment (SROI) analysis. All efforts have reflected concrete results from social activities under the concept of "Corporate Citizenship Airport".

Community Relations













Importance

AOT believes that being a good corporate citizen not only helps our business succeed but also gives us the opportunity to improve the quality of life of people living near the airports and to make the whole of society a better place while growing with the community to support each other. Our intention is to boost community engagement, to provide educational opportunities, to promote environmental conservation, and to support community economic development - all to live a blissful life together.

Corporate Goals

- 1. To measure value of Social Return On Investment (SROI) at least 2 projects within the year 2019.
- 2. To ensure the annual corporate social activities will be continuously conducted 100% in line with community needs.

Main Objectives

- Build good relationships with communities to promote greater community cohesion and participation.
- Support the development of human capital in terms of skills, knowledge, competencies, including local wisdom, traditions and culture.
 - · Drive the local economic growth.
- Collaborate with community members to restore and conserve the ecosystems.

Management Guidelines

- 1. The Corporate Social Responsibility and Corporate Governance Department has carried out its work under the "AOT's Sustainability Master Plan for Fiscal Years 2016 2019".
- 2. In 2019, AOT has established criteria for determining important community areas based on current social responsibility programs.
- 3. AOT has measured value of Social Return On Investment (SROI) in the Clean Energy School Project at Bumrungrawiwanwittaya School, located in the vicinity of Don Mueang International Airport. This project is an add-on to HKT Loves Coral the 2018 Coral Nurseries and Sea Clean-Up Activity of Phuket International Airport.
- 4. AOT has implemented sustainable development programs both organizational level and airport level to consistently improve the citizens' quality of life.



Operational Performance of 2019

- 1. 2 projects have been measured by using Social Return On Investment (SROI) tool within 2019.
- 2. The corporate social activities have been conducted 100% in line with community needs.





AOT's Corporate Social Responsibility (CSR)

Proportion of AOT's Corporate Social Responsibility 2019

In 2019, AOT has supported CSR strategies in various aspects, covering financial contributions, employee times on social projects, donations of goods or services, and the expenditure of effort involved. There are three types of our CSR support which include charitable donation, community investment in public works, and commercial social activities.

Total number of CSR activities

278 projects

Total project value

more than 30.95 million baht



Value of CSR Activities

Financial contributions 17,727,188 baht

Employee times

Equivalent to 14,829,432 baht

Donations of goods or 13,224,445 baht services equivalent to

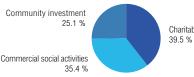
Expenditure of effort

88,656,865 baht involved

Number of staff participating

28,568 hours

Proportion of CSR Support



Charitable donation

Outstanding Sustainability Projects 2019 (Organizational Level)

Airport Site Visit Program

As the number one airport operator in Thailand, AOT provides an opportunity for educational institutions and various organizations to visit our operations. Visitors are welcome onsite to learn about the airport

management, security control, internal public transport system, and so on. AOT wishes to inspire innovative thinking while building a good image and attracting potential candidates for the future post.

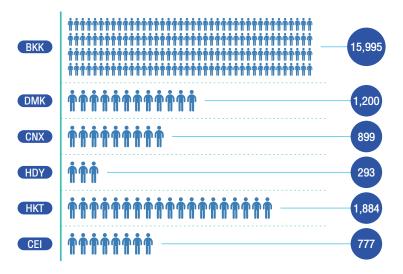




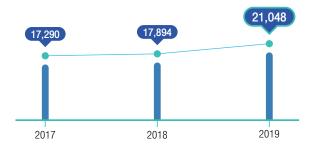




Each Airport's Site Visitors 2019 (no. of visitors)



Statistics on Airport Site Visitors (no. of visitors)

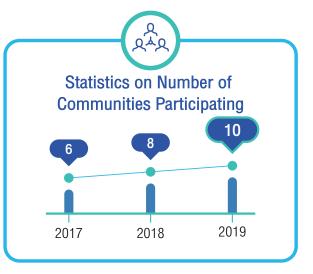


AOT Volunteer Program

Safety is key to the airport success. AOT has therefore provided safety knowledge to the communities surrounding all of our 6 airports, with an aim to raise awareness of how to stay safe in daily life and to prevent themselves from accidents. Through the AOT Volunteer Project, our firefighting staff will be the lecturers to provide basic firefighting knowledge in both theory and practice which has received the full attention from community members and has been continuously held on a yearly basis.









Outstanding Sustainability Projects 2019 (Airport Level)

Green Society Trash Attack EP.1

Solid waste issue is the major cause of health problems, economic loss and environmental effects, either directly or indirectly. In order to support the government's waste management policy and to put forward the Don Mueang development plan on the construction of maintenance buildings and garbage collection areas for proper waste disposal and handling practices with community concerns, AOT has applied the late King's sufficiency economy philosophy to the waste process by instilling the right values and providing young people in Don Mueang District with knowledge of how to help with waste management, focusing on the basic principles and the waste hierarchy's stages of Reduce, Reuse and Recycle. AOT is intent on spreading knowledge to further develop into new innovation whose technology will help reduce the amount of waste and become the prototype for all - the community, society and the nation, paving the way for "Green Society". This project has also strengthened relationships with community members and agencies located in the vicinity of Don Mueang International Airport, including 384 participants from Don Mueang Taharnargardbumrung School, 200 participants from Don Mueang Chaturachinda School, and 270 participants from Seekan School.

SDGs:

Results:

- Overall, 854 participants gained knowledge about proper waste management and jointly. developed innovation for waste minimization.
- A budget of 500,000 baht.



Social Return on Investment

One of the world's most popular methodologies for measuring the value of social benefit and success is the Social Return on Investment (SROI) analysis which reflects the benefits of investment in social activities. Currently, two AOT's CSR projects have been measured through SROI method:

HKT Loves Coral

This project aims to conserve the environment and marine natural resources, comprising 3 sub-activities: Coral Nurseries and Sea Clean-Up Activity, HKT Junior Conservationist Activity, and HKT Loves Coral Diver Training Activity. The project not only helps restore the beauty of nature to its former state as an

ecotourism destination for providing income to the local community, it also raises young people's awareness, enhances relationships with the communities surrounding Phuket Airport while building a positive corporate image.



Location: Sirinat National Park Phuket International Airport	Time Frame: 2 years (2017 - 2018)	Investment Value: 180,000 baht
Benefits:		
1. Neighboring communities have gained economic benefits		Social Return On Investment:
from the growth of coral reef ecosys	1 : 7.46	
2. Reducing costs for coastal er		
communities and government sector		



Clean Energy Learning Project: Clean Energy School for Local Community Environment

This project is to create a learning experience in solar cells for students and teachers at Bumrungrawiwanwittaya School where they have integrated the knowledge into STEM (Science, Technology, Engineering, Mathematics)

under the Science Club's activities. Bumrungrawiwanwittaya School is currently the prototype for other schools in Don Mueang area to arrange the clean energy exhibition.



Location: Bumrungrawiwanwittaya School Don Mueang International Airport Time Frame: 3 years (2016 - 2018)

Investment Value: 871,448 baht

Benefits:

- 1. 1,114 students are aware of environmental fact and acquire a greater knowledge of clean energy.
 - 2. 3 teachers get new ideas for clean energy teaching methods.
 - 3. 300 external visitors gain access to clean energy sources.

Social Return On Investment:

1:1,19







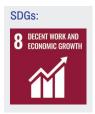


Other Social Projects

One Stop Job Fair

AOT's Job Fair 2019 was organized at Suvarnabhumi Airport on May 22 - 24, 2019 to promote employment in local communities. Now in its 7th year, the event has been participated by 33 companies, and 199 out of 900 job seekers have been recruited, equivalent to 20%. The job fair survey revealed that employers and

participants rated their level of satisfaction toward the fair at 98% and 97% respectively. Overall, 2,821 job applicants have been employed throughout the project. It is considered a truly life quality improvement for residents living near the airports while supporting the community businesses.









His Majesty the King Graciously Presides Over an Inauguration Ceremony of Suvarnabhumi Cycling Lane "Charoensuk Mongkoljit"

His Majesty the King officially opened the Happy and Healthy Bike Lane at Suvarnabhumi Airport on Friday, November 23, 2018. The track is jointly operated by AOT and Siam Commercial Bank with an aim to make it a bike path for all levels of cyclists to practice, and for tourists and locals to exercise. This popular cycling park also boosts tourism and economic activities in the communities surrounding the airport.

The "Charoensuk Mongkoljit" or the English name "HAPPY AND HEALTHY BIKE LANE"

was named by the King. The 23.5-kilometre sky lane is the world's top five cycling tracks with the best of world-class standards ranked by CNN. There are several biking routes, comprising a bike path for general bikers, a bike path for more experienced cyclists, and a bike lane for children. The bike projects have been continually held for bikers and the general public to make everyone happy, enjoyable and healthy as its name suggests - HAPPY AND HEALTHY BIKE LANE.





Admission is free.







For more information, go to Facebook: HAPPY AND HEALTHY BIKE LANE

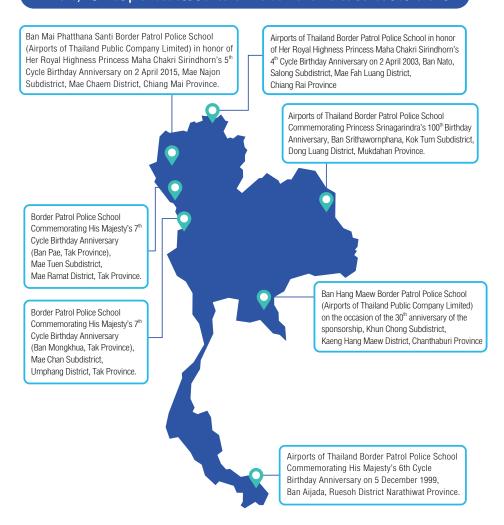
AOT Provides Educational Funds for Border Patrol Police Schools

With awareness of the necessity to provide better educational opportunities for children in remote areas in support of the royal projects of Her Royal Highness Princess Maha Chakri Sirindhorn, AOT has continuously allocated funds to the Border Patrol Police School Projects for school construction and educational aid since 1999. Our objectives are based on three factors: 1. to encourage the royal initiatives in building the border patrol police schools and to express loyalty to the His Majesty the King, 2. to improve the quality of education particularly for those students located in isolated areas, 3. to consider schools in the region or in the province where AOT's airports are situated first - then extend to schools in other regions of Thailand. Currently, there are 7 schools under AOT's responsibilities whose support has been provided in accordance with the

Border Patrol Police (BPP)'s suggestions. In 2019, AOT has contributed 150,000-baht annual fund to each school, totaling 1,050,000 baht, which was received by Pol Maj Gen Ronnakorn Supasamut, BPP Deputy Commander at AOT's headquarters on March 12, 2019. Since 1998, AOT has provided a budget for school construction, annual expenditure, educational aid, scholarship program, and so on amounting to 67,400,853 baht.



In 2019, AOT has provided assistance to 7 Border Patrol Police Schools as follows:





AOT Volunteer for Mangrove Forest Protection 2019

Over 500 volunteers comprising AOT staff, Samut Prakan provincial officers, teachers and students from schools surrounding AOT's head office, Suvarnabhumi Airport and Don Mueang International Airport jointly planted 9,999 mangrove trees at Bangpu Nature Education Center, Samut Prakan Province on August 30, 2019. The event was

conducted by AOT in collaboration with Samut Prakan Province to sustain the growth of mangrove forests where they serve as habitats for the embryos of aquatic animals, which will help maintain fishing communities and reduce coastal erosion problems while instilling environmental values in society and enhancing community relations.







National Tree Day 2019

The cabinet has passed a resolution to designate Visakha Bucha Day as the National Tree Day, with the aim of inspiring all Thais to love and conserve forest resources. In response to the government policy, all the 6 airports under AOT's supervision have organized the 2019 Tree Day event, which

was attended by AOT's executives and employees, airline staff, entrepreneurs, representatives from government agencies, schools and temples - all to jointly planted trees. The activity not only helped save the environment, it also boosted community bonding.









Inspiration for Employee Potential Proudness







Become Successful with High-Potential Employees

Having high-potential employees is an important factor for the operation of an airport service provider, as an organization will require knowledgeable and skillful employees to deliver excellent services and to cope with the business expansion. AOT recognizes the importance of its employees and, therefore, makes sure that the organization will manage and develop its human resources efficiently. AOT also maintains its high-quality employees by motivating them to reveal their potential and to participate in its activities, while recognizing employees' demand though the survey of employees' satisfaction and engagement on a yearly basis.

Human Resource Development











Supervising authorities



and society



Importance

An organization that is staffed with highly knowledgeable and skillful employees, who value the organization's core value, will be able to improve itself and achieve its goals quickly and securely. Therefore, AOT emphasizes the development of its human resource, in terms of their operation-related knowledge and the organization's human resource management. AOT also cultivates the value of achieving operational excellence and common interest.

Goals

- 1. The survey result of the organization's value and culture (Culture Survey) must not be less than 80 percent, for the fiscal year of 2562.
- 2. Creation of the Knowledge Management System (KM) as per the 3 aspects of the organization's operation plan, namely, the development of the passenger-related procedure, the collection of the organization's knowledge for improving or developing the operation, and the collection of knowledge from key employees of AOT that are about to retire.
- 3. Employees must attend the training for improving their airport management ability, whether in terms of the operation-related issues or the management-related issues, in accordance with the competency-based human resource development plan (core competency and functional competency).

Main Objectives

- The survey result of the organization's value and culture (Culture Survey) must not be less than 80 percent, for the fiscal year of 2562.
- Creation of the Knowledge Management System (KM) as per the 3 aspects of the organization's operation plan, namely, the development of the passenger-related procedure, the collection of the organization's knowledge for improving or developing the operation, and the collection of knowledge from key employees of AOT that are about to retire.
- Employees must attend the training for improving their airport management ability, whether in terms of the operation-related issues or the management-related issues, in accordance with the competency-based human resource development plan (core competency and functional competency).

Management Guidelines

- 1. Following "The AOT's Master Plan for Human Resource Management and Development", for the fiscal year of 2560 2564.
- 2. Driving the development of a Learning Organization and the innovation with the 4Learn Model (Learn to Learn, Learn to Share, Learn to Connect, and Learn to Innovate.)
- 3. Teaching the concept of KM to executives and employees of the 6 airports; arranging the KM Day and AOT Core Values Day at AOT's head office on a yearly basis.
- 4. Training AOT's employees, whether in terms of the operation-related issues or the management-related issues; disseminating the knowledge to internal and external organizations.



Operational Performance of 2019

- 1. The survey result of the organization's value and culture (Culture Survey) was at 84.46 percent.
- 2. AOT achieved the 3 aspects* of the organization's operation plan, as part of the creation of its Knowledge Management system (KM), as follows:
- The development of the passenger-related procedure: 1 procedure.
- The collection of the organization's knowledge for improving or developing the operation: 5 subjects.
- The collection of knowledge from key employees of AOT that are about to retire: 5 subjects.
- 3. Employees acquired the average training of 20.81 hours per person per year.

Moreover, AOT acquired additional income from arranging the training course to external organizations, for an amount of 1,327,397.06 Baht; whereas AOT's employees, those who received scholarships from AOT, served as lecturers of the training courses arranged by AOT, instead of hiring external lecturers.

The Overview of AOT's Human Resource Development in 2019



The total number of employees participated in the training course was

24,734 employees

Which was an increase of 9,330 employees in 2018

The average training hour of

20.81 hours per person per year

Which was a decrease of 43.68 hours per person per year in 2018





The total amount of investment in the training course was

135.2 million Baht

Which was a decrease of 264.7 million Baht in 2018

The average cost of the training course was

5,467.39 Baht per person per year

Which was a reduction of 28,368 Baht per person per year in 2018





Human Capital Return on Investment (HCROI) of

4.84

Which was a decrease of 2018 HCROI of 5.45

The percentage of internal rotation at

4.06 percent

Which was a reduction of 20.9 percent in 2018





The survey result of the organization's value and culture (Culture Survey) was at

84.46 percent

Which represented employees' perception of the top executives' determination to drive the organization's value and culture.



Strengthening the Organization's Core Values

The core value is the guideline that the organization wants its employees to observe while interacting with each other. It is the fundamental belief of the organization that can be used for identifying what's good for the organization and what's not. AOT conducts its operation under its core value strengthening program (AOT Core Values), in order to promote all AOT's

employees of every level to observe and follow the same - desirable values and behaviors, in accordance with AOT's visions and mission, with the top executives as their role models, as they show their determination and present the good examples, as per the core value of AOT.

The survey result of the organization's value and culture (Culture Survey) for the year 2019 is, as follows.

Goals:

More than 80 percent of AOT's employees recognize that top executives of level 10 and higher show their determination to the organization's core values.

Performance: ✓ pass

Over **84.46** percent of AOT's employees recognize that top executives of level 10 and higher show their determination to the organization's core values.

From AOT's survey of its employees' opinions, regarding the AOT Core Values, AOT uses the survey result as a guideline for further adjusting and improving the organization, continuously and sustainably. The employees' recognition that executives conduct themselves in a manner that shows their determination

to the organization's core values also reflects the executives' role of becoming a good role model, in accordance with the 5 aspects of AOT Core Values. As a result, employees are motivated and becoming a driving force behind the further improvement of their behavior, in accordance with AOT Core Values.



AOT's Core Values Strengthening Project

In order to promote all AOT's employees to observe the AOT Core Values and to show the desirable behaviors, in accordance with AOT's vision and mission; AOT arranges the core values strengthening project (AOT Core Values), for the fiscal year of 2019, as follows:





Promoting the knowledge, understanding, and participation of top executives.

AOT arranges a workshop: "Leading Culture Development with the Speed of Trust Foundation" for its top executives, in order to promote top executives to understand their role and responsibility, as a leader, for promoting and strengthening AOT Core Values; as well as for conducting themselves as a good role model, as per AOT Core Values.

Top executives served as the role model

Top executives served as the role model and conducted themselves in a manner that shows their determination toward the organization's core value; as top executives pass on their ideas and experience, regarding AOT Core Values, to AOT's employees and workers, in order to provide them a guideline that they can observe, in accordance with AOT Core Values.









Increasing the number of channels used for communicating AOT Core Values.

Top executives communicate AOT Core Values to any available channels that allow them to reach all AOT's employees and workers, for example, through the "Kui Hai Kid Kub Nitinai" show, via Youtube and Facebook.





AOT Core Values and the improvement/development of the airport's quality of services.

Top executives initiate the training program: "Developing the ability of operators at the point of service (Touchpoint), in order to improve the overall quality of services of Don Mueang International Airport (the quality of services and the quality of international safety standard) and Suvarnabhumi Airport (the quality of services.)



AOT Core Values Day 2019 "40 Years of AOT and the Deliverance of its Proud Core Values To The Future"

AOT arranges the AOT Core Values Day 2019 "40 Years of AOT and the deliverance of its proud core values to the future", for the fiscal year of 2019; in order to improve and promote AOT Core Values to its employees and workers. AOT Core Values Day 2019 is also an activity that represents the collaboration and unity between the executives and employees, in their efforts to promote and strengthen the organization's core values.

During this day, AOT announces the winner of the competition for designing the symbol that represents AOT Core Values; and arranges activities that present its stories through a video (Story Telling): "The 7 Inspirational Stories Delivered Through Out Core Values", an activity that promotes the participation of the people in the organization.



Workshops on Promoting the AOT Core Values

AOT arranges many workshops on promoting the AOT Core Values, for the fiscal year of 2019, in order to cultivate and promote AOT Core Values among all AOT's top executives and employees. This year, AOT arranged 5 workshops, as follows:



1. AOT arranged a workshop: "Leading Culture Development with the Speed of Trust Foundations" for its top executives, in order to promote top executives to understand their role and responsibility, as a leader, for promoting and strengthening AOT Core Values. The workshop cultivated participants with the desired character and competency that further promote and strengthen AOT Core Values.



3. AOT arranged a workshop: "AOT Core Values Mentor with Speed of Trust Foundations" for the new employee mentors, in order to cultivate the knowledge and ability required for mentoring the new employee, as well as to teach them the organization's core values, and to motivate employees to show the desirable behavior, as per AOT Core Values.



2. AOT arranged a workshop: "Change Leader by Speed of Trust Foundations" for its top executives, in order to promote top executives to understand their role as the change leader, for the promotion of AOT Core Values. The workshop also cultivated the top executives with the ability to develop the technique for motivating employees to express the desirable behaviors, in accordance with the core value and the organizational culture of AOT.









4. AOT arranged a workshop: "AOT Core Values Young Role Model with Speed of Trust Foundations" for the role model employees in the operational level, in order to educate them about their role and responsibility for promoting and strengthening AOT Core Values, as well as for behaving themselves as a good role model, as per AOT Core Values.



5. AOT arranged a workshop: "Inspire AOT Culture by Speed of Trust Foundations" for employees in the accounting and finance department, in order to educate them so they may further apply the AOT Core Values and improve the efficiency of their operation, as well as improving a good working atmosphere within their department, and other related departments of AOT.

AOT also arranged an activity where top executives, as the role model, relay their experience with AOT Core Values to employees. This activity is held as part of every seminar, in order to inspire AOT's employees and workers and to promote them to show the desirable behaviors, as per the 5 aspects of AOT Core Values.



Moreover, AOT exchanges its lessons learned, experience, and the guideline for promoting AOT Core Values with other organizations. For example, the Dairy Farming Promotion Organization of Thailand (DPO) came to study AOT's activities on communicating and

promoting its culture, as well as the process for selecting the role model, as part of the AOT's core values strengthening project; so DPO may apply the knowledge to its organization.

AOT's Knowledge Management (KM)

AOT uses the Knowledge Management (KM) tool to expand the important knowledge for the organization's competition, to improve its operation and to acquire solid result from such improvement, to store and disseminate its knowledge systematically, in a manner that is easy to access and highly efficient, and to prevent the loss of knowledge with the retired employees.



Goals and Performance of 2019

Goal:

the number of airport serviceproviding process that implements the knowledge 1 process

Performance: v pass

Passenger Service Division System (PSD System) provides passenger services via the digital system; PSD Learning Center serves as a learning center and customer service information center for employees and workers of Landside Operation Department of Don Mueang International Airport.

Goal:

the number of knowledge collected and implemented for the improvement or development of the operation 5 more subjects

Performance: v pass

5 knowledge subjects collected and used for the improvement/development of the operation

- 1) The service quality guideline (Airport Service Character) of the Public Relations Division.
- 2) The service quality guideline (Airport Service Character) of the Airport Security Division.
- 3) The learning center on firefighting and rescue; and the basic firefighting and rescue
- 4) Development of the QR Code scanning system for the jet bridge driving.
- 5) Improvement of the commercial store inspection process.

Goal:

the collection of knowledge from key employees of AOT that are about to retire 5 subjects

Performance: v pass

5 knowledge subjects, acquired from interviewing the key employees that are about to retire, are, as follows:

- 1) Inspection management
- 2) Serving as a consultant for inspection management
- 3) Strategic management
- 4) Knowledge about the airport and aviation standards
- 5) Firefighting and rescue

KM Day 2019 "AOT Digital Service Creation"

AOT arranged KM Day 2019 under the title: "AOT Digital Service Creation." Available activities during this day were, including, a special lecture on the subject "AOT Digital Airports: a living airport", presented by Mr. Nitinai Sirisamattakarn, AOT's President; presentation of the result of knowledge management for the airport development by KM Expert Group and KM CoP New Gen, etc. KM Day 2019 promoted the cross-division collaboration and connection, where ideas lead the practice; and promoted the participation of AOT's executives and employees, as well as the exchange of lessons learned and experience with external organizations.

Results

- Over 576 participants joined KM Day 2019.
- Over 74 percent of participants believe that KM Day 2019.



Competency-Based Human Resource Development Project (Core Competency & Functional Competency)

AOT improves its employees of every level so they possess the required abilities for the airport management, whether in terms of the airport operation and the airport management, in accordance with the related air transportation standards, such as standards of The Civil Aviation Authority of Thailand (CAAT),

the International Civil Aviation Organization (ICAO), and the Federal Aviation Administration (FAA). In 2019, AOT arranged a total of 1,242 training courses/projects, where over 24,734 employees participated, as per the following detail:

Total number of the training course/projects in 2019

1,242
courses/projects

The training course on airport management: 316 projects/courses
The training course on general management: 303 projects/courses
The training course on career and operation: 469 projects/courses
The training course on general knowledge: 154 projects/courses

AOT's Training Courses on Airport Management

The training course on airport management aims to educate employees with the knowledge and understanding about the airport's operation, from the basic level to advance level; and covers 4 projects, as per the following detail:

Airport Operation (AO)

Target LV 1-4 Employees

- Education of basic understanding about the air transportation industry
- Cultivation of airport operation skills
- Cultivation of the open attitude for the everchanging technology

Juniors Airport Management (JAM)

Target LV 4-5 Employees

- Education of basic understanding about responsibility of the junior executives
- Train employees to exchange their knowledge and experience so they may solve the operationrelated issues
- Develop the leadership and teamwork

International Airport Management (IAM)

Target LV 5-6 Employees

- Cultivation of the required concepts and vision for the airport management and operation
- Cultivation of the understanding about the modern management techniques
- Exchange the knowledge and experience
- Improve employees' marketing abilities

Senior Airport Management (SAM)

Target LV 6-7 Employees

- Cultivation of the required visions for the airport management
- Training the strategic planning and problemsolving skills, in responding to the ever-changing situations
- Exchange the knowledge and experience for improving the airport business to the excellent level

Number of participants in 2019	271 participants	226 participants	153 participants	38 participants
Percentage of employees who participated	46.40 % of Lv. 1-4	64.57 % of Lv. 4-5	29.19 % of Lv. 5-6	2.25 % of Lv. 6-7
in the project at present*	employees	employees	employees	employees

^{*}Note: the calculation of participants is based on the eligible employees for the training, not the total number of employees at that particular level.

A Special Lecture: "Improving Top Executives' Managerial Competence"

The Management Development Department of the Airport Academy arranged a special lecture on the topic of "improving top executives' managerial competence", in order to improve the managerial competence and leadership of the top executives, to prepare the organization for the upcoming competition and changes, and to sustainably improve the organization's business competition capability. The targeted participants of this special lecture were top executives of level 9 and higher from every department of the 6 airports and AOT's head office, those who hold the managerial positions or the acting managerial positions, for a total of 114 persons. The special lecture covered 2 of the 8 subjects of the managerial competence, in

accordance with the survey of the required competency of the top executives; that is, the airport acumen and the strategic management.

After participating in the projects, top executives were expected to possess better knowledge and understanding about the concepts and principles of the airport acumen and the strategic management; will be able to integrate the newly acquired knowledge with the organization's management, in accordance with the organization's business operation; as well as able to apply the knowledge for further development of the organization, at the same pace as the changes in the airport business.



Evaluation of the Human Capital Return on Investment

The Human capital return on investment

1:4.84

- The revenue from arranging the training course for external organizations: 1,327,397.06 Baht
- The lecturers' compensation (AOT's employees): 322,204 Baht



Employee Caring

AOT's Employees are a valuable resource and an important force that drives the organization toward its goals. AOT recognizes the importance for its employees and workers to have a good quality of life, to be accepted for their diversity, and to be engaged with the

organization. Therefore, AOT is determined to take care of its employees and workers with the appropriate welfare, to develop the process that motivates them to work, and to praise those who perform their duty and create great benefit to the organization.

Employee Attraction and Retention

AOT recruits knowledgeable and skillful individuals to work with the company, and motivates and inspires these highly competent employees to continue to work with the company, in accordance with "The AOT's Master Plan for Human Resource Management and Development", for the fiscal year of 2560 - 2564." AOT plans its human resource management and development for the maximum benefits of the organization, by developing employees' competency with their given

duty and allowing them to express their full potential. AOT also collaborates with external organizations in the development of the aviation personnel. For this effort, AOT stipulates the performance evaluation of its employees on an individual basis and specifies the employees' motivation accordingly. AOT also creates the program that attracts and maintains AOT's personnel to proudly continue to work with AOT.

Result

 Entering into an MOU with the Civil Aviation Training Center, regarding the development of the aviation personnel 100 percent of AOT's employees were evaluated with the individual-based KPIs

The turnover rate at

1.56 percent; whereas
the cases of voluntary
resignation were accounted
for 0.31 percent

The Memorandum of Understanding, Regarding the Development of the Aviation Personnel

AOT signed a Memorandum of Understanding (MOU), regarding the development of the aviation personnel (for the fiscal year 2562 - 2564) with the Civil Aviation Training Center (CATC), on July 30, 2019. The MOU aims to improve the competency of aviation personnel of Thailand as the country is preparing to become an air transportation hub of this region. The MOUV covers 3 branches of aviation-related training, namely, aviation safety and security, airport management, the air transport

management.

Result

During the fiscal year 2019, AOT conducted the training courses on the subject of air transport management, with the Air Cargo Management Course; whereas 30 employees that worked in the Air Transport Management Department participated in the training.





The Best Employee Award 2019

During AOT's anniversary of its 40 years of operation, on July 1st, 2019, AOT arranged the award ceremony of the Best Employee Award 2019, where AOT gave the award to 29 individuals, including employees that have been recognized as excellent employees, representatives of the excellent working group, the excellent department, as well as the outside individuals or organizations that brought great benefits to AOT.





For this award, the selection committee selected the winners of each category thoroughly, using a transparent and fair selection criterion. The selection of the recipient of the Best Employee Award was based on a criterion of 100 points, whereas the consistency of employees' performance with the AOT Core Values was accounted for 40 percent of the point and the supporting evidence of the value that employees generated for AOT, as per the praise or award they received from their works, were accounted for another 60 points.

Result

• 29 employees from the 6 airports and the head office were nominated for the award ceremony.



Mr. Suppanat Jaroen Senior Engineer, Lv. 6, the Maintenance Department, Hat Yai International Airport "I am so proud of my works and the award I receive and I'm going to do my best



Award ceremony "Suvarnabhumi Service Excellence (SSE) 219"

Suvarnabhumi Airport arranged the award ceremony "Suvarnabhumi Service Excellence (SSE) 219", which was held for the 7th consecutive year since 2012; and awarded the employees and units that performed their tasks in servicing passengers excellently, beyond the general service standard, and gave a great impression to passengers and customers. Suvarnabhumi Service Excellence award aims to improve the airport's services, in accordance with the international standard, under the concept of "Airport of Smiles"; and gives the award under 3 categories, namely.

• The Excellent Service Provider (Individual); whereas the recipients are selected from employees who perform their tasks of servicing providing above

the given standards, continuously and regularly.

- The Excellent Service Story (Individual and Group of 2-5 members); whereas the recipients are the individuals or groups of employees who perform their tasks of service providing to customers excellently and give customers a great impression.
- The Excellent Service Development; whereas the department, whose innovation and development in service providing is implemented successfully, is awarded for their effort.





Wg. Cdr. Suthirat Suwannarat
Director of Suvarnabhumi Airport
"This project was a success because
it creates morale, motivation,
and a good relationship between
operatives and departments.
The project stimulates us to be more
determined to keep improving and
providing great services to passengers
and customers continuously".



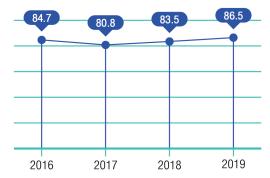
Good Quality of life of Employees

AOT lays down a policy that promotes and supports a good quality of life of its employees, whether in terms of their physical health or mental health; in order to maximize their operational capability, and to improve their satisfaction and retention with the organization. AOT also arranges the employee welfare programs that promote a good quality of life of its employees continuously, gives its employees the liberty to come together as a group so they may exchange their opinions and communicate their demands to the AOT, through the Corporate Affair Committee.

Employee Satisfaction Survey Results

Revealed the satisfaction score of 86.05%

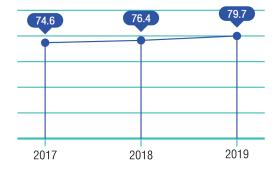
well beyond the targeted score of 75% of 2019 Average score of male employees was 86.75% Average score of female employees was 82.47%



Employee Retention Survey Results

Revealed the retention score of 77.23%

well beyond the targeted score of 70% of 2019 Average score of male employees was 78.23% Average score of female employees was 75.64%



100 percent

of employees received the benefits from their employment agreement

66.07 percent

of employees became members of AOT Worker Union

83.3 percent

of employees' demands for their welfare and benefits of the previous year was answered

Employee satisfaction and retention survey

AOT conducts an online survey of its employees' satisfaction and retention on a yearly basis. In 2019, AOT found that the employees' satisfaction score was at 86.05 percent and the retention score was at 77.23 percent, respectively. Over 97.32 percent of AOT's employees and workers answered the survey. The most satisfying issue was the responsibility of one's duty and the relationship. The issues recommend for further improvement were, including, the career path, performance management, innovation, and the working

environment. AOT also has a plan for the next year that aims to answer all those suggested issues, such as arranging the innovation competition, creating the employee rest area, etc.

^{*} Note: these two surveys are different, that is, the satisfaction survey studies the 6 factors that affect the employees' level of satisfaction; while the retention survey emphasizes the employees' opinions and expression of behaviors that represent their engagement with the organization (Say - Stay - Strive.)

Labor Relation

AOT stipulates the process for hearing the issues regarding employment condition and welfares of its employees and workers, through the meeting of the AOT Labor Relation Committee, which is held at least once a month. For the structure of the AOT Labor Relation Committee, the Committee is comprised of the chairperson that is an outsider, the 9 representatives of the employer, and the 9 representatives from the AOT Worker Union. The Labor Relation Committee is responsible for consideration of the issues regarding the improvement of the labor relation's efficiency and

the development of the company's labor relation operation. In 2019, the Committee considered and approved many demands from AOT's employees, for example, funeral management expenses, the high-risk assignment pays of the firefighting and rescue operatives, medical expenses, etc; whereas over 83.3 percent of the employees' demands for their welfare and benefits proposed in the last year was answered, through the approval of various projects and welfare programs.

Employee Welfare and Quality of Life Projects

The Scholarship Program for Children of AOT's Employees and Workers in 2019

AOT arranges the scholarship program for children of AOT's employees and workers, for children with excellent academic performance, on a yearly basis. The scholarship program covers the educational cost of students in primary education to the higher education program. In 2019, the program gave the funding to over 457 students, for a total amount of 3,411,000 Baht.









The Youth Camp

AOT arranges the Youth Camp: "The Agricultural Learning Project at Farm De Lek, Nakhon Nayok" in 2019, as part of the welfare provided to the children of its employees and workers, at the age of 9 - 12 years old, for a total of 44 children. The Program takes the children on a field trip, allows them to learn beyond their classroom through the agricultural process and activities, stimulates the social development, cultivates the children's innovative mind and imagination, and provides them the inspiration for their career, as well as strengthens the relationship between participants of the project. The Youth Camp is held on a yearly basis.





AOT's Employee Housing Welfare

AOT arranges the housing welfare for its employees, whether those who work in the central offices or other airports around the country, free of charge for eligible employees, in accordance with AOT's regulation. The employee housing welfare program considers mainly employees with housingrelated issues, such as those who don't have a place to live as a result of fire or other disasters, employees that are responsible for supervising the airport's operation during emergency, those that work in the units with around the clock responsibility, and those that have been assigned to work in other airports or out of their hometown.

The Breast Pump Room

AOT creates the breast pump room for female employees and workers that have newborn children. The breast pump room is created in a specific area where they can use during their work hours; and equipped with the freezer for storing their breast milk. At present, AOT erects the breast pump room at Suvarnabhumi Airport, Don Mueang International Airport, and the head office and it has a plan to erect the breast pump room in all of its 6 airports in the future.





The Annual Health Checkup

AOT arranges the annual health checkup for its employees and workers at the 6 airports and the head office. The health checkup covers the blood exam, urine exam, and chest x-ray, as well as the special inspection as per the assignment-specific risks of the employees and workers, for example the hearing exam, the sigh exam, and the examination of lead in their blood.

AOT also arranges the vaccination program against flu for its employees in 2019. As flu is an easily communicable disease that can spread quickly, AOT arranges the vaccination program to strengthen the immunity and health of its employees and workers, to prevent the spread of the disease, and to reduce the medical expense and leaves of employees.

The Medical Expense Welfare

AOT specifies the medical expenses welfare for its employees, for the case where they receive the medical services, whether as in-patients or out-patients, from the government or private hospitals; as per the rate of medical expense welfare required by the Ministry of Finance or higher. In 2019, AOT adjusted the limit of the medical expense welfare for the case of becoming an out-patient with the private hospital, including the medical expenses, the medical expenses for emergency and accidents, and the dental service expenses. AOT also adjusted the limit of the medical expenses for the hospital's rooms and meals, for its employees and their family members that have to receive the medical services as in-patients (Internal Patient Department.) AOT also adjusted the funeral aid expense for employees and their family members, in order to improve their quality of life and well-being.



The Health Promotion Project: "Restoring Operational Performance and Improving our Happiness Easily with Ergonomics"

AOT arranges a health promotion project: "Restoring operational performance and improving our happiness easily with ergonomics." The project demonstrates the operation performance restoring massage, chiropractic, and health consultation service to employees. This project conducts a survey for evaluation of employee's injury from inappropriate working stances (Office Syndrome) with AOT's employees, in order to prevent ergonomic-related problems in the workplace and to allow employees to work efficiently. The project was attended by over 117 participants.

Result

- 72 percent of participants recognized the usefulness of this project at 'high' and 'very high' level.
- 57 percent of participants commented that receiving the relaxation massage provided in the program continuously will greatly reduce their stiffness and will actually restore their operational performance, at the 'high' and 'very high' level.







AOT's the 8th The Less Belly Fat - Less Illness Project

AOT arranged the 8th Less Belly Fat - Less Illness Project, on September 12th - 13th, 2019. The project aims to promote employees' health, physical fitness, well-being, and the disease-free life, as well as to promote the employee's personality, which is directly reflecting a good image of the organization. Activities of this project were, including, an exhibition of health-related knowledge, life adjustment activity with the Fit and Firm program, as well as a lecture from the hosts on the subject of healthcare.

Moreover, the project also includes an exhibition of health promotion and the green market that educate participated employees so they may change their consumption and exercise behavior, in order to prevent the problem of overweight and obesity, as well as to educate employees on the subject so they may further educate their co-workers and family's members. The project also promotes the employee's personality, which is directly reflecting a good image of the organization.



Result

• 88.40 percent of participants recognized the usefulness of this project, that the project does improve their health, at the 'very high' level.



The Opening Ceremony of the Stress & Resilience Lecture on the Topic of:

"Mind Management Against the Stress - a Guideline for AOT to Becoming an Organization of Good Health."

AOT arranges the 1st Stress & Resilience Lecture on the topic of "Mind management against the stress - a guideline for AOT to becoming an organization of good health" at its head office, and the 2nd lecture at Suvarnabhumi Airport. The activities of this event are, including, participation in the lecture on stress management, acquiring personal advice from the psychologists, completing the stress evaluation survey, playing the concentration and stress evaluation game, etc. Participants were given with the opportunity to learn about the stress-inducing mechanism, how to face and deal with the stress properly, how to cultivate the required skills and attitude that can be applied as part of the personal stress management technique correctly and appropriately; in order to sustainably turn AOT into an organization of good health and well-being, where AOT's employees and workers have strong physical, mental, and emotional health, and are able to work with AOT efficiently.









The Retirement Preparation Program of 2019

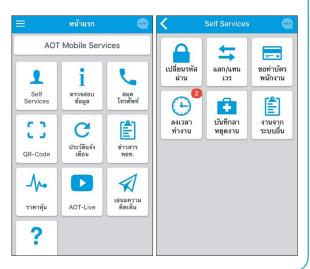
AOT arranges the retirement preparation program of 2019 that aims to prepare employees for their retirement. In this program, AOT invites lecturers to provide the lecture on the subject of healthcare and financial management. The program was held at Renaissance Pattaya Chonburi Hotel. In 2019, 61 employees retired from the company.

• 94 percent of participants recognized the usefulness and practicality of this project at the 'very high' level.

AOT Mobile

AOT's employees in the 6 airports and the head office are able to access the welfare-related information from anywhere and at any time, through the AOT Mobile app, Line, as well as using their personal computers; where they can access the following information:

- · Medical expense usage history
- · Leave history
- Work hour history (punch in/out)
- Children education expense usage history
- Tax information
- Contact information of other employees/workers
- AOT's announcements/news.







Employees' Diversity

AOT believes that the diversity of our ideas stems from the fact that its employees come from different backgrounds, whether in terms of their culture, age, gender, social context, etc; and that the diversity of our ideas supports and allows the organization to adapt itself quickly with the ever-changing business context and society, and allows the company to be able to become an innovative organization. AOT, therefore, is determined to support equal treatment of its employees, in order to create the acceptance and openness to and among our diversified employees, for example, the balance of female employees at any level and the employees' pride in their unique - local identities. Moreover, AOT does not accept any and all kinds of discrimination, which is a core component of AOT's code of conduct.

Result

Proportion of female directors 13.33 percent

Proportion of female employees 40.22 percent

O complaint against the confirmed discrimination

Note* the highly-paid lines of work, as per AOT's definition, are including the business management and the operation department.







The Thai Cloth Wearing Friday Campaign

AOT promotes its employees and workers, at the 6 airports and the head office, to wear clothes made of Thai cloth or to wear the local clothing every Friday. AOT gives them the opportunity to demonstrate their

unique identities and pride in their local cultures, as well as to express our diversified cultural background and to promote the use of Thai products.

About this Report

The Airports of Thailand Public Company Limited (AOT)'s Sustainable Development Report has been published for nine consecutive years to communicate our progress to cover all dimensions of sustainability in economy, society, environment, and governance as well as to reaffirm our commitment to provide airport services in line with the concept of being a good corporate citizen and a good neighbor in a shared community.

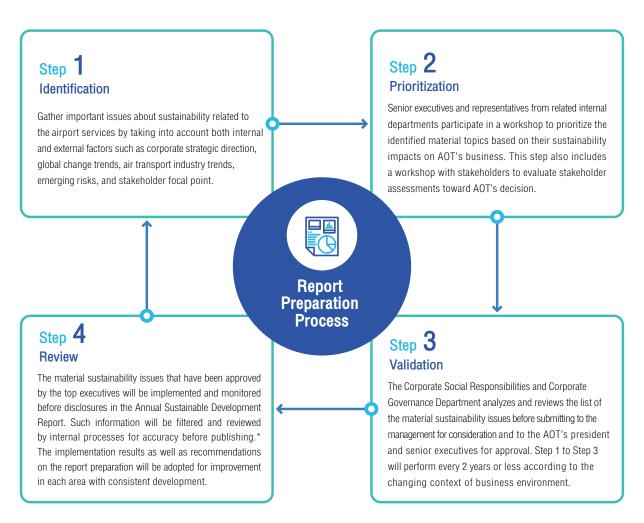
The information presented in this report has included our business performance from 1st October, 2018 to 30th September, 2019 in continuation of business performance of 30th September 2018, covering AOT Headquarters and 6 airports under AOT's supervision, namely Suvarnabhumi Airport, Don Mueang International Airport, Chiang Mai International Airport, Hat Yai International Airport, Phuket International Airport, and Mae Fah Luang -Chiang Rai International Airport.

This report has complied with the Global Reporting Initiative (GRI) Standards on Core option, an international reporting guidelines based on the GRI Airport Operators Sector Supplement (AOSS) and the United Nations' Sustainable Development Goals (SDGs), which basically adhere to four main principles: Sustainability Context, Materiality, Completeness, and Stakeholder Engagement.

AOT's Sustainable Development Report and Annual Report have been prepared in both Thai and English, in the form of print media, CDs, and electronic publishing. Those who are interested can access previous reports through the QR Code below.



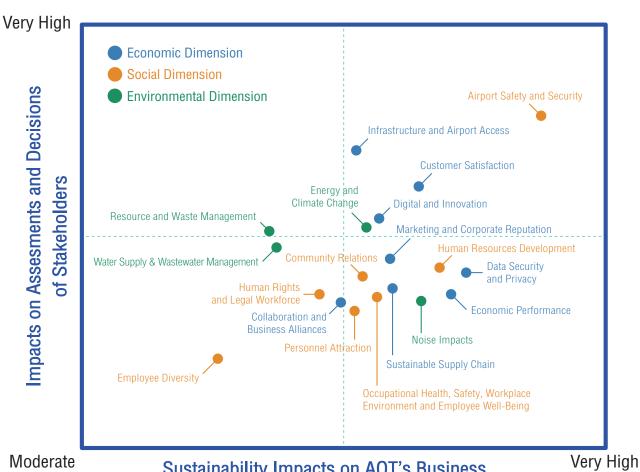
Report Preparation Processes



^{*} Note: AOT is planning to use external independent agency to verify the accuracy of the Sustainability Report in the future.

Materiality Matrix

Materiality Matrix 2019



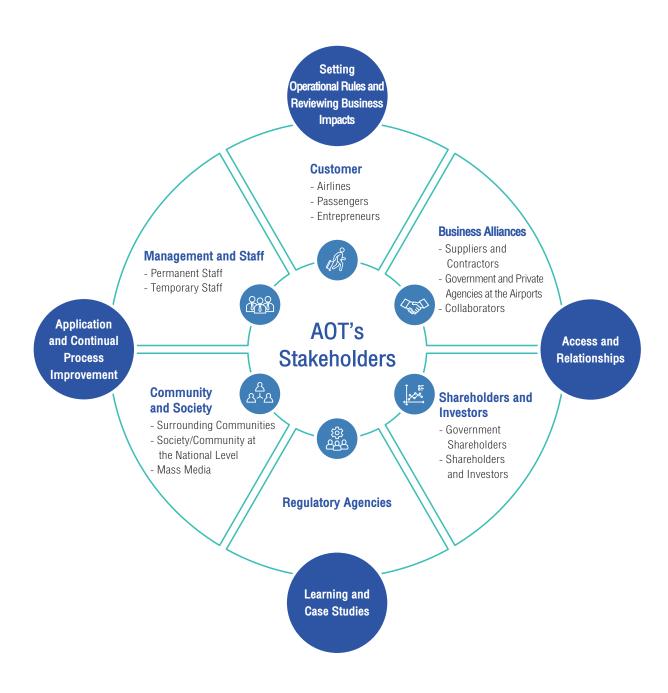
Sustainability Impacts on AOT's Business

			Scope of	Impacts	on Stake	holders*	
	Materiality	Internal Organization		Ex	ternal Organizat	ion	
		Executives and Employees	Customers	Business Alliances	Shareholders	Regulatory Agencies	Community and Society
	Economic Performance	~		~	~		~
	Infrastructure and Airport Access		~	v	V	~	V
uo	Digital and Innovation	~	~	~			
Jimensi	Data Security and Privacy	~	~	V		~	
Economic Dimension	Customer Satisfaction		~				
Ecor	Collaboration and Business Alliances		V	v	~		~
	Marketing and Corporate Reputation		~	V	V		V
	Sustainable Supply Chain	✓		V			V
	Airport Safety and Security	•	~	v		~	✓
	Occupational Health, Safety, Workplace Environment and Employee Well-Being	~	~	V		~	~
nsion	Community Relations					V	~
Social Dimension	Human Rights and Legal Workforce	~	~	V		~	V
Socia	Human Resources Development	~					
	Personnel Attraction	~					
	Employee Diversity	~					
nsion	Energy and Climate Change			v		V	V
I Dimer	Resource and Waste Management		~			v	~
Environmental Dimension	Water Supply and Wastewater Management					V	v
Enviro	Noise Impacts					~	V

^{*}The Scope of Impacts on Stakeholders has been reviewed in the fiscal year 2019 for better suitability.

AOT's Stakeholders

AOT has identified and selected key stakeholders through consideration of related parties whose interests may be affected by or have significant influence on AOT's business throughout the value chain. AOT has also determined the significant communities surrounding the airports based on the Environmental Impact Assessment (EIA), the Airport Emergency Plan, and the Noise Contour Assessment.



S	takeholders	Methods	Expectations	Responses
Customers	- Airlines - Passengers - Entrepreneurs	- Annual customer satisfaction surveys - Airline conferences - Customer Relationship Management (CRM) activities - Call Center and other channels for complaints and feedback - Airport Information Desks - Corporate websites and social media - External stakeholder conferences - Management interviews	- Providing sufficient space, facilities, and connectivity to meet airport business needs in order to attract customers and deliver a positive customer experience through Universal Design - Providing prompt services to meet customer expectations by using innovation and taking into account various demands - Being eco-friendly airports with a proactive policy in resource and waste management - Ensuring airport safety and security in compliance with international standards, including wildlife hazard management - Providing support, travel information, and facilities with efficiency and promptness - Communicating through social media to provide a fast and thorough understanding - Increasing stakeholder participation and listening to their comments for joint planning, development and operations	- Monitoring, inspecting, and improving airport services and facilities on a regular basis - Researching and developing service innovations and applications - Implementing resource management measures, including waste sorting and disposal - Getting certified for aviation, security, occupational health and safety in accordance with international standards - Preparing for and conducting emergency drills in a variety of scenarios to ensure safety - Consistently increasing comprehensive communication channels through social media for stakeholders - Conducting programs to build relationships with airline customers and entrepreneurs
Business Alliances	- Product and service provider - Manpower and Service Contractors - Government and private agencies at the airports - Collaborators	- Business Alliance Meetings - Call Center and other channels for complaints and feedback - External stakeholder conferences - Management interviews	- Providing sufficient personnel for passenger services - Promoting and developing state-of-the-art technology and innovation to manage passenger journey and create a great customer experience - Encouraging business expansion and increasing operating results - Providing support, information, training, equipment or space to strengthen the operations of business alliances - Assuring occupational health and safety for airport workers, including employment conditions especially for foreign construction workers - Providing appropriate and good-quality facilities while ensuring they are in good condition and are properly designed to withstand natural disasters	- Assessing problems, exchanging opinions, and developing work processes as discussed in regular meetings - Improving facilities and services to support the operations of business partners - Conducting business in compliance with agreements, contracts and laws

St	akeholders	Methods	Expectations	Responses
Shareholders and Investors	- Government shareholders - Shareholders and investors	- Analyst meetings - Dissemination of information for shareholders, fund managers, and domestic and foreign investors - Annual General Meetings - Call Center - Websites, electronic media and social media - Company site visits - Conference Call	- Offering satisfactory and regular dividend payment - Increasing capital gains - Providing good operating results with consistent, transparent and steady growth - Being a highly competitive player against other international airports - Setting future goals and directions of the business - Preparing for future changes, especially for innovation and aging society - Communicating transparent and proactive sustainability management and performance on social and environmental aspects through easily accessible channels, including preparing for effective crisis communication	- Providing multiple channels of communication to keep in touch with our business - Publishing information on corporate business, direction or quarterly performance to shareholders, investors, and those interested for transparency and verifiability - Providing regular dividends based on AOT's operating results - Conducting site visits for shareholders to monitor our business performance
Regulatory Agencies	- Office of the National Economic and Social Development Board - Ministry of Transport - Ministry of Finance - The State Audit Office of the Kingdom of Thailand - The Securities and Exchange Commission - The Stock Exchange of Thailand	- Regulator Meetings - Effective business operations and regulatory assessments - External stakeholder meetings	- Conducting business in compliance with laws or beyond what is required by laws - Ensuring IT security to meet quality standards and respecting users' privacy - Managing business by taking into account social and environmental responsibility for sustainability - Improving business with management system standards for efficiency - Growing business by adhering to good governance principles	- Properly and transparently conducting business in accordance with applicable laws, rules, and regulations - Minimizing or alleviating negative environmental impacts to exceed legal standards and creating positive impacts on communities surrounding the airports - Participating in assessments and providing information to regulators with accuracy and promptness - Collaborating with regulatory agencies to promote eco-friendly projects - Consistently reviewing and developing business processes in compliance with international standards

S	takeholders	Methods	Expectations	Responses
Community and Society	- Surrounding communities and societies - Communities and Societies at the national level - Mass media	- Community visits to hear about and examine environmental and social impacts, and community needs Websites, electronic media and social media External stakeholder meetings	- Implementing standardized safety and security procedures - Overseeing environmental and social impacts on communities - Monitoring impacts towards airport construction workers who stay in the community area - Providing communications and supports to the community as fast as possible in case of emergency - Taking part in community relations activities in order to create a well-being community, especially on education and youth - Providing communications related to proactive sustainable management to create understanding for the society - Providing transparency in AOT's governance process - Providing areas inside the airports to promote tourism and local economy	- Studying, monitoring and improving work processes to manage environmental and social impacts on communities - Conducting social activities to promote the economy, the society, and the environment for sustainable long-term community development - Providing communications related to operations through online channels, such as Facebook and other pubic media
Executives and Employees	- Permanent Employees Temporary workers Outsourcing staff	- The President meets the staff and communicates with them through internal public announcement system Board of Directors - Conducting annual surveys for findings related to employee engagement and satisfaction towards the company - Using direct and indirect communication channels, such as social media and internal computer networks	- Work safety - Stability and fringe benefits, in comparison with industry standards - Reasonable remunerations according to economic situations - Career progression in accordance with performance without bias	- Receiving OHSAS 18001 - Occupational Health and Safety Management Certification - Drawing up individual advancement plans for human resource development and talent retention - Conducting employee remuneration reviews in accordance with organizational performance, economic conditions, and industrial competitiveness - Providing long-term welfare for employees and their family - Conducting activities for employee engagement and encouragement

Sustainability Performance

Reporting Scope

Reporting Scope	Head Office	Suvarnabhumi Airport	Don Mueang International Airport	Chiang Mai International Airport	Hat Yai International Airport	Phuket International Airport	Mae Fah Luang - Chiang Rai International Airport	Data Coverage 2019 (%)
Economy								
Business Performance								
Operating Results	√	√	√	√	√	√	√	100
Airport Service Quality Assessment	NR	√	√	√	√	√	√	100
Customer Complaints	√	√	√	√	√	√	√	100
Corporate Compliance and ethics	√	√	√	√	√	√	√	100
Complaint and Non-compliance Confirmation	√	√	√	√	√	√	√	100
Basic Information of Each Airport								
Number of Passengers	NR	√	√	√	√	√	√	100
Number of Flights classified by Type and Period	NR	√	√	√	√	√	√	100
Volume of Cargo and Parcel Handling	NR	√	√	√	√	√	√	100
Number of Airlines Operating at Each Airport	NR	√	√	√	√	√	√	100
Number of Direct Connectivity of Each Airport	NR	√	√	√	√	√	√	100
Characteristics of Each Airport	NR	√	√	√	√	√	√	100

N/A: Not Available NR: Not Related to That Area

Reporting Scope	Head Office	Suvarnabhumi Airport	Don Mueang International Airport	Chiang Mai International Airport	Hat Yai International Airport	Phuket International Airport	Mae Fah Luang - Chiang Rai International Airport	Data Coverage 2019 (%)
Environment								
Resource Consumption and Environmental Investme	nt							
Energy Consumption	N/A	√	√	√	√	√	√	85.7
Greenhouse Gas Emissions	N/A	√	√	√	√	√	√	85.7
Water Supply and Wastewater Management	N/A	√	√	√	√	√	√	85.7
Resource and Waste Management	N/A	√	√	√	√	√	√	85.7
Environmental Investment	N/A	√	√	√	√	√	√	85.7
Society								
AOT's Basic Human Resource Information	√	√	√	√	√	√	√	100
Employee Diversity	√	√	√	√	√	√	√	100
Employee Attraction and Retention	√	√	√	√	√	√	√	100
Employee Development	√	√	√	√	√	√	√	100
Employee Satisfaction	√	√	√	√	√	√	√	100
Freedom of Association and Collective Bargaining	√	√	√	√	√	√	√	100
Occupational Health and Safety								
Lost Time Injury Frequency Rate (LTIFR) - Employee	√	√	√	√	√	√	√	100
Lost Time Injury Frequency Rate (LTIFR) - Contractor	√	√	√	√	√	√	√	100
Lost Time Injury Severity Rate (LTISR) - Employee	√	√	√	√	√	√	√	100
Lost Time Injury Severity Rate (LTISR) - Contractor	√	√	√	√	√	√	√	100
Occupational Fatality - Contractor	√	√	√	√	√	√	√	100
Social Activity Support								
Social Activity Support	√	√	√	√	√	√	√	100

N/A: Not Available NR: Not Related to That Area

Economy

Business Performance

GRI		Unit	2016	2017	2018	2019
*201-1	Operating Results					
	Operating Income	Million Baht	50,962	54,901	60,537	62,783
	Operating Expenses	Million Baht	28,359	30,559	31,009	33,082
	Employee Compensation and Benefits	Million Baht	5,934	6,499	7,002	8,204
	Annual Dividend Payment	Million Baht	9,757	12,285	1 4,998	N/A*
	Government Tax Payment	Million Baht	4,932	5,584	6,061	6,526
	Social Investment Fund**	Million Baht	28	18	35	31
	Total Assets	Million Baht	172,216	178,410	187,709	198,382
	Total Liabilities	Million Baht	51,902	46,721	43,493	43,843
	Total Equity	Million Baht	120,314	131,688.69	144,269	154,539
	Airport Service Quality Assessment (Maximum Score =	: 5) ***				
	Suvarnabhumi Airport	Score	4.58	4.51	4.42	4.33
	Don Mueang International Airport	Score	-	4.20	4.09	3.97
	Chiang Mai International Airport	Score	4.50	4.53	4.51	4.49
	Hat Yai International Airport	Score	-	-	4.14	4.03
	Phuket International Airport	Score	-	-	-	4.14
	Mae Fah Luang - Chiang Rai International Airport	Score	-	-	-	4.21
	Customer Complaints****					
	Performance of Officers and Staff under AOT's Supervision	Case	-	931	940	736
	Performance of Officers and Staff under External Agencies' Supervision	Case	-	568	567	510
	Impolite Behavior of Officers and Staff under AOT's Supervision	Case	-	270	262	117
	Request for Details and Measures	Case	-	194	222	170
	Facilities	Case	-	227	223	276

Remark:

^{*} Dividend payment for the 2019 operating results will be considered in january 2020.

^{**} Social investment fund was considered based on the cash value of charitable donations and the product value for social activities.

^{***} Q3 score for the fiscal year 2019; the average score of q1-q4 for the previous years.

^{****} Top five complaint issues - q1-q3 complaints for the fiscal year 2019, q1-q4 complaints for the previous years.

Corporate Compliance and Ethics

GRI		Unit	2016	2017	2018	2018
	Complaint and Non-Compliance Confirmation					
307-1	Confirmation of Non-compliance with Environmental Regulations	Case	0	0	0	0
205-3	Confirmation of Corruption and Bribery Charges	Case	0	0	0	0
206-1	Confirmation of Legal Actions against Trade Barriers	Case	0	0	0	0
	Confirmation of Complaints toward Employee Discrimination	Case	0	0	0	0
	Confirmation of Human Rights Violations	Case	0	0	0	0
418-1	Confirmation of Cybersecurity Breaches	Case	0	0	0	0
	Confirmation of Privacy Violations					
	- Complaints from external agencies	Case	0	0	0	0
	- Complaints from government agencies	Case	0	0	0	0

Basic Information of Each Airport

Number of Passengers - Fiscal Year 2019 (October 2018 - September 2019)

GRI	Airport	Unit	Inte	rnational Fl	light	Do	mestic Flig	jht		Total		
GNI	7.11 5012	Oilit	Arrival	Departure	Transit	Arrival	Departure	Transit	Arrival	Departure	Transit	
G4-AO1	Suvarnabhumi Airport	Passenger	26,131,066	26,018,072	545,561	6,072,716	5,940,697	2,898	32,203,782	31,958,769	548,459	
	Don Mueang International Airport	Passenger	8,556,193	8,659,591	47,578	11,891,305	11,848,732	4,980	20,447,498	20,508,323	52,558	
	Chiang Mai International Airport	Passenger	1,582,558	1,550,115	2,793	4,032,287	4,152,680	1,026	5,614,845	5,702,795	3,819	
	Hat Yai International Airport	Passenger	151,448	146,376	481	1,864,796	1,863,502	1,807	2,016,244	2,009,878	2,288	
	Phuket International Airport	Passenger	5,162,595	5,149,585	6,147	3,778,352	3,750,358	1,625	8,940,947	8,899,943	7,772	
	Mae Fah Luang - Chiang Rai International Airport	Passenger	176,573	162,138	445	1,308,925	1,304,469	546	1,485,498	1,466,607	991	
	Total	Passenger	41,760,433	41,685,877	603,005	28,948,381	28,860,438	12,882	70,708,814	70,546,315	615,887	
				84,049,315			57,821,701			141,871,016	6	

Number of Flights Classified by Type and Period - Fiscal Year 2019 (October 2018 - September 2019)

				Internation	al Flight			Domesti	c Flight			
GRI	Type of Flight	Unit	Period 06.00 -17.59 hrs.		Period 18.00 - 05.59 hrs.		Period 06.00 -17.59 hrs.			riod 05.59 hrs.	Total	
			Arrival	Departure	Arrival	Departure		Departure		Departure		
G4-A02	Commercial Passenger Flight	Flight	130,294	130,760	109,028	108,491	131,478	150,638	69,011	49,939	879,639	
	Commercial Cargo Flight	Flight	2,138	2,368	2,160	1,930	-	-	-	-	8,596	
	General	Flight	1,484	1,793	953	595	1,182	1,295	330	230	7,862	
	Total	Flight	133,916	134,921	112,141	111,016	132,660	151,933	69,341	50,169	896,097	
	State and Military	Flight		13,740								

Remark: For the State and Military sector, all the flights cannot be classified by period as they were not recorded in AOT's flight information system. AOT has received the information from Aeronautical Radio of Thailand Ltd (AEROTHAI).

Volume of Cargo and Parcel Handling

CDI	GRI Type of Flight	Unit	2016		2017		20	18	2019	
GRI			Arrival	Departure	Arrival	Departure	Arrival	Departure		Departure
G4-AO3	Cargo Flight	Metric Ton	451,490	575,664	112,935	117,115	104,855	113,422	95,360	99,229
	Cargo on Passenger Flight	Metric Ton	162,916	217,437	584,594	760,211	625,732	802,757	554,649	721,377
	Total	Metric Ton	1,407,507		1,574,855		1,646,766		1,470,615	

Number of Airlines Operating at Each Airport 2019

GRI	Airport	Unit	Domestic Flight	International Flight	Total*
102-7	Suvarnabhumi Airport	Airline	4	115	115
(AO)	Don Mueang International Airport	Airline	3	14	14
	Chiang Mai International Airport	Airline	8	26	30
	Hat Yai International Airport	Airline	5	9	9
	Phuket International Airport	Airline	7	52	53
	Mae Fah Luang - Chiang Rai International Airport	Airline	6	7	11
	Total	Airline	8	123	135

^{*} Some airlines may operate both domestic and international flights.

Number of Direct Connectivity of Each Airport 2019

GRI	Airport	Unit	Domestic	International Airport				Takal	
			Airport	Asia-Pacific	Middle East	Africa		Pacific Islands	Total
102-7 (AO)	Suvarnabhumi Airport	No. of Destinations	16	125	10	4	27	5	171
	Don Mueang International Airport	No. of Destinations	26	77	0	0	0	1	78
	Chiang Mai International Airport	No. of Destinations	18	28	1	0	0	0	29
	Hat Yai International Airport	No. of Destinations	9	4	0	0	0	0	4
	Phuket International Airport	No. of Destinations	12	42	4	0	0	2	57
	Mae Fah Luang - Chiang Rai International Airport	No. of Destinations	6	9	0	0	0	0	9
	Total	No. of Flight Routes	32	136	10	4	27	5	182

Characteristics of Each Airport 2019

GRI	Airport	Airport Areas (Square Kilometers)	Number of Runways (Lanes)	Length of Taxiway (Meters)
102-7	Suvarnabhumi Airport	35.2	2	First Runway: 3,700; Second Runway: 4,000
(AO)	Don Mueang International Airport	6.32	2	First Runway: 3,700; Second Runway: 3,500
	Chiang Mai International Airport	2.57	1	3,400
	Hat Yai International Airport	4.75	1	3,050
	Phuket International Airport	2.21	1	3,000
	Mae Fah Luang - Chiang Rai International Airport	5.24	1	3,000

Environment

Resource Consumption and Environmental Investment

GRI		Unit	2016	2017	2018	2019
	Resource Consumption					
302-1	Energy Consumption	Megawatt-Hour	651,251	667,167	661,376	688,310
	Energy from Renewable Sources	Megawatt-Hour	0	0	0	0
	Energy from Non-Renewable Sources	Megawatt-Hour	651,251	667,167	661,376	688,310
	- Electricity	Megawatt-Hour	554,330	571,775	569,745	594,497
	- Cooling	Megawatt-Hour	96,921	95,392	91,631	93,813
	Energy Consumption Intensity*	Kilowatt-Hour per Passenger	5.43	5.16	4.74	4.85
302-3	Energy Costs	Baht	2,438,309,329	2,454,467,557	2,557,724,241	2,500,591,104

Remark:

The table above shows the information of 6 airports under AOT's supervision, including the operators' energy use but excluding the head office's; the information is gathered from the airports' electricity bills.

Energy data collection, calculation, and unit conversion are based on GHG Protocol Corporate Accounting and Reporting Standard.

 $^{^* \}textit{Covering both electric power and cooling system-the calculation is based upon energy consumption per passenger.} \\$

GRI		Unit	2016	2017	2018	2019			
	Greenhouse Gas Emissions								
305-1	Direct Greenhouse Gas Emissions (Scope 1)*	Kilogram of Carbon Dioxide Equivalent	2,494.99	2,755.14	2,671.40	Pending Verification			
	- Suvarnabhumi Airport	Kilogram of Carbon Dioxide Equivalent	1,771.00	1,925.00	1,866.93	Pending Verification			
	- Don Mueang International Airport	Kilogram of Carbon Dioxide Equivalent	376.00	465.00	455.48	452.14			
	- Chiang Mai International Airport	Kilogram of Carbon Dioxide Equivalent	121.00	129.53	121.75	134.99			
	- Hat Yai International Airport	Kilogram of Carbon Dioxide Equivalent	94.99	99.61	123.24	120.98			
	- Phuket International Airport	Kilogram of Carbon Dioxide Equivalent	-	-	-	299.98			
	- Mae Fah Luang - Chiang Rai International Airport	Kilogram of Carbon Dioxide Equivalent	132.00	136.00	104.00	127.66			

GRI		Unit	2016	2017	2018	2019
	Greenhouse Gas Emissions					
305-2	Indirect Greenhouse Gas Emissions (Scope 2) (Location-based) *	Kilogram of Carbon Dioxide Equivalent	193,701.80	211,570.34	209,596.50	Pending Verification
	- Suvarnabhumi Airport	Kilogram of Carbon Dioxide Equivalent	134,498.00	211,570.34	139,780.50	Pending Verification
	- Don Mueang International Airport	Kilogram of Carbon Dioxide Equivalent	44,835.00	56,288.00	54,491.04	53,780.44
	- Chiang Mai International Airport	Kilogram of Carbon Dioxide Equivalent	8,837.00	9,172.28	9,206.22	9,259.69
	- Hat Yai International Airport	Kilogram of Carbon Dioxide Equivalent	3,301.80	3,564.06	3,659.58	3,732.77
	- Phuket International Airport	Kilogram of Carbon Dioxide Equivalent	-	-	-	28,475.31
	- Mae Fah Luang - Chiang Rai International Airport	Kilogram of Carbon Dioxide Equivalent	2,230.00	2,483.00	2,459.16	2,917.72
305-4	Greenhouse Gas Emission Intensity (Scope 1 + 2)*	Kilogram of Carbon Dioxide Equivalent Per Passenger	2.02	2.01	1.83	Pending Verification
	- Suvarnabhumi Airport	Kilogram of Carbon Dioxide Equivalent Per Passenger	2.58	2.54	2.33	Pending Verification
	- Don Mueang International Airport	Kilogram of Carbon Dioxide Equivalent Per Passenger	1.49	1.61	1.43	1.33
	- Chiang Mai International Airport	Kilogram of Carbon Dioxide Equivalent Per Passenger	1.07	0.98	0.91	0.85
	- Hat Yai International Airport	Kilogram of Carbon Dioxide Equivalent Per Passenger	0.93	0.91	0.87	0.91
	- Phuket International Airport	Kilogram of Carbon Dioxide Equivalent Per Passenger	-	-	-	1.58
	- Mae Fah Luang - Chiang Rai International Airport	Kilogram of Carbon Dioxide Equivalent Per Passenger	1.35	1.28	1.02	Pending Verification

Remark:

AOT has adopted the GHG Protocol Corporate Accounting and Reporting Standard as guidelines for data collection, calculation and unit conversion by taking into consideration only carbon dioxide emissions, excluding Biogenic CO2 emissions. AOT has also followed the Emission Factor criteria developed by Thailand Greenhouse Gas Management Organization (Public Organization) (January 2017), the United States Environmental Protection Agency (EPA), and the Intergovernmental Panel on Climate Change (IPCC) through the Global Warming Potential (GWP) measures under a 100-year time frame based on the IPCC Fourth Assessment Report (AR4-100 year).

^{*} The summary data covers 5 airports under AOT's supervision, exclusive of Phuket International Airport. An operational control consolidation approach has been used to account for emissions.

GRI		Unit	2016	2017	2018	2019
	Water Supply and Wastewater Manageme	ent				
303-3	Water Withdrawal*	Thousand Cubic Meters	8,591	9,474	10,600	10,481
(2018)	- Municipal Water	Thousand Cubic Meters	8,052	9,000	10,299	10,133
	- Groundwater		539	474	301	348
	Water Withdrawal in Water Stress Areas **	Thousand Cubic Meters	6,323	7,134	8,106	8,041
	- Municipal Water	Thousand Cubic Meters	6,124	6,865	7,936	8,041
	- Surface Water	Thousand Cubic Meters	0	0	0	0
	- Ground Water	Thousand Cubic Meters	198	169	170	189

GRI		Unit	2016	2017	2018	2019
	Water Supply and Wastewater Manageme	ent				
303-4	Water Discharge***	Thousand Cubic Meters	4,516	4,611	4,315	3,992
(2018)	- Surface Water	Thousand Cubic Meters	4,516	4,611	4,315	3,992
	- Water Discharge in Water Stress Areas **	Thousand Cubic Meters	2,851	2,887	2,862	2,775
303-5	Water Consumption****	Thousand Cubic Meters	4,075	4,863	6,285	6,490
(2018)	- Water Consumption in Water Stress areas**	Thousand Cubic Meters	3,472	4,247	5,244	5,267
303-3	Water Recycled*****	Thousand Cubic Meters	-	-	401	496
(2016)	Proportion of Water Recycled to Water Withdrawal	%	-	-	3.78	4.73

The water information covers 6 airports under AOT's supervision, exclusive of the head office, gathering from the airports' water bills and the internal circulation pumps' water metering.

^{*****} The amount of recycled water covers Suvarnabhumi Airport and Hat Yai International Airport.

GRI		Unit	2016	2017	2018	2019
	Resource and Waste Management					
	Waste Volume	Kilogram	26,525,782	30,931,998	31,852,556	35,619,591
	Waste Utilization*	Kilogram	-	2,581,470	3,055,080	2,762,656
306-2	Waste Disposal**	Kilogram	26,525,782	28,350,528	28,797,476	32,856,936
	General Waste Volume	Kilogram	26,445,362	28,228,578	28,651,408	32,850,028
	- Landfill	Kilogram	22,827,758	25,218,914	23,187,558	27,650,903
	- Burning	Kilogram	3,617,604	3,009,664	5,463,850	5,199,125
	Hazardous Waste Volume	Kilogram	80,420	121,950	146,068	165,150
	- Burning	Kilogram	80,420	121,950	1 46,068	165,150

Remark:

^{*} All the water withdrawal is freshwater (≤1,000 mg / L Total Dissolved Solids).

^{**} Based on the World Resources Institute (WRI)'s Aqueduct Water Risk Atlas mapping tool, there are two operational areas of AOT facing extremely high water stress: Suvarnabhumi Airport and Chiang Mai International Airport.

^{***} The amount of water discharge is shown as the amount of water entering the treatment system which AOT considers its quality equivalent to or better than untreated water from natural resources in accordance with the environmental laws and the Environmental Impact Assessment (EIA) regulations whose measurable parameters include fat, acidity (pH), TKN, BOD, TDS, sediment, suspended sediment, and sulfide. In the fiscal year 2019, no violations of the water supply regulations were found after water treatment.

^{****} Water consumption is the water withdrawal deducted by the water discharge. However, AOT does not have any significant reservoir areas which may affect the water use of neighboring communities.

^{*} The amount of recyclable waste covers only Suvarnabhumi Airport. However, AOT is in the process of collecting information of waste utilization such as recycling and composting. Our report will cover all operational areas in the future.

^{**} AOT's hazardous waste management is carried out in accordance with the environmental law and the Environmental Impact Assessment (EIA) while the general waste disposal process is operated under the regulations of each locality and run by municipalities or private companies which are permitted by the law.

Society

AOT's Basic Human Resource Information

CDL	Frankriss	المنطال	20	16	20)17	20	18	20	19	
GRI	Employee	Unit -	Male	Female	Male	Female	Male	Female	Male	Female	
102-8	Total Number of Employees										
	Total	Person	6,8	309	7,2	229	7,7	7 16	8,1	31	
			4,199	2,610	4,346	2,610	4,648	3,068	4,861	3,270	
		%	61.67	38.33	60.12	38.33	60.24	39.76	59.78	40.22	
	By Age										
	Under 30 Years	Person	2,0)13	2,0)54	2,1	32	2,1	118	
	30 - 50 Years	Person	3,8	356	4,	163	4,5	515	4,8	375	
	Over 50 Years	Person	ę	940	1,0)12	1,0)69	1,1	138	
	By Type of Employment Cor	ntract									
	Contracted Executives	Person	1	-	1	-	2	-	2	-	
	Permanent Staff	Person	5,2	253	5,4	132	5,5	522	5,7	759	
			3,242	2,011	3,348	2,084	3,382	2,140	3,564	2,195	
	Temporary Staff	Person	1,5	557	1,7	797	2,	192	2,3	370	
			958	599	998	799	1,264	928	1,295	1,075	
	By Type of Employment										
	Full-Time	Person	3,082	1,887	3,242	2,011	3,382	2,140	3,564	2,195	
	Part-Time	Person	-	-	-	-	-	-	-	-	
	By Location (Permanent Staff)										
	Total	Person	5,253		5,4	132	5,5	522	5,7	759	
	Head Office	Person	1,23	1	573	678	574	697	586	714	
	Suvarnabhumi Airport	Person	2,20	0	1,553	701	1,570	703	1,630	699	
	Don Mueang International Airport	Person	78	2	537	336	548	344	576	363	
	Chiang Mai International Airport	Person	20	4	129	77	132	93	167	108	
	Hat Yai International Airport	Person	14	2	125	52	130	61	140	68	
	Phuket International Airport	Person	51	6	335	195	331	193	353	188	
	Mae Fah Luang - Chiang Rai International Airport	Person	17	8	96	45	97	49	112	55	
	By Location (Temporary Sta	ff)									
	Total	Person	1,55	7	1,7	97	2,1	192	2,3	370	
	Head Office	Person		0	0	0	0	0	0	0	
	Suvarnabhumi Airport	Person	54	9	360	357	500	401	491	440	
	Don Mueang International Airport	Person	51	3	280	204	299	232	330	270	
	Chiang Mai International Airport	Person	11	1	83	59	117	74	120	87	
	Hat Yai International Airport	Person	6	1	87	25	95	25	99	40	
	Phuket International Airport	Person	22	1	153	128	217	168	201	198	
	Mae Fah Luang - Chiang Rai International Airport	Person	102		35	26	36	28	54	40	

Employee Diversity

ODI	Foodbook	11	20	16	20	17	20	18	20	19
GRI	Employee	Unit -	Male	Female	Male	Female	Male	Female	Male	Female
405-1	Employee Diversity									
	Board Level									
	Total	Person	1:	2	15		15		15	
			10	2	13	2	13	2	13	2
		%	83.33	16.67	86.67	13.33	86.67	13.33	86.67	13.33
	Under 30 years at the same level	Person	()		0	()		0
	30 - 50 years at the same level	Person	2	2		2	2	2	2	1
	Over 50 years at the same level	Person	10)	1:	3	10	3	11	1
	Top Management Level (Lev	rel 9 - 11)							
	Total	Person	15	51	15	58	14	49	15	1
			99	52	103	55	97	52	98	53
		%	65.56	34.44	65.19	34.81	65.10	34.90	64.90	35.1
	Under 30 years at the same level	Person	()	0		()	()
	30 - 50 years at the same level	Person	19	9	22		26	3	28	3
	Over 50 years at the same level	Person	132	2	130	6	123		123	
	Management Level (Level 7	- 8)								
	Total	Person	1,0	46	1,1	06	1,150		1,222	
			530	516	552	554	574	576	613	609
		%	50.67	49.33	49.91	50.09	49.91	50.09	50.16	49.84
	Under 30 years at the same level	Person	())	()	(0
	30 - 50 years at the same level	Person	565	5	603	3	608	3	642	2
	Over 50 years at the same level	Person	481	1	50	3	542	2	580	0
	Operational Level (Level 6 a	nd below	/)							
	Total	Person	4,05	56	4,1	68	4,2	223	4,3	86
			2,613	1,443	2,693	1,475	2,711	1,512	2,853	1,533
		%	64.42	33.58	64.61	35.39	64.20	35.80	65.05	34.95
	Under 30 years at the same level	Person	88	32	8	83	8	336	8	36
	30 - 50 years at the same level	Person	2,847		2,943		3,006		3,138	
	Over 50 years at the same level	Person	32	27	3	42	3	881	4	12

Employee Attraction and Retention

op.			20	16	20	017	20	18	2019	
GRI	Employee	Unit	Male	Female	Male	Female	Male	Female	Male	Female
401-1	Employment									
	Employment of New Perman	ent Staff								
	Total	Person	41	19	30	00	19	95	32	25
			250	169	183	117	105	90	235	90
	New Employment Rate	%	7.9	98	5.	52	3.	53	5.6	64
			4.76	3.22	3.36	2.15	3.10	4.21	6.59	4.10
	Employment of New Perman	ent Staff	(By Age)							
	Under 30 years	Person	3	16	1	84	1	15	19	91
		%	6.0	6.02 103		39	1.01	1.07	3.54	2.96
	30 - 50 years	Person	10			16	7	7	13	34
		%	1.9	96	2.	13	0.83	0.56	3.06	1.14
	Over 50 years	Person		0		0	;	3	()
		%		0		0		0	0	0
	Employment of New Temporary Staff									
	Total	Person	63	39	30	66	85	59	35	58
	N		485	144	149	217	457	402	201	157
	New Employment Rate	%	40.	40	20	.36	39	.19	15.	11
			31.15	9.25	8.29	12.07	20.85	18.34	15.52	14.60
	Employment of New Tempor									
	Under 30 years	Person		32	201		414		26	
		%	37.3		11.		10.99	7.89	11.97	9.86
	30 - 50 years	Person		17		36		23		97
		%	3.0)2	7.9		9.44	9.85	3.55	4.74
	Over 50 years	Person		0		29	2	22		0
		%		0	1.0	61	0.41	0.59	0	0
	Turnover Rate									
	Turnover of Permanent Staff	_								-
	Total	Person		39		24		36	9	
			91	48	79	45	51	35	54	36
	Turnover Rate (Per Total Number of Permanent Staff)	%	2.6			28		55		56
			1.73	0.91	1.45	0.83	1.51	1.64	0.94	0.63
	Voluntary Turnover Rate (Per Total Number of	%	0.2			38		42	0.	
	Permanent Staff)		0.22	0.05	0.22	0.83	0.18	0.24	0.16	0.16

ODI	Footbook	11.2	20	16	20)17	20	18	2019	
GRI	Employee	Unit -	Male	Female	Male	Female	Male	Female	Male	Female
	Turnover of Permanent Staff	(By Age)								
	Under 30 years	Person		8	1	16		8		1
		%	0.15		0.2	0.29		0.19	0.03	0.14
	30 - 50 years	Person	16 0.30		1	3	1	4	۷	1
		%			0.2	4	0.15	0.42	0.39	0.46
	Over 50 years	Person	11	5	9	5	6	4	1	4
		%	2.1	9	1.7	5	1.24	1.03	1.09	1.05
	Turnover of Temporary Staff									
	Total	Person	29	294		9	4	2	48	
			218	76	36	13	25	17	31	17
	Turnover Rate (Per Total	%	18.	88	2.	73	1.	92	2.0	3
	Number of Permanent Staff)		14.00	4.88	2.0	0.72	1.14	0.78	1.3	0.72
	Employment of Temporary S	taff (By A	.ge)							
	Under 30 years	Person	181		3	6	2	3	32	
		%	11.	62	2.	0	0.87	1.29	1.62	1.02
	30 - 50 years	Person	1	13	13		1	7	16	
		%	7.	26	0.73	2	0.95	0.54	0.77	0.56
	Over 50 years	Person		0		0	2	2	0	
		%		0		0	0	0	0	0
401-3	Parental Leave									
	Number of Employees Eligible	Person	5,2	53		432		522	5,7	759
	for Parental Leave		3,242	2,011	3,348	2,084	3,382	2,140	3,564	2,195
	Number of Employees on Parental Leave	Person	0	2	0	5	0	10	0	6
	Number of Employees Returning to Work after Parental Leave	Person	0	2	0	5	0	10	0	6
	Number of Employees Returning to Work for More Than 1 Year after Parental Leave	Person	0	2	0	5	0	10	0	6
	Rate of Employees Returning to Work and Existence after Parental Leave	%	-	100	-	100	-	100	-	100

Employee Development

GRI	- Franksissa	Unit	20	16	20)17	20	18	2019			
GRI	Employee	Ullit	Male	Female	Male	Female	Male	Female	Male	Female		
404-1	Employee Training											
	Average Training Hours	Hour per Person	41.	.05	29	.65	43	.68	20	.81		
			47.30	30.42	34.97	22.48	46.32	33.47	22.21	18.48		
	By Employee Level											
	Board of Directors	Hour per Person	-			-	18	.00	16	.00		
	Top Management Level (Level 9 -11)	Hour per Person	23.50		17.37		20.45		26.16			
	Management Level (Level 7 - 8)	Hour per Person	41.48		30.66		36	.20	27	.21		
	Operational Level (Level 1 - 6)	Hour per Person	-		-		39	.35	18.	73		
	By Age											
	Under 30 years	Hour per Person	33.	18	24	.53	31	.50	27	.44		
	30 - 44 years	Hour per Person	46.	45	34	.34	48	.20	23	.21		
	45 - 60 years	Hour per Person	38.	27	28	.29	29	.30	14	.00		
	Human Capital Return Or	n Investmen	ıt									
	HCROI	-	5.13		5	.12	5.45		4.84			
	Rate of Internal Employee Transfer											
	tate of Internal Employee Transfer % 2.00 such as gaining promotion)		00	2.64		20.89		4.06				

Employee Satisfaction

GRI	Employee	Unit	2016		2017		2018		2019	
uni			Male	Female	Male	Female	Male	Female	Male	Female
Employee Satisfaction										
	Employee Satisfaction Survey	%	84.69		80.75		83.46		86.05	
	(a total score of 100%)	%	-	-	82.54	78.12	80.75	78.12	86.75	82.47
	Employee Engagement									
	Employee Engagement	%		-	74	.60	76.	.40	77.23	
	Survey (a total score of 100%)	%	-	-	-	-	-	-	78.23	75.64

Freedom of Association and Collective Bargaining

GRI	Employee	Unit	2016	2017	2018	2019				
	Freedom of Association and Collective Bargaining									
	No. of Employees Joining	Person	3,242	3,509	3,892	3 ,805				
	the State Enterprise Labor Union	% per Total Number of Permanent Staff	61.72	64.60	50.44	66.07				
102-41	Percentage of Employees Covered by Collective Bargaining Agreements.	% per Total Number of Permanent Staff	100	100	100	100				

Occupational Health and Safety

GRI	Occupational Health and Safety	Unit	2016	2017	2018	2019
403-9	Employee					
(2018)	Lost Time Injury Frequency Rate (LTIFR)	Case per 1 Million Working hours	0.07	0.27	0.08	0.44
	Head Office	Case per 1 Million	-	0.00	0.00	0.00
	Suvarnabhumi Airport	Working hours	-	0.49	0.32	0.87
	Don Mueang International Airport		-	0.37	0.00	0.00
	Chiang Mai International Airport		-	0.00	0.00	0.00
	Hat Yai International Airport		-	0.00	0.00	0.00
	Phuket International Airport		-	0.00	0.00	0.00
	Mae Fah Luang - Chiang Rai International Airport		-	0.00	0.00	0.00
	Lost Time Injury Severity Rate (LTISR)	Leave per 1 Million Working hours	-	3.67	0.66	3.58
	Head Office	Leave per 1 Million	-	0.00	0.00	0.00
	Suvarnabhumi Airport	Working hours	-	2.93	1.76	4.10
	Don Mueang International Airport		-	0.74	0.00	0.00
	Chiang Mai International Airport		-	0.00	0.00	0.00
	Hat Yai International Airport		-	0.00	0.00	0.00
	Phuket International Airport		-	0.00	0.00	0.00
	Mae Fah Luang - Chiang Rai International Airport		-	0.00	0.00	0.00
	Occupational Fatality	Case	0	0	0	0
	Contractor					
	Lost Time Injury Frequency Rate (LTIFR)	Case per 1 Million Working hours	-	-	0.27	_*
	Head Office	Case per 1 Million	-	-	0	0
	Suvarnabhumi Airport	Working hours	-	-	0.27	0
	Don Mueang International Airport		-	-	0	0
	Chiang Mai International Airport		-	-	0	0
	Hat Yai International Airport		-	-	0	0
	Phuket International Airport		-	-	0	0
	Mae Fah Luang - Chiang Rai International Airport		-	-	0	0

Remark: The symbol "*" means cases or number of accidents.

GRI	Occupational Health and Safety	Unit	2016	2017	2018	2019
	Lost Time Injury Severity Rate (LTISR)	Leave per 1 Million Working hours	-	-	-	0
	Head Office	Leave per 1 Million	-	-	-	_*
	Suvarnabhumi Airport	Working hours	-	-	-	1*
	Don Mueang International Airport		-	-	-	0
	Chiang Mai International Airport		-	-	-	0
	Hat Yai International Airport		-	-	-	0
	Phuket International Airport		-	-	-	0
	Mae Fah Luang - Chiang Rai International Airport		-	-	-	0
	Occupational Fatality	Case	1	0	1	0

Remark: The symbol "-" means no data has been collected. Remark: The symbol "*" means cases or number of accidents.

Corporate Social Responsibility

GRI		Unit	2016	2017	2018	2019
	Corporate Social Responsibility					
	Donations of Money	Baht	11,827,744	3,785,200	35,000,000	17,727,188
	Employee Times on Social Activities	Baht Equivalent	24,519,832	5,190,825	1,500,000	14,829,432
	Donations of goods or services	Baht Equivalent	15,682,790	14,515,694	1,600,000	13,224,445
	Expenditure of effort involved	Baht	38,210,946	50,013,600	50,013,600	88,656,865

GRI Content Index

GRI St	andard	Disclosure	Page Number (s) and/or URL	Omission/ Remarks
GENERAL DI	SCLOSURES			
GRI 102: General	102-1	Name of the organization	Front Cover, 14, 167, Back Cover	-
Disclosures 2016	102-2	Activities, brands, products, and services	9, 11, 13 - 15, 34 - 39, 52, 58 - 59	-
	102-3	Location of headquarters	14, Back Cover	-
	102-4	Location of operations	14, 52, 167	-
	102-5	Ownership and legal form	14	-
	102-6	Markets served	9, 11, 14, 35 - 36, 41 - 48, 52	-
	102-7	Scale of the organization	14, 21, 35 - 38, 41 - 48, 177 - 180, 183	-
	102-8	Information on employees and other workers	21, 166, 183 - 187	-
	102-9	Supply chain	16, 127 - 131	-
	102-10	Significant changes to the organization and its supply chain	39, 42 - 50	-
	102-11	Precautionary Principle or approach	See Remark	AOT does not follow the precautionary approach, but has a comprehensive risk management plan in place.
	102-12	External initiatives	9, 11, 21, 23, 27, 29 - 30, 50, 86, 111	-
	102-13	Membership of associations	9, 11, 19, 21, 83, 108	-
	102-14	Statement from senior decision-maker	9, 11	-
	102-15	Key impacts, risks, and opportunities	9, 11, 24 - 26, 34, 41, 51, 56, 58, 68, 77 - 78,	
			90 - 91, 102, 107, 114, 118, 121, 126 - 127, 132, 135 - 136, 147 - 148, 158, 161, 166	-
	102-16	Values, principles, standards, and norms of behavior	9, 11, 13, 22, 27, 32, 127, 131 - 133, 150, 166	-
	102-17	Mechanisms for advice and concerns about ethics	31, 133	-
	102-18	Governance structure	22, See Annual Report 2019	-
	102-19	Delegating authority	32	-
	102-20	Executive-level responsibility for economic, environmental, and social topics	32	-
	102-22	Composition of the highest governance body and its committees	22, 166, 184, See Annual Report 2019	-
	102-23	Chair of the highest governance body	See Annual Report 2019	
	102-24	Nominating and selecting the highest governance body	See Annual Report 2019	•

GRI St	andard	Disclosure	Page Number (s) and/or URL	Omission/ Remarks
GENERAL DIS	SCLOSURES			
GRI 102: General	102-28	Evaluating the highest governance body's performance	23, See Annual Report 2019	
Disclosures 2016	102-29	Identifying and managing economic,	32, 168	-
20.0		environmental, and social impacts		-
	102-30	Effectiveness of risk management processes	24	-
	102-32	Highest governance body's role in sustainability reporting	32, 168	-
	102-33	Communicating critical concerns	31	-
	102-34	Nature and total number of critical concerns	31, 178	-
	102-40	List of stakeholder groups	171 - 174	-
	102-41	Collective bargaining agreements	161, 187	-
	102-42	Identifying and selecting stakeholders	171	-
	102-43	Approach to stakeholder engagement	172 - 174	-
	102-44	Key topics and concerns raised	172 - 174	-
	102-45	Entities included in the consolidated financial statements	167	-
	102-46	Defining report content and topic Boundaries	167 - 168	-
	102-47	List of material topics	169 - 170	-
	102-48	Restatements of information	See remark	Restatement of information due to changes in scope of reporting is indicated in remarks throughout this report.
	102-49	Changes in reporting	See remark	AOT materiality matrix was updated in this report according to AOT's external stakeholder engagement in 2019. However, there was no change on the list of topics and topic boundary.
	102-50	Reporting period	167	-
	102-51	Date of most recent report	167	-
	102-52	Reporting cycle	167 - 168	-
	102-53	Contact point for questions regarding the report	198, Back Cover	Corporate Social Responsibilities and Corporate Governance Department Airports of Thailand Public Company Limited (AOT) 333 Cherdwutakad Road, Srikan, Don Mueang, Bangkok 10210 Tel. (66) 2535 5270 - 74 Email: aotcsr@airportthai.co.th
	102-54	Claims of reporting in accordance with the GRI Standardss	167	-
	102-55	GRI content index	190 - 196	-
	102-56	External assurance	See remark	AOT is currently under development process towards external assurance of sustainability report. Apart from internal control of published data, there is no external assurance of the report this year.

GRI Standa	rds	Disclosure	Page Number (s) and/or URL	Omission/ Remarks	SDGs
Economic Perform	nance				
GRI 103:	103-1	Explanation of the material topic and its boundary	34	-	8 DECENT MERK AND ECONOMIC GROWTH
Management	103-2	The management approach and its components	34, 37 - 40	-	M
Approach 2016	103-3	Evaluation of the management approach	35 - 39	-	
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	35, 177	-	
Airport Infrastructu	ire and Δcc	essihility			
			0.4.44		O NUMBER MODITOR
GRI 103:	103-1	Explanation of the material topic and its boundary	34, 41	-	9 NO NEWSTRICTURE
Management	103-2	The management approach and its components	41 - 50	-	50
Approach 2016	103-3	Evaluation of the management approach	41 - 48	-	11 SECTIONAL OTES
GRI G4 Sector Specific Aspect: Transport	G4-DMA	Identify modes of ground transportation of passengers, staff, visitors and suppliers within, to and from the airport.	41, 49 - 50	-	▲田田田
GRI G4 Sector	AO1	Number of passengers	21, 36, 178	_	
Specific Aspect:	AO2	Number of aircraft movements	21, 36 - 37, 178	-	
Market Presence	AO3	Total amount of cargo tonnage	21, 36, 179	-	
Marketing and Re		magement			
GRI 103:	103-1	Explanation of the material topic and its boundary	34, 51	-	8 DECENT MUNIC AND ECONOMIC GROWTH
Management	103-2	The management approach and its components	51 - 55	-	1 1 1
Approach 2016	103-3	Evaluation of the management approach	51	-	
GRI 417: Marketing and Labeling 2016	417-3	Incidents of non-compliance concerning marketing communications	See remark	There was no incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labeling in 2019.	
Not Applicable	Company's own indicator	Number of new flight routes	51	-	
Digitization and In	novation				
GRI 103:	103-1	Explanation of the material topic and its boundary	56 - 57	-	-
Management	103-2	The management approach and its components	57 - 63	-	
Approach 2016	103-3	Evaluation of the management approach	57, 61, 63	-	
Not Applicable	Company's own indicator	Number of AOT Digital Platform downloads	57	-	
Information Securi	ty and Priva	acy			
GRI 103:	103-1	Explanation of the material topic and its boundary	56, 64	-	-
Management	103-2	The management approach and its components	65 - 66	-	
Approach 2016	103-3	Evaluation of the management approach	65 - 66		
GRI 418:	418-1	Substantiated complaints concerning breaches of	65, 178	-	
Customer Privacy 2016		customer privacy and losses of customer data	10, 110		

GRI Standards		Disclosure	Page Number (s) and/or URL	Omission/ Remarks	SDGs
Customer Satisfac	ction				
GRI 103:	103-1	Explanation of the material topic and its boundary	67 - 68	-	11 SUSTAINABLE CITIES AND COMMUNITIES
Management	103-2	The management approach and its components	68 - 76	-	
Approach 2016	103-3	Evaluation of the management approach	68 - 73, 75 - 76	-	11333
GRI G4 Sector Specific Aspect: Service Quality	G4-DMA	Procedure/process for quality control of service	68 - 72	-	
GRI G4 Sector	G4-DMA	Report on programs/procedures for facilities	73 - 76	-	
Specific Aspect: Provision of Services or Facilities for		for the use of persons with special needs.			
Not Applicable	Company's own indicator	Airport Service Quality Score (ASQ)	69, 177	-	
Partnership and C	collaboration				
GRI 103:	103-1	Explanation of the material topic and its boundary	77 - 78	-	9 MOLETIC INDIVIDUS 11 MOLES
Management	103-2	The management approach and its components	78 - 89	-	
Approach 2016	103-3	Evaluation of the management approach	78, 80	-	17 MATNESSHIPS TO THE GOALS
Not Applicable	Company's own indicator	Number of partnership airports under Sister Airport Agreement (SAA)	80	-	
Sustainable Supp	y Chain				
GRI 103:	103-1	Explanation of the material topic and its boundary	126 - 127	-	8 DECORT MORK AND
Management	103-2	The management approach and its components	127 - 131X	-	M
Approach 2016	103-3	Evaluation of the management approach	127 - 128,	-	9 NOUSTRY INNOVITION AND INTESTRUCTURE
			130 - 131	-	
Not Applicable	Company's own indicator	Coverage of supplier groups evaluated with Supply Chain Risk Assessment Tool in pilot operation sites	127	-	
Energy and Clima	te Change				
GRI 103:	103-1	Explanation of the material topic and its boundary	107	-	7 AFFORMALI AND CLEAR INTEGE
Management	103-2	The management approach and its components	108, 110 - 113,	-	
Approach 2016			AOT Website:	-	13 CLIMATE
			Environment	-	
	103-3	Evaluation of the management approach	108 - 113	-	
GRI 302: Energy	302-1	Energy Consumption within the organization	109 - 110, 180	-	
2016	302-3	Energy intensity	108 - 110, 180	-	
GRI 305:	305-1	Direct (Scope 1) GHG emissions	180	-	
Emissions 2016	305-2	Energy indirect (Scope 2) GHG emissions	181	-	
	305-4	GHG emissions intensity	110, 181	-	
	305-5	Reduction of GHG emissions	112 - 113		

GRI Standards		Disclosure	Page Number (s) and/or URL	Omission/ Remarks	SDGs
Water and Waster	water				
GRI 103:	103-1	Explanation of the material topic and its boundary	107, 114	-	6 CLEAN NATER AND SANTATION
Management	103-2	The management approach and its components	114 - 117	-	Å
Approach 2016	103-3	Evaluation of the management approach	114 - 117, 125	-	
GRI 303: Water 2016	303-3	Water recycled and reused	114, 116, 182	-	
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	114 - 115, 182, AOT Website: Environment Web: Environment	-	
	303-2	Management of water discharge-related impacts	114, 116, AOT Website: Environment	-	
	303-3	Water withdrawal	115 , 181	-	
	303-4	Water discharge	182	-	
	303-5	Water consumption	182	-	
Resource and Wa	ste Manage	ement			
GRI 103:	103-1	Explanation of the material topic and its boundary	107, 118	-	12 RESPONSELE CONSUMPTION AND DESCRIPTION
Management Approach 2016	103-2	The management approach and its components	118, 120, AOT Website: Environment	-	00
	103-3	Evaluation of the management approach	118 - 120, 125	-	
GRI 306: Effluents and Waste 2016	306-2	Waste by type and disposal method	182	-	
Noise					
GRI 103:	103-1	Explanation of the material topic and its boundary	107, 121	-	-
Management Approach 2016	103-2	The management approach and its components	121 - 124, AOT Website: Environment	-	
	103-3	Evaluation of the management approach	121, 123 - 125	-	
GRI G4 Sector Specific Aspect: Noise	G4-DMA	Noise targets or limits applicable to the airport	AOT Website: Environment	-	
	AO7	Number and percentage change of people residing in areas affected	123, AOT Website: Environment	-	
Not Applicable	Company's own	Percentage of noise-sensitive buildings that received compensations by due date	121	-	

GRI Standards		Disclosure	Page Number (s) and/or URL	Omission/ Remarks	SDGs
Customer Safety a	and Airport	Security			
GRI 103:	103-1	Explanation of the material topic and its boundary	90 - 91	-	3 GOOD HEALTH AGENCE
Management	103-2	The management approach and its components	91, 93 - 101	-	-₩▼
Approach 2016	103-3	Evaluation of the management approach	91 - 92, 94 - 95,	-	11 NO COMMANTES
GRI G4 Sector Specific Aspect: Business	G4-DMA	Report policies/programs on business continuity in the event of an emergency	98 - 100 91, 94 - 96, 106	-	16 MAC RETICE AND STRENGS
GRI G4 Sector Specific Aspect:	G4-DMA	Report roles and responsibilities related to airport security	73	-	<u></u>
Security Practices					
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	91	-	
Occupational Heal	th, Safety,	Well-being and Labor Working Condition			
GRI 103:	103-1	Explanation of the material topic and its boundary	90, 102	_	3 GOOD HEALTH
Management Approach 2016	103-2	The management approach and its components	102 - 106, AOT Website: Airport Safety and Security	-	8 MODAT MORE AND 10 COMMISS CARNING
	103-3	Evaluation of the management approach	103 - 106	-	16 PEACE, RISTICE
GRI 403: Occupational Health and Safety	403-1	Occupational health and safety management system	21, 102 - 103, AOT Website: Airport Safety and Security	-	TO AD THE STRIPPS STRIPPS
2018	403-2	Hazard identification, risk assessment, and incident investigation	102 - 103, AOT Website: Airport Safety and Security	-	
	403-3	Occupational health services	102 - 103, AOT Website: Airport Safety and Security	-	
	403-4	Worker participation, consultation, and communication on occupational health and safety	102 - 103, AOT Website: Airport Safety and Security	-	
	403-5	Worker training on occupational health and safety	102 - 103, 105 - 106, AOT Website: Airport Safety and Security	-	
	403-6	Promotion of worker health	105, 163 - 165, AOT Website: Airport Safety and Security, Human Resources	-	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	102 - 104, AOT Website: Airport Safety and Security	-	
	403-9	Work-related injuries	103 - 104, 188	_	

GRI Standards		Disclosure	Page Number (s) and/or URL	Omission/ Remarks	SDGs
Human Rights and	d Legal La	bor			
GRI 103:	103-1	Explanation of the material topic and its boundary	126, 132	-	8 DECENT WIRK AND
Management	103-2	The management approach and its components	132 - 134	-	and a second
Approach 2016	103-3	Evaluation of the management approach	132 - 134	-	
GRI 412: Human Rights Assessment 2016	412-1	Operations that have been subject to human rights reviews or impact assessments	132 - 134	-	
Community Engag	jement				
GRI 103:	103-1	Explanation of the material topic and its boundary	135 - 136	-	3 GOOD HEALTH 4 COMA
Management	103-2	The management approach and its components	136 - 146	-	- ₩
Approach 2016	103-3	Evaluation of the management approach	136 - 143, 145 - 146	-	7 APTOROMALE AND 8 DECK
GRI 413: Local	413-1	Operations with local community engagement, impact	136,	-	Ø
Communities 2016		assessments, and development programs	AOT Website: Community Engagement	-	11 MENDANCI (1982) 12 ES CONTROL (1982) 13 CONTROL (1982) 14 ES CONTROL (1982) 15 STUDENT (1982) 16 August (1982) 16 August (1982) 16 August (1982) 16 August (1982) 18 August (1982) 19 August (
Human Capital De	velopmen	t			
GRI 103:	103-1	Explanation of the material topic and its boundary	147 - 148	-	4 country countries
Management	103-2	The management approach and its components	148 - 157	-	
Approach 2016	103-3	Evaluation of the management approach	148 - 150, 155 - 157	-	
GRI 404: Training	404-1	Average hours of training per year per employee	149, 187	-	
and Education 2016	404-2	Programs for upgrading employee skills and transition assistance programs	148, 155 - 157, 165	-	
	404-3	Percentage of employees receiving regular performance and career development reviews	158		
Talent Attraction a	ind Retent	ion			
GRI 103:	103-1	Explanation of the material topic and its boundary	147, 158	-	4 CONCITON
Management	103-2	The management approach and its components	158 - 160	-	
Approach 2016	103-3	Evaluation of the management approach	158 - 160	-	8 ECONOMIC GROWTH
GRI 401:	401-1	New employee hires and employee turnover	158, 185 - 186	-	M
Employment 201	401-3	Parental leave	186	-	
Diversity and Inclu	ision				
GRI 103:	103-1	Explanation of the material topic and its boundary	166	-	5 CONDER EDIALITY
Management	103-2	The management approach and its components	166	-	(₫
Approach 2016	103-3	Evaluation of the management approach	166	-	16 PEACE, JUSTICE AND STREAM
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	21 - 22, 166, 184	-	NETHEROSE NETHEROSE

Reader Survey

Sustainability Report 2019 of Airports of Thailand Public Company Limited (AOT)

Your suggestions will be used for further improvement on content and disclosure approach of AOT Sustainability Report 2020.

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Noise Impacts		Water Supply a	and Wastewater Management
Resource and	Waste Management	Energy and Cli	imate Change
Occupational I	Health, Safety, Workplace E	invironment and Employee	e Well-Being
Human Resour	rces Development	Personnel Attra	action
Employee Dive	ersity	Airport Safety	and Security
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