AOT
AIRPORTS OF THAILAND PLC.

Sustainable
Development Report
2018

TO REACH
OUR GOALS

**Sustainable
Development Report
2 0 1 8**

Fresh Environment

Robust Organization

Economic Growth

Pleasant Society

TO REACH OUR GOALS

AOT AIRPORTS OF THAILAND PLC.

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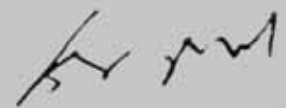OUR GOALS

Message from the Chairman

For more than 39 years, Airports of Thailand Public Company Limited (AOT) has been operating its airport business in support of the air transport sector. It is currently responsible for managing 6 international airports in Thailand, including Suvarnabhumi Airport, Don Mueang International Airport, Phuket International Airport, Chiang Mai International Airport, Hat Yai International Airport and Mae Fah Luang-Chiang Rai International Airport, which are key driving forces of Thailand's economic growth in transportation, tourism, and service sectors. In the fiscal year 2018, all six airports served 874,999 flights, 139.52 million passengers and 1.65 million metric tons of cargo which grew by 6.2% 8% and 4.6%, respectively.

AOT has set its goal to become "the organization that supports air transport connectivity and drives the Thai economy towards sustainable growth". Based on a balance between state and commercial dimensions, AOT is determined to achieve the specified goals by focusing on service improvement, safety and airport capacity enhancement as in line with the Airport Development Master Plan, for the best interests of airport users. AOT has also announced its human rights policy that highlights the treatment of customers, business partners, employees, communities and environment. AOT has placed importance on good corporate governance principles by setting up an Anti-Corruption Operation Center in 2018 as in accordance with the National Strategy on the Prevention and Suppression of Corruption. Moreover, AOT has received Integrity & transparency Assessment (ITA) at a very high level and used risk assessment systems as anti-corruption tools. AOT has conducted studies on the approach to increase the capacity of Thailand's airport system networks for more efficient and flexible connectivity of travel to various destinations. This approach will cover the transfer of airport operations of Udon Thani International Airport, Sakon Nakhon Airport, Chumphon Airport and Tak Airport that connect between ASEAN's major cities and all regions as well as the approach to developing the second Chiang Mai International Airport and the second Phuket International Airport to increase passenger handling capacity.

From its performance based on a balance of economic, social and environmental dimensions along with good corporate governance principles, AOT has then received certain honorary awards in 2018 such as Thailand's Top Corporate Brand Value 2018 and ASEAN's Top Corporate Brand Value 2018. Also, AOT has been continuously selected as a member of Thailand Sustainability Investment (THSI) and a member of the Dow Jones Sustainability Indices (DJSI) Emerging Market for the fourth consecutive year. The receipt of awards or the maintenance of memberships of such international organizations mainly result from its determination to increase organizational capacity and effectiveness in a continuous manner, thereby enhancing the organization's sustainability and key fundamental factors for the reinforcement of air transport business and the country's overall economy.

On behalf of the AOT Board of Directors, I would like to express my sincere appreciation to all stakeholders for their trust and cooperation as well as employee dedication which is a key driver of our great success. This also reinforces our stakeholders' confidence in AOT for operating business with accountability and adhering to good corporate governance principles while generating high returns and gaining recognition at the national and international levels.

(Mr. Prasong Poontaneat)
Chairman
Airports of Thailand Public Company Limited

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Message from the President

In 2018, Airports of Thailand Public Company Limited (AOT) has continuously been committed to enhancing airport service quality, safety, environmental management and well-being of communities surrounding airports so as to achieve its vision to operate the world's smartest airports while increasing competitive excellence according to the Strategic Plan's goals to be reached by 2021 as well as respond to the Sustainable Development Goals of the United Nations. Such direction will pave the way for coping with risks and opening new doors of business opportunities arising from major global changes, whether the expansion of air transportation industry in the next 20 years or the application of technologies and innovations for service improvement.

To support the transformation of the Thai economic structure according to the government's Thailand 4.0 policy, AOT has then fostered cooperation with concerned agencies, in uplifting airport service standards to meet the demands of the digital age by setting up the Department of Research and Development of Innovation and Service Quality to be responsible for applying new technologies to develop airport service innovations and created innovative mobile applications served as a digital platform that collects all airport service details accessible to all airport users via mobile phones. AOT has also proceeded with the establishment of a Certify Hub at Suvarnabhumi Airport to promote the quality of air transportation of agricultural products and build confidence in Thailand's exports.

In the area of business development, AOT has executed a marketing strategy based on each airport's strategic positioning and promoted non-aeronautical revenue through the management of commercial spaces within the passenger terminal and empty spaces in airports, the granting of concessions and the application of innovations to improve service delivery for airport users. In the previous year, AOT established a company limited that provided ground equipment services at airports as an option for users including creating opportunity on long-term investment in relevant industry Moreover, AOT was selected as the host of Route Asia 2020, which will raise aeronautical revenue focusing on the expansion of flights and airlines servicing at AOT's airports.

In terms of sustainable development, AOT has included the issues on the country's development and the social well-being and benefits as part of its strategies and day-to-day operations by defining activities or providing support to improve the environment, society and economic system. AOT has also proceeded according to the AOT's Sustainability Master Plan by integrating the strategic roles of airports with the identity of surrounding communities, including the community development projects to respond to its role in social and environmental responsibility and create mutual value for all stakeholders to achieve the corporate citizenship airport concept.

From all of the above-mentioned performance, I would like to extend both our gratitude and our continued promise, on behalf of the AOT's management, of operating business in compliance with good governance principles while paying close attention to environmental and social responsibility and creating mutual value with all stakeholders for future stability, prosperity and sustainability.

(Mr. Nitinai Sirismatthakarn)
President
Airports of Thailand Public Company Limited

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AOT at a Glance

Vision >>

"AOT operates the world's smartest airports : Focusing on service quality by emphasizing safety and balance of revenue generation."

Mission >>

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

Core Values

Service Minded	Safety & Security	Teamwork	Innovation	Integrity
Providing services beyond customers' expectation	Excellence in security and safety standards	Respect different opinions and collaboration	Constant development	Adhering to the organizational benefits

Year of **commitment**
to develop the country's
key transport infrastructure
in order to enhance
economic value added
through the role
of airport operator

Year of **growth** driven
by the heart of responsibility
in all business processes

39th
Committed to growing and
creating mutual value in
a sustainable manner

Year of stability to strive for
continuous and
sustainable growth

Year of
**mutual value
creation**
to best address the
demands of all stakeholders

Our Business

Airports of Thailand Public Company Limited or **AOT** is a state enterprise under the Ministry of Transport, where the Ministry of Finance is a major shareholder. AOT is a public limited company listed on the Stock Exchange of Thailand with the stock trading symbol "AOT". Its head office is located at 333 Cherdwutagard Road, Srikan, Don Mueang, Bangkok 10210 Thailand.

AOT is an airport operator in Thailand with a total of 6 airports, all of which provide both domestic and international flight services, under its responsibility. In 2018, AOT's airports accommodated a total of 139,518,484 passengers, 1,646,766 tons of cargos and 1,749,998 flights. In addition, AOT has run core business with a revenue structure from aeronautical and non-aeronautical revenues as well as concession fees, rental fees and service charges paid by its subsidiaries and external entrepreneurs providing support services, for example, Thai Airways International Plc., Thai Airports Ground Services Co., Ltd. and others.

BKK

Suvarnabhumi Airport
International Gateway

DMK

Don Mueang International Airport
Fast and Hassle-free Airport

CNX

Chiang Mai International Airport
Gateway to Lanna Heritage

HDY

Hat Yai International Airport
Gateway to Southern-most Thailand

HKT

Phuket International Airport
Gateway to the Andaman

CEI

Mae Fah Luang-Chiang Rai
International Airport
Regional Center for Aviation-related Business

TO REACH
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AOT's Revenue Structure and Support Services Provided by the External Entrepreneurs

Aeronautical Revenues

Aircraft Take-off and Landing Charges

Aircraft Parking Charges

Passenger Service Charges

Aircraft Service Charges

Non-Aeronautical Revenues

Concession Revenues

Office and State Property Rents

Service Revenues

Activities Supporting AOT's Business Operation by the External Entrepreneurs

Ground Handling Charges

Limousine Services

DUTY FREE

Retail Services

Storage Facilities

Passenger Services in accordance with the Airport Concession Contract

Car Parking Services

Other Facilities such as Hotel Business

Apart from its pursuit of business growth, AOT has also established its business practice guidelines for sustainability and directionality to embrace business risks and opportunities that may occur in the future and to fulfill expectations of its stakeholders, who may be affected by economic, social and environmental impacts along the value chain, through the implementation of AOT Corporate Plan (Fiscal Years 2017 - 2021), Corporate Social Responsibility for Sustainable Development Policy and Sustainable Development Master Plan (2016 - 2019).

AOT's Value Delivery

Executives

Project Location

Employees

Stakeholder Engagement

All stakeholders

Project Feasibility

Sustainable Design Concept

**Sustainable
Financial Statements**

Government Agencies
Regulators

Designers

Shareholders

**Stakeholder
Engagement**

**Stakeholder
On-site visits**

Customers

Business Partners,
Community
and Society

All stakeholders

Third Party Audits

Contractors

Government
Agencies

Regulators

**Sustainable Construction
Management**

Construction
Workers

Communities

Sustainable Growth
AOT Operates The World's Smartest Airports

G1 Service   **G2** Standards   **G3** Financial

Objective

S1 Airport Strategic Positioning

S2 Airport Service Capacity

S3 Regional Hub

S4 Intelligent Service

S5 Aeronautical Business

S6 Non - Aeronautical Business

S7 Business Development

Strategies

Strategy 1.1
Develop significant database arrangement and supervise the implementation under airport strategic positioning.

Strategy 1.2
Improve/revise strategic positioning of each airport.

Strategy 1.3
Sustainable development under the airport strategic positioning.

Strategy 2.1
Enhance airport capacity.

Strategy 2.2
Develop airport maintenance systems.

Strategy 2.3
Increase potential for management of a new airport in the future.

Strategy 3.1
Focus on being air transportation hub and promote tourism.

Strategy 3.2
Focus on being air cargo hub at Suvarnabhumi Airport.

Strategy 4.1
Improve airport management efficiency.

Strategy 4.2
Improve corporate management efficiency.

Strategy 4.3
Enhance collaboration efficiency with important business partners and stakeholders.

Strategy 5.1
Increase handling capacity for passengers and flights.

Strategy 5.2
Increase proactive marketing for new air routes.

Strategy 6.1
Develop commercial businesses in passenger terminal.

Strategy 6.2
Utilize the existing asset outside the buildings and in the empty areas for the utmost benefits

Strategy 6.3
Develop new business models by applying information technology.

Strategy 7.1
Develop international business

Strategy 7.2
Develop business models of subsidiary/joint venture companies

Corporate Governance / Corporate Affairs

Foundation

F3.1 Green Airport   F3.2 Social   F3.3 Technology

F2.1 Safety & F2.2 Security

| Capability | Career | F1 People | Climate | Culture |

AOT Corporate Plan (Fiscal Years 2017 – 2021)

AOT, an organization providing air transport infrastructure services, has driven the country's economy in transportation, tourism and service sectors. Its businesses are operated in accordance with the Strategic Plan under AOT Corporate Plan (Fiscal Years 2017 - 2021) which was approved by the AOT's Policy, the Corporate Plan and Budget Committee, the Subcommittee on Oversight and Management of Operations according to the AOT Corporate Plan and the Board of Directors, respectively. In response to the vision "AOT operates the world's smartest airports: Focusing on service quality by emphasizing safety and balance of revenue generation", assessments and reviews of the business practices including a formulation of strategies under the Corporate Plan are carried out on an annual basis.

The AOT Corporate Plan is established based on relevant business principles and contexts such as the Philosophy of Sufficiency Economy, the 20-year National Strategy Framework (2018 - 2037) and Thailand 4.0 initiative, changes in demographic structure, economic conditions and air transport industry covering the growth in air travel and air cargo, increased competition in airline business models and application of innovations and technologies for uplifting services and enhancing participation in airport management. Therefore, AOT operates its business according to the AOT Corporate Plan to build stakeholders' confidence in AOT's commitment to operate business by addressing risks and opportunities in a systematic manner and with clear direction and continuity.

To ensure operational efficiency and effectiveness, AOT as the state enterprise must create a balance between state and commercial dimensions. AOT has carried out its role to achieve 3 strategic objectives: service, standard and finance, through the implementation of 7 main strategies and clear strategic indicators as follows:

Strategy 1 Airport Strategic Positioning:

Creating a roadmap for capacity development of AOT's 6 airports to achieve their strategic positions.

Strategy 2 Airport Service Capacity:

Managing airport capacity to handle a large volume of air traffic movements as well as expediting the development of airport infrastructure and facilities.

Strategy 3 Regional Hub:

Developing airports into aviation hubs that could support different business models such as tourism hub, transit hub to other destinations, business hub, logistics hub and aircraft maintenance hub

Strategy 4 Intelligent Services:

Enhancing services by emphasizing innovations and technologies, application of Information and Communications Technology (ICT) to the airport operations as well as continuous improvement of standards and quality of services through innovative ideas.

Strategy 5 Aeronautical Business:

Developing aviation operations, domestic and international aviation - related businesses and efficiency of service processes for passengers and airlines.
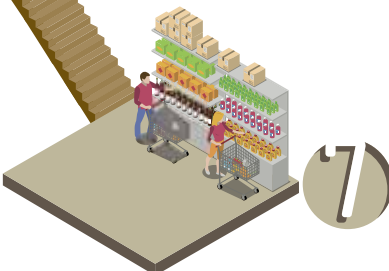
Strategy 6 Non-Aeronautical Business:

Developing non-aviation businesses, increasing diverse services in response to the demands of customer groups and airport users, overseeing the efficiency of concession businesses and utilizing existing assets to generate revenue.

Strategy 7 Business Development:

Developing new business models to expand core business and other related businesses and joint investments in airports with business alliances in different business areas.

3 Strategic Objectives

01 Service

Develop airport infrastructure to accommodate customers and passengers as well as deliver quality services in accordance with the international standards. Measure achievement through airport service quality assessment.

02 Standard

Manage and provide airport services in accordance with the international airport safety and security standards. Measure achievement through safety and security operations.

03 Finance

Enhance growth and profitability from aeronautical revenues and non-aeronautical revenues. Measure achievement through growth rate and revenue stability.

In conclusion, AOT Corporate Plan (Fiscal Years 2017 - 2021) is developed to drive the organization towards achieving the goals of commercial state corporation. It also covers pillars of sustainable development, including good corporate governance, environmental friendliness, good neighborship in the community, good citizenship in the society, oversight of safety and security standards, technological applications and human resource development, etc.

Corporate Governance, Risk Management and Business Ethics

AOT has adhered to the principles of good governance in order to foster trust and safeguard equal benefits of all groups of stakeholders. Its corporate governance structure consists of Board members who are knowledgeable and capable of driving the airport business while ensuring ethical governance. To ensure its business continuity, AOT also places emphasis on the management of risks arising from the internal and external factors affecting the aviation industry. AOT has in place the risk identification and management processes which cover all sustainability issues along its value chain. Moreover, AOT has undertaken projects to promote a risk culture in order that all employees in the organization could gain knowledge and understanding of the importance of risk management.

Our Pride in Corporate Governance, Risk Management and Business Ethics

สมาคมส่งเสริมผู้ลงทุนไทย
THAI INVESTORS ASSOCIATION

"Excellent" level of Annual General Meeting of Shareholders Assessment 2018, conducted by the Thai Investors Association (TIA)

สำนักงาน ป.ป.ช.
82.10 scores from the Integrity and Transparency Assessment of the Performance of Government Agencies (ITA) 2018, conducted by the National Anti-Corruption Commission (NACC)

IOD
Thai Institute of Directors

"Excellent" recognition level of the Corporate Governance Report of Thai Listed Companies 2018, conducted by the Thai Institute of Directors (IOD).

AOT Corporate Governance Principles

AOT's corporate governance framework is consistent with the OECD Principles of Corporate Governance and Good Corporate Governance Principles of the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand (SET) and the Thai Institute of Directors (IOD). Details of the practice guidelines as in line with the corporate governance framework are compiled in the Good Corporate Governance Handbook as guidelines for work efficiency, transparency, integrity, fairness and accountability, to be abided by the AOT Board of Directors, executives and employees.

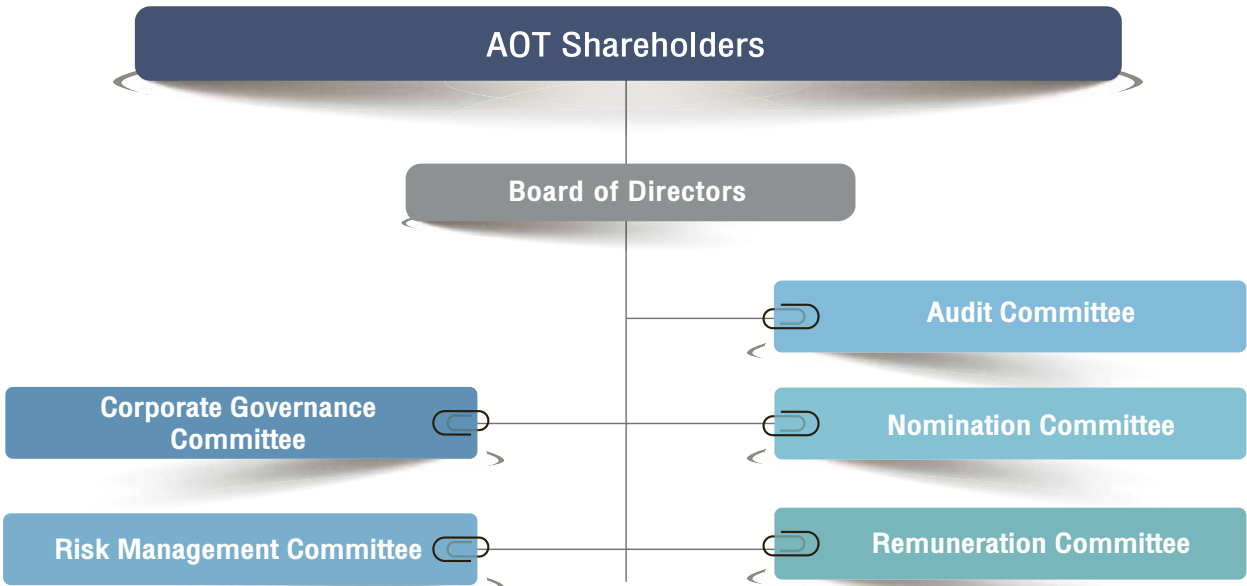*(Additional details can be found in the Good Corporate Governance Handbook which is made available on https://corporate. airportthai.co.th/wp-content/uploads/2018/06/AOT-CoC.pdf)*

In 2018, AOT organized a lecture entitled "The New Era of AOT with Good Governance Mindset" to promote its good governance and business ethics.

AOT places emphasis on good corporate governance and corporate social responsibility to ensure that it operates business with efficiency, transparency and accountability, thereby fostering confidence of shareholders, investors, stakeholders and all concerned parties and leading to the organization's sustainable development.

On 3 August 2018, AOT organized the lecture entitled "The New Era of AOT with Good Governance Mindset" to promote its good governance and business ethics at the Auditorium. Dr. Danai Junjaochai, Chief Advisory of DC Consultants and Marketing Communications Co., Ltd. was invited to be a keynote speaker who provided knowledge to the AOT Board of Directors, senior executives, employees and external stakeholders. The lecture aimed to raise AOT personnel's awareness of transparency and integrity at work, to enhance and improve the level of ethical conduct and transparency in AOT's operations and to provide AOT personnel and external stakeholders with opportunities to jointly exchange knowledge on good governance and ethics.

Board Structure and Board Skill Matrix

AOT Shareholders

Board of Directors

Audit Committee

Corporate Governance Committee

Nomination Committee

Risk Management Committee

Remuneration Committee

As the Board of Directors plays a crucial role in setting the organization's management directions, the appropriate Board structure and Board skill matrix then contribute to organizational effectiveness and cover all aspects for business decision making, thus leading to sustainable management.

The AOT Board of Directors consists of 15 members in total, 11 of whom are independent directors (77.33%). It is responsible for setting the organization's vision, mission and operational directions. There are 5 subcommittees, namely the Audit Committee, the Nomination Committee, the Remuneration Committee, the Corporate Governance Committee and the Risk Management Committee. The Corporate Governance Committee is mainly responsible for setting the corporate governance directions and monitoring the corporate governance and sustainability performance results within the organization. The Risk Management Committee's major responsibility is to determine directions for organizational risk management. The AOT Board of Directors assigns the President to assume the top executive role.

AOT Board of Director

Board of Directors
15 Directors

Independent Directors
11 Independent Directors

Subcommittees
5 Subcommittees

To ensure the diversity of directors' skills that are crucial to organizational effectiveness, AOT's director selection process is therefore considered based on the board skill matrix, such as management and business development strategy, accounting and finance, law, safety and security, science and technology and political science, with no discrimination against gender, race or religion. Such selection process is supervised by the Nomination Committee to ensure transparency and compliance with relevant laws and regulations, for example, Standard Qualifications for Director and State Enterprise Employee Act, Public Limited Companies Act, Securities and Exchange Act, Regulations of the Office of the Prime Minister, the Cabinet's resolutions, AOT Articles of Association, AOT's Corporate Governance Policy and Good Corporate Governance Principles.

(Additional details can be found in AOT's Good Corporate Governance Handbook which is made available on https://corporate.airportthai.co.th/wp-content/uploads/2018/06/AOT-CoC.pdf)
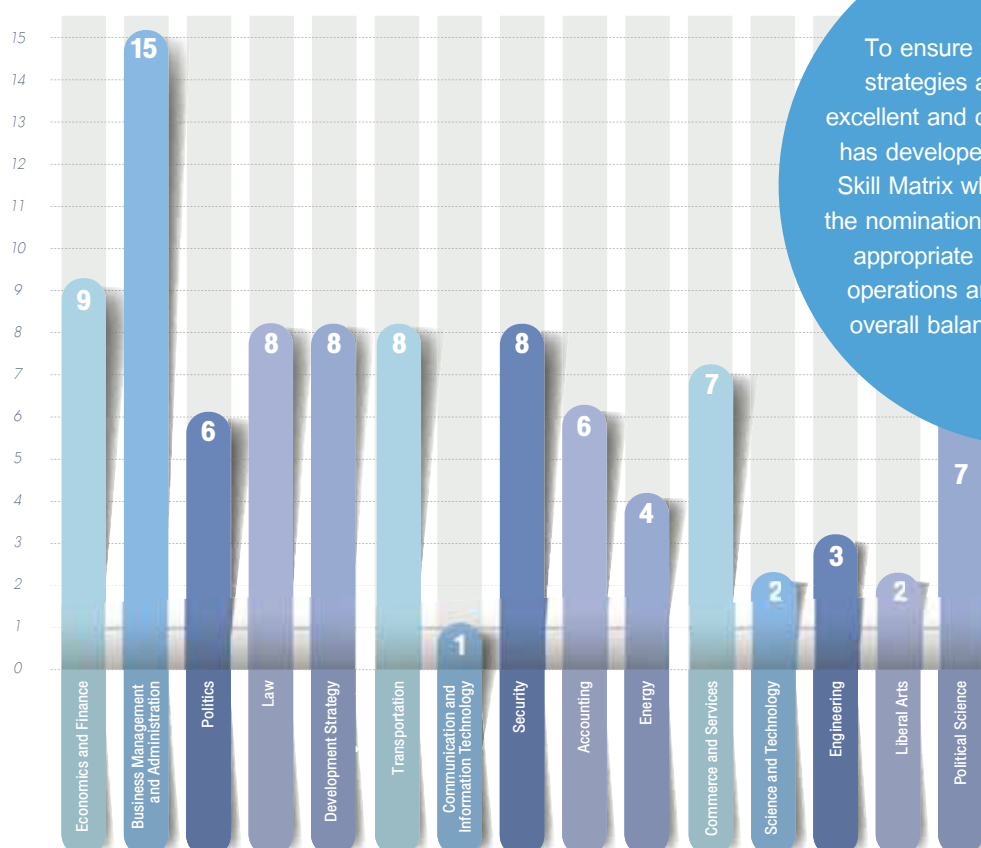
Board Skill Matrix

To ensure that the organization's strategies are implemented in an excellent and continuous manners, AOT has developed and revised the Board Skill Matrix which is used as a tool for the nomination of directors who possess appropriate qualifications for airport operations and can contribute to the overall balance of skills of directors.

Chart values by category:
- Economics and Finance: 9
- Business Management and Administration: 15
- Politics: 6
- Law: 8
- Development Strategy: 8
- Transportation: 8
- Communication and Information Technology: 1
- Security: 8
- Accounting: 6
- Energy: 4
- Commerce and Services: 7
- Science and Technology: 2
- Engineering: 3
- Liberal Arts: 2
- Political Science: 7

AOT has promoted the competency development of the Board of Directors through basic training programs in accordance with the regulations of the Stock Exchange of Thailand and the Thai Institute of Directors (IOD). AOT has also organized training programs to develop specific expertise in order to increase competitiveness and enhance sustainability in the organization. This has been carried out in the belief that knowledgeable and competent directors are the key factor contributing to the organization's leadership in the global arena.

Good Corporate Governance Training Programs for the Board of Directors

Mr. Nitinai Sirismatthakarn (President) attended the Director Certification Program (DCP) (Class 258/2018), organized by the Thai Institute of Directors (IOD). The program included the roles and responsibilities of directors according to the principles of good corporate governance, organizational strategy development and implementation , improvement of efficiency in decision making at the director level as well as relevant laws and risk management.

Mr. Krichthep Simlee (Director) attended the Director Accreditation Program (DAP) (Class 149/2018), organized by the Thai Institute of Directors (IOD). The program included the roles and responsibilities of directors according to the fiduciary duties, legal responsibilities of directors and best practices for directors.

Board of Directors Training Programs for Enhancing Expertise

Mr. Wara Tongprasin (Director) attended the Risk Management Program for Corporate Leaders (Class 13/2018), organized by the Thai Institute of Directors (IOD). The program included the roles and responsibilities in overseeing different risk categories, overseeing and managing opportunities and crisis management, in order to reflect points of view of leaders who are responsible for supervising and monitoring performance of executives who directly manage risks.

Board of Directors Performance Appraisal

The AOT Board of Directors performance appraisal is conducted on an annual basis. The process includes self-appraisals of each director and appraisals conducted among the Board members. The Corporate Governance Committee is responsible for preparing appraisal forms for the Board of Directors and the sub-committees. The appraisal results will be reported in the Board of Directors meeting to seek operational improvements. The performance of the AOT Board of Directors is also appraised by the State Enterprise Performance Appraisal (SEPA) under the chapter: Organizational Leadership, conducted by the State Enterprise Policy Office (SEPO), the Ministry of Finance. The appraisal results obtained from the SEPO are useful for driving the development of the Board of Directors' good corporate governance in a continuous manner.

Average Self- Appraisal score of 4.68*

Average Board of Directors Appraisal score of 2.98**

Results of Board of Directors Performance Appraisal
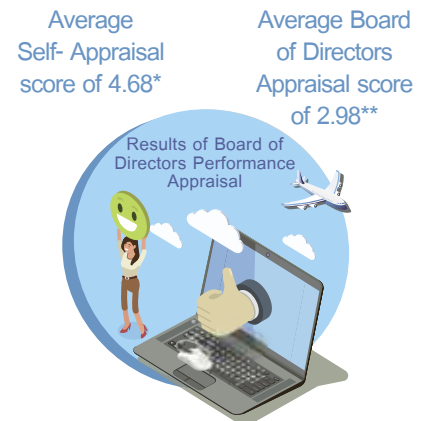
*Remark *Full score of 5 ** Full score of 3*

Code of Ethics

Ethical corporate governance is a key factor that contributes to the business sustainability. To maintain confidence of all stakeholders groups, AOT requires the Board of Directors and all employees to strictly abide by the Good Corporate Governance Handbook prescribing ethical practices that are in line with the Corporate Governance Policy and the Anti-Corruption Policy. The Code of Ethics covers the principles of good governance, corporate governance structure, roles and responsibilities of the Board of Directors and senior executives, AOT's operational ethics and sustainability materiality such as promotion of trade competition, promotion of diversity in the workplace and responsibility to society, community and environment, etc. Accordingly, AOT has set up communication channels in support of best ethical practices for its employees and concerned stakeholders.

(Additional details on the Corporate Governance Policy and the Anti-Corruption Policy are available on https://corporate.airportthai.co.th)

Raising Awareness of Good Corporate Governance

New employee orientation programs in good corporate governance and business ethics together with their signed acknowledgment

Training programs to provide details of the Corporate Governance Policy and the Good Corporate Governance Handbook

Circular letters to inform AOT employees, departments and all stakeholders of the request for cooperation in refraining from accepting gifts in festive seasons

AOT Intranet Network System

AOT's website www.airportthai.co.th

Signing of Memorandum of understanding for the prevention and suppression of corruption

AOT prepares the Guidance on Sustainable Practices for the Business Partners, which identifies issues regarding the governance on the environment and society, and has it attached with a Term of Reference. AOT also provides channels for receiving complaints and effective corrective measures to the business partners.

Anti-corruption

AOT set up the Anti-Corruption Operation Center (ACOC)

In 2018, AOT set up the Anti-Corruption Operation Center (ACOC) which directly reports to the President and is under supervision of the Corporate Governance Committee. The ACOC is responsible for preparing recommendations and guidelines for setting policies and measures as well as formulating action plans for the prevention and suppression of corruption and misconduct in the workplace as in line with of the National Anti-Corruption Strategy. With regard to the prevention of corruption, there are activities to promote an ethical culture, publicize and foster awareness on ethics among the employees and create a work environmental that encourages ethical conduct according to the corporate

value, thus leading to the creation of an ethical society. ACOC has also put results-based approaches to accomplishing assigned tasks into practice. Through various meetings and seminars, the ACOC has provided cooperation and collaboration on the prevention of and fight against corruption and misconduct with the external agencies such as the Office of the National Anti-Corruption Commission (ONACC), the Office of Public Sector Anti-Corruption Commission (PACC), the State Enterprise Policy Office (SEPO), the Ministry of Transport and other state-owned enterprises.

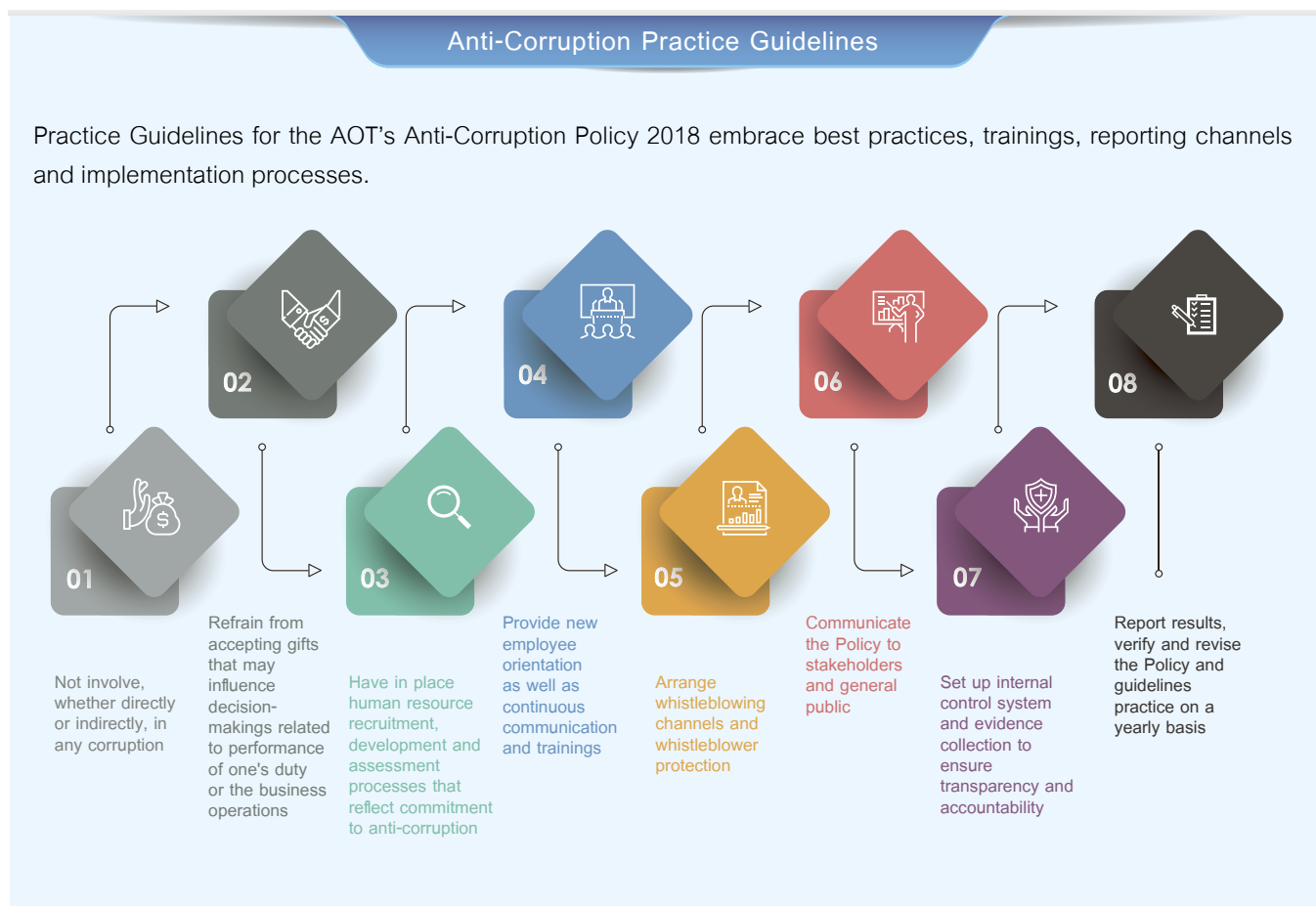### Meetings and Seminars Attended by the Anti-Corruption Operation Center in 2018

	State Enterprise Policy Office (SEPO)	Office of Public Sector Anti-Corruption Commission (PACC)	Office of the National Anti-Corruption Commission (ONACC)	Office of the Permanent Secretary, Ministry of Transport
The meeting held for drafting a 4-year action plan on the prevention of corruption in the state-owned enterprise sector (2018 - 2021) in accordance with the memorandum of understanding (MOU) made among 3 parties comprising the Office of the Nation Anti-Corruption Commission, the State Enterprise Policy Office, 54 state-owned enterprises and other state-owned enterprises	✔		✔	
The International Anti-Corruption Conference to enhance good governance and corruption perceptions index as well as publicize the Complaint Center for Foreign Investors		✔		
The meeting on performance-based monitoring in accordance with the memorandum of understanding regarding Thailand's public sector collective action coalition against corruption related to trade and investment		✔		
Integrity and Transparency Assessment (ITA) of the Performance of Governance Agencies State-Owned Enterprises in accounting year 2018	✔		✔	
The meeting to develop guidelines for driving good corporate governance principles to prevent policy corruption			✔	
The meeting entitled "Creating Transparency towards Bribery-free Society"			✔	
The meeting on participating in transparency-building measures				✔
Workshop and field trip for adjusting foundations of thinking, creating values against corruption and promoting morals and ethics				✔
The meeting regarding fraud risks that may occur during the approval and permission processes pursuant to the Licensing Facilitation Act B.E.2558 (2015)		✔		
The Meeting of Networks of Integrity & transparency assessment (ITA) and anti-corruption operation centers of state-owned enterprises	Organized by: Networks of ITA and Anti-Corruption Operation Centers of State-Owned Enterprises			

AOT Anti-Corruption Policy

Corruption within the organization will result in a significant negative impact on image and confidence of stakeholders along the value chain. Realizing that the corruption risks may occur, AOT therefore carried out urgent and decisive actions by developing the Anti-Corruption Policy which is regularly revised on an annual basis to respond to changing of business environment, rules, regulations and legal provisions. The Board of Directors, executives and employees of all levels are required to strictly abide by the Policy. The latest Anti-Corruption Policy was approved by the Corporate Governance Committee in September 2018 and the AOT Board of Directors approved the continuation of the Policy in October 2018.

Anti-Corruption Practice Guidelines

Practice Guidelines for the AOT's Anti-Corruption Policy 2018 embrace best practices, trainings, reporting channels and implementation processes.

01 Not involve, whether directly or indirectly, in any corruption

02 Refrain from accepting gifts that may influence decision-makings related to performance of one's duty or the business operations

03 Have in place human resource recruitment, development and assessment processes that reflect commitment to anti-corruption

04 Provide new employee orientation as well as continuous communication and trainings

05 Arrange whistleblowing channels and whistleblower protection

06 Communicate the Policy to stakeholders and general public

07 Set up internal control system and evidence collection to ensure transparency and accountability

08 Report results, verify and revise the Policy and guidelines practice on a yearly basis

Anti-Corruption Operation

To ensure that anti-corruption practices are effective and tangible. AOT therefore signed the memorandum of understanding on the National Strategy for the Prevention and Suppression of Corruption - Phase 3 (2017 - 2021), which made among 3 parties including the Office of the National Anti-Corruption Commission, the State Enterprise Policy Office (SEPO) and the state-owned enterprises. For the private sector, AOT declared its intent to join Thailand's Private Sector Collective Action Coalition Against Corruption (CAC). AOT has already submitted a request for CAC membership, which is currently in the process of further action according to the CAC Council's resolution.

Apart from the declaration of intent on anti-corruption, AOT has in place a systematic risk management within the organization to improve the efficiency in organizational management. It responds to the intelligence service strategy and is in line with best practices as well as fulfills expectations of all stakeholders, including shareholders and investors, regulatory agencies and AOT employees. The fraud risk management system is currently in the development process. In the meantime, AOT sets good corporate governance and anti-corruption as part of the training programs such as new employee orientation, airport operations, airport management and courses organized by the external agencies for its employees at all levels.

Trainings and Special Lectures on Good Corporate Governance and Anti-Corruption

In 2018, AOT developed the human resource development project on anti-corruption through special lectures and training programs for its employees at all levels.

Training Programs and Special Lectures organized by AOT

AOT New Employee Orientation Program

- Topic "AOT's Anti-Corruption Measures"

- Topic "Airport Operations"

- Topic "Corporate Social Responsibility and Corporate Governance"

Airport Management Programs

- Junior Airport Management

- Intermediate Airport Management

- Senior Airport Management Topic "Corporate Social Responsibility and Corporate Governance"

Special Lectures
- Topic "Fraud Risk Management for Executives"
- Topic "Risk Management for Steady and Sustainable Growth of AOT"
- Topic "The New Era of AOT with Good Governance Mindset"

Trainings at Associations/External Institutes

- Driving the National Strategy for the Prevention and Suppression of Corruption of Governance Agencies Program

- Fraud Risk Management for Junior Airport for Junior Executives Program

- Fraud Risk Prevention Strategies and Systems Program

- Anti-Corruption Strategies Management for Senior Executives Program

100%
of the Employees and the Board
of Directors Attending in the
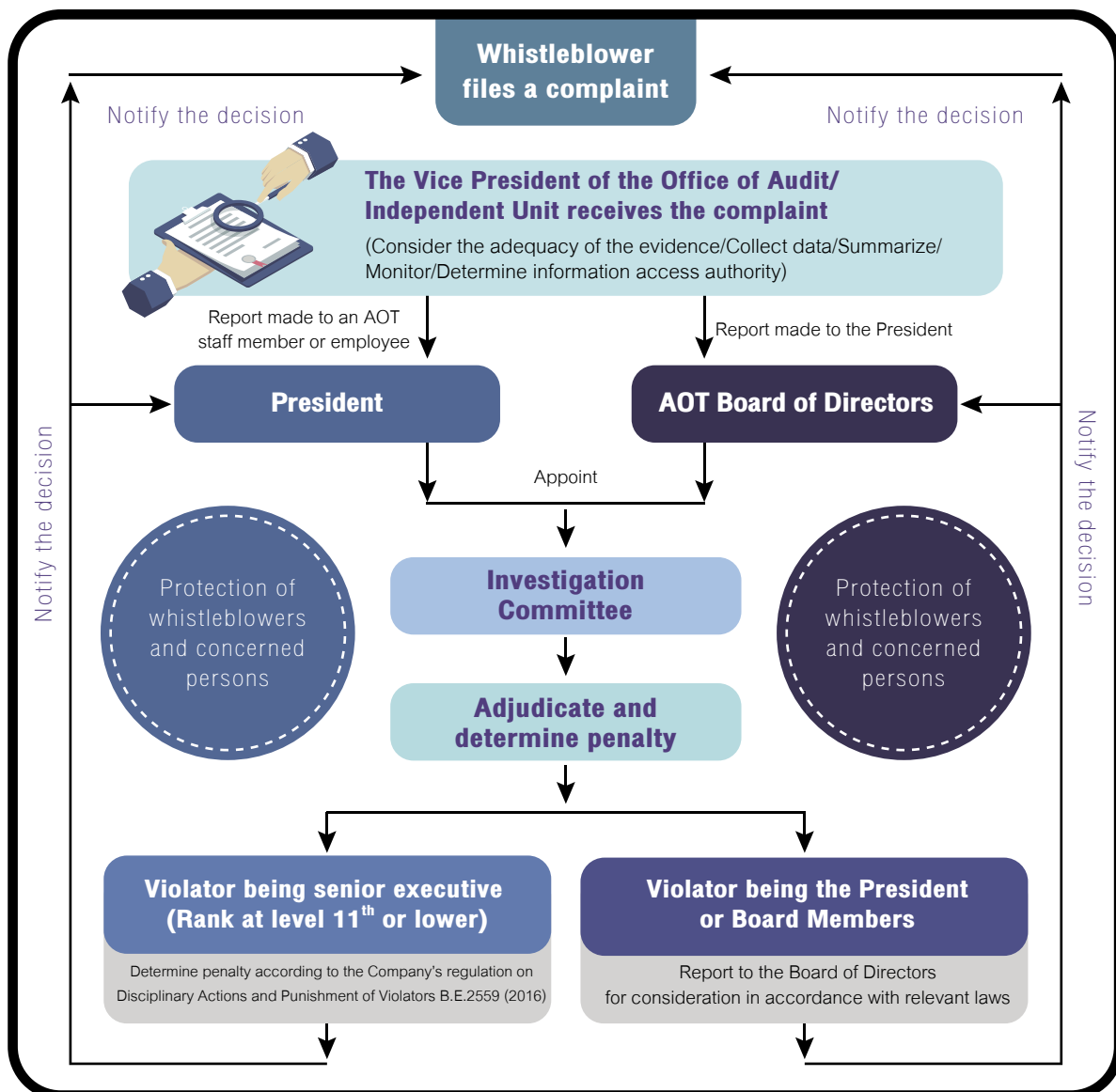Anti-Corruption Training Programs

AOT's Complaint Management

AOT prepares communication channels for receiving suggestions, complaints and whistleblowing related to a violation of AOT's principles of good corporate governance. Accordingly, the Corporate Communications Department under supervision of the Legal and Corporate Secretary Group shall collect complaints/suggestions and report to the Corporate Governance Committee on a quarterly basis for consideration and establishment of corrective and preventive measures against such violation.
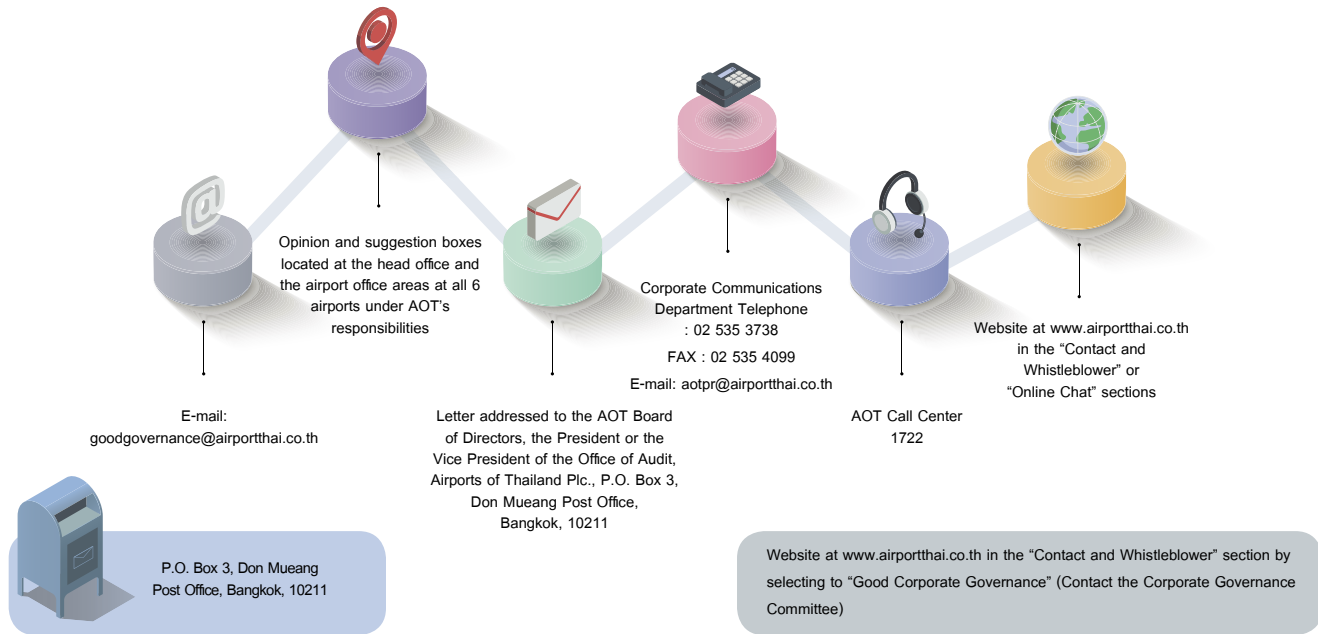
The complaint management process is described in AOT's complaint and whistleblowing procedure which is consistent with relevant rules, regulations and laws. AOT pledges to offer protection for employees or whistleblowers, and concerned persons who report acts of violation or assist with the investigation. In accordance with the good corporate governance guidelines, AOT will not terminate or suspend employment, pursue disciplinary action, threaten, or retaliate against employees or related persons who report wrongdoing. In 2018, no complaint was found to be either a breach of the Good Corporate Governance Handbook or a corrupt practice.

AOT's Complaint and Whistleblowing Procedure

Channels for Receiving Suggestions and Complaints

E-mail:
goodgovernance@airportthai.co.th

Opinion and suggestion boxes
located at the head office and
the airport office areas at all 6
airports under AOT's
responsibilities

Corporate Communications
Department Telephone
: 02 535 3738
FAX : 02 535 4099
E-mail: aotpr@airportthai.co.th

Website at www.airportthai.co.th
in the "Contact and
Whistleblower" or
"Online Chat" sections

Letter addressed to the AOT Board
of Directors, the President or the
Vice President of the Office of Audit,
Airports of Thailand Plc., P.O. Box 3,
Don Mueang Post Office,
Bangkok, 10211

AOT Call Center
1722

P.O. Box 3, Don Mueang
Post Office, Bangkok, 10211

Website at www.airportthai.co.th in the "Contact and Whistleblower" section by
selecting to "Good Corporate Governance" (Contact the Corporate Governance
Committee)

Corporate Risk Management

One among the factors supporting business continuity and international competitiveness in today's world is an effective risk management which covers all risk factors in dimensions of sustainable development both in the short term and long term. AOT recognizes the importance of risk management. According to its risk management structure conformed to the international standards: COSO-ERM and ISO 22301:2012, AOT sets the risk control and mitigation measures as well as the business continuity management in case of unexpected incidents. Such measures and management shall ensure stakeholders' confidence in AOT's ability regarding sustainable business management.

AOT's Risk Management Policy

AOT formulated a risk management policy and corporate risk management structure that clearly specify reporting lines, authorization from the director level to the operational level and risk owners. The Risk Management Department is mainly responsible for developing and monitoring AOT's internal risk management.
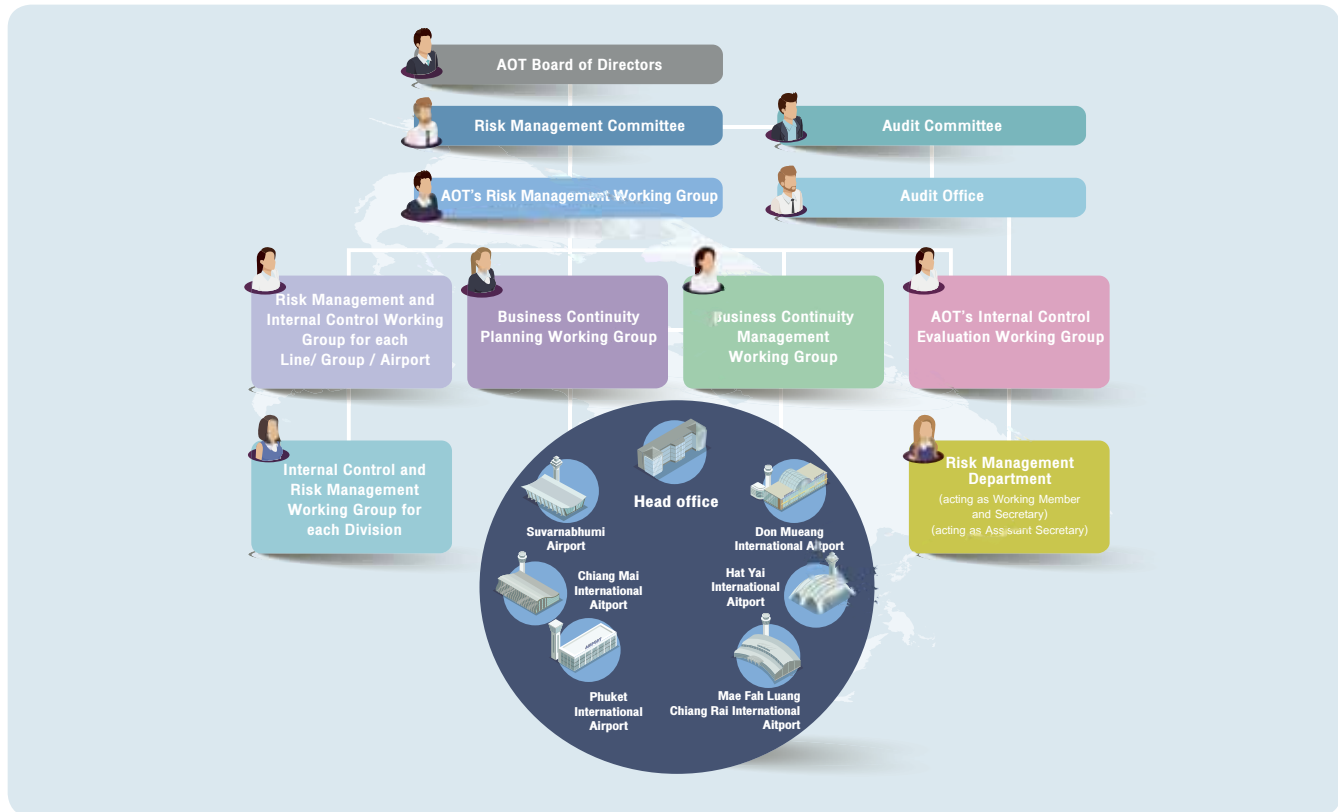
AOT clearly specifies the risk management authority and duties of its officers from the Board to the airport working groups. The Risk Management Committee shall oversee risk management and business continuity through its role of setting the company's policy and direction on risk management. While the Risk Management Working Group comprises the President as the head of this working group, the Airport Emergency Planning Committee, the Business Continuity

Management Working Group and the Business Continuity Planning Working Group for the overall organization as well as from each of the 6 airports are able to jointly identify, assess, and set approaches responding to the organizational risks to ensure that such risks are in acceptable level.

The corporate risks shall be identified, considered and reported according to the reporting lines. Results of the risk impact assessment are reported to the Risk Management Committee and AOT Board of Directors, respectively for approval of establishing directions and measures to minimize the impacts of corporate risks on a quarterly basis or as deemed appropriate by the Chairman of the Risk Management Committee. Both new and current corporate risk factors are monitored on an annual basis.

Risk Management Structure at AOT

AOT Board of Directors

Risk Management Committee

Audit Committee

AOT's Risk Management Working Group

Audit Office

Risk Management and Internal Control Working Group for each Line/ Group / Airport

Business Continuity Planning Working Group

Business Continuity Management Working Group

AOT's Internal Control Evaluation Working Group

Internal Control and Risk Management Working Group for each Division

Head office

Risk Management Department
(acting as Working Member and Secretary)
(acting as Assistant Secretary)

Suvarnabhumi Airport

Don Mueang International Airport

Chiang Mai International Airport

Hat Yai International Airport

Phuket International Airport

Mae Fah Luang Chiang Rai International Airport

AOT's Risk Management Process

Determining Objectives

Risk Identification

Risk Analysis and Assessment

Risk Response

Additional Measures and Control

Risk Monitoring and Reporting

Presently, AOT's risk management and business continuity systems are conformed to the international standards: COSO-ERM and ISO 22301:2012 and Thai standard: Mor Or Gor 22301 - 2556. In the previous year, AOT's risk management efficiency at the head office and all 6 airports was able to obtain certification from the above standards.

Risk Management Standards

COSO-ERM

ISO 22301: 2012

Mor Or Gor 22301 - 2556

AOT's Risk Factors

AOT conducts the risk management process on the risk factors collected and considered based on different airport contexts in terms of strategic positions. Such risk factors will be analyzed and categorized in accordance with the risk management's objectives, for example, financial risk, operational risk, strategic risk, compliance risk as well as business continuity. The analysis results of AOT's risk factors in 2018 were as follows:

Strategic Risk

The continuous growth of Thailand's aviation and tourism industries has caused most airports under AOT's responsibility to handle passenger and flight numbers that exceed their capacities. As this may undermine current and future service quality and adequacy of facilities, AOT has then put in place airport master plans to increase airport capacities in alignment with industrial growth by developing strategic investment projects, of which the Suvarnabhumi Airport Development Project Phase 2 and the Construction of the Third Runway have already been executed, with the risk management system as a tool to oversee important activities that will affect the critical path. Recovery plans have also been developed to ensure AOT's ability to manage strategic investment projects according to the objectives as specified.

Operational Risk

It is AOT's mission to ensure the highest safety and security for passengers pursuant to the regulations of the Civil Aviation Authority of Thailand (CAAT) and the standards of the International Civil Aviation Organization (ICAO). To ensure that safety and security processes of all 6 airports are in line with the regulations and standards, AOT has therefore adopted a risk management system as a monitoring tool by defining safety and security risk management as an airport-level risk factor, conducting a root cause analysis to set up recovery plans for critical processes that may be exposed to risks as well as monitoring reports on performance results in a systematic and continuous manners.

Financial Risk

AOT is committed to operating airport business based on a balance between services and reasonable returns to respond to the needs of stakeholders and enhance sustainability. AOT places importance on financial risk as a crucial instrument for creating a balance between investments and returns as well as maintaining liquidity to support current strategic investment projects including the Suvarnabhumi Airport Development Project Phase 2 and future investment projects arising from the management of 4 airports transferred from the Department of Airport, namely Udon Thani International Airport, Sakon Nakhon Airport, Chumphon Airport and Tak Airport to maintain the balanced returns and build the organization's long-term sustainability.

Compliance Risk

Compliance with the CAAT regulations and ICAO standards lies at the heart of airport management, AOT then focuses on overseeing the processes underlying all areas of its mission, including service, safety and security, to ensure that the operations will be in accordance with the regulations and international standards. To oversee the processes and ensure that they are operating smoothly and effectively, AOT has therefore put in place rules and regulations relating to the AOT's airport operation processes in accordance with the CAAT regulations and ICAO standards.

Additional details on AOT's risk management are available in the Annual Report 2018.

Apart from the identification and establishment of risk factor control measures, AOT has also considered the airport business' risk factors that may occur in the future. The results on emerging risk analysis cover the factors including the information technology safety and security and changes of demographic structure that lead to the aging society and growing middle class. AOT has established measures for managing such risks as well as the assessment process for the emerging risks that may occur due to the global trends and continued changes in the global aviation industry.

Emerging Risk	Cybersecurity
Principle and Rationale	AOT's Management Measures
Presently, the information technology plays an important role in the aviation and tourism business operations, especially a data transfer through digital system for service effectiveness. Nonetheless, cybersecurity risks caused by cyberterrorism may occur and become even more complicated and can affect the stakeholders tremendously, for instance, data theft and damages litigation due to airline's operational disruption or loss of reputation and trust in case of leaks of personal data or confidential business information, etc.	• Being audited and certified on business continuity management systems in accordance with ISO 22301: 2012 in the area covering the information technology safety and security • Being audited and certified on information security management systems in accordance with ISO 27001, which AOT has been certified accordingly in every year • Integrating issues regarding the information safety to be a part of the organizational risk assessment • Using firewall with various information systems • Providing access to information to only authorized persons • Preparing training programs to enhance knowledge and awareness of the importance of information safety, as part of the corporate risk culture to relevant employees • Disseminating news related to information technology disaster within the organization continuously

Emerging Risk	Changes of demographic structure - Aging Society
Principle and Rationale	AOT's Management Measures
Entering the aging society is a challenge occurred rapidly and continuously. The US National Institute on Aging mentioned that the number of the elders, whose ages were over 65- year-olds, accounting for 8.5% of the world population would increase to be 17% within 2050. Thailand is also facing such challenge of change. It is expected that Thailand will become the "Complete Aged Society" in 2021 and the "super aged society" in 2035. AOT therefore prepares necessary facilities in the airports to accommodate the demands of the users in the aging society that will occur in the future.	• Reviewing and implementing the airport development plans by considering passenger statistics, prepared by the aviation organizations such as the International Air Transport Association (IATA) and the International Civil Aviation Organization (ICAO), which are likely to increase in the future until 2035 • Focusing on providing excellent level of service in all airports • Integrating universal designs to facilitate all groups of passengers • Arranging trainings for the employees continuously to improve their skills on services provided to elderly passengers and passengers with disabilities

Promoting Corporate Risk Culture

The effective and efficient risk management often occurs in the corporate cultivating the risk culture as a part of its corporate culture. Such risk culture would raise the employees' awareness of the importance of risk management and cooperation in monitoring and managing risks within the organization. AOT has implemented the projects to promote its corporate risk culture throughout its risk management process. Accordingly, the Risk Management Department has set up training programs, special lectures and workshops on airport risks for all employees annually. In 2018, there were training programs and seminars under 7 projects, with over 500 participating employees.

Special lecture on "Fraud Risk Management"

Workshop on "Roles and Duties of AOT's Secretaries and Assistant Secretaries of Internal Control and Risk Management Working Groups"

Workshop on "Preparation of AOT's Internal Control Reports, Fiscal Year 2018"

Workshop on "Roles and Duties of Secretaries and Assistant Secretaries of Department/ Airport Risk Management Working Groups and Department/ Airport Internal Control Working Groups"

Special lecture on "Fraud Risk Management for AOT's Junior Executives"

Workshop on "Airport Risk Identification and Risk Management Planning at airport level Fiscal Year 2019 and Preparation of AOT's Group Internal Control Reports, Fiscal Year 2018"

Special lecture on "Risk Management for AOT's Steady and Sustainable Growth"

The 7th Exhibition on "AOT's Risk Management, Internal Control and Business Continuity Management (Fiscal Year 2018)"

Formation of Risk Management, Internal control and Business Continuity Management Network (R.I.B. Network)

Squadron Leader Prajak Sajjasophon, Chairman of the Risk Management Committee, presided over the seminar entitled "Formation of Risk Management, Internal control and Business Continuity Management Network (R.I.B. Network)" for the fiscal year 2018, held on 10 - 11 May 2018 at Ravindra Beach Resort & Spa, Pattaya, Chonburi province.
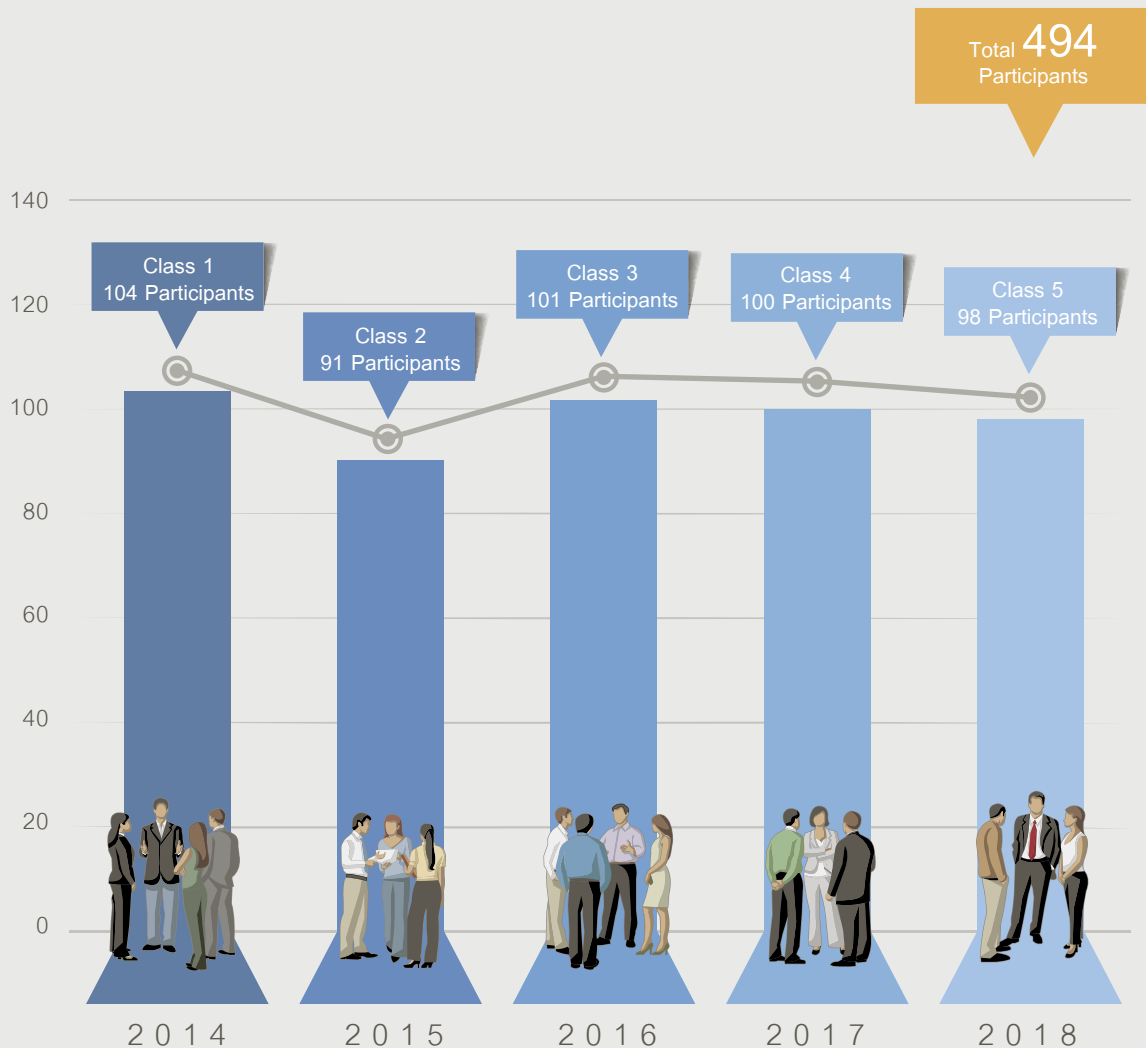
Held for 5 consecutive years, the seminar aims at developing an understanding of AOT's risk management processes among the employees at all levels as in line with the Risk Management Policy and enhancing the employees' skills by fostering behaviors on risk management awareness, for example, risk factor identification, implementation of risk controls and risk monitoring and progress reporting as well as promoting transparency at work.

The seminar also aims at unfreezing employees' behaviors which will lead to open-mindedness and positive attitudes towards risk management as well as to foster strong bonds among the employees from various departments through the exchange of information for enhancing practices for business continuity management in the future.
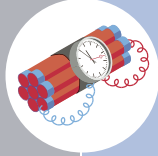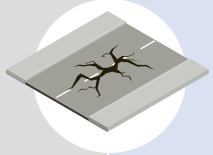
Growth of R.I.B. Network
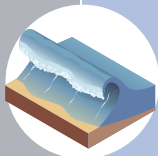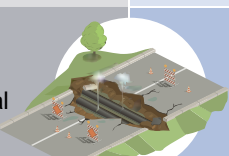
Number of Participants from 2014 up to the Present

Total 494 Participants

	Class 1 104 Participants	Class 2 91 Participants	Class 3 101 Participants	Class 4 100 Participants	Class 5 98 Participants
	2014	2015	2016	2017	2018

AOT's Business Continuity Plan Exercise

In the fiscal year 2018, AOT assessed risks from incidents that could cause airport disruptions including the circumstances arising from climate change and natural disasters such as flood, earthquake and tsunami, all of which might impact the operations of AOT's head office and the 6 airports under its responsibilities. Such incidents were then defined as scenarios for business continuity plan exercise and testing with both internal and external work units. There were both table top exercise and partial exercise.

Such exercise will enhance the employees' emergency preparedness, promptness and accurate responses, all of which ensure that AOT's business operations can be continued while causing the least possible damage due to the service disruption. As the country's main airport operator, they also reinforce the stakeholders' confidence.

Business Unit	Scenario	Number of Participants	Assessment Results
Head Office	High flood occurred and the employees could not enter the operating sites	37 participants 100%	Very good 100%
Suvarnabhumi Airport	Aircraft accident blocking 1 runway	41 participants 98%	Very good 100%
Don Mueang International Airport	Bombing attack and explosion occurred in the departure area of Terminal 2	46 participants 98%	Very good 100%
Chiang Mai International Airport	Damaged and unusable runway-taxiway	28 participants 100%	Very good 100%
Hat Yai International Airport	Aircraft accident in the airside resulting in damaged and unusable runway	31 participants 94%	Very good 100%
Phuket International Airport	Bombing attack and explosion occurred in the Domestic and International Passenger Terminals	26 participants 100%	Very good 100%
Mae Fah Luang - Chiang Rai International Airport	Demonstration causing airport blockage	29 participants 100%	Very good 100%

Awards and Accolades

DJSI 2018

MEMBER OF
**Dow Jones
Sustainability Indices**
In Collaboration with **RobecoSAM** ⬤

AOT was selected as a member of the Dow Jones Sustainability Indices (DJSI) Emerging Market in 2018 in the category of Transportation and Transportation Infrastructure (TRA) for the fourth consecutive year. This reflects its commitment to achieving every dimension of organizational management including economic, social and environmental. This will enable AOT to operate the world's smartest airports while ensuring economic growth with profitability in parallel with a balance of social and environmental responsibility.

THSI (Thailand Sustainability Investment) 2018

AOT was selected for Thailand Sustainability Investment (THSI) in the SET-listed company category with stock value of more than 100,000 million Baht for the fourth consecutive year. The Stock Exchange of Thailand used information received from sustainability assessment questionnaires for the preparation of THSI by developing a list of stocks that passed the assessment criteria on environment, social and governance (ESG) aspects as a role model for other listed companies and attract attention of both domestic and international investors. On 31 October 2018, the award giving ceremony was held at Professor Sangvian Indaravijaya Auditorium, the Stock Exchange of Thailand, with Mr. Pattanapong Suwannachat, AOT Chief Finance Officer, was the AOT representative to receive this award.

"Best" Sustainability Report Award 2018

On 7 December 2018, AOT was granted "Best" Sustainability Report Awards 2018 at the Sustainability Report Awards 2018 Ceremony, jointly organized by the Securities and Exchange Commission (SEC), the Thaipat Institute, the CSR Club and the Thai Listed Companies Association, held at the Stock Exchange of Thailand. There were 100 companies in total that submitted their sustainability reports for annual contest. AOT was 1 of the 12 companies receiving the Best Sustainability Report Awards.

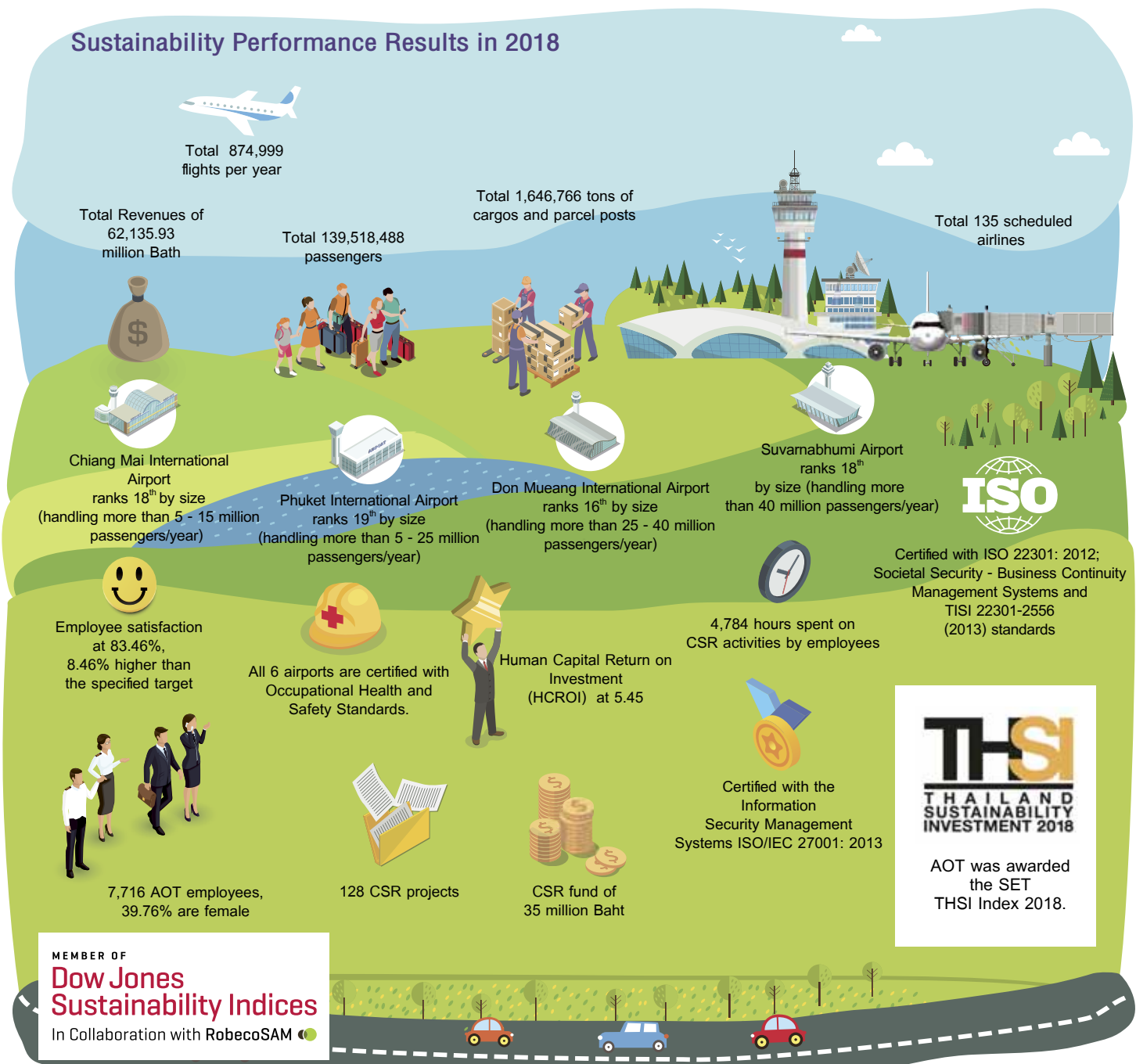## Thailand's Top Corporate Brand Value 2018 and ASEAN's Top Corporate Brand Value 2018

AOT won an honorary award "Thailand's Top Corporate Brand Value 2018" in transport and logistics business category for the fourth consecutive year, with the highest corporate brand value accounting for 432,841 million Baht compared to other organizations in all business categories in Thailand. AOT also received the ASEAN's Top Corporate Brand Value 2018 in ASEAN countries, with its corporate brand value of 13,607 million US dollars, from the Faculty of Commerce and Accountancy. The award giving ceremony was held at Sukree Kaewcharoen Auditorium, the Stock Exchange of Thailand, with Mr. Pattanapong Suwannachat, AOT Chief Finance Officer, was the AOT representative to receive this award.

To Reach our Goals of Sustainable Airports

Sustainability Performance Results in 2018

Total 874,999 flights per year

Total Revenues of 62,135.93 million Bath

Total 139,518,488 passengers

Total 1,646,766 tons of cargos and parcel posts

Total 135 scheduled airlines

Chiang Mai International Airport ranks 18th by size (handling more than 5 - 15 million passengers/year)

Phuket International Airport ranks 19th by size (handling more than 5 - 25 million passengers/year)

Don Mueang International Airport ranks 16th by size (handling more than 25 - 40 million passengers/year)

Suvarnabhumi Airport ranks 18th by size (handling more than 40 million passengers/year)

Certified with ISO 22301: 2012; Societal Security - Business Continuity Management Systems and TISI 22301-2556 (2013) standards

Employee satisfaction at 83.46%, 8.46% higher than the specified target

All 6 airports are certified with Occupational Health and Safety Standards.

Human Capital Return on Investment (HCROI) at 5.45

4,784 hours spent on CSR activities by employees

7,716 AOT employees, 39.76% are female

128 CSR projects

CSR fund of 35 million Baht

Certified with the Information Security Management Systems ISO/IEC 27001: 2013

THSI
THAILAND SUSTAINABILITY INVESTMENT 2018

AOT was awarded the SET THSI Index 2018.

MEMBER OF
Dow Jones Sustainability Indices
In Collaboration with RobecoSAM

AOT maintains its membership status in the Dow Jones Sustainability Indices 2018 in the transportation and transportation infrastructure sector for the fourth consecutive year.

Rankings for June-August

AOT's Regulatory Framework for Sustainable Development

AOT's sustainability implementation is overseen by the Corporate Governance Committee taking the role of setting policies for good corporate governance and social responsibility as well as making business recommendations according to AOT's sustainable development strategy. The Corporate Social Responsibility Committee for Sustainable Development is responsible for setting guidelines for overseeing, monitoring, and evaluating performance on an annual basis. Additionally, the Corporate Social Responsibility Working Groups for Sustainable Development based at all 6 Airports are responsible for implementing corporate social responsibility projects with concerned stakeholders.

Corporate Social Responsibility Regulatory Framework for Sustainable Development

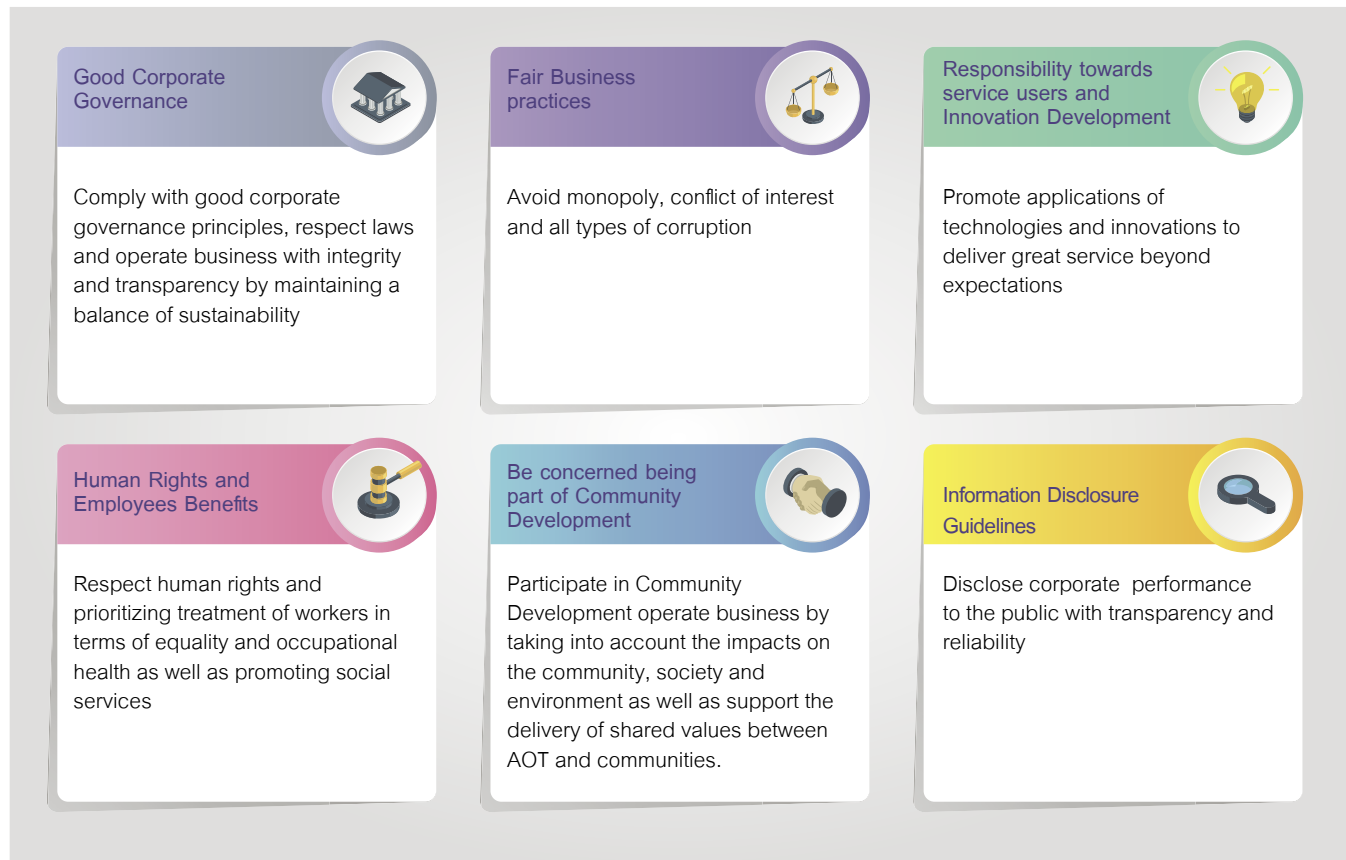| Corporate Governance Committee	Corporate Social Responsibility Committee for Sustainable Development	Corporate Social Responsibility Working Group for Sustainable Development (airport-based)
• Sets AOT's policies for good corporate governance and corporate social responsibility for sustainable development • Reviews, considers and develops sustainable development directions continuously	• Oversees supervises, sets operating and communication guidelines on corporate social responsibility for sustainable development according to international standards, relevant polices and operational plans • Sets sustainable public relations approaches for all stakeholder groups • Reports outcomes to the Corporate Governance Committee	• Implements corporate social responsibility projects with stakeholders and communicates project outcomes • Reports outcomes to the Corporate Social Responsibility Committee for Sustainable Development

AOT's Sustainability Implementation Process

AOT operates its business with social responsibility through nationally and internationally accepted operational processes. The Corporate Social Responsibility for Sustainable Development Policy is formulated to enable the implementation in accordance with the Sustainable Development Master Plan (Fiscal Years 2016 - 2019) and the achievement of sustainable development goals in organizational, national and international levels.

The Corporate Social Responsibility for Sustainability Management Policy

AOT has developed and implemented the Sustainability Management Policy, which covers business practices for delivering value to the society and environment based on the principles of good governance.

Good Corporate Governance

Comply with good corporate governance principles, respect laws and operate business with integrity and transparency by maintaining a balance of sustainability

Fair Business practices

Avoid monopoly, conflict of interest and all types of corruption

Responsibility towards service users and Innovation Development

Promote applications of technologies and innovations to deliver great service beyond expectations

Human Rights and Employees Benefits

Respect human rights and prioritizing treatment of workers in terms of equality and occupational health as well as promoting social services

Be concerned being part of Community Development

Participate in Community Development operate business by taking into account the impacts on the community, society and environment as well as support the delivery of shared values between AOT and communities.

Information Disclosure Guidelines

Disclose corporate performance to the public with transparency and reliability

AOT's Sustainable Development Master Plan

AOT has implemented the Sustainability Management Policy by setting the AOT's Sustainable Development Master Plan (2016 - 2019) as operational guidelines for implementing the concept of "Corporate Citizenship Airport". The objectives of the Master Plan are to promote sustainable growth from the inside out, run business with accountability, balance economic, social, and environmental values as well as enhance relationships and build trust with all domestic and overseas stakeholders.

Such Sustainable Development Master Plan has been used for determining the management strategies for corporate social responsibility for sustainable development. The internationally accepted principles and standards, for example, the United Nations' Sustainable Development Goals (SDGs), Dow Jones Sustainability Index (DJSI), the Stock Exchange of Thailand's Guidelines for Corporate Social Responsibility, Global Reporting Initiatives (GRI), ISO 26000 Guidance on Social Responsibility, and AA 1000 Stakeholder Engagement Standard (AA 1000 SES), etc.

Recognition	Evolution	Roll-out	Transformation	Smart (Sustainable) Airport
2015 - 2016	2017	2018	2019	2020 - 2021
Raise awareness within the organization and develop the Sustainable Development Master Plan (2016 - 2019)	Manage sustainability by pilot work units and promote stakeholders engagement	Implement sustainability approach with work units throughout the organization,with follow-up analysis	Find appropriate mechanisms for sustainability management to move forward by depending on information technology and knowledge management	Be the airport operator with social responsibility for sustainable development

AOT's Sustainability Implementation Process

AOT has developed strategies to respond to its Sustainable Development Master Plan and to achieve operational and strategic results. They are engaged in the continual processes in which changes are driven by efficient leadership and performance management system. Such strategies focus on sustainability management, stakeholder engagement and sustainability initiative.

	Strategy 1 Sustainability Management	Strategy 2 Stakeholder Engagement	Strategy 3 Sustainability Initiative
Goals	The airport with excellence in sustainability management	The airport being accepted by the stakeholders and engaging in sustainable development	The airport that creates shared values for the community and society
Objectives	To improve sustainability assessment results and organizational quality as well as to integrate sustainability practices into business operations	To create acceptance and enhance comprehensive impacts on all stakeholders in the community and society	To create shared values with the community and society in conjunction with the integration of sustainable business operations

Sustainability Management

Stakeholder Engagement

Sustainability Initiatives

Corporate Citizenship Airport

Sustainable Development Framework

AOT's sustainable development framework (SD Framework) was established to respond to its management strategies on corporate social responsibility for sustainable development. Having been further developed from the analyses on significant impacts, risks and opportunities that may occur during the Master Plan's defined period, the SD Framework is categorized into 3 dimensions, comprising economic, social and environmental, each of which is divided into 3 spheres as follows :

1) Sustainable development within the organization (Internal Sphere)

2) Sustainable development of the area surrounding the airport (Closed Sphere)

3) Sustainable development of the society and the region (Wide Sphere)

AOT realizes its responsibility to support the country's economic and industrial expansion through efficient air transport services, and therefore, continues to develop and enhance airport capacity which is a key factor for national economic development.

AOT focuses on human resource development to ensure our people have the qualifications and competency to support airport business growth as well as social development and quality of life enhancement.

AOT is committed to protecting and preserving the environment surrounding the airports and therefore is committed to the "Green Airport" concept in all its endeavors.

AOT's Sustainable Development Goals

On 15 September 2015, the United Nations announced 17 Sustainable Development Goals (SDGs) within the 15-year implementation timeframe. The SDGs serve as guidelines for the public and private sectors as well as the non-profit organizations for considering and reviewing their own goals to ensure their consistency with the achievement of such goals. Thailand has signed and agreed to participate in activities being organized for the achievement of such Sustainable Development Goals. Recognizing the significance and power of collaboration across all sectors, AOT has linked its management strategies on corporate social responsibility for sustainable development under the Sustainable Development Master Plan to the SDGs.

AOT is committed to delivering sustainable values according to the 11 UN's Sustainable Development Goals (SDGs), which are relevant to AOT business, namely Good Health and Well-Being (Goal 3); Quality Education (Goal 4); Clean Water and Sanitation (Goal 6); Decent Work and Economic Growth (Goal 8); Industry, Innovation, and Infrastructure (Goal 9); Sustainable Cities and Communities (Goal 11); Responsible Production and Consumption (Goal 12); Climate Action (Goal 13); Life below Water (Goal 14); Life on Land (Goal 15); Peace, Justice and Strong Institutions (Goal 16): and Partnerships for the Goals (Goal 17). These goals are consistent with AOT's sustainability materiality in 2018 as mentioned in this report.

SUSTAINABLE DEVELOPMENT GOALS	Sustainable Development Goals in 2017	Sustainable Development Goals in 2018	Chapter (s) in the Report
3 GOOD HEALTH AND WELL-BEING		Goal 3: Good Health and Well-Being	• Managing Resources Responsibly • Promoting Continued Safety • Delivering Safe and Secure Airports
4 QUALITY EDUCATION	Goal 4: Quality Education	Goal 4: Quality Education	• Adapting to the Digital Age • Focusing on Participation
6 CLEAN WATER AND SANITATION		Goal 6: Clean Water and Sanitation	• Managing Resources Responsibly
8 DECENT WORK AND ECONOMIC GROWTH	Goal 8: Decent Work and Economic Growth	Goal 8: Decent Work and Economic Growth	• Uplifting Operational Excellence • Promoting Continued Safety • Driving Business with Talented Employees Airport
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	Goal 9: Industry, Innovation, and Infrastructure	Goal 9: Industry, Innovation, and Infrastructure	• Moving Toward Stability • Uplifting Operational Excellence • Promoting Cooperation • Enhancing Climate Resilience
11 SUSTAINABLE CITIES AND COMMUNITIES	Goal 11: Sustainable Cities and Communities	Goal 11: Sustainable Cities and Communities	• Managing Resources Responsibly • Delivering Safe and Secure Airports
12 RESPONSIBLE CONSUMPTION AND PRODUCTION		Goal 12: Responsible Production and Consumption	• Promoting Cooperation • Managing Resources Responsibly • Focusing on Participation
13 CLIMATE ACTION	Goal 13: Climate Action	Goal 13: Climate Action	• Delivering Safe and Secure Airports
14 LIFE BELOW WATER	Goal 14: Life below Water	Goal 14: Life below Water	• Focusing on Participation
15 LIFE ON LAND	Goal 15: Life on Land	Goal 15: Life on Land	• Focusing on Participation
16 PEACE, JUSTICE AND STRONG INSTITUTIONS		Goal 16: Peace, Justice and Strong Institutions	• Corporate Governance, Risk Management, and Business Ethics • Uplifting Operational Excellence • Delivering Safe and Secure Airports
17 PARTNERSHIPS FOR THE GOALS	Goal 17: Partnerships for the Goals	Goal 17: Partnerships for the Goals	• Moving Toward Airport Stability • Promoting Cooperation • Uplifting Operational Excellence • Focusing on Participation

A Step toward Operational Excellence

A Step toward Operational Excellence

Airport business, as one among transport infrastructure businesses, is a critical factor contributing to economic and social growth, shared prosperity and improvement of people's well-being and quality of life. As a commercial state corporation, AOT has operated its business by giving priority to all stakeholders and taking part in raising Thailand's economic development.

To achieve its operational excellence, AOT has set up airport development plans, all of which support airport infrastructure and accessibility, to handle volumes of airlines and passengers that have increased in alignment with a constantly changing global context. Nonetheless, to achieve airport development goals, AOT requires collaboration from its business partners along the supply chain as well as international business alliances. In the meantime, the business implementations must be transparent and emphasize environmental and social management, good governance, airport development both in terms of physical and management from diverse points of view of airport alliances worldwide.

In the changing era, social technologies link people to the whole world while information and news are transferred rapidly and unlimitedly. Thus, AOT has developed security processes to protect information and privacy of all customer groups in accordance with international standards. Meanwhile, AOT has focused on applying innovations to improve its operations and service quality for all customer groups.

AOT's close attention paid to every operational process and presentation of airports' prominent points based on strategic positioning through AOT's marketing management in a responsible manner will respond to the corporate goals in achieving business growth and maximum customer satisfaction. This can confirm that AOT's business operation is an integral part of sustainable development.

Airport business, as one among transport infrastructure businesses, is a critical factor contributing to economic and social growth, shared prosperity and improvement of people's well-being and quality of life.
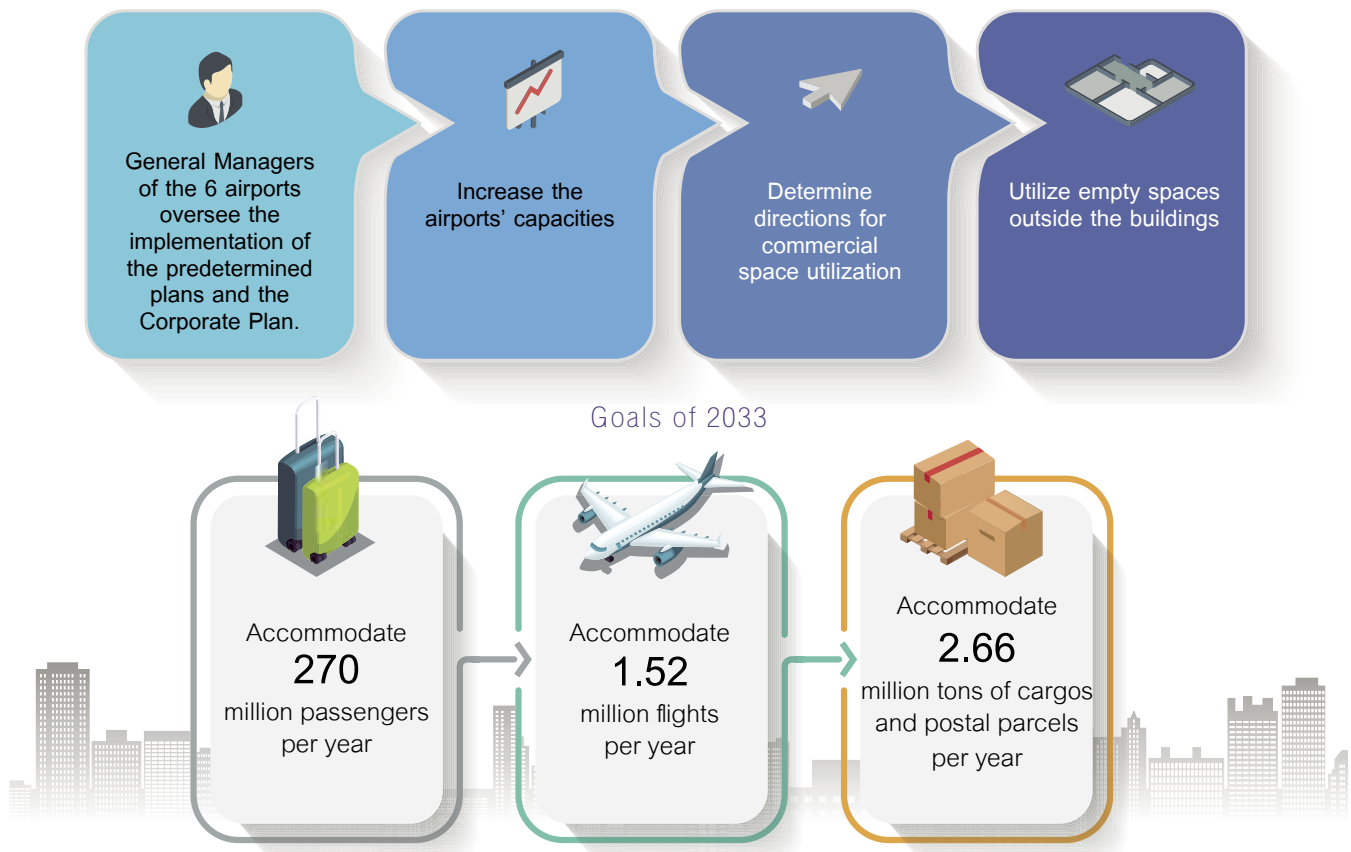
Moving Towards Airport Stability

Stable air transport systems that can be expanded to accommodate passengers continuously are crucial in promoting economic growths of the airport business and the country as a whole. AOT strives to operate its business in accordance with its Airport Development Master Plan to increase the airport capacity of handing passenger and cargo movements and link the airports with economic strategies that enhance growth in the transportation, tourism and services industries, all of which are key mechanisms in driving the country's economy and society towards robustness and sustainability.

AOT's Airport Development Plan and Operational Status

AOT's 20-year Airport Development Plan

Global economic growth is a key driver of growth in air transport. AOT has therefore reviewed and implemented the development plans of the 6 airports to serve the increasing demands in airport services of passenger, flight and cargo transportation. Such plans also include airport space utilizations for better service improvements.

Persons in Charge and Objectives of AOT's Development Plans

General Managers of the 6 airports oversee the implementation of the predetermined plans and the Corporate Plan.

Increase the airports' capacities

Determine directions for commercial space utilization

Utilize empty spaces outside the buildings

Goals of 2033

Accommodate
270
million passengers per year

Accommodate
1.52
million flights per year

Accommodate
2.66
million tons of cargos and postal parcels per year

Air Traffic Forecast

In 2018, AOT's airport development progresses were in line with the predetermined plans. AOT also reviewed the Airport Development Master Plan to ensure its appropriateness according to the forecast of the increasing passenger volume. Such review included improvements of operating procedures, scopes and details of the airport development projects in order to expedite the completion schedule of such project. Moreover, urgent action plans and medium-term plans taken during 2018 - 2019 were added to alleviate congestion and maintain service quality during the implementation of the airport development plans.

AOT's 20-year Airport Development Plan[1]

	2018	2019	2020	2021	2022	2023	2024	2025	2026
Suvarnabhumi Airport	48			90					105
	Phase 2 (+15 MAP)								
	Phase 3 (+30MAP)								
				Phase 4 (+15 MAP)					
Don Mueang International Airport	30						40		
	Phase 3 (+10 MAP)								
Chiang Mai International Airport	8				16.5			20	
	Phase 1 (+8.5 MAP)								
				Phase 2 (+3.5 MAP)					
Hat Yai International Airport	2.5							10.5	
				Phase 2 (+8 MAP)					
Phuket International Airport	12.5				18				
	Phase 2 (+5.5 MAP)								
Mae Fah Luang - Chiang Rai International Airport	3				3				
	Increase facilities in the passenger terminal						Phase 1 (+1.8 MAP)		

Development Goals in 2035[2]

Accommodate at least 270 million passengers per year

Remarks:

[1] The information presented is the forecast which may be adjusted as appropriate.

[2] Calculated from the sum of total handling capacity according to the current long-term plans of all airports

2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038

120

Phase 5 (+15 MAP)

4.8

Phase 2 (+0.4MAP)

5.2

Accommodate at least
1.52 million flights per year

Accommodate
2.66 million tons of cargos
and postal parcels per year

Unit : Million Annual Passenger (MAP)

AOT's Performance and Airport Development Plan Progresses

Suvarnabhumi Airport

Timeframe Within 2030

Passenger volume
per year

150 million
passengers
per year

Flight volume
per hour

120 flights
per hour

Cargo and postal parcel
volume per year

1.7 million tons
per year

Operating Procedures

- AOT divides the action plan into 5 phases which will be completed in 2030.

- At present, AOT is implementing the Suvarnabhumi Airport Development Project Phase 3 (2016 - 2021). There are also the Suvarnabhumi Airport Development Projects Phase 4 (2021 - 2026) and Phase 5 (2025 - 2030).

Performance in 2018

Suvarnabhumi Airport Development Project Phase 2

- Under construction

SuvarnabhumiAirport Development Project Phase 3

- The passenger terminal 2 is under the procurement process for the designer.

- The design for the 3rd runway is completed.

Action Plan in 2019

Suvarnabhumi Airport Development Project Phase 2

- Continue the construction according to the plan

Suvarnabhumi Airport Development Project Phase 3

- Design the 2nd Passenger Terminal

- Design the 3rd runway and conduct the procurement process for construction supervisor and contractor

Don Mueang International Airport

Performance in 2018

Don Mueang International Airport Development Project Phase 3

- The AOT Board of Directors approved the Don Mueang International Airport Master Plan.

- The AOT Board of Directors approved the budget for the Don Mueang International Airport Development Project Phase 3.

Action Plan in 2019

Don Mueang International Airport Development Project Phase 3

- Under the request for the Ministry of Transport's construction budget approval

- Prepare layout plans, terms of reference and cost estimates for the Don Mueang International Airport Development Project Phase 3

Timeframe Within 2024

Passenger volume per year	Flight volume per hour	Cargo and postal parcel volume per year
40 million passengers per year	**50** flights per hour	**860,000** tons per year

Operating Procedures

- AOT divides the action plan into 3 phases which will be completed in 2024.

- At present, AOT is proceeding Don Mueang International Airport development project; phase 3 (2018 - 2024)

Chiang Mai International Airport

Performance in 2018

Chiang Mai International Airport Development Project Phase 1

• The AOT Board of Directors approved the Chiang Mai International Airport Master Plan.

• The AOT Board of Directors approved the budget for the Chiang Mai International Airport Development Project Phase 1.

Action Plan in 2019

Chiang Mai International Airport Development Project Phase 1

• Under the request for the Ministry of Transport's construction budget approval

• Prepare layout plans, terms of reference and cost estimates for the Chiang Mai International Airport Development Project Phase 1

Timeframe Within 2025

Passenger volume per year	Flight volume per hour	Cargo and postal parcel volume per year
20 million passengers per year	**31** flights per hour	**35,114** tons per year

Operating Procedures

• AOT divides the action plan into 2 phases which will be completed in 2025.

• At present, AOT is implementing the Chiang Mai International Airport Development Project Phase 1 (2018 - 2022). There is also the Chiang Mai International Airport Development Project Phase 2 (2021 - 2025).

Hat Yai International Airport

Performance in 2018

Hat Yai International Airport Development Project

- The AOT Board of Directors approved the Hat Yai International Airport Master Plan.

Action Plan in 2019

Increase of Facilities at Hat Yai International Airport

- Request for budget approval from the AOT Board of Director for carrying out urgent works on congestion alleviation
- Prepare layout plans, terms of reference and cost estimates for urgent works on congestion alleviation

Timeframes Within 2025

Passenger volume per year	Flight volume per hour	Cargo and postal parcel volume per year
10.5 million passengers per year	**12** flights per hour	**14,000** tons per year

Operating Procedures

- AOT divides the action plan into 1 phase : Hat Yai International Airport Development Project Phase 1 (2021 - 2025), which will be completed in 2025.

Phuket International Airport

Performance in 2018

Phuket International Airport Development Project Phase 2

- The AOT Board of Directors approved the Phuket International Airport Master Plan.

Action Plan in 2019

Phuket International Airport Development Project Phase 2

- Request for budget approval for the Phuket International Airport Development Project Phase 2

- Prepare layout plans, terms of reference and cost estimates for the Phuket International Airport Development Project Phase 2

Timeframes Within 2022

Passenger volume per year	Flight volume per hour	Cargo and postal parcel volume per year
18 million passengers per year	**25** flights per hour	**45,000** tons per year

Operating Procedures

- AOT divides the action plan into 2 phases which will be completed in 2022.

- At present, AOT is implementing the Phuket International Airport Development Project Phase 2 (2018 - 2022).

Mae Fah Luang – Chiang Rai International Airport

Timeframe Within 2033

Passenger volume per year	Flight volume per hour	Cargo and postal parcel volume per year
5.2 million passengers per year	16 flights per hour	3,400 tons per year

Operating Procedures

- AOT divides the action plan into 2 phases which will be completed in 2033: Mae Fah Luang - Chiang Rai International Airport Development Project Phase 1 (2024 - 2028) and Phase 2 (2029 - 2033).

Performance in 2018

Mae Fah Luang - Chiang Rai International Airport Development Project

- The AOT Board of Directors approved the Mae Fah Luang - Chiang Rai International Airport Master Plan.

Action Plan in 2019

Increase of Facilities at Mae Fah Luang - Chiang Rai International Airport

- Request for budget approval from the AOT Board of Director for carrying out urgent works on congestion alleviation

- Prepare layout plans, terms of reference and cost estimates for urgent works on congestion alleviation

Urgent Action Plans and Medium-term Plans During 2018 - 2019

Demands on Airport Services	Handing Capacity of All Airports
Passenger Volume	At least 101 million passengers per year
Flight Volume (Capacitiy)	- BKK: 68 flights per hour - DMK: 50 flights per hour - CNX: 24 flights per hour - HDY: 12 flights per hour - HKT: 20 flights per hour - CEI: 11 flights per hour
Cargo and Postal Parcel Volume	BKK: 1.7 million tons per year DMK: 860,000 tons per year CNX: 35,114 tons per year HDY: 14,000 tons per year HKT: 45,000 tons per year CEI: 3,400 tons per year

Airport Ground Transportation Connection

Integrated and seamless ground transportation connection is a key factor contributing to the efficiency on ultimate use of country's infrastructure. It facilitates and lessens difficulties of passengers arriving and leaving at the airport. Meanwhile, it reduces travelling time and promotes economic growth in tourism surrounding the airport. In addition, good management of road systems providing direct access to and from the passenger terminal can alleviate traffic congestion in the communities surrounding the airport.

AOT recognizes the importance of ground transportation connection; therefore, AOT has continually implemented tasks in accordance with the airport development plans with government agencies, state enterprises and private organizations. The connecting public transportation systems to downtown which are provided at every airport are buses, taxi vans and taxicabs as well as the linkage of Airport

Rail Link to Suvarnabhumi Airport. All of which help make passengers' journey to downtown more efficiently. AOT has also set the plan on the linkage of Bangkok Transit system to Don Mueang International Airport which is expected to be ready for service in 2021.

Promoting Cooperation

To achieve business management excellence and airport business growth, AOT relies on cooperation from international airport alliances and business partners along the supply chain to jointly develop sustainable business through a wide range of activities, for example, knowledge exchange among airport alliances that have signed Sister Airport Agreements (SAA) with AOT and cooperation with business partners to monitor its operations as in accordance with business ethics and sustainable supply chain management practices. It is expected that an exchange of best practices with Sister Airports will increase business efficiency, thereby leading to mutual and sustainable development.

Cooperation among Airports

Presently, cooperation among business alliances is a key element for creating trade and investment opportunities. In the meantime, development of operational processes and cooperation among airport alliances can have positive impacts on the airport business as well. The processes such as exchange of visions, knowledge, technologies, and travel information may lead to business opportunities and improve efficiency of airport services. AOT has enhanced cooperation with its business alliances by signing Sister Airport Agreements (SAA) and become a member of Airports Council International (ACI). The Office of Foreign Affairs under Corporate Strategy Group is responsible for the implementation of AOT International Business Master Plan (2018 - 2024) with the main objective to expand the scope of AOT's business operation internationally as well as to follow the Strategy 7.1: International business development, as specified in the AOT Corporate Plan (2017 - 2021).

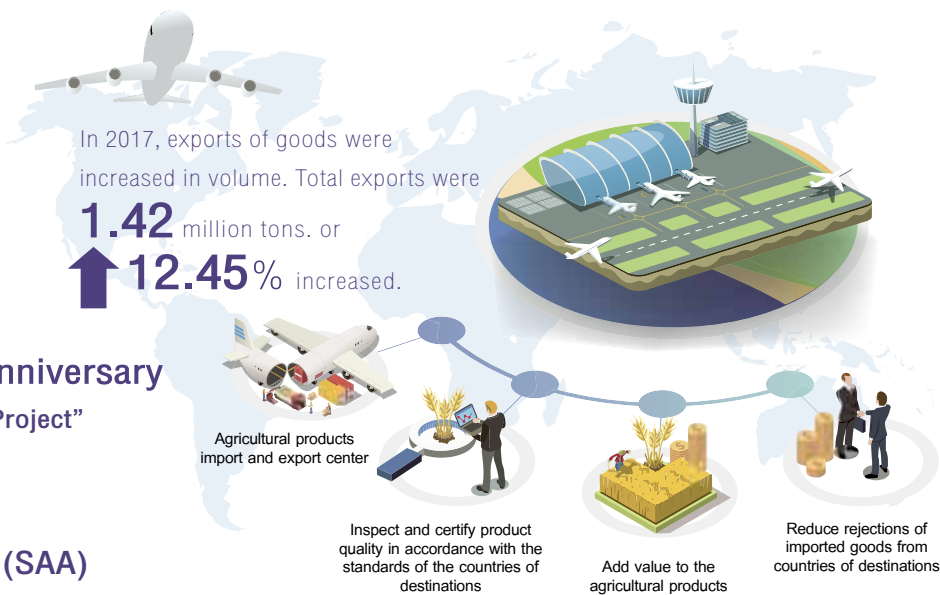**Certify Hub Establishment Project at Suvarnabhumi Airport**

In 2018, AOT proposed the establishment project of Certify Hub at Suvarnabhumi Airport in a form of joint venture with the private entity. The Certify Hub serve as a center for inspecting and certifying the quality of agricultural products according to the international standards, before being exported to different destinations. This will add value to agricultural products by benefiting from the free zone at Suvarnabhumi Airport in the collection, selection and distribution of products in regional countries, increase export opportunities and reduce rejections of imported products from the destination countries.

AOT has initially conducted a study with the airports that have signed the Sister Airport Agreements (SAA) with AOT, namely Munich International Airport, Germany, to develop logistic models for perishable goods and agricultural products and Liege Airport, Belgium, which implements the Green Channel project to examine flowering plant products exported from the country of origin, Ethiopia to the destination country, Belgium. In addition, AOT participated in the Digital Agricultural Market Promotion Committee's meeting, held by the Ministry of Agriculture and Cooperatives, to propose the establishment project of Certify Hub in alignment with Agriculture 4.0 (Pra-Pirun Strategy). This would further support AOT' cooperation with the Ministry of Agriculture and Cooperatives, the government agency that is directly responsible for inspecting and certifying the quality of agricultural products before exportation.

Therefore, AOT will propose an action plan for establishing the Certify Hub to the Ministry of Transport and the Cabinet for further approval.

AOT's Strategic Plan to Move Thailand towards Become the ASEAN Trade Center

The establishment project of the Certify Hub at Suvarnabhumi Airport

In 2017, exports of goods were increased in volume. Total exports were

1.42 million tons. or

⬆ **12.45**% increased.

Stepping into the 40th anniversary
"Certify Hub & Green Channel Project"

Agricultural products import and export center

Inspect and certify product quality in accordance with the standards of the countries of destinations

Add value to the agricultural products

Reduce rejections of imported goods from countries of destinations

Sister Airport Agreement (SAA)

The establishment of Sister Airport Agreement (SAA) is one among key activities that AOT has conducted to enhance cooperation among airport alliances. The SAA enables sharing of operational information and improves airport capacity to achieve its strategic goals. The implementation of SAA comprises 4 major schemes, namely regular meetings, exchange of information, joint marketing and promotion and joint work activities.

In 2018, AOT signed the SAAs with 13 airport operators from 10 countries, representing a total of with the total of 17 airports under the agreements.

Major Activities under the Sister Airport Agreements

Regular Meetings

Organize executive meetings to set out directions and activities between airports in each year and exchange visions on airport management

Exchange of Information

Share information via emails or answer questionnaires regarding different operations such as aircraft waste management, space rental rate, security system and survey on fire truck usage, etc.

Joint Marketing and Promotion

Conduct marketing and tourism promotional activities to increase volumes of flights and air cargo transport among AOT's airports and airports under SAA
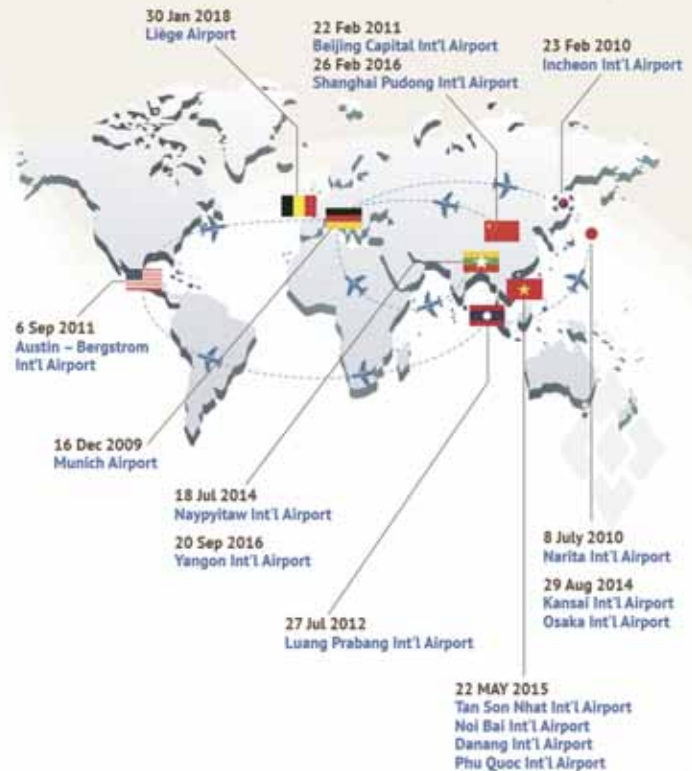
Joint Work Activities

Airport visits for exchange of experiences and on-the-job trainings

Airports under Sister Airport Agreement (SAA)

Number of airport operators under the SAAs

Exchange of Knowledge and Experience and On-the-Job Trainings at Airports under the SAAs

AOT sent 6 teams of employees to exchange knowledge and experience at the airport under the SAAs, 5 of which were for airport visit purpose and 1 of which was for on-the-job training purpose.Topics of information exchange included business management, operations, environment and human resource, etc. AOT's representatives presented knowledge and experience obtained from this program to AOT's executives and employees for their acknowledgement of operational practices of different airports in order to further apply some prominent features to AOT 's operations.

30 Jan 2018
Liège Airport

22 Feb 2011
Beijing Capital Int'l Airport
26 Feb 2016
Shanghai Pudong Int'l Airport

23 Feb 2010
Incheon Int'l Airport

6 Sep 2011
Austin – Bergstrom Int'l Airport

16 Dec 2009
Munich Airport

18 Jul 2014
Naypyitaw Int'l Airport

20 Sep 2016
Yangon Int'l Airport

8 July 2010
Narita Int'l Airport

29 Aug 2014
Kansai Int'l Airport
Osaka Int'l Airport

27 Jul 2012
Luang Prabang Int'l Airport

22 MAY 2015
Tan Son Nhat Int'l Airport
Noi Bai Int'l Airport
Danang Int'l Airport
Phu Quoc Int'l Airport

1. Incheon International Airport (Republic of Korea),

    Topics: Technology and Innovation for Passenger Services and Commercial Operations and Development Trends

2. Beijing Capital International Airport (People's Republic of China),

    Topics: Aviation Standard, Airport Planning & Development and Human Resources Management and Development

3. Shanghai Pudong International Airport (People's Republic of China),

    Topics: High Performance Organization, Risk Prevention and Control and Capacity Management

4. Narita International Airport (Japan),

    Topics: Security Screening, Airside Operations Process and Landside Services and Facilities

5. Kansai International Airport and Osaka International Airport (Japan),

    Topics: Waste Management and Technology and Innovation for Passenger Services and Driving Revenues

6. On-the-Job Trainings

    In 2018, AOT's employees participated in on-the-job-training at Munich International Airport (Germany) under the topics: Terminal Operations, Business and Airside Operations.

AOT Sister Airport CEO Forum

AOT organized the AOT Sister Airport CEO Forum 2018 on 11 - 13 July 2018 under the topic: "Aviation Industry as It Experiences Constant Evolution in Technology and Innovation" with over 296 participants including top executives from airport operators under the SAAs, government agencies and related organizations. AOT presented the "Digital Platform" project to connect worldwide airport networks and the development of Airport Collaborative Decision Making (A-CDM), and AOT Application which would improve service efficiency and passengers facilitation, all of which were in line with Thailand 4.0 model. The AOT Sister Airport CEO Forum also included a discussion among top executives from the airports under the SAAs and the International Civil Aviation Organization (ICAO), aiming at enhancing knowledge and understanding as well as exchanging best practices for innovations to ensure safety and security, airport service improvement through technologies and innovation creation. In addition, AOT publicized the establishment of the Certify Hub to reduce rejections of imported goods from countries of destinations, with the aim of driving Thailand towards becoming the regional hub for transportation of agricultural products.

Membership of Airports Council International (ACI)

AOT is a member of Airports Council International (ACI) ,a leading global trade association. Established in 1991 to support cooperation among airport members and global aviation alliances, ACI has served and protected the interests of airport members through the development of related standards and policies such as service provision, information system, safety and environment, etc. ACI has also organized trainings and provided knowledge and best practices that influence business and marketing opportunities as well as a chance to play a leading role in determining future policies related to ACI airport members' operations. AOT's membership fee in 2018 totaled 2,102,600 Baht.

ACI Membership Fees from 2015 - 2018			
2 0 1 5	2 0 1 6	2 0 1 7	2 0 1 8
1.96 million Baht	2.36 million Baht	2.34 million Baht	2.10 million Baht

AOT has also been a representative of airports in Asia-Pacific region to exchange knowledge on airport safety, environment, economy, human resource as well as airport information technology systems. Such role can increase AOT's opportunities for determining directions of both domistic and international airports' future operations.

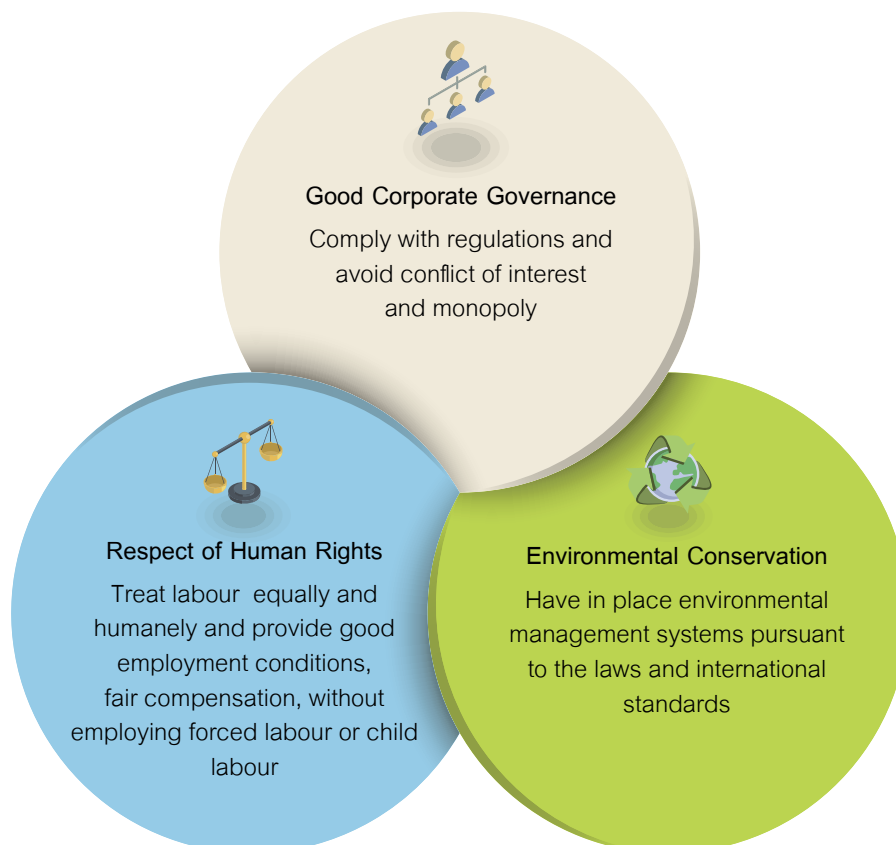## Participating in the 25th ACI Asia Pacific Regional Board Meeting

On 23 April,2018, Miss Sasisubha Sukontasap, AOT Senior Executive Vice President of (Corporate Strategy), as the director of the ACI Asia - Pacific, participated in the 25th ACI Asia Pacific Regional Board Meeting held at Hotel New Otani Makuhari in Chiba, Japan. The participants included representative directors from more than 28 airports, who discussed and exchanged opinions on significant issues to accelerate and follow up the operations in accordance with Asia-Pacific Air Transport Policy.

Supply Chain Collaboration

AOT has managed its supply chain to achieve sustainability and business continuity by developing Airport of Thailand Plc. Sustainable Practices for Business Partners, Procurement Manual and Supply Operations Manual, all of which are revised by the Supply Department of Headquarters and of each airport on a yearly basis. This encourages AOT's business partners to operate business with transparency, business ethics, respect of human rights, compliance with occupational health, employee safety concerns as well as close attention to the community and environmental impacts.

Summary of Sustainability Guidelines for Business Partners

Good Corporate Governance
Comply with regulations and avoid conflict of interest and monopoly

Respect of Human Rights
Treat labour equally and humanely and provide good employment conditions, fair compensation, without employing forced labour or child labour

Environmental Conservation
Have in place environmental management systems pursuant to the laws and international standards

Supply Chain Trainings and Seminars

12
Training courses for compliance
with Government Procurement and
Supplies Management
Act B.E. 2560 (2017)

Over
500 employee work hours

5 training courses
in e-GP and
e-Market/e-Bidding

AOT has operated in accordance with the Government Procurement and Supplies Management Act B.E. 2560 (2017), which prescribes procurement systems of the Comptroller General's Department with focus on the use of innovations, to enable transparency and fairness, to promote participation of people sector and entrepreneurs in the corruption prevention and apply integrity pacts to some relevant cases. AOT has organized training programs and seminars for the employees with the external speakers from the Comptroller General's Department and related leading organizations to provide knowledge and understanding of the compliance with the new version of the Government Procurement and Supplies Management Act B.E. 2560 (2017). The trainings in the fiscal year 2018 included 12 courses in total, 3 of which related to e-Government Procurement (e-GP) and 2 of which related to e-Market and e-Bidding. There were more than 300 employees participating in these courses.

What Is Integrity Pact?

Integrity pact is a mechanism for preventing corruption which has been recognized internationally in a form of tri-party procurement agreement. The 3 parties include a government agency (or a state-owned enterprise), a private company interested in bidding and an observer from the people sector who is an independent expert. Each party has different authorities and responsibilities in procurement procedures, all of which focus on creating transparency, fair competition and corruption-free.

Source: Bureau of Academic Affairs, the Secretariat of the House of Representatives

Innovation in Government Procurement

Electronic - Government Procurement (e-GP) System

Electronic-Government Procurement (e-GP) is a center in providing information and conducting procurement transactions via electronic system, to enable transparency, enhance government agencies' efficiency, improve government procurement policy's effectiveness, facilitate traders, stimulate markets and develop private sector's capacity. The e-GP's direct benefits include facilitating government agencies and private companies to access the date sources of the government procurement and supply accurately quickly and thoroughly. Also the executives and government officials can follow up a status or progress of the government procurement, which are useful for budget management.

Electronic - Market (e-Market) and Electronic - Bidding (e-Bidding) Systems

Electronic-Market (e-Market) and Electronic-Bidding (e-Bidding) are government supply procurement procedures by bidding via the e-GP system of the Comptroller General's Department.
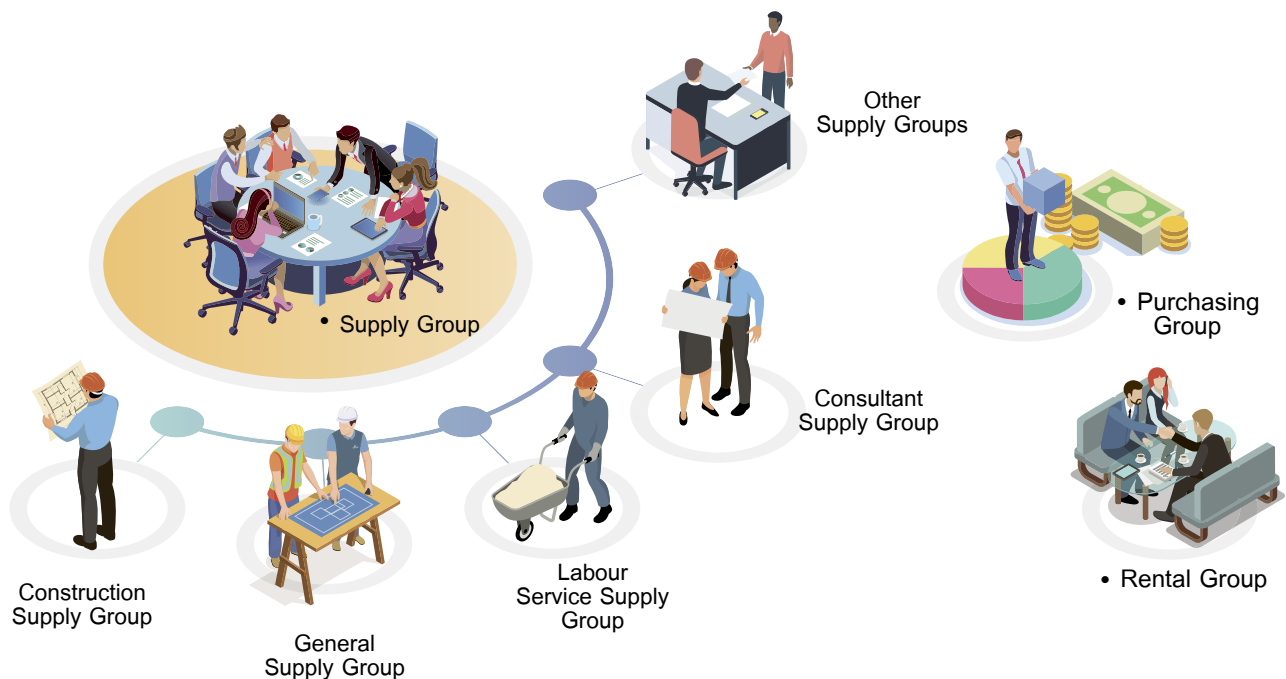
e-Market is the procurement of general goods or services with details and specifications that are not complicated and meet required standards. The government sector will procure goods or services as defined in the e-Catalog system.

e-Bidding is the procurement of goods or services with complicated details and specifications as well as specific techniques or goods or services that are not defined in the e-Catalog system.

AOT's Suppliers

AOT's suppliers are categorized by types of activities into 3 main groups as follows:

- Supply Group

Other Supply Groups

- Purchasing Group

Consultant Supply Group

- Rental Group

Construction Supply Group

General Supply Group

Labour Service Supply Group

Embracing Digital Transformation

At present, digital technology play an increasingly important role in the tourism and aviation industry. AOT forsees that technologies and innovations can be applied to support its services for greater business opportunities and new customer experience delivery. These include a precise, accurate, reliable and up-to-date information system to support internal management and efficient decision-makings as well as a protection against cyber terrorism threats

that have become more complicated and may affect the stakeholders' confidence. AOT has therefore managed information security and privacy of the users earnestly and concisely, which reflect AOT's commitment to embrace digital transformation in an excellent manner to ensure the organizational accomplishments in accordance with its predetermined goals and vision.

AOT launched a Digital Platform

At the AOT Sister Airport CEO Forum 2018, AOT presented its development project of digital platform which would link services within the airports to facilitate the airport users through mobile applications, for instance, online check-in, information on directions to passenger terminal, flight schedules, departure gate, virtual map, signage language translation, vacant parking lots and promotional activities and special privileges offered by shops and service providers within the airports.

The digital platform will elevate its services through the density analysis and passenger demands for airports facilities. It will also manage waiting queues and estimate facility volumes at the service points more efficiently. AOT has planned to launch the digital platform at Suvarnabhumi Airport and Don Mueang International Airport by 2019, and will extend such service to the regional airports by 2020.

(Addition details of the Digital Platform can be found on https://aotinter.airportthai.co.th/th/aot-sister-airport-ceo-forum-2018/)
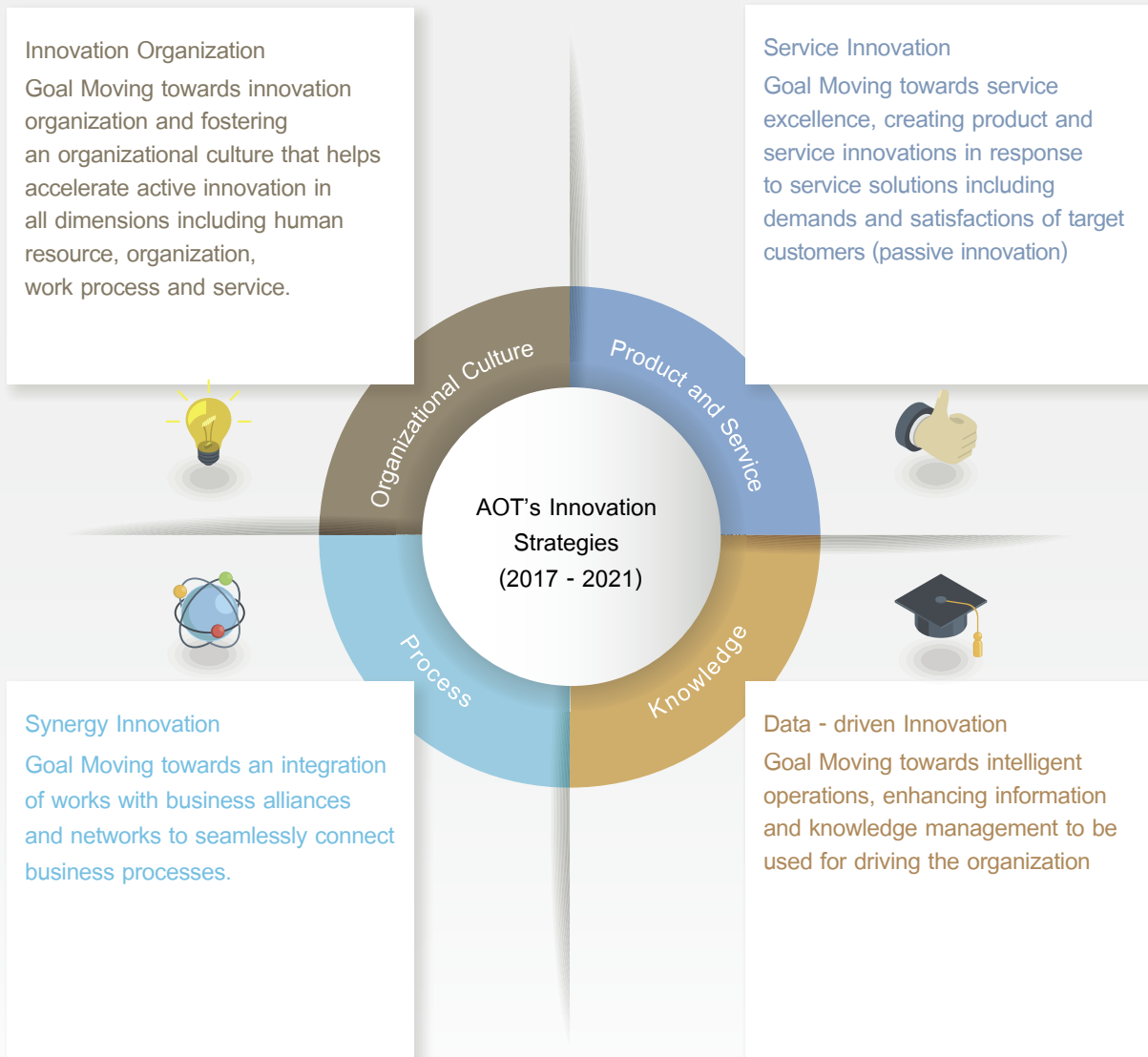
Digital Technology and Innovation Management

AOT set the digital technology and innovation management to be a fundamental issue of AOT Corporate Plan (Fiscal Years 2017 - 2021) to support the proactive developments on airport and organizational management efficiencies and to cooperate with key business alliances and stakeholders. In addition, AOT has determined AOT's Innovation Strategies (Fiscal Years 2017 - 2021) focusing on the partnership with the National Innovation Agency (Public Organization). The structure of AOT's innovation management comprises

the Innovation Management Committee and the Innovation Development Working Group playing an important role in formulating innovation strategy, goal, policy, and implementation guideline. Additionally, under the supervision of AOT's Corporate Strategy Group, the Research, Development, Innovation and Service Quality Department was established to drive the implementation of innovation towards tangible success.

AOT's Innovation Strategies

Innovation Organization
Goal Moving towards innovation organization and fostering an organizational culture that helps accelerate active innovation in all dimensions including human resource, organization, work process and service.

Service Innovation
Goal Moving towards service excellence, creating product and service innovations in response to service solutions including demands and satisfactions of target customers (passive innovation)

AOT's Innovation Strategies (2017 - 2021)

Organizational Culture

Product and Service

Process

Knowledge

Synergy Innovation
Goal Moving towards an integration of works with business alliances and networks to seamlessly connect business processes.

Data - driven Innovation
Goal Moving towards intelligent operations, enhancing information and knowledge management to be used for driving the organization

AOT Established the Research Innovation and Service Quality Department

In 2018, AOT established the Research, Innovation and Service Quality Department under the supervision of the Corporate Strategy Group to support the uplifting of service quality through cooperation among related departments and respond to the goals of service development by means of new technologies.

Main Functions of the Research Innovation and Service Quality Department

Researching and analyzing airport management and airport service problems

Developing and determining airport innovation development strategies as well as seeking for new and appropriate innovations

Setting up project plans and criteria for service quality

"Making something from scratch is difficult and challenging from the very beginning. We have to force ourselves to accept new thinking methods and behaviors. If we don't force ourselves to fit in with these or don't listen to or open to all opinions, innovation would be just a saying that has been kept waiting for implementation".

Mr. Anan Chartsatthar
Deputy Vice President, the Research Innovation and
Service Quality Department

Innovation Highlights in 2018

In 2018, AOT developed and improved innovations, for example, AOT Digital Platform, Passenger Baggage Reconciliation System (PBRS) and Advance Passenger Processing System (APPS) as in line with the AOT Corporate Plan (Fiscal Years 2017 - 2021) and AOT Innovation Strategies Plan (Fiscal Years 2017 - 2021). The details are as follows:

AOT Digital Platform

Information and main services of "AOT Digital Platform" cover the entire passenger journey as follows:

Passenger's flight information	Navigator system within the airport and passenger terminal	Transportation Information	Information of airport and facilities
Shops, services and promotional activities	Airlines' flight schedules	Complaints and suggestions	Signage language translation service
Taxi and limousine service	Car rental service	Parking Point	Airport lounge service
Baggage delivery service	Payment of goods bought in the airport	Loyalty Points	Emergency alert and assistance service for people with special needs
		Fast track lane	Free WiFi

Data from such application will be analyzed and processed into the information and enable AOT to meet passenger's demands as well as to coordinate with business alliances and service providers related to the airport operation effectively. The application was approved in June 2018 and has been developed since July 2018. AOT has planned to launch the application at Suvarnabhumi Airport in the first phase and extend its operation to Don Mueang International Airport during the second phase followed by another 4 airports during the third phase within 2-year period from the beginning of this project development.

Common Use Self Service - CUSS

AOT has provided automatic self check-in kiosks for passengers to expedite their check-in processes as well as to decrease their waiting times and airlines' human resource utilization. At Present, more than 16 kiosks have been installed at Suvarnabhumi Airport.

Passenger Baggage Reconciliation System - PBRS

Passenger Baggage Reconciliation System or PBRS, a system that conforms to the international standard : ICAO Annex17, is primarily used at Suvarnabhumi Airport. This system allows baggage tracking both within the passenger terminal and airside area through the barcode system. Since the number of passengers and baggages will increase in the future, AOT has planned to extend the application of this system to other airports accordingly.

Advance Passenger Processing System - APPS

Advance Passenger Processing System (APPS) allows airlines to check and screen passengers in advance. The system is used for verifying the status of international passengers arriving - departing or passing through the Kingdom of Thailand with the Immigration Bureau database. In case of passenger being unable to enter into destination country due to some conditions or having a criminal record, the system can show the result in real time at the checkpoint.
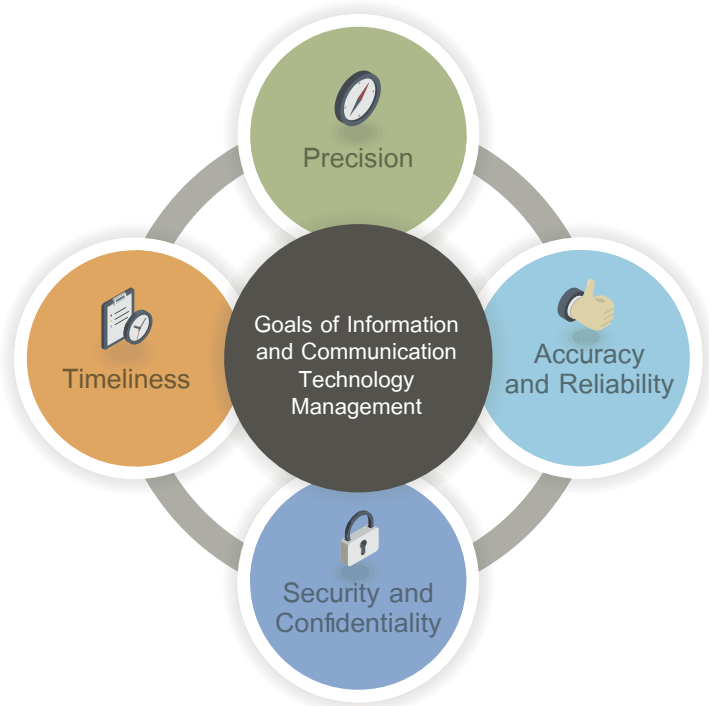

Information Technology and Information Security Management

AOT's Information and Communication Technology Strategy Department under the supervision of Information and Communication Technology Group is responsible for managing information technology and information security as well as organizing activities in response to the Information and Communication Technology Master Plan and Operational Plan (2015 - 2019), AOT's Information and Communication Technology Security Policy, Privacy Policy, and Information and Communication Technology Security Regulations. The Department regularly reviews its operational plan on an annual basis and reports outcomes to the Information and Communication Technology Committee. The indicators measuring success of this management include the certification of ISO/IEC 27001: 2013; Information Security Management Systems and a satisfaction survey on using of information technology system services, comprising precision, accuracy, reliability, timeliness, security and confidentiality factors.

Goals of Information and Communication Technology Management

AOT's Information and Communication Technology Security Management System - ISMS is conformed to the international standard; ISO/IEC 27001:2013. The ISMS Committee takes the role of setting policy, supervising and managing ICT security including assessing and managing risks. The Group of Inspectors on ISMS is responsible for setting an annual inspection plan and reporting the results to the ISMS working group, the ISMS Committee, and the President for continuous improvement.

AOT's Information and Communication Technology Security Policy

AOT recognizes the importance of using information and communication technology for supporting its management and activities. AOT has therefore formulated the Information and Communication Technology Security Policy to ensure that its information and communication technology system provides information with confidentiality, integrity and availability. The Policy includes 4 main substances as follows:
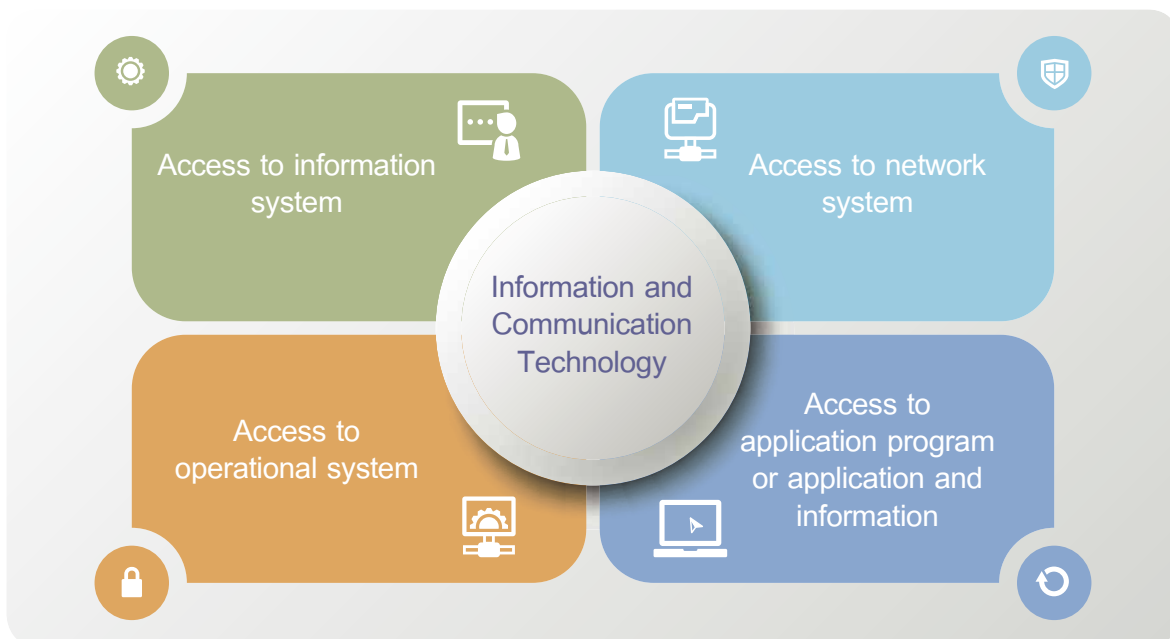
AOT conducts information risk monitoring and assessment on a regular basis. In addition, its data backup system is developed to ensure information availability while an emergency preparedness for business continuity has been formulated. AOT also determines that such policy and related documents shall be reviewed on a yearly basis. The Privacy Policy and Practice Guidelines are also disclosed to AOT's employees at all levels and all concerned external parties for acknowledgement and strict compliance.

Information Technology Security Operation

To raise awareness and prepare for an audit on information security management systems; ISO/IEC 27001:2013, AOT has arranged trainings for those directly involved in the operation, executives and employees. AOT also organized the ICT Security Day, comprising exhibition, special lecture and activity booths to promote knowledge on the changing technologies.

Information Technology Preparedness for Business Continuity (AOT ICT Security Policy)

AOT's Information and Communication Technology Group and Business Continuity Management Working Group have jointly developed the business continuity management systems at every airport under AOT's responsibility by conducting a Business Impact Analysis (BIA) in order to establish AOT's Business Continuity Plan and conduct exercises according to the Contingency Plan, Aerodrome Emergency Plan, Firefighting Plan and Disaster Recovery Plan.

Special Lecture: "Raising ICT Security Awareness for AOT Executives"

AOT organized a special lecture on "Raising ICT Security Awareness for AOT Executives". The lecture's objectives were to enhance the executives and employees' knowledge and understanding of the importance of ICT security and to raise awareness of risks and impacts that could occur due to carelessness or innocence. Moreover, it also created essential understanding on preventive measures, information access, roles and responsibilities of users, laws, AOT's policies and ICT security practice guidelines, so that they could be applied correctly and appropriately.

ICT Security Day 2018

AOT arranged the ICT Security Day to raise ICT security awareness. Its activities included game booths which gave participants the information regarding ISO/IEC 27001:2013 (ISMS) and using of information technology knowingly in daily life. The participants could join quiz games comprising ICT security awareness, understanding skill testing and digital technology application.

ICT Security Performance

7 Training Courses
1 Special Lecture

More than
1,992 training hours

Being certified with
ISO/IEC 27001:2013
Information Security
Management Systems

Leakage of customer information that had been confirmed was **0**

Uplifting Operational Excellence

AOT aims to achieve and maintain business performance excellence, which shall not only generate returns and build shareholder confidence, but also guarantee the country's economic growth reflected from stable and efficient transport infrastructure. AOT's business performance excellence encompasses generating aeronautical revenues and non-aeronautical revenues through marketing management and corporate reputation management, all of which focus on creating customer and airport user satisfactions and developing business operations continuously through customer feedback and customer satisfaction survey.

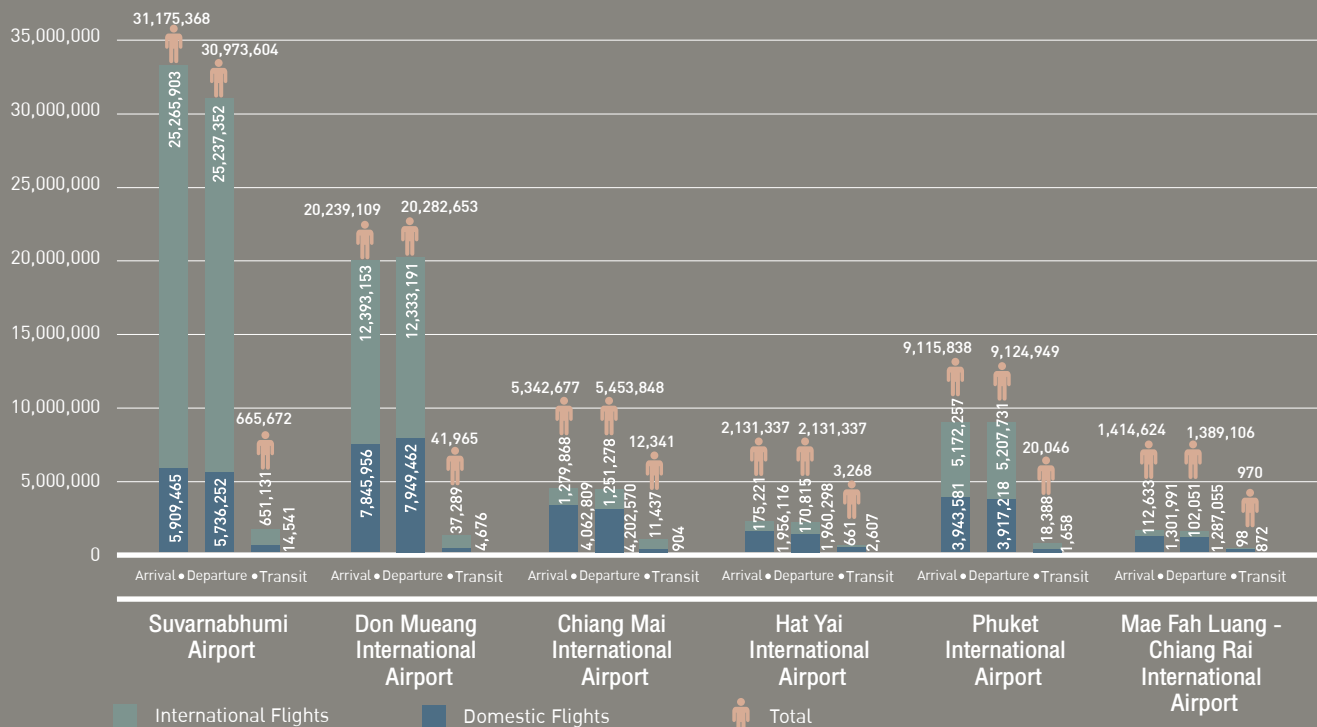## AOT's Business Performance

International Flights
Total 39,851,838 Arriving Passengers
Total 39,918,689 Departing Passengers
Total 719,004 Transit Passengers

Domestic Flights
Total 29,567,115 Arriving Passengers
Total 29,436,584 Departing Passengers
Total 25,258 Transit Passengers

Total
Total 69,418,953 Arriving Passengers
Total 69,355,273 Departing Passengers
Total 744,262 Transit Passengers

Legend:
- International Flights
- Domestic Flights
- Total

Airports (x-axis): Suvarnabhumi Airport, Don Mueang International Airport, Chiang Mai International Airport, Hat Yai International Airport, Phuket International Airport, Mae Fah Luang - Chiang Rai International Airport

Number of Flights

Commercial Passenger	Commercial Cargo	General	Total	State and Military
860,934	8,763	5,302	874,999	15,272

Cargo and Postal Parcel Volume
(Unit: Ton)

2,000,000				
1,750,000				1,646,766
1,500,000	1,354,210	1,407,507	1,574,855	
1,250,000				
1,000,000				
750,000				
500,000				
250,000				
0	2015	2016	2017	2018	year
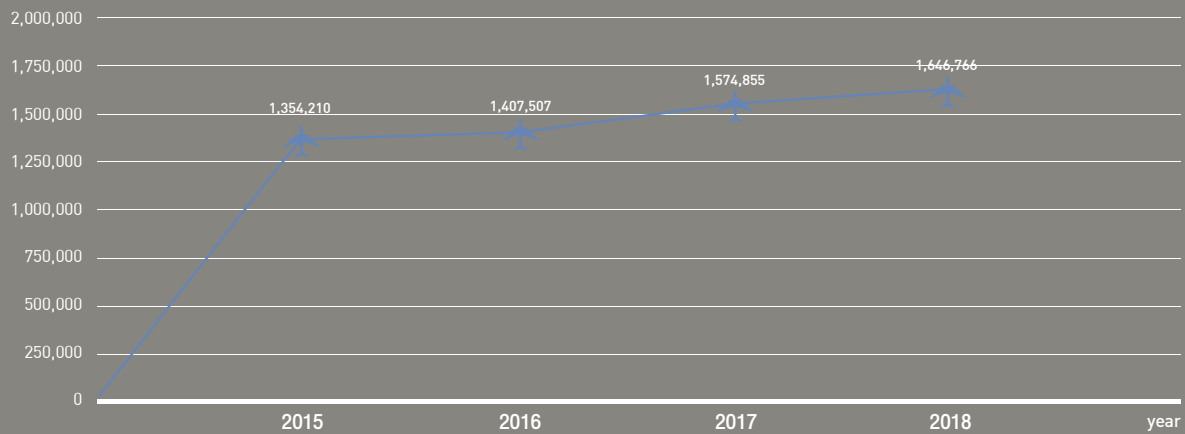
Number of Direct Connections of all 6 Airports in 2018
(Unit: Destination)

(Unit: Destination)

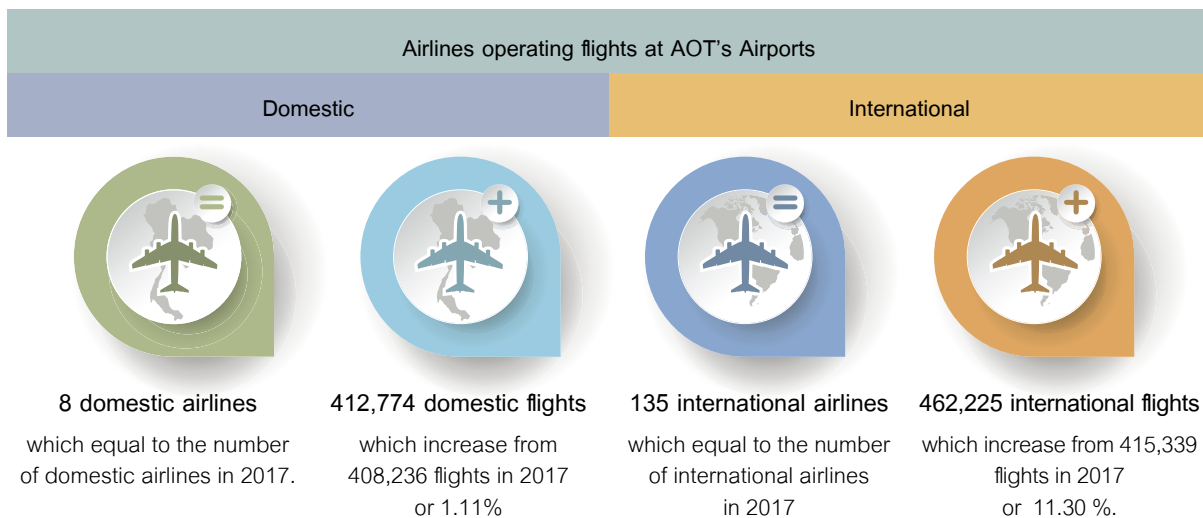|	Domestic Airports	Asia Pacific	Middle East	Africa	Europe	Pacific Islands
	32	130	10	4	26	5
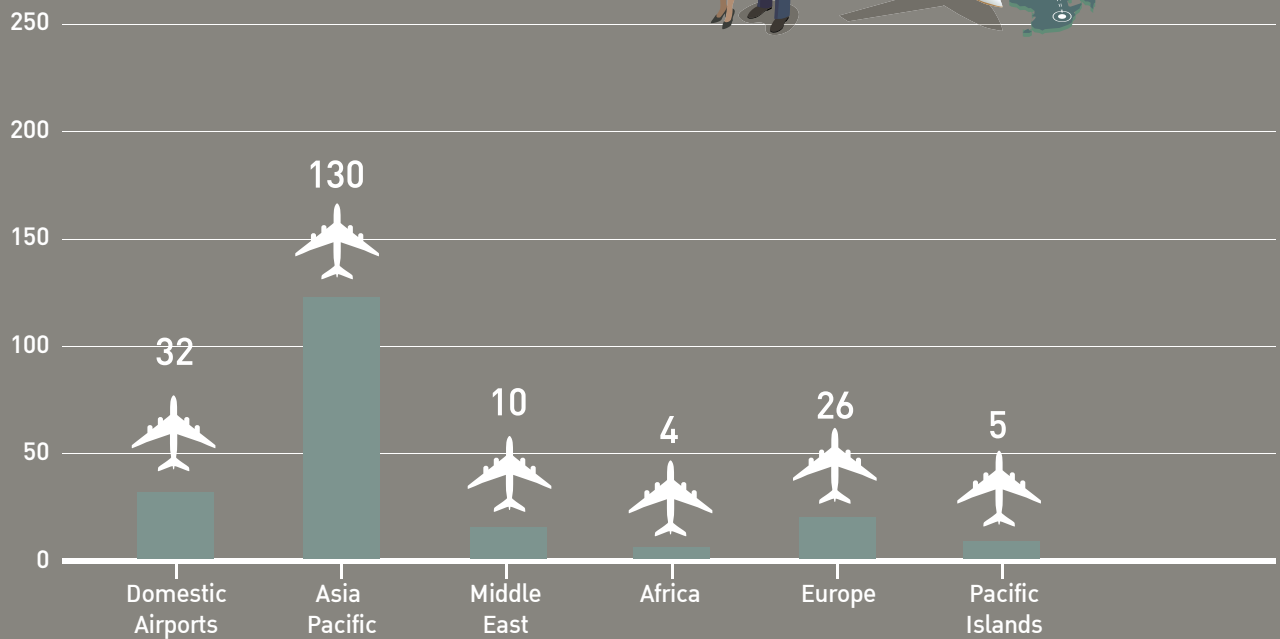
Management for Business Growth

AOT takes part in the country's economic development through the operations in accordance with its Corporate Plan (Fiscal Years 2017 - 2021), which is aligned with the 11th National Economic and Social Development Plan and the Ministry of Transport's Strategic Plan B.E. 2554 - 2558 (2011 - 2015). One of the main objectives of the Corporate Plan is to create financial growth based on operational excellence guidelines comprising the generation of aeronautical revenues and non-aeronautical revenues as well as the business development, all of which are undertaken by the Business Development and Marketing Department. Business Development and Marketing group with direct revenues and economic value distributed back to the country, AOT therefore takes part in contributing to the country's economic growth.
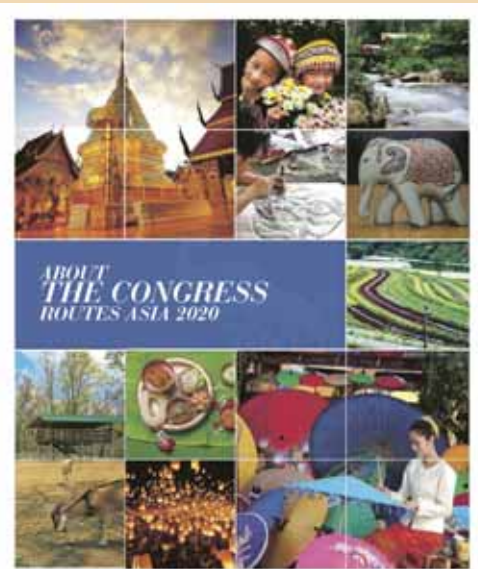
Enhancing Aeronautical Revenues

AOT has strived for growths of aviation-related businesses, focusing on an increase of flights and airlines operating flights at each airport. By direct contact with airline representatives AOT invites airlines with market expansion potential to expand businesses with AOT. Through domestic and international aviation industry conferences, AOT invites airlines with market expansion potential to expand businesses with AOT.

Airlines operating flights at AOT's Airports			
Domestic		International	
8 domestic airlines	**412,774 domestic flights**	**135 international airlines**	**462,225 international flights**
which equal to the number of domestic airlines in 2017.	which increase from 408,236 flights in 2017 or 1.11%	which equal to the number of international airlines in 2017	which increase from 415,339 flights in 2017 or 11.30 %.

AOT Hosted the Route Asia Development Forum 2020 in Chiang Mai Province

The Route Development Forum is the world's biggest commercial aviation negotiation forum organized by UBM Live PLC. from England. The aviation organizations will take turns to host of the forum in different countries over the world. Executives from over hundreds of airline companies and airports as well as public and private tourism organizations around the world regularly participate in this forum every year.

AOT had offered itself to host the Route Asia Development Forum 2020 in Chiang Mai province. The Board of Directors from UBM Live PLC. travelled to check the readiness of the hosting city in 2018 and appointed AOT as the official host of the forum which will take place in March 2020 in Chiang Mai province. AOT and business alliances will jointly organize such event to promote growth of Thai tourism and aviation businesses across all regions.

ABOUT
THE CONGRESS
ROUTES ASIA 2020

Enhancing Non - Aeronautical Revenue

Presently, the airport management tends to focus on non-aviation commercial activities which emphasize on delivering experiences that meet the needs and satisfactions of the airport users to increase revenue and business opportunities without being limited by airport infrastructure.

AOT sets strategies to enhance non - aeronautical revenues by focusing on the development of commercial activities within passenger terminals, utilization of assets outside terminals and empty spaces as well as the use of IT to promote business operations.

Non-Aviation Commercial Activities

AOT has conducted non-aviation commercial activities such as airport space management, concession and application of relevant innovations in order to reduce reliance on aeronautical revenues that fluctuate due to various circumstances and crisis.

Manage commercial space (zoning) to set proportioned store layouts that suit requirements of passengers in order to motivate spending

Grant a concession for Aircraft Maintenance Repair and Overhaul Center (MRO) at Mae Fah Luang - Chiang Rai International Airport which is one among commercial activities according to AOT's airport positioning

Digital Platform project via mobile application delivers benefits to customers through points redemption system accumulated from customers spending at the airports The application also provides the information in different areas for passengers

Enhancing Revenues from Other Businesses

According to AOT's Business Development Master Plan, aside from promoting aviation and non-aviation commercial activities, there are other business development guidelines such as establishing subsidiaries or joint ventures. AOT considers business opportunities based on the contexts such as geo-highlights or business opportunities with neighboring countries where economies are growing, etc.

AOT Established a Company Providing Ground Services to Support Aviation Business Growth in the Region

Asia's aviation business, particularly in Thailand, has been growing constantly. Since Thailand is at the center of ASEAN countries and in close geographical proximity to CLMV countries, its strategic location supports the increased volumes of passengers and flights. Therefore, Thai airports have to be ready to provide relevant services, for example, standard ground handling services and efficient ground operations, all of which are necessary.

AOT aims to increase service efficiency and competitiveness in the aviation industry, which shall lead to high customer satisfaction and sustainable income. AOT therefore established AOT Ground Aviation Services Co., Ltd. (AOTGA) in October 2018. It is expected to open in early 2019.

The establishment of AOTGA is consistent with the strategies defined in AOT Corporate Plan and supports the vision: "AOT Operates The World's Smartest Airports" and the mission: "Operate and promote airport business including other businesses related to or affiliated with the airport business by taking into consideration of sustainable development".

Marketing and Corporate Reputation Management

Excellent marketing management creates corporate image and reputation aiming to attract investors and to create confidence of the stakeholders on the business standpoint of AOT that develops with stability, prosperity and sustainability. AOT, as the leading regional airport operator, has managed its marketing and reputation in accordance with the Corporate Plan (2017 – 2021) by following Strategy 4.2: Corporate Management Efficiency Development and Strategy 5.2: Proactive Development on Flight Routes. AOT's Corporate Strategy Department and Business Development and Marketing Department are responsible for airport strategic positioning, which is to apply highlights of AOT's airports to implement both aviation-related and non-aviation related operations.
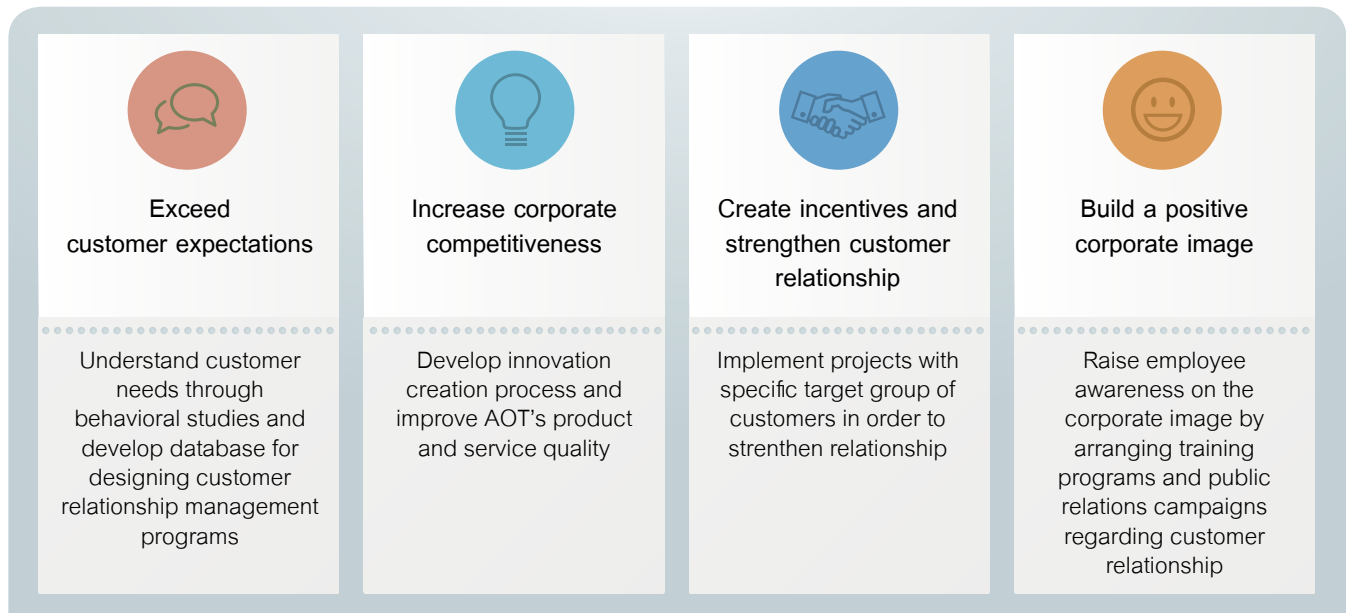
AOT Airports' Strategic Positioning

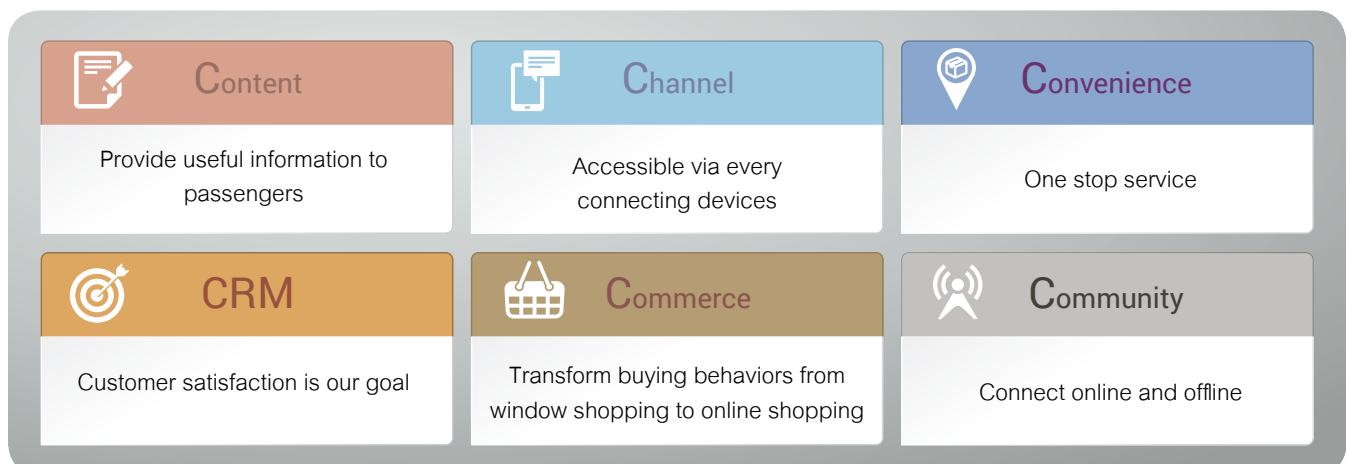|	
Suvarnabhumi Airport *International Gateway*	• A gateway to Thailand and ASEAN center • The passengers' first choice of transit flights. Connecting to over 50 countries via 160 flight routes by 110 scheduled airlines.
Don Mueang International Airport *Fast and Hassle-free Airport*	• Regional low-cost carrier hub • Equip with facilities for passengers who require speedy, convenient and comfort services • Focus on easy and speedy air travel in Thailand • Continuous investments in services regarding the automatic check-in, gate automation and express baggage transport channel.
Chiang Mai International Airport *Gateway to Lanna Heritage*	• A main gateway and the first choice to Lanna region in Northern Thailand • Have an ambience of magnificent and long historical experiences of Chiang Mai province for tourists. • Tourists can experience rich cultural heritage of Lanna while travelling to ancient cities in Mae Hong Son, Lamphun and Lampang provinces. • Integrate passenger terminal's architectural design with Lanna cultural heritage
Hat Yai International Airport *Gateway to Southern-most Thailand*	• A main connecting point to 5 southernmost provinces of Thailand, including Songkla, Satun, Narathiwat, Yala and Pattani • Most Thai people in southernmost provinces are Muslim, therefore, halal-friendly facilities according to religious doctrine are provided. • Apart from passengers from Hat Yai, the airport accommodates passengers from Perlis, Kedah, Kelantan and Perak in Northern Malaysia because it is close to Kuala Lumpur, Malaysia
Phuket International Airport *Gateway to the Andaman*	• A main gate to the world's famous marine attractions such as Phi Phi Islands and Similan Islands, etc. • A premium airport with luxurious retail stores, world-class restaurants and excellent service. • The airport generates high income and spending power with over 200 luxurious hotels available in Phuket.
Mae Fah Luang-Chiang Rai International Airport *Regional Center for Aviation-related Business*	• A center of aviation-related businesses, which provide services for Greater Mekong Subregion countries and Southern China, all of which are fast growing regions. • Readiness of personnel in relevant fields and spacious airport areas that create business opportunities such as aviation academy and maintenance and repair center. These could attract attention of leading regional companies to promote Chiang Rai province as the aircraft maintenance and repair center.

Service Quality and Customer Satisfaction

AOT realizes that service is a key element of airport business operations; therefore, this issue has been included in the AOT Corporate Plan (2017 – 2021); Strategy 4.3: Develop effectiveness of cooperation with business alliances and stakeholders. It was further developed into AOT's Customer Relationship Management Master Plan (2014 – 2019). AOT's Executive Vice President of Business Development and Marketing Group is responsible for directing and overseeing the working groups to ensure that their implementation conforms to the Master Plan. In the meantime, online strategies focusing on operational development by using service innovations are applied. Moreover, the project entitled "Voice of Customer - VOC" 2018 - 2020 is implemented to collect data regarding customer satisfaction and expectation for determining customer service best practices to be applied at every airport, including service quality monitoring through complaint management and customer satisfaction survey.

Customer Relationship Management Strategies and Online Services

AOT has formulated strategies to respond to its Customer Relationship Management Master Plan (2014 - 2019), which cover creating understanding on customer needs and AOT's positive corporate image.

Exceed customer expectations	Increase corporate competitiveness	Create incentives and strengthen customer relationship	Build a positive corporate image
Understand customer needs through behavioral studies and develop database for designing customer relationship management programs	Develop innovation creation process and improve AOT's product and service quality	Implement projects with specific target group of customers in order to strenthen relationship	Raise employee awareness on the corporate image by arranging training programs and public relations campaigns regarding customer relationship

AOT has also developed online strategies called "6Cs" to accommodate changes in consumer behaviors that become more dependent on digital technology. Such online strategies meet customer needs through online service channels such as websites and mobile applications that can be accessed via diverse devices including mobile phones, computers and tablets.

Content	Channel	Convenience
Provide useful information to passengers	Accessible via every connecting devices	One stop service
CRM	Commerce	Community
Customer satisfaction is our goal	Transform buying behaviors from window shopping to online shopping	Connect online and offline

Since 2017, AOT has initiated the idea of using advance technology to support services of the airports under AOT's supervision. Apart from this, the digital marketing idea to understand passenger behaviors was applied in order to deliver value-added services and satisfaction to the passengers, AOT therefore has jointly developed the Digital Platform in accordance with AOT 4.0 Policy with a private company that specializes in application design. The Digital Platform serves as a medium for creating experiences of management among customers, entrepre-neurs and AOT. Customers can enjoy membership benefits such as sale promotion for specific individual and redeeming accumulated points for discount on product or service, etc. These create incentives and strengthen customer relationships constantly. Moreover, this program also enriches AOT's customer database with valuable data on customer behavior and consumption patterns, enabling AOT to enhance service effectiveness as well as to develop business plans to meet the requirements of each customer group precisely.

Voice of Customer Management

VOC program comprises 4 operational guidelines covering complaint management, customer satisfaction and requirement survey results development, public relations and systematic assessment. AOT's Business Development and Marketing Department is responsible for implementing Voice of Customer - VOC to ensure continuous service improvements.

Development Approach for Complaints

Apply IT system regarding complaints management for receiving and classifying types of complaints while, coordinating with relevant officers to prioritize complaints in accordance with their levels of impact and take corrective action on important complaints in a timely manner.

Development Approach for Satisfaction Survey Results

Conduct an impact analysis on issues raised by customers (suggestions for services) through complaints channels in order to prioritize urgent and important issues that affect customer satisfaction

Communication Approach

Communicate the overview of the problems to concerned departments for acknowledgement and summarize priorities of issues that need to be solved and executed

Evaluation Approach

Monitor the implementations of the actions plans for enhancing service quality which are prepared in accordance with AOT's Customer Relationship Management Master Plan by the Business Development and Marketing Department
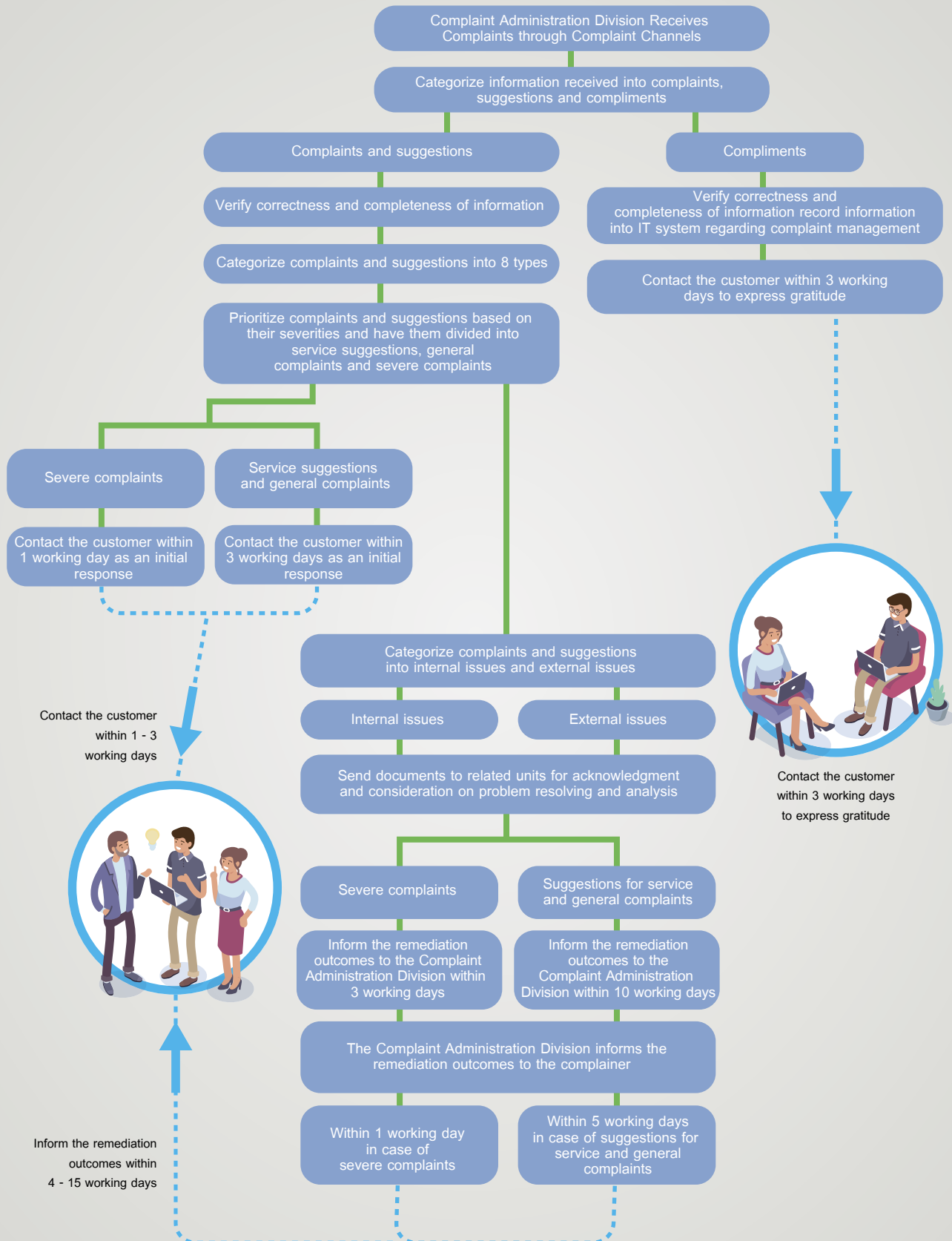
In regard to development approach for complaints and communication, AOT has set up channels for receiving complaints from customers including passengers, entrepreneurs and airlines. The complaints received would be handled in the specified process and responded within defined period.

Customer Complaint Channels

AOT has provided complaint channels for each customer groups.	
Passengers	Entrepreneurs
• Complaint Forms available at airports' information counters • Call Center 1722 • Facebook AOT Official • Email: aotpr@airportthai.co.th • Online Chat via www.airportthai.co.th	• Call Center 1722 • Internal contact numbers • Line • Suggestion box • Letter of complaint
Airlines	
• Call Center 1722 • Email: csd@airportthai.co.th (Customer Service Department) • Complaints Form available at airports' information counters • Facebook AOT Official • Email: aotpr@airportthai.co.th • Facilitation Committee (FAL) Monthly Meeting	• Airline Operators Committee (AOC) Monthly Meeting • Security Management Subcommittee (SMS) Quarterly Meeting • Baggage Committee Monthly Meeting • Working Group Monthly Meeting / Appointment / Visit / Seminar

Complaint Management Process

Complaint Administration Division Receives Complaints through Complaint Channels

Categorize information received into complaints, suggestions and compliments

Complaints and suggestions

Compliments

Verify correctness and completeness of information

Verify correctness and completeness of information record information into IT system regarding complaint management

Categorize complaints and suggestions into 8 types

Contact the customer within 3 working days to express gratitude

Prioritize complaints and suggestions based on their severities and have them divided into service suggestions, general complaints and severe complaints

Severe complaints

Service suggestions and general complaints

Contact the customer within 1 working day as an initial response

Contact the customer within 3 working days as an initial response

Categorize complaints and suggestions into internal issues and external issues

Internal issues

External issues

Contact the customer within 1 - 3 working days

Send documents to related units for acknowledgment and consideration on problem resolving and analysis

Contact the customer within 3 working days to express gratitude

Severe complaints

Suggestions for service and general complaints

Inform the remediation outcomes to the Complaint Administration Division within 3 working days

Inform the remediation outcomes to the Complaint Administration Division within 10 working days

The Complaint Administration Division informs the remediation outcomes to the complainer

Inform the remediation outcomes within 4 - 15 working days

Within 1 working day in case of severe complaints

Within 5 working days in case of suggestions for service and general complaints

The screened complaints will be forwarded to related units for remediation in accordance with the complaints management process. The relevant unit to the complaint is obligated to report the statistics of complaints and remediation outcomes to the high-level executives of each airport on a monthly and a quarterly basis. Moreover, such information will be communicated to the Corporate Communications Department, the Business Development Department, and the Research, Development Innovation and Service Quality Department, in order to enhance customer service quality and competiveness as well as to review complaint management approaches to achieve maximum efficiency.

The complaints are categorized into 8 types.

Airport officer's behavior and performance	Traffic and transport
Airport facilities	Price and quality
Service processes and procedures	Information display for public relations
Airport environment	Others

Remark
The complaints are categorized into 8 types in alignment with IT Systems on complaint receiving. However, such technology has not yet been used. Initially, it is expected to be used in the fiscal year 2019.

Customer Satisfaction Survey Results

AOT implements a survey on airport user satisfaction through Airport Service Quality (ASQ) Ratings Program and studies the needs of every customer group by conducting a satisfaction survey by means of face to face interviews (F2F) and in-depth interviews. In addition, AOT analyses customer loyalty based on the Net Promoter Score (NPS) which reflects levels of satisfaction, improvement required issues, and customer loyalty of each airport. These implementations are aligned with the development approaches for satisfaction and evaluation under Voice of Customers (VOC) Management program. All evaluation results are used to determine strategies and service quality development projects as well as to improve work process efficiency for continuous development.

Airport Service Quality (ASQ) Ratings Program

In 2018, the 4 airports under AOT's supervision participated in the Airport Service Quality (ASQ) Ratings Program organized by the Airport Council International (ACI). AOT plans to extend the assessment to all airports by 2019.

Suvarnabhumi Airport

ASQ score at
4.46

in the category of handling more than **40** million passengers / year

Don Mueang International Airport

ASQ score at
4.10

in the category of handling
25 - 40 million
passengers / year

Chiang Mai International Airport

ASQ score at
4.5

in the category of handling **5 - 15** million passengers / year

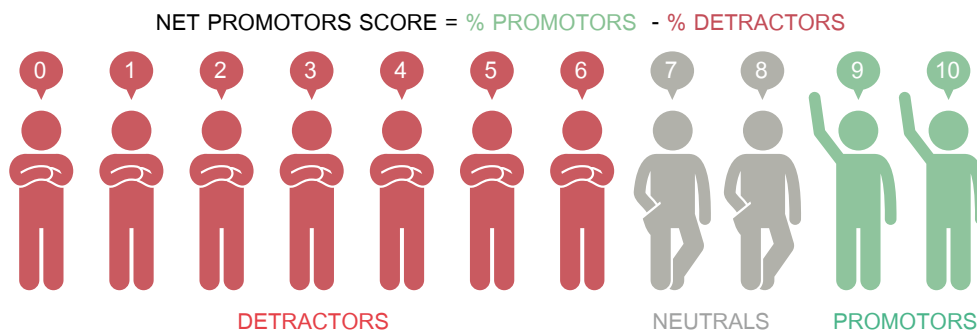| Hat Yai International Airport |
|---|

ASQ score at
4.15

in the category of handling **15 - 25** million passengers / year

Survey Results on Levels of Loyalty to Airport (NPS: Net Promotors Score values)

NET PROMOTORS SCORE = % PROMOTORS - % DETRACTORS

DETRACTORS   NEUTRALS   PROMOTORS

NPS is an abbreviation of Net Promotors Score, which is a net value of customer who shall recommend AOT to another person. It's calculation formula is to divide the sampling groups into 3 groups as follows:

Group 1: Respondents give a 9 or 10 scores are called "Promotors"

Group 2: Respondents give a 7 or 8 scores are called "Neutrals"

Group 3: Respondents give a 0 to 6 scores are called "Detractors"

The survey on levels of loyalty to airport is implemented on a yearly basis. The survey questionnaire includes questions checking on customer attitudes and behaviors that relate to and affect levels of loyalty of AOT's 3 customer groups. The survey is conducted through face-to-face interviews (F2F) by 4 questions comprising: 1) will you inform other people of good and impressive things relating to our service?; 2) in the event that you are unsatisfied with our service, will you give us suggestions for service improvement?; 3) in the event that a new airport is opened at nearby location, will you still continue using our service at Suvarnabhumi Airport and convince other people use service here as well?; and 4) are you likely to increase stores/branches at other airports under AOT' supervision?. The last question is applied to entrepreneurs and airlines only.

According to the survey results on levels of loyalty to airport or NPS values in 2018, the highest levels of loyalty of the passengers both in high and low seasons on introducing others to use airport service belonged to Hat Yai International Airport while the lowest levels of loyalty in the same issue belonged to Suvarnabhumi Airport. Comparing among 3 customer groups, NPS scores of airline customers on every issue are the lowest. Meanwhile, entrepreneurs' levels of loyalty to Mae Fah Luang – Chiang Rai International Airport on every issue are the lowest. Thus, AOT shall monitor and set up customer relationship management plans to strengthen relationships with such customer groups accordingly.

Suvarnabhumi Airport Ranked the 36th in World's Top 100 Airports 2018

According to results of survey taken with over 13.73 million travellers of more than 100 nationalities around the world in 2017 - 2018 by SKYTRAX; the independent organization undertaking free customer satisfaction surveys for airports and airlines participating in the project, Suvarnabhumi Airport was ranked the 36th in the World's Top 100 Airports 2018 from over 500 airports. Assessments criteria were based on levels of satisfaction on airport service experience starting from travelling to airport to baggage reclaim area, for example, travel options to airport in terms of being easy or difficult to access as well as travel costs, facilities in passenger terminal, queue management system and officer's service attitude and passenger safety and security awareness, etc.

To Achieve Global Airport Standards

Conducting business efficiently in compliance with both national and international environmental requirements affirms the corporate social and environmental reponsibility as well as its commitment to sustainable business practices.

Being well aware of environmental impacts, AOT places emphasis on controlling airport operations to meet both national and international standards. AOT also sets up measures to mitigate impacts that may occur to the communities surrounding the airports, which are deemed as significant stakeholders, by focusing on the management to reduce impacts caused by its operations. In addition, realizing that climate change may affect the business operations, AOT establishes measures for controlling and reducing energy consumption in order to minimize greenhouse gas emissions; a main factor of climate change, and to demonstrate its commitment to moving towards green airport. AOT shall carry on its operational development continually and sustainably.

Conducting business efficiently in compliance with both national and international environmental requirements affirms the corporate social and environmental reponsibility as well as its commitment to sustainable business practices.

Managing Resources Responsibly and Enhancing Climate Resilience

Environmental management

AOT has managed the environment by focusing on utilizing resources effectively and controlling impacts on the environment and communities surrounding the airports to be minimal in compliance with environmental impact prevention and mitigation measures determined in the Environmental Impact Assessment Report. AOT has also monitored the environmental impacts such as level of noise, air quality and water quality continuously in order to move towards "green airport" as well as to perform in alignment with the objectives of AOT Corporate Plan.
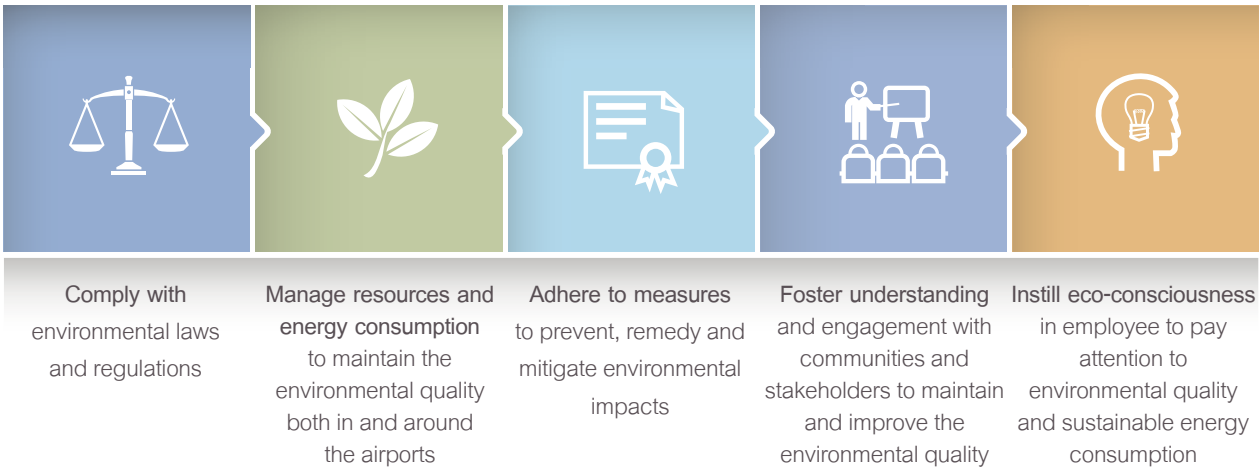
In addition, Suvarnabhumi Airport, which is a major airport, has deployed international standard environmental management systems by hiring contractors who apply the environmental management standard; ISO 14001 on their operations including water supply system, airport drainage system, wastewater collection system, wastewater treatment system and waste management.

AOT's Environmental Management Policy

AOT formulates the Environmental Management Policy to ensure that the environmental managements of all airports under AOT's responsibility are implemented in the same direction as determined in the Environmental Master Plan and strictly complied with the laws.
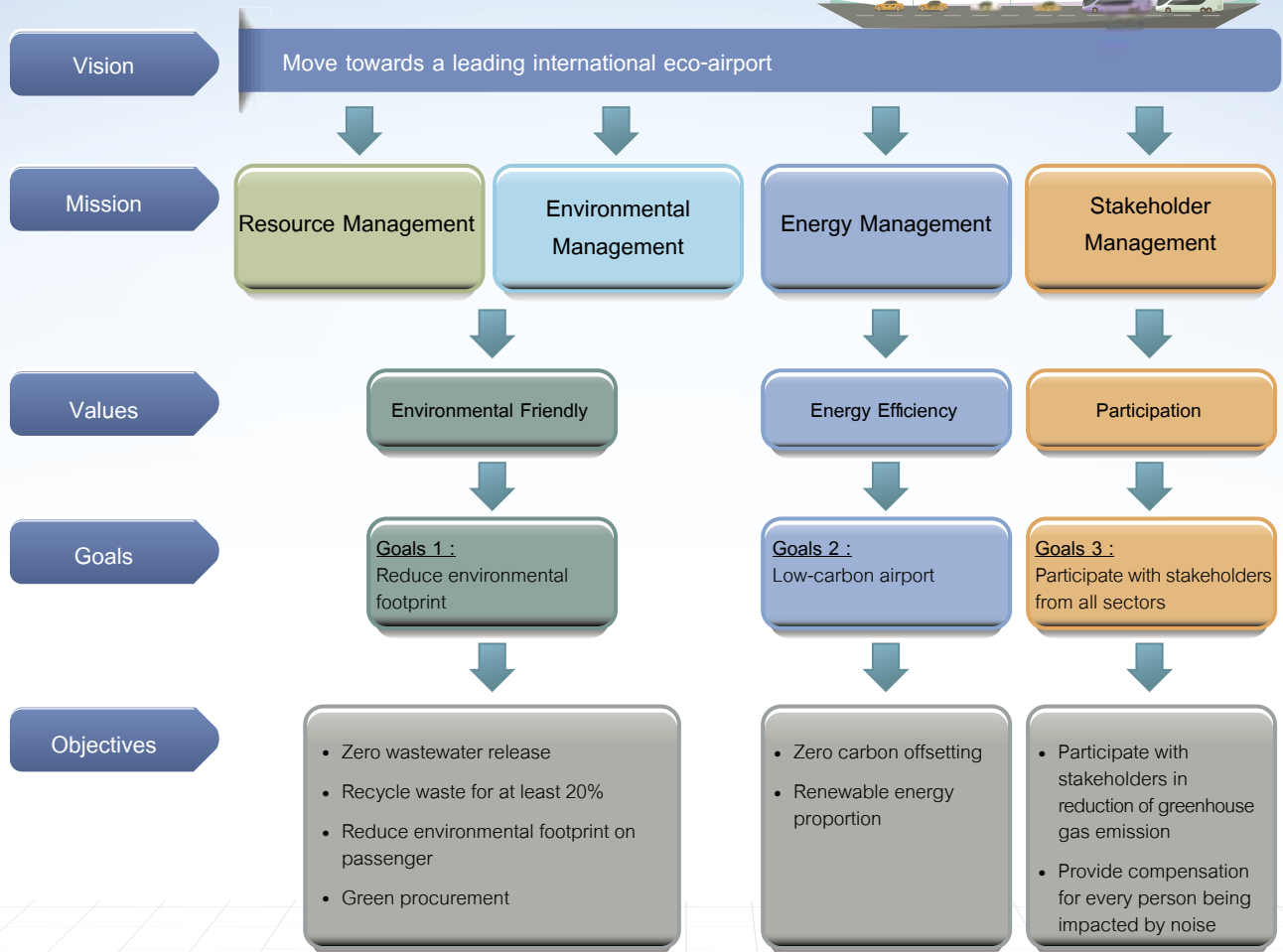
Comply with environmental laws and regulations	Manage resources and energy consumption to maintain the environmental quality both in and around the airports	Adhere to measures to prevent, remedy and mitigate environmental impacts	Foster understanding and engagement with communities and stakeholders to maintain and improve the environmental quality	Instill eco-consciousness in employee to pay attention to environmental quality and sustainable energy consumption

(Details of Airport Environmental Management Policy at http://service.airportthai.co.th/ewtadmin85_aot/ewt/aot_web/download/article/article_20170530164407.pdf)

Towards Green Airport Master Plan

AOT set Towards Green Airport Master Plan under the vision of becoming a leading international eco-airport through the management of 4 matters including resource, environment, energy and stakeholder, which responds to AOT's determination on being "Corporate Citizenship Airport".

Towards Green Airport

Vision

Move towards a leading international eco-airport

Mission

| Resource Management | Environmental Management | Energy Management | Stakeholder Management |

Values

| Environmental Friendly | Energy Efficiency | Participation |

Goals

Goals 1 :
Reduce environmental footprint

Goals 2 :
Low-carbon airport

Goals 3 :
Participate with stakeholders from all sectors

Objectives

- Zero wastewater release
- Recycle waste for at least 20%
- Reduce environmental footprint on passenger
- Green procurement

- Zero carbon offsetting
- Renewable energy proportion

- Participate with stakeholders in reduction of greenhouse gas emission
- Provide compensation for every person being impacted by noise

AOT's Environmental Investment

In 2018, AOT managed airport environment effectively in alignment with the Towards Green Airport Master Plan and the Environmental Management Policy through environmental investment projects with detail as follows:

Environmental investment fund

615,676,611
Baht

Cost of environmental operation

11,407,000
Baht

Eco-efficiency Assessment

AOT conducted the eco-efficiency assessment by following criteria determined by the World Business Council for Sustainable Development (WBCSD) and the State Enterprise Policy Office (SEPO). AOT has signed a Memorandum Evaluation of Operating Enterprises (Performance Agreement) 2018 made between the Government and AOT. All 6 airports a under AOT's responsibility including 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, underwent the eco-efficiency assessments; phase 1 of 2018 in order to prepare for the analysis and establishment of measurement and assessment guidelines on corporate eco-efficiency to cover 5 levels of the criteria as follows:

Eco-efficiency Assessment Criteria

- Level 1 :

  to set up a working group to undertake preparedness for corporate eco-efficiency measurement and assessment

- Level 2:

  to study and determine measurement and assessment approaches on corporate eco-efficiency

- Level 3:

  to study result report as well as measurements and assessment approaches on corporate eco-efficiency are approved by the State Enterprise Commission

- Level 4:

  to implement in accordance with measurements and assessment approaches on corporate eco-efficiency by starting to collect relevant information

- Level 5:

  to implement in accordance with measurements and assessment approaches on corporate eco-efficiency whereas relevant information is collected completely

AOT has categorized the corporate eco-efficiency assessment into 2 cases namely:

- **case 1**: Revenues from sales or services are economic indicators while total volume of electricity consumption is environmental indicator and

- **case 2**: Operating profit is economic indicator while AOT's volume of electricity consumption is environmental indicator

According to assessment results, AOT's eco-efficiency calculated from AOT's performance 2017 in case 1 and case 2 are 94.65 and 85.36 respectively. In the next stage, AOT shall collect the information continuously and systematically in compliance with the international standard ISO 14045 and define appropriate factors as well as measures for increasing economic efficiency to achieve predetermined goals.

Environmental Complaint Management for Reducing Impacts on Communities

AOT sets up channels to receive environmental complaints covering noise issues and other issues to promote sustainable mutual remediation. In addition, the Coordination Center for Environmental Remediation is established at AOT's major airport (Suvarnabhumi Airport). AOT's Environmental Department is responsible for receiving complaints from the communities that are affected by environmental impacts caused by airport operations. Its 2 main responsibilities comprise:

Receiving Complaints via Call Center

Receive complaints and answer questions related to procedure and process of compensation payout, work plans, work stages and remediation results and other related information. In case of any requirement for AOT's in-depth information, the Coordination Center shall coordinate with related units to request for such information in order to clarify and create understanding to complainer/inquirer.

Public Relations Activities

Conduct field visits to meet, clarify and create understanding to people on issues related to AOT's implementations and solutions on environmental problem as well as follow up on circumstances in communities, villages and areas surrounding the airport in order to report issues/ comments/ complaints received from people to AOT.

Moreover, the Coordination Center promotes and creates good relationships among AOT and the communities surrounding the airport by serving as a medium to manage cooperation and support the communities' public benefit activities and important traditional festivals.

According to the complaints received in 2018, AOT had carried out an audit and found that there was no violation of environmental regulations.

Contact: The Suvarnabhumi Airport Coordination Center for Environmental Remediation,

Tel: 02-132-9088, 02-133-1888 and 02-132-9089, 08.00 - 17.00 hrs. of every day except public holidays

For complaints on other airports, please contact AOT Call Center 1722 or the Corporate Communication Department at Tel: 02-535-3783, Fax: 02-535-4099, www.airportthai.co.th at "Contact and Customer Complaint"

AOT Contact Center
1722

Eco-friendly Infrastructure Development

AOT has developed airport infrastructure and facilities in accordance with AOT Corporate Plan and Airport Development Plan by taking into account the impacts on the users, the communities surrounding the airports and the environment. In the meantime, AOT has developed the environmental management under the green airport concept.

Green Airport Concept

AOT places priority on the green airport concept and universal designs by specifying conditions that meet requirements of the concepts in additional matters for consideration on the design of 2nd passenger terminal at Suvarnabhumi Airport. The concepts promote energy conservation, effective energy and resource management including environmental maintenance. AOT also specifies that the design and construction as well as landscape must be flexible and adjustable in accordance with guidance for green building design and construction and standard criteria of LEED (Leadership in Energy and Environmental Design), all of which are green building design standards being recognized worldwide.
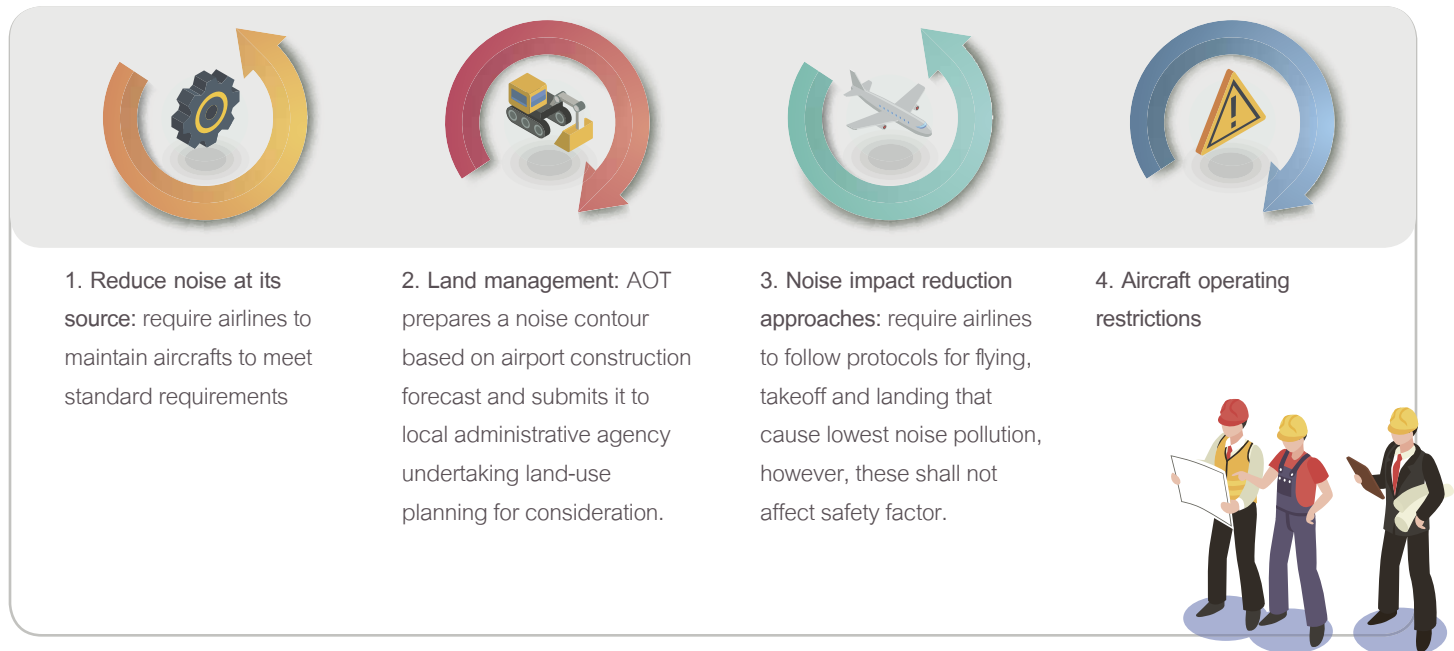
Resource Management

AOT's environmental management encompasses noise control and management of internal resource for maximum efficiency achievement, air quality, water and wastewater including resource and operating waste.

Noise Management

Since the airport is the area that can cause high risk on noise pollution to the surrounding communities, AOT therefore has applied "Guidance on the Balanced Approach to Aircraft Noise Management" which is noise management practices based on 4 basic principles at AOT's airports as follows:

Noise Management Practice Guidelines

1. Reduce noise at its source: require airlines to maintain aircrafts to meet standard requirements

2. Land management: AOT prepares a noise contour based on airport construction forecast and submits it to local administrative agency undertaking land-use planning for consideration.

3. Noise impact reduction approaches: require airlines to follow protocols for flying, takeoff and landing that cause lowest noise pollution, however, these shall not affect safety factor.

4. Aircraft operating restrictions

Additionally, AOT has deployed noise monitoring systems at general noise monitoring stations and airport noise monitoring stations that link to flight data in order to monitor levels of noise in the communities.

Noise Measuring Index and Areas on Which Noise Measurements Are Conducted

	Airport	Noise Measuring Index
General Noise Measuring Stations: every 6 months	DMK : 11 stations	24 hours A weighted Equivalent Continuous Sound Level (Leq 24 hr.) The day-night average sound level (L_{dn}) Maximum sound level (L_{max})
	CNX: 4 stations	
	CEI: 4 stations	
Airport noise monitoring stations	BKK: 19 stations (2 mobile stations)	24 hours A weighted Equivalent Continuous Sound Level (Leq 24 hr.) The day-night average sound level) Maximum sound level (L_{max}) 1 second sound exposure (SEL) Percentile levels at (L_{10}, L_{90})
	HKT: 4 stations (2 mobile stations)	
	CNX: 4 stations (under installation and expected to complete in April 2019)	

Results of Noise Impact Measurements

AOT has conducted noise impact measurements in accordance with EIA requirements at the airports on a 6-month basis. According to noise standards stipulated by Thai law and international standards, values of every parameter of noise impact at Suvarnabhumi Airport in 2018 conformed to such standards. For the other airports*, most values conformed to standards except 24 hours a weighted equivalent continuous sound level (Leq 24 hr.) at some noise monitoring stations around Phuket International Airport and the day-night average sound level (Ldn) at some noise monitoring stations around Mae Fah Luang - Chiang Rai International Airport. However, most of the areas where the noise levels exceed the standards are located in the airside; therefore, such noise levels do not affect the communities around the airports.

*Remark: exclude Hat Yai International Airport because it is not in the scope of airport that has to be undergone EIA monitoring since its capability is not expanded after the Enhancement and Conservation of National Environmental Quality Act B.E. 2535 (1992) has entered into force.

Noise Impact Remediation at Airports

In 2018, AOT remedied noise impacts caused by the operations at Suvarnabhumi Airport and Phuket International Airport, which occurred to residential properties and noise sensitive places such as educational institution, hospital and religious place with procedures as follows:

Areas with more than 40 NEF

Buy land with structures. In case the owners do not wish to sell them, AOT shall support on renovate such properties to mitigate noise impact.

Areas with NEF 30 - 40

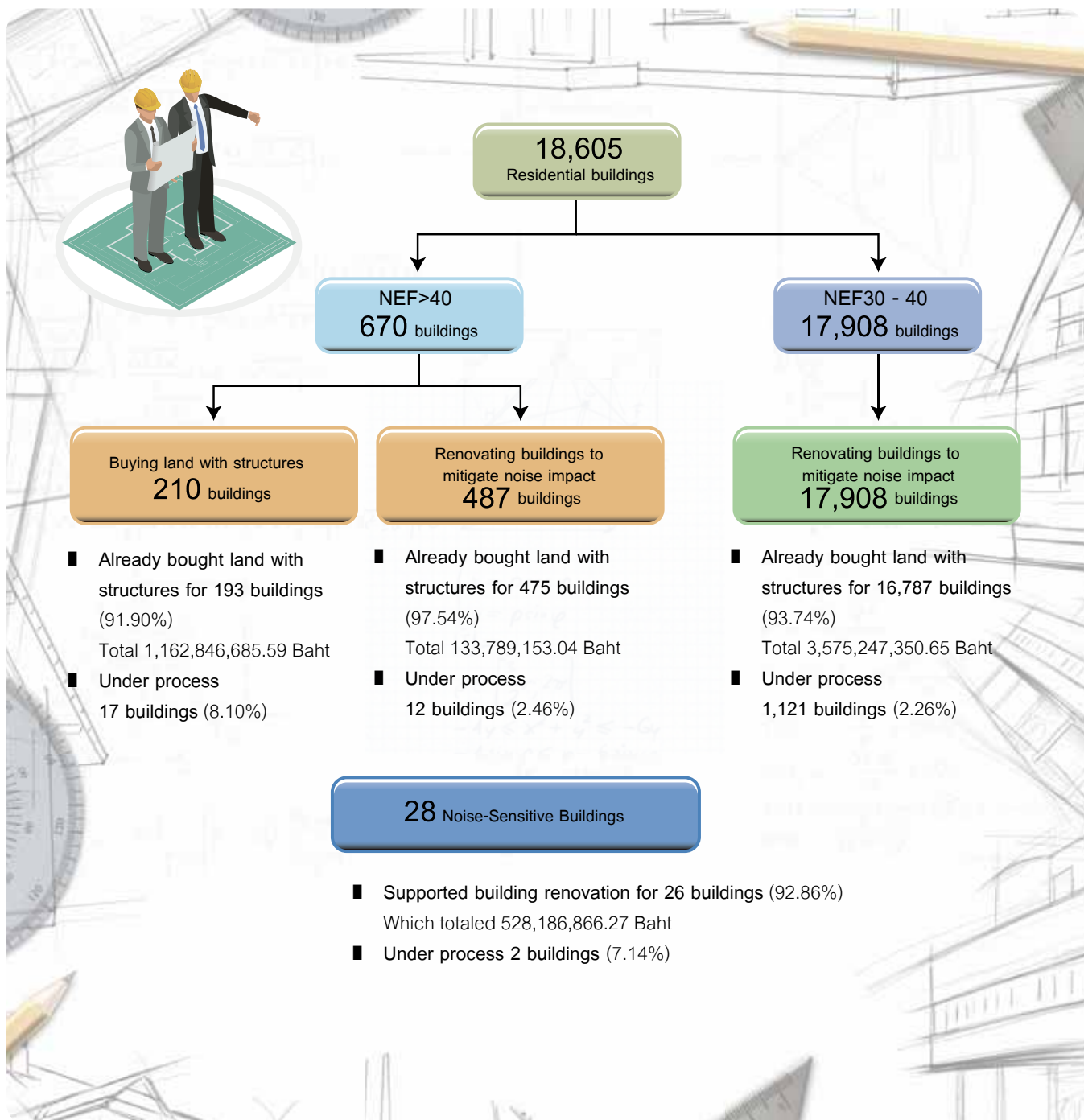Support on building renovation to mitigate noise impact

Compensation conditions

- **Suvarnabhumi Airport:** structures that were constructed up to the official opening date of Suvarnabhumi Airport on 28 September 2006

- **Phuket International Airport:** structures that were constructed before 2010

Progress of Noise Impact Remediation at Suvarnabhumi Airport

• Residential buildings AOT had bought land with structures including paying for building renovation to mitigate noise impact at 90% approximately. For the remaining land and properties, some owners did not accept their estimated prices as well as some title documents were not complete. However, AOT did not neglect, but took active actions in order to provide compensation on every building by arranging meetings to figure out mutual conclusions and coordinating with government agencies in order to have title documents legally certified.
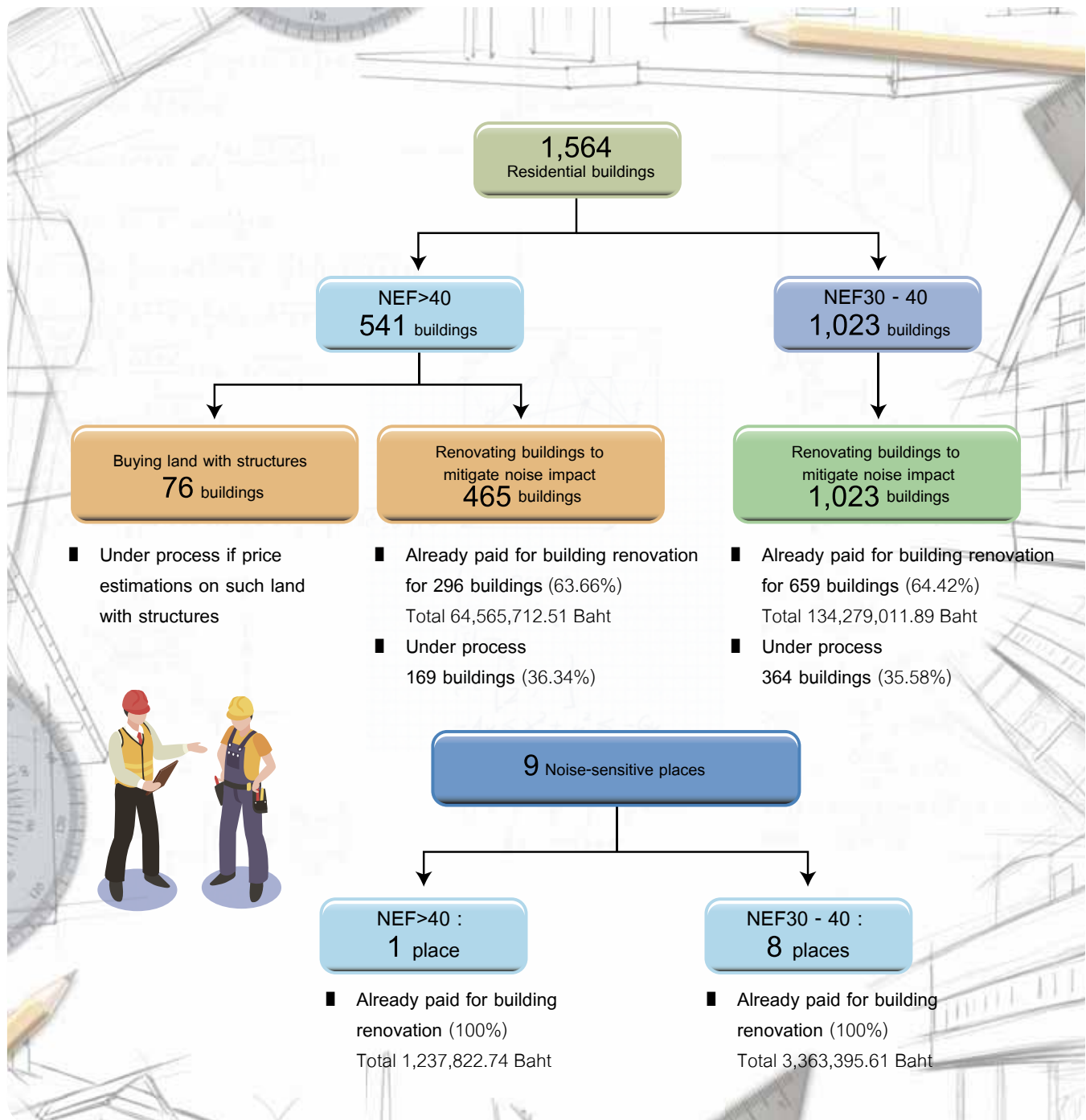
• Noise sensitive places Since entire of such places were located in areas with NEF 30 - 40, AOT therefore supported by paying money to the owners for having buildings renovated by themselves, conducting building renovation for the owners and supporting researches and analyses. In 2018, AOT's expenses on building renovation totaled 100,156,781 Baht.

```
                    18,605
                Residential buildings

        NEF>40                              NEF30 - 40
        670 buildings                       17,908 buildings

Buying land with        Renovating buildings to       Renovating buildings to
structures              mitigate noise impact         mitigate noise impact
210 buildings           487 buildings                 17,908 buildings
```

■ Already bought land with structures for 193 buildings (91.90%)
Total 1,162,846,685.59 Baht
■ Under process
17 buildings (8.10%)

■ Already bought land with structures for 475 buildings (97.54%)
Total 133,789,153.04 Baht
■ Under process
12 buildings (2.46%)

■ Already bought land with structures for 16,787 buildings (93.74%)
Total 3,575,247,350.65 Baht
■ Under process
1,121 buildings (2.26%)

```
        28 Noise-Sensitive Buildings
```

■ Supported building renovation for 26 buildings (92.86%)
Which totaled 528,186,866.27 Baht
■ Under process 2 buildings (7.14%)

Progress of Implementation of Noise Impact Remediation at Phuket International Airport in 2018

- **Residential buildings** For the areas with more than 40 NEF, there were 76 buildings that the owners wished to sell. AOT are conducting price estimations on such land with structures. Furthermore, for the areas with more than 40 NEF and with NEF 30 - 40, AOT paid for building renovation to mitigate noise impact around 64% already.

- **Noise-sensitive places** AOT already paid for building renovation to mitigate noise impact for 9 places.

```
                          1,564
                   Residential buildings

        NEF>40                          NEF30 - 40
        541 buildings                   1,023 buildings

Buying land        Renovating buildings    Renovating buildings
with structures    to mitigate             to mitigate
76 buildings       noise impact            noise impact
                   465 buildings           1,023 buildings
```

- Under process if price estimations on such land with structures

- Already paid for building renovation for 296 buildings (63.66%) Total 64,565,712.51 Baht
- Under process 169 buildings (36.34%)

- Already paid for building renovation for 659 buildings (64.42%) Total 134,279,011.89 Baht
- Under process 364 buildings (35.58%)

```
                    9 Noise-sensitive places

        NEF>40 :                        NEF30 - 40 :
        1 place                         8 places
```

- Already paid for building renovation (100%) Total 1,237,822.74 Baht

- Already paid for building renovation (100%) Total 3,363,395.61 Baht

Audio Health Checkup Program

To create participation as well as to take responsibility for the communities affected by noise impacts from the operations, AOT conducted an Audio Health Checkup for the residents around Suvarnabhumi Airport. In 2018, there were more than 3,002 people receiving the audiometry or audiometric test, 927 of which were found to have hearing difficulty or equaled 30.88%. Those who had hearing difficulty included 5 groups as follows:

1. 497 elders with age-related hearing losses

2. 49 persons who experienced flu, cold, tinnitus, allergy and deafness

3. 8 persons who were exposed to noise for a quite long time due to working in industrial manufacturers

4. 4 persons who had accidents that caused ear, face and head injuries

5. 369 persons who could not hear some sounds or sound on some frequencies (at any certain frequency above 25 dB)

Since 2014 - 2017, there were 10 people receiving comprehensive hearing tests and hearing aid devices for severe hearing loss from AOT. Diagnosed by otolaryngologists, there were 7 persons with severe hearing losses, 6 of which should be given 1 hearing aid device per person, and 2 devices for 1 person, to enable them on spending daily life as normal, support their quality of life and improve their hearings to be more functional or almost similar to people with normal hearing capabilities. AOT's audio health checkup and hearing aid devices giveaway for people who have severe hearing loss was taken place on 30 November 2018.

Air Quality Management

AOT has managed and control air quality in its operating areas in accordance with measurements determined in the environmental impact assessment reports. Meanwhile, AOT conducts air quality monitoring on a 6-month basis, which includes major air quality measuring indexes such as total suspended particle (TSP), particulate matter less than 10 microns (PM10), nitrogen oxide (NO_2), carbon monoxide (CO), total hydrocarbon (THC) and volume of volatile organic compounds (VOCs). Moreover, during project development (construction phase), AOT has applied measures to prevent and mitigate air pollution and monitors diffusion of dust regularly to ensure health and visibility of the communities surrounding the airports.

*(*Remark: exclusive of Hat Yai International Airport because it is not in the scope of airport that has to be undergone EIA monitoring since its capability is not expanded after the Enhancement and Conservation of National Environmental Quality Act B.E. 2535 (1992) has entered into force.)*

AOT's Air Quality Monitoring Results

Environmental Index	Standard Value[1]	Assessment Result
Total suspended particulate (TSP)	0.33 milligram per cubic meter	Not exceed standard value
Particulate matter less than 10 microns (PM10)	0.12 milligram per cubic meter	Not exceed standard value
Nitrogen oxide (NO_2)	0.17 milligram per cubic meter	Not exceed standard value
Carbon monoxide (CO)	30 milligrams per cubic meter	Not exceed standard value
Total hydrocarbon (THC)	No standard value	-
Volume of volatile organic compounds (VOCs)	24-hour observation value	Not exceed standard value

[1]*Standards referred to in this topic:*

- *Notification of National Environment Board Issue 24 B.E. 2547 (2004)*
- *Notification of National Environment Board Issue 10 B.E. 2538 (1995)*
- *Notification of National Environment Board Issue 33 B.E. 2552 (2009)*
- *Notification of Pollution Control Department Regarding 24-hour Observation on Volatile Organic Compounds in General Atmosphere, dated 18 December 2008*

*Remark: exclusive of Hat Yai International Airport because it is not in the scope of airport that has to be undergone EIA monitoring since its capability is not expanded after the Enhancement and Conservation of National Environmental Quality Act B.E. 2535 (1992) has entered into force.

Water and Wastewater Management

AOT prioritizes clean water management to ensure water sufficiency for accommodating passenger and using in the airports as well as preventive management on environmental impact may occur to the communities surrounding. The water used in the airports is supplied from the Metropolitan Waterworks Authority, the Provincial Waterworks Authority and airports' surface and ground water quality improvement systems. AOT also deploys water quality control processes to ensure standards of water for consumption in accordance with requirements of World Health Organization (WHO) and monitors quality of water supplied in the airports to meet standards determined in the Notification of Ministry of Public Health on a monthly basis. Moreover, AOT has controlled quality of water from the wastewater treatment systems in alignment with standards determined in the Notification of Ministry of Natural Resources and Environment.

Water Management Efficiency

In 2018, AOT's total volume of used water was 10.6 million cubic meters, increased from 2017 by 8.0% or 0.076 cubic meter per passenger, which increased by 3.6% compared to 2017. AOT's sources of water include water supply accounting for 97.2% and ground and surface water accounting for 2.8%.
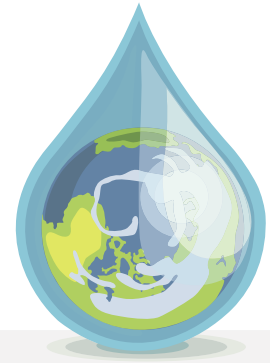
Volume of water supply was **10.3** million cubic meters

Volume of ground and surface water was **0.3** million cubic meters

Total volume of used water was **10.6** million cubic meters

Volume of used water per passenger was **0.076** cubic meter

Volume of wastewater being treated and released to natural water source was **4.3** million cubic meters

━●━ Volume of used water (million cubic meters)   ━●━ Density of used water (cubic meter per passenger)

	2015	2016	2017	2018
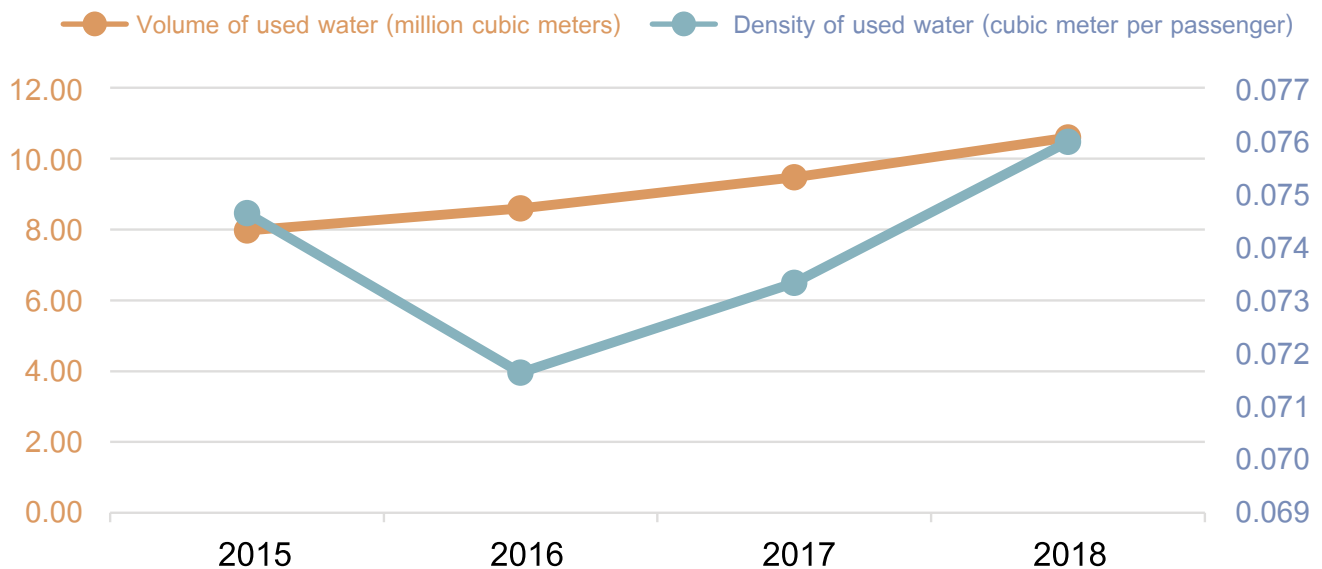
AOT has monitored quality of wastewater from wastewater treatment systems in accordance with EIA requirements at each airport on a 3-month basis. In 2018, values of every measuring parameter of wastewater quality at Suvarnabhumi Airport conformed to standards. For the other airports, most values of measuring parameters of wastewater quality conformed to standards as well. AOT has improved wastewater treatment systems and hires private companies to control and maintain the systems to ensure their effectiveness.

Remark: exclusive of Hat Yai International Airport because it is not in the scope of airport that has to be undergone EIA monitoring since its capability is not expanded after the Enhancement and Conservation of National Environmental Quality Act B.E. 2535 (1992) has entered into force.

Reuse & Recycle Water

AOT has improved quality of wastewater at every airport by using biological treatment systems that are able to accept whole volume of wastewater and treat it efficiently before discharging treated wastewater to external water sources.

Moreover, each airport also arranges campaigns to promote using water wisely. Treated wastewater at Suvarnabhumi Airport and Phuket International Airport is reutilized as well for watering plants and being used in toilets, etc.
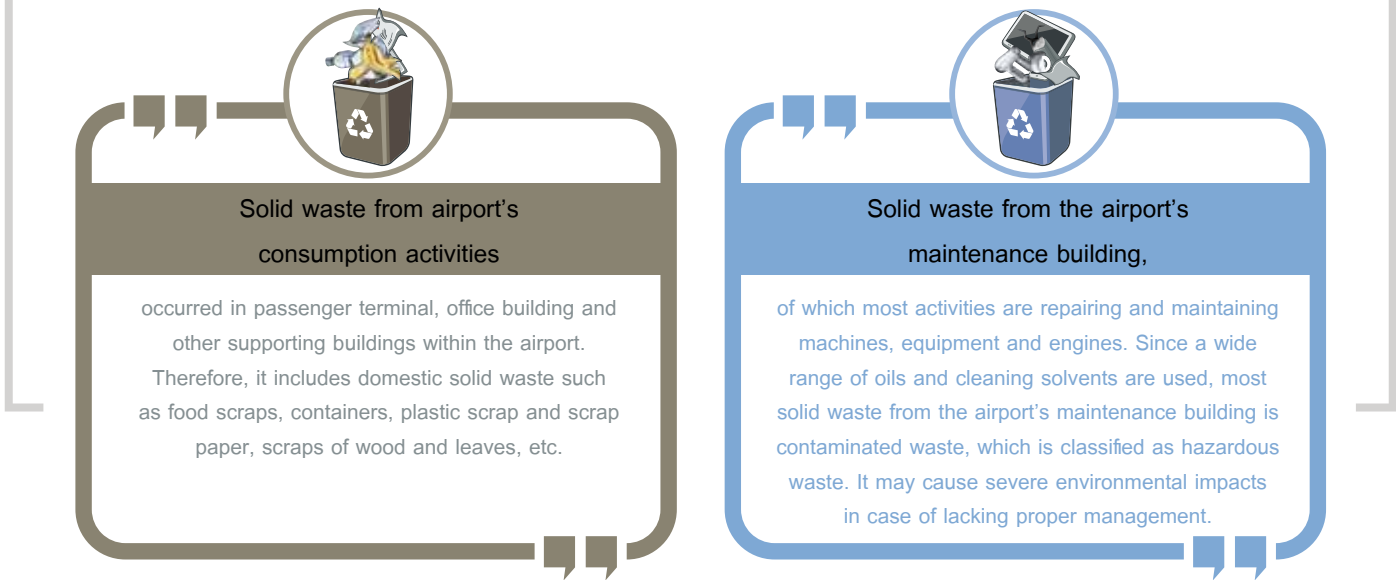
Reduce volume of water consumption for
376,385
cubic meters per year at Suvarnabhumi Airport

Reduce volume of water consumption for
24,176
cubic meters per year at Phuket International Airport
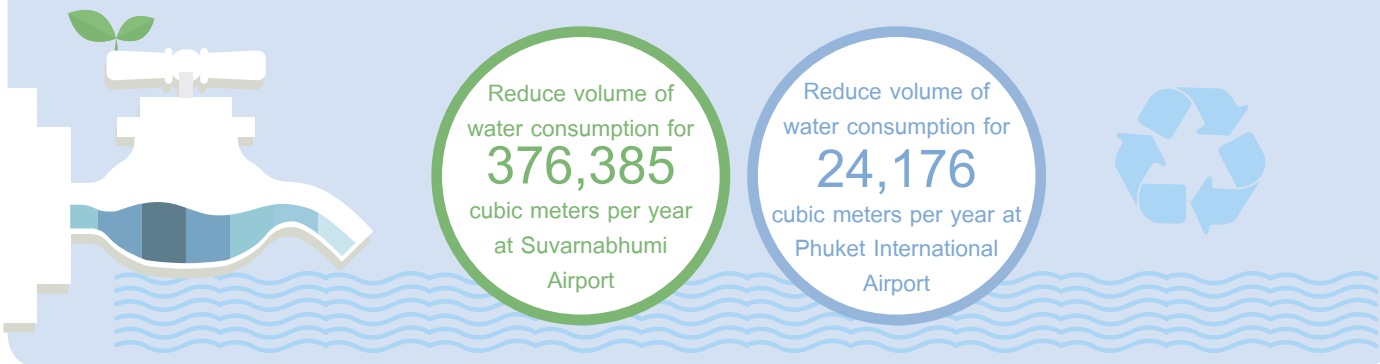
Resource and Waste Management

Solid waste is one among major problems; particularly at the airports where a large number of passengers travel in and out and plenty of consumption activities have been conducted to cause high volume of solid waste. AOT realizes about the mounting waste problem; therefore, AOT conducts waste management in accordance with the standards.

Sources of waste within the airport

Solid waste generated by airport operations is categorized into 2 main types including solid waste from airport's consumption activities and solid waste from airport's maintenance building

Solid waste from airport's consumption activities

occurred in passenger terminal, office building and other supporting buildings within the airport. Therefore, it includes domestic solid waste such as food scraps, containers, plastic scrap and scrap paper, scraps of wood and leaves, etc.

Solid waste from the airport's maintenance building,

of which most activities are repairing and maintaining machines, equipment and engines. Since a wide range of oils and cleaning solvents are used, most solid waste from the airport's maintenance building is contaminated waste, which is classified as hazardous waste. It may cause severe environmental impacts in case of lacking proper management.

AOT prepares appropriate containers for solid waste disposal in different areas as well as refuse collection points in accordance with principles of sanitary before having waste transported for elimination by waste removal service providers. AOT's airports regulate that all solid waste must be removed out of the airports daily. In the meantime, whole areas including the roads where garbage trucks passing by must be cleaned up after each time of waste removal to ensure that no garbage falling and wetting the road surfaces.

Waste Management at Suvarnabhumi Airport

At Suvarnabhumi Airport, waste is separated into types before being removed for elimination. Meanwhile, a manifest system is applied for controlling waste transportation and elimination to ensure that solid waste is managed correctly in accordance with sanitation practices. The system also enables tracking during whole process. Copy of waste manifest would be returned to AOT as report at every time when waste is transported to outside for elimination.

1) General Waste

Food scraps: there are agriculturists driving small pickup trucks to buy food scraps every day for feeding fishes. Name list of agriculturists including food scraps agreements are prepared as well. In the event that the communities or groups of agriculturists are unable to buy food scraps, AOT shall have it removed for sanitary elimination or landfill by licensees who are legally permitted by the government agency.

Solid waste that can be recycled: there are private entities driving vehicles to buy solid waste at the waste transfer station. This kind of waste would be weighed before being taken out every time.

Waste remaining after separation: before being removed daily for elimination by sanitary landfill, this kind of waste would be kept in containers that are stored in waste separation building. Presently, some parts of this kind of waste will be used as refuse derived fuel (RDF) by TARF Co., Ltd. and TPI Polene Power PLC.; the licensees being legally permitted by the government agency. The vehicles used for transporting solid waste are trailers being covered completely with canvas. A speed limit of waste truck is not over 60 km/h.
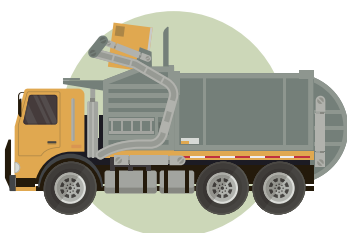
2) Hazardous Waste

All hazardous waste will be kept in hazardous waste storage building for not over than 90 days. Then, it will be transferred for being treated, eliminated or recycled in accordance with sanitary practices by TARF Co., Ltd.; the licensee who is legally permitted by the government agency for conducting hazardous waste treatment / elimination. The vehicles used for transporting hazardous waste are big trucks being covered completely with canvas. A speed limit of hazardous waste truck is not over 60 km/h.
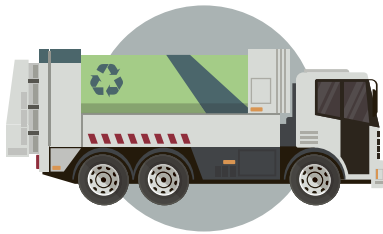
3) Infectious Waste

Most of infectious waste is derived from operations of medical service units of the airport or control of communicable disease caused by solid waste from suspicious aircrafts, which is deemed infectious waste in some cases. This kind of waste is kept in a control room with temperatures lower than 10°C to suppress growth of pathogen populations. Infectious waste will be kept for not over than 30 days, then, it will be transferred for elimination by burning in incinerator of Thai Environment Systems Ltd., Part. The vehicles used for transporting infectious waste are small trucks with temperatures controlled not to exceed 10°C.

Waste Management at Chiang Mai International Airport

Solid waste at Chiang Mai International Airport is removed by Suthep Subdistrict Administration Organization's garbage trucks daily for elimination by landfill at private entity's area in Hot district, Chiang Mai province.

In collaboration with related organizations in both public and private sectors, other airports under AOT's responsibility have conducted their waste management properly, for example, Phuket International Airport has hired a private company to transport all waste to eliminate by burning at Phuket City Municipality, Don Mueang International Airport removes waste to Don Mueang District Office before having solid waste transferred to Saimai Solid Waste Disposal Center for making compost or landfill and transferring hazardous or infectious waste to On Nuch Garbage Eradicate Factory for burning, etc.

Waste Volume

Although the total volume of solid waste from all 6 airports increases every year, volume of solid waste per passenger decreases continuously.
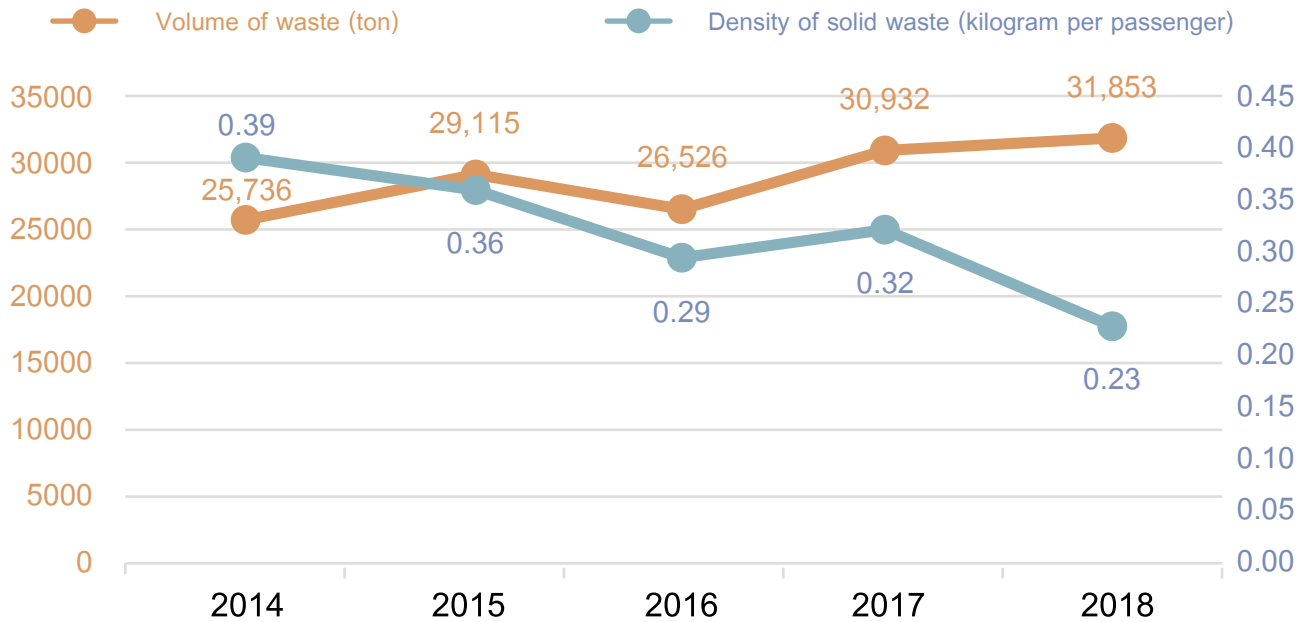
Total volume of waste was
31,852.6 tons
or 0.23 kilograms
per passenger

Volume of solid waste was
31,706.5 tons
or 99.54%

Volume of hazardous and infectious waste was
146.1 tons
or 0.46%

Volume of waste (ton) ●——●   **Density of solid waste (kilogram per passenger)** ●——●

	2014	2015	2016	2017	2018
Volume of waste (ton)	25,736	29,115	26,526	30,932	31,853
Density of solid waste (kg per passenger)	0.39	0.36	0.29	0.32	0.23

AOT has set proactive measures by promoting a campaign: "Reduce, Reuse and Recycle" through a wide range of programs within the airports to foster employees' awareness on using resources and managing waste effectively.

Airport Waste Management Campaign

Special Lecture Entitled "Turn Waste into Something Useful"

AOT organized the special lecture entitled "Turn Waste into Something Useful" on Thai Environment Day to create awareness on waste problem and understanding on waste separation as well as to encourage AOT's staff members and employees on taking parts in waste management, all of which should result in reducing volumes of solid waste at the head office and every airport under AOT's responsibilities.

The lecture topics included: "3Rs - Upstream Waste Reduction Aspects" by Miss Rabieb Phupa, a Special Dissemination Technical Officer of Department of Environmental Quality Promotion and "Benefits of Recycling" by Mr.Saichon Sitthikulwanich, Marketing Manager of Fiber Pattana Co., Ltd. There were over 200 employees participated in this special lecture.

This activity is a part of pilot project on implementation of upstream waste separation promotion to reduce environmental impact caused by internal and external waste as well as to mitigate impacts occurred from external waste elimination by reusing resources.
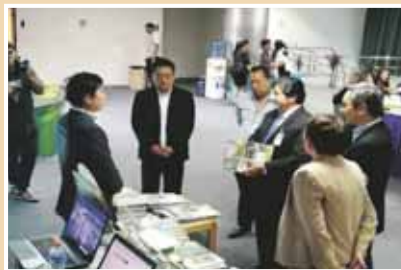
"AOT's Joining Hands to Reduce Plastic Bag Usage" Program

AOT organized a program called "AOT's Joining Hands to Reduce Plastic Bag Usage" to raise good consciousness among employees on environmental impact mitigation by jointly reduce, refrain from and stop generating plastic bag garbage as well as to promote using cloth bags instead of plastic bags. On the occasion of the World Environment Day; 8 June 2018, this event therefore included special lecture entitled "Reduce Plastic, Stop Global Warming" and medicine cloth bags giveaways for service users at AOT's Nursing room.

Energy Consumption and Climate Change

Climate change is a significant factor that affects airport service quality, for instance, inclement or severe weather may affect continuity of service of aircraft aprons while rising temperature may result in higher energy consumption of air conditioning systems operated in passenger terminals. These situations may cause financial impacts on the company's business. AOT is fully aware of such potential impact, therefore, AOT strengthens the corporate's ability to adapt to climate change by reducing greenhouse gas emissions and promoting energy efficiency based on the operational framework determined in Towards Green Airport Master Plan. Airports' general managers taking the role of Carbon Managers in conjunction with the Energy Conservation Committee are responsible for driving the implementations to achieve goals as determined.

AOT's Energy consumption

In 2018, total volume of energy consumption of the 6 airports under AOT's responsibilities was 569,745 megawatt hours which equaled to 0.0041 megawatt - hour per passenger and decreased for 7.7% compared to 2017. Such volume of energy totalled over 1.85 billion Baht.

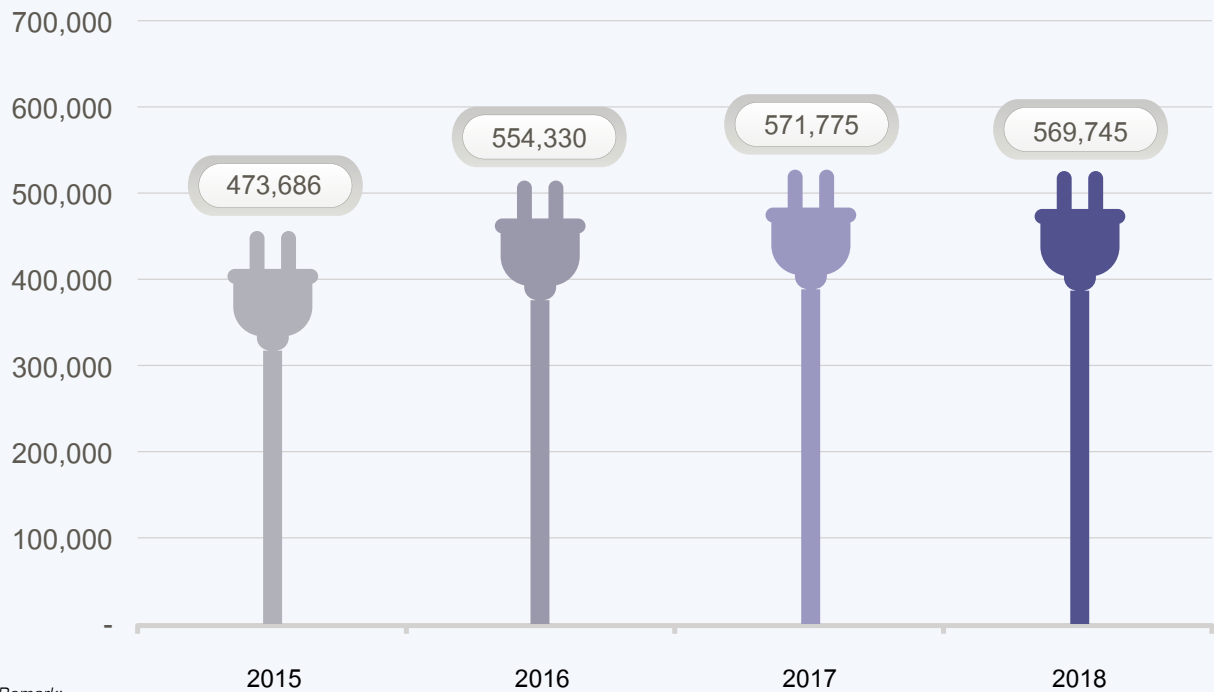### Summary on Electric Energy Consumption 2018

	2017		2018		Volume of energy consumption compared to previous year
	Electric energy consumption (megawatt-hour)	Volume of energy per passenger (megawatt-hour per passenger)	Electric energy consumption (megawatt-hour)	Volume of energy per passenger (megawatt-hour per passenger)	
Suvarnabhumi Airport	353,154	5.9776	349,623	5.5660	Decreased 6.9%
Don Mueang International Airport	132,479	3.5628	134,581	3.3178	Decreased 6.9%
Chiang Mai International Airport	20,227	2.0281	20,717	1.9166	Decreased 5.5%
Hat Yai International Airport	7,840	1.8036	7,857	1.8419	Increased 2.1%
Phuket International Airport	52,213	3.2170	50,358	2.7577	Decreased 14.3%
Mae Fah Luang - Chiang Rai International Airport	5,862	2.4576	6,608	2.3562	Decreased 4.1%
Total of 6 airports	571,775	4.4255	569,745	4.0837	Decreased 7.7%

Remark:

- Volume of energy consumption presented in the Sustainability Report 2017 - 2018 covered volume of energy consumed by entrepreneurs operating in the airports. Collecting data by considering airports' electricity bills
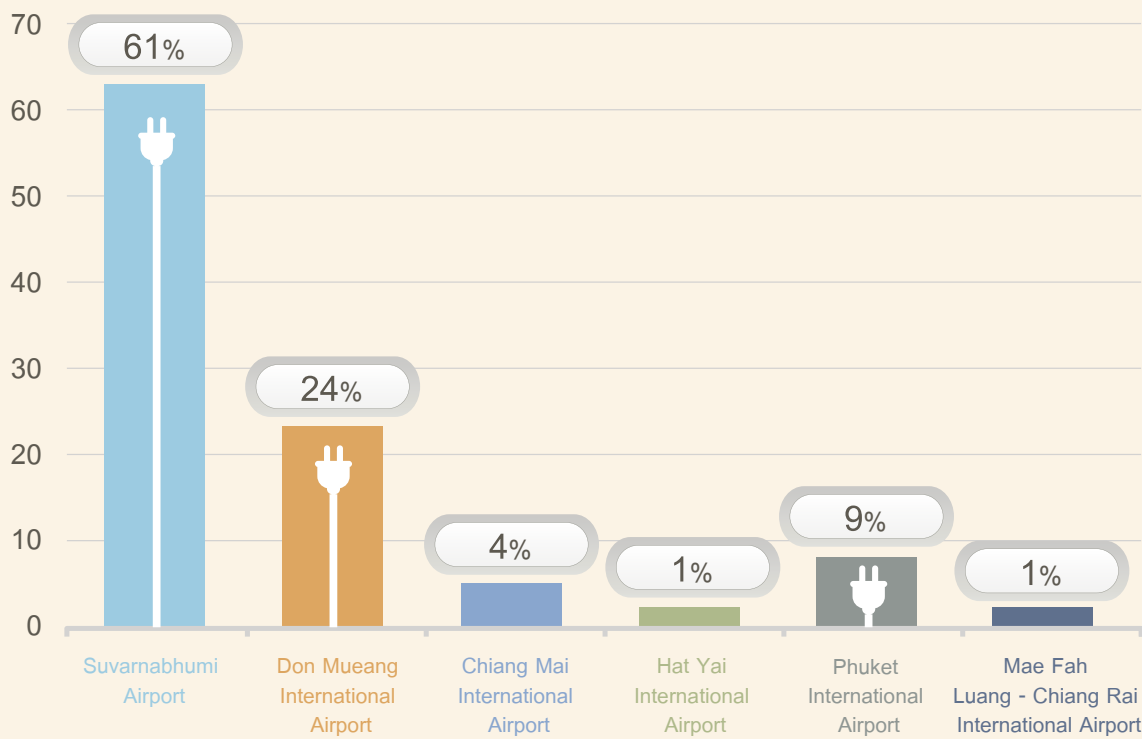
Total Electric Energy Consumption of 6 Airports (Megawatt-Hour)

- 700,000
- 600,000
- 500,000
- 400,000
- 300,000
- 200,000
- 100,000
- -

473,686 (2015)
554,330 (2016)
571,775 (2017)
569,745 (2018)

2015   2016   2017   2018

Remark:

- *Volume of energy consumption presented in the Sustainability Report 2017 - 2018 covered volume of energy consumed by entrepreneurs operating in the airports. Collecting data by considering airports' electricity bills*

- *Volume of energy consumption in 2015 excluded Phuket International Airport*

Proportion of Energy Consumed by 6 Airports in 2018

- 70
- 60
- 50
- 40
- 30
- 20
- 10
- 0

61% — Suvarnabhumi Airport
24% — Don Mueang International Airport
4% — Chiang Mai International Airport
1% — Hat Yai International Airport
9% — Phuket International Airport
1% — Mae Fah Luang - Chiang Rai International Airport

Density of Energy Consumed by 6 Airports (megawatt - hour per passenger)

	2015	2016	2017	2018
	0.0050	0.0046	0.0044	0.0041
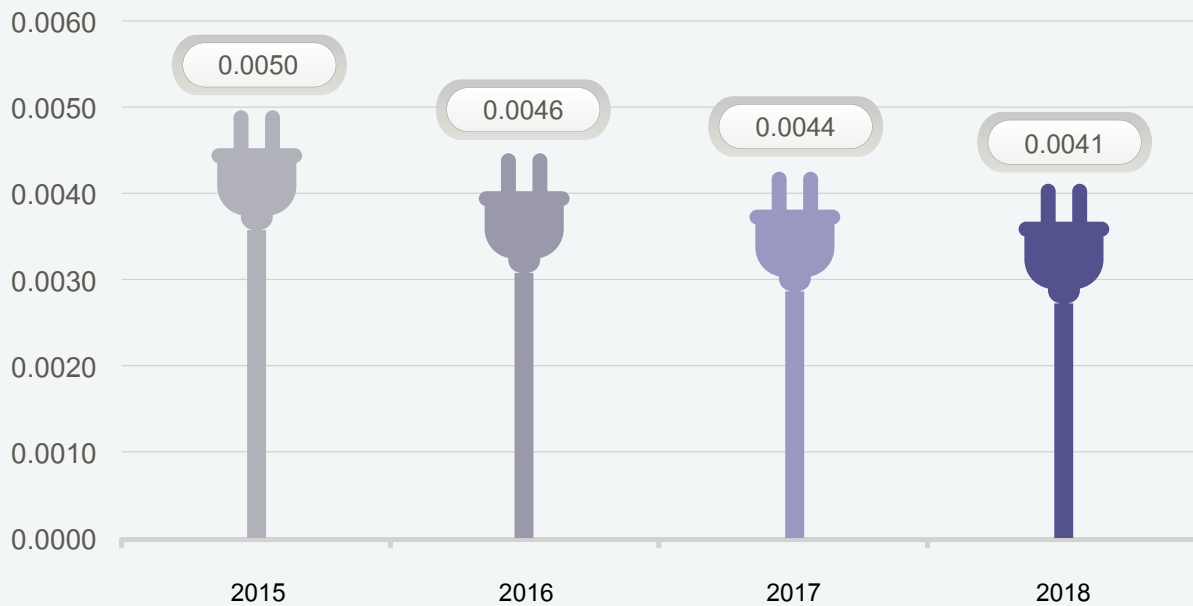
Remark:

- Volume of energy consumption in 2015 excluded Phuket International Airport

Ground Powering and Cooling System for Aircraft

AOT promotes the reduction of greenhouse gas emissions caused by aircrafts' running engines while parking at Suvarnabhumi Airport and Phuket International Airport by installing Fixed Ground Power Units and Fixed Pre-Conditioned Air units (PC AIR) at parking bays instead of using diesel vehicles with automobile air conditioners.

To Reach Human Capital Optimization

To achieve business goals, particularly the business that adheres to sustainable development, it requires cooperation of employees; all of whom are one among the corporate's key stakeholders. As the leading airport operator providing service related to air transport infrastructure of Thailand, AOT is well aware of constant change of business context. Moreover, AOT realizes that to be competitive and able to accommodate changes, the corporate needs to depend on employees who are knowledgeable and skillful while conducting business activities in appropriate environment. Therefore, AOT has developed its personnel to ensure their expertise in accordance with their functions and assignments. AOT also supports, promotes, and maintain high-potential employees to retain their corporate engagement including utilizing diversity of employees to increase opportunities for the corporate's tangible development.

AOT places importance on managements to enhance safety and focuses on driving the corporate with high-potential employees, all of which create confidence among the stakeholders that AOT adheres to sustainable business operations including paying full attention to the valuable human resources.

To achieve business goals, particularly the business that adheres to sustainable development, it requires cooperation of employees; all of whom are one among the corporate's key stakeholders.
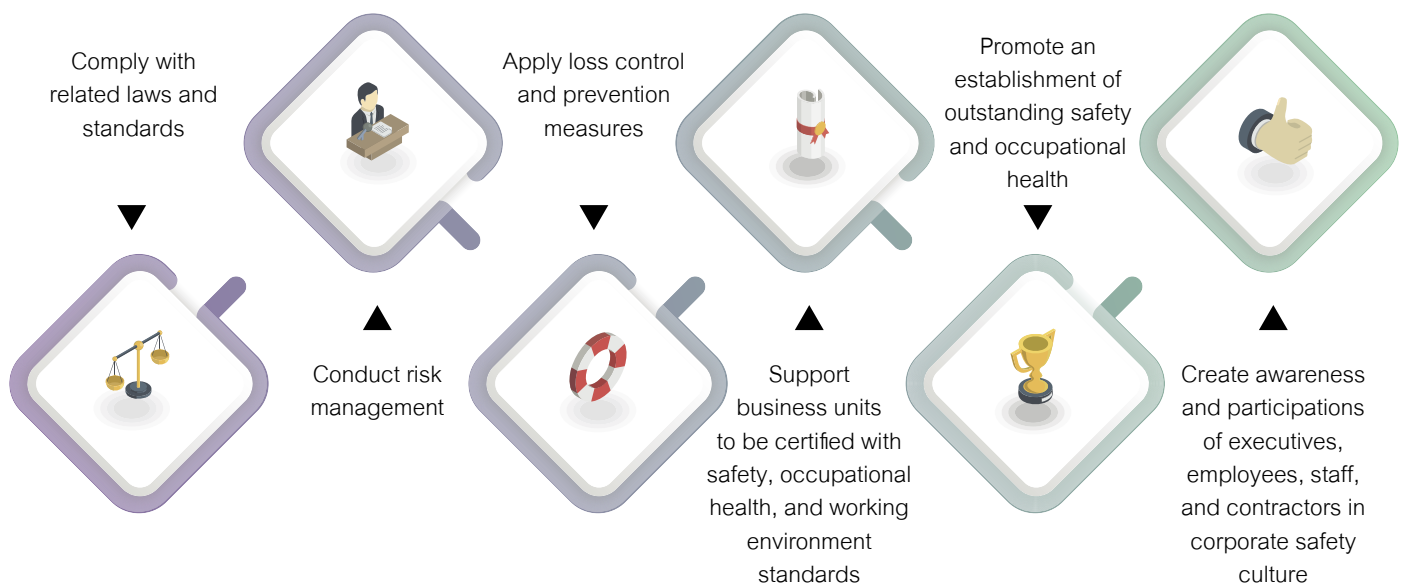
Building Secure Workplace

According to the principles of occupational health, AOT places high importance on safe working environment including accident-free and hazard-free at every operating site of the 6 airports and head office. Being deemed significant fundamental of sustainability implementation in accordance with AOT Corporate Plan, all employees working in the areas under AOT's responsibilities are required to strictly comply with the Safety Policy and safety activities such as

safety trainings and statistical reviews on safety and working environment. In addition, AOT has monitored and improved operational safety continuously to ensure sustainable business growth and to create value for stakeholders without affecting safety and well-being of employees, staff and contractors, all of whom play their particular roles in AOT's business operations.

Safety, Occupational Health, and Working Environment Policy

Since AOT has focused on providing a safety workplace for all groups of stakeholders, AOT set the Safety, Occupational Health, and Working Environment Policy as guidelines by

which every employee, staff and contractor of the 6 airports and head office must strictly abide.

Comply with related laws and standards

Apply loss control and prevention measures

Promote an establishment of outstanding safety and occupational health

Conduct risk management

Support business units to be certified with safety, occupational health, and working environment standards

Create awareness and participations of executives, employees, staff, and contractors in corporate safety culture

See additional details on https://corporate.airportthai.co.th/th/

Presently, all 6 airports under AOT's responsibilities are certified with Occupational Health and Safety Management; OHSAS 1800:2007 and TIS 18001:2011. Both of them are not mandatory standards, but voluntary standards for which AOT has strived in order to provide safety workplace for all employees and staff members.

Goals and Performance on Safety and Occupational Health

AOT has set safety performance measurement for monitoring project management efficiency, assessing project success and creating awareness on occupational health and safety

including setting goals which align with the occupational health and safety standards.

AOT Safety Indicators

Alignment with Standards	Occupational Health	Work Safety
Completely complied with all relevant laws		Lost Time Injury Frequency Rate (LTIFR) and Lost Time Injury Severity Rate (LTISR) were 0
6 airports have received and maintained the OHSAS/TIS 18001 standards certification for occupational health and safety management system.	Number of work-related medical claims was 0	No fatality from work

AOT's Safety, Occupational Health, and Working Environment Committee

AOT requires every airport to set up Safety, Occupational Health, and Working Environment Committee (SHE Committee) to oversee safety and well-being of all employees and staff. The SHE Committee comprises a safety committee chairman (employer appointed), representative of employers at the executive level (employer appointed), representative of employees from all levels (elected), and a security officer at the professional level (Profession Security Officer) to serve as a committee member and secretary. The SHE Committee Meeting is held for at least once a month for acknowledgement and discussion on important safety issues.

AOT's Safety, Occupational Health, and Working Environment Committee

Number of SHE Committee	Chairman of SHE Committee	Employer Representative	Employee Representative	Profession Security Officer	Total
7	7	68	75	7	157
committee	Persons	Persons	Persons	Persons	Persons

	Total Number of SHE Committee	Employer Party	Employee Party	Secretary (Professional Security Officer)
Head Office	23	11	11	1
Suvarnabhumi Airport	45	22	22	1
Don Mueang International Airport	23	11	11	1
Chiang Mai International Airport	17	8	8	1
Hat Yai International Airport	25	12	12	1
Phuket International Airport	11	5	5	1
Mae Fah Luang-Chiang Rai International Airport	13	6	6	1

Safety Environment At Workplace

AOT assesses workplace the continually environment for employees and staff every year. The safety and environment related departments at each airport are responsible for monitoring working environment in accordance with the related laws and safety, occupational health and working environment standards which includes measuring temperature, humidity, lighting, noise, chemical substances/dust and bacteria and fungi in the air, etc.
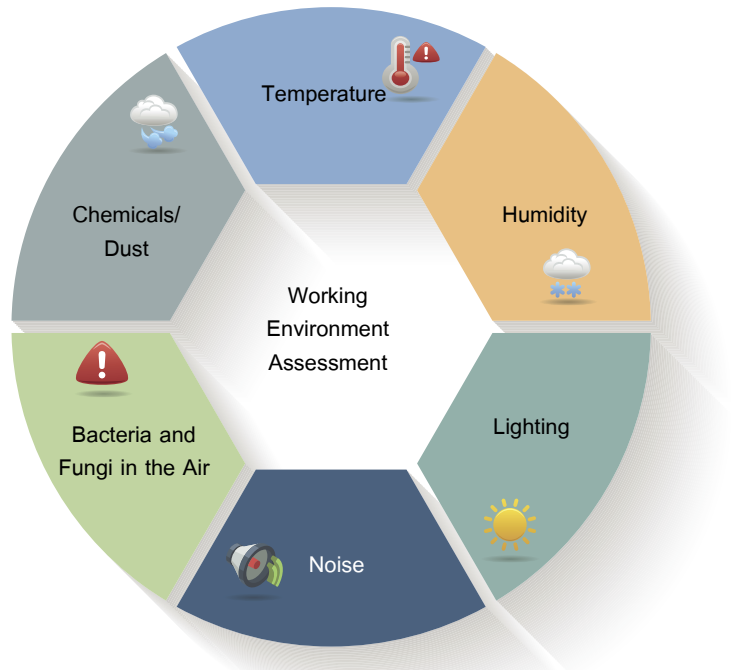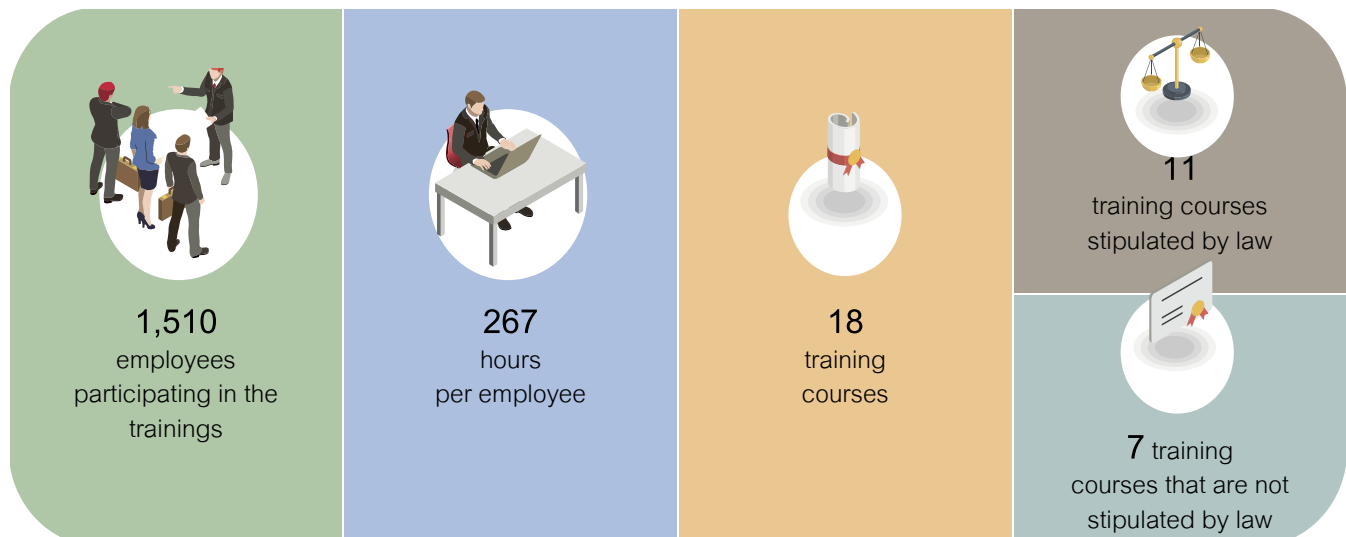
Safety Performance

According to results of workplace environment assessments taken at the head office and the 6 airports, most of environmental factors at assessing points passed related criteria except the temperature that was below standards. In the following year, AOT shall adjust the temperature to be warmer to reduce power consumption and improve the environment in other aspects to ensure good health of the employees and airport users.

	Number of assessing points (location)	Number of assessing points that passed criteria (percentage)
Temperature	72	26.4%
Humidity	72	97.2%
Lighting	45	95.6%
Noise	90	100.0%
Dust	153	86.9%
Bacteria and fungi in the air,	112	92.9%

Remark: Information presented covers Head Office,
Suvarnabhumi Airport and Chiang Mai International Airport.

AOT's Occupational Health and Safety Training and Corporate Culture

AOT's Occupational Health and Safety Training

1,510 employees participating in the trainings

267 hours per employee

18 training courses

11 training courses stipulated by law

7 training courses that are not stipulated by law

AOT promotes safety implementation and corporate safety culture by organizing the trainings and campaigns to provide safety knowledge for AOT's employees and new employees. The training includes basic safety standards stipulated by law and the International Civil Aviation Organization (ICAO), for instance, airport basic safety and emergency plan, fire evacuation drill and occupational health and safety management; OHSAS 1800:2007 which is taken to ensure ISO 45001:2018 preparedness for executives operators and supervisor, and supervisor trainings for overseeing contractors.

Seminar and Study Visit on Occupational Health and Safety Management for ISO 45001:2018 Preparedness

AOT organized the seminar to ensure preparedness for ISO 45001:2018; the international standard certification on occupational health and safety management systems, which would replace OHSAS 18001:2007. The seminar included a study visit to Srinakarin Dam, Kanchanaburi province during 25 - 27 April 2018. There were 57 participants which were AOT's executives, a group of auditors, and working groups from head office and the 6 airports. Knowledge and experiences gained from this seminar comprised ISO 45001: 2018 requirements and operational approaches including exchanges of knowledge and experiences on occupational health and safety management.

Firefighting and Fire Evacuation Practices in 2018

In accordance with the Ministerial Regulation on the Standard for Administration and Management of Occupational Safety, Health and Environment in relation to Fire Prevention and Control, B.E. 2555 (A.D. 2012), AOT organizes a training project on firefighting and fire evacuation both in theories and practices on a yearly basis at the head office and all 6 airports under AOT's responsibilities. The project's objectives include providing applicable knowledge and understanding on fire evacuation procedure and improving skills and accurate performances of officers being responsible in case of fire.

Campaign on Safe Working Week and Safe Driving during Songkran Festival 2018

In good cooperation among AOT's departments and external work units, the campaign called "Safe Working Week and Safe Driving during Songkran Festival" is organized on a yearly basis to provide applicable knowledge and understanding on safety and occupational health, measures and methods on accident prevention while travelling during Songkran festival including guidelines on health care and occupational disease-free, all of which can be put into use to ensure safety.

The campaign activities included the exhibition on work safety and driving safety during Songkran festival as well as the demonstrations on safety devices such as workplace safety instrument, personal protective equipment and various types of fire extinguisher and fire equipment.

In addition, health promotion activities were also included, for example, displays of healthy products, and food, bicycles and fitness equip- ment with special prices as well free medical check-ups conducted by a nurses and officer team with medical equipment from Vibhavadi Hospital for AOT's employees and individuals interested in healthcare. The medical check-up provided included measuring body composition by electromagnetic wave, body fat calculation and bone mineral density test.

The campaign was successful because none of AOT' employees and staff had accident while travelling during Songkran festival in 2018.

VDO Promoting Good Health for AOT's Employees and Airport operators

In 2018, the Workplace Safety and Occupational Health Department set up a Safety Culture Volunteer Club and organized health promotion activity for AOT's employees and airport operators. A production of VDO introducing physical exercise with music took place in airport locations while AOT's personnel from various departments including airport operators such as airlines officers and entrepreneurs provided cooperation in the production as well.

The VDO broadcast has been done through media to promote physical exercise during work which help enhance the employees' health and AOT's corporate image.

Rehearsal on Providing Help in the Event of Stranded Elevator at AOT Head Office

AOT organized a rehearsal on providing help in the event of stranded elevator at AOT head office on 24 July 2018 to transfer applicable knowledge both in theory and practice on helping people trapped in elevator to relevant officers. The participants included 27 persons.

The project comprised a lecture giving knowledge on using elevator correctly, providing help to passengers in case of emergency and a practical training included a demonstration of procedure, correct and safe practices, review and rehearsal on coordination among relevant officers and departments.

Occupational Health and Safety Management for Contractors

AOT's Workplace Safety and Occupational Health Department has prepared regulations and manual regarding safety at work for the contractors. Such regulations and manual, as required by law, are used as complete and correct safe operating procedures which control risks may occur due to contractors operations and create positive safety outcomes for all staff members and external contractors working in AOT's areas. In addition, terms and conditions for contractors are specified clearly in Terms of Reference, which are in line with the regulations on occupational health and safety as well as the supplier code of conduct.

Presently, AOT determines that the contractors shall submit their safety reports on a monthly basis through the information system regarding management of safety information for contractor.

- Report work-related accidents both verbally and officially.
- Allow and facilitate AOT employees to investigate causes of accidents
- Contractor Safety Report
- Submit a summary of work - related accidents or sickness and work hours to AOT every month
- Apply measures to prevent, track, and report
- Comply with all related laws

Safety Performance

AOT's occupational health and safety performance 2018 was complied with laws. In addition, all airports and head office were certified by OHSAS/TIS 18001:2007. AOT's safety statistics in overall was improved while lost time injury frequency rate (LTIFR) and lost time injury severity rate (LTISR) of both AOT's employees and contractors tended to decrease

Safety Performance at All Airports 2018

97.93% legal compliance and **2.07%** in the process of implementing corrective actions

All airports have received the OHSAS/TIS 18001 standards certification for occupational health and safety management system.

OHSAS 18001

Number of work-related medical claims was 0

Lost Time Injury Frequency Rate (LTIFR)*
Employee : 0.32
Contractor : 0.27
Lost Time Injury Severity Rate (LTISR)*
Employee : 1.76
Contractor: 361.55

Number of fatality from work (person)
Employee 0
Contractor 1

Unit = time per 1 million working hours

Nonetheless, In 2018, an accidental death of 1 contractor occurred due to a car crash while working. AOT had conducted an investigation in order to determine measures preventing the repetition of accident. Extend results to other contractors with an aim to raise their safety awareness and to ensure continued operational safety.

Promoting Employee Well-Being

AOT recognizes the importance of employee well-being and livability. In addition to determining accidental prevention measures and upholding healthy workplace environment, AOT arrange activities or projects to promote employee well-being and good states of both physical and mental health, all of which are significant factors on quality workforce and corporate success.

AOT also arranges employee's annual physical check-up to promote the employees and staff good health. In the meantime, AOT establishes clinics at all airports and head office to provide medical services for AOT's employees and operator in AOT's areas in case of illness or injury occur while working.

The Projects Promoting Employee Well-Being in 2018

Seasonal Flu Vaccination Campaign for employees and staff

Flu is an infectious disease that can spread rapidly. Flu virus infection costs patient times and money for medical treatments. Flu viruses are also constantly changing. Getting flu vaccine together with taking healthcare could strengthen individual's immune system. Since employees and staff are important to corporate success, AOT organized flu vaccination 2018 campaign to prevent flu epidemic and reduce employee sick leave as well as medical expenses.

AOT WE Exercise 2018 Project

AOT organized AOT WE Exercise 2018 project ; a workout program taken place on every Wednesday from 15.00 - 17.00 hrs. at AOT's head office and all 6 airports. AOT encouraged its employees at all levels to join the program in order to enhance their physical and mental health, reduce work related stresses and strengthen bodies in accordance with the Ministry of Transport's Thailand healthy lifestyle strategic plan, B.E. 2554 - 2563 (2011 - 2020).

AOT 7th Tummy's Fat Loss, Sickness Loss Program

AOT 7th Tummy's Fat Loss, Sickness Loss Program was organized in 2018 to promote good health, physical strength, disease-free, health risk reduction as well as to improve the employees' personality and to create a good image for the corporate. This 3-month program comprised 2 classes with 120 participants of each class. The program's activities consisted of physical fitness test, eating behavior and weight loss trainings as well as proper workout. Prizes including master of move, fittest master, and energetic player were given to the successful participants who could improve their physical fitness.

Increasing Work Capability and Happiness with Ergonomics Project

AOT organized the project called "Increasing Work Capability and Happiness with Ergonomics" to provide knowledge to the employees on ergonomic principles at work as well as pain and illness caused by improper working postures. The project was conducted by a group of experts during 28 - 29 August 2018 to promote the employees' long term health benefits. Additionally, a massage for work capability improvement and pain reduction and mitigation was demonstrated to 112 participants.

The project had been well received due to distribution of leaflets and installation of signboards displaying exercise pictures.

Mental Health Leaflets

To promote good mental health, AOT sets a corner to distribute leaflets disseminating knowledge on mental well-being. The contents in the leaflets include stress assessment, mental health for people, mental health first aid and stress relief techniques prepared by the Ministry of Public Health. AOT also organized the lecture entitled "AOT 2nd Mind Management and Overcoming Stress" to provide holistic employee wellbeing.

Breast Pump room

To promote Breast Milk Project in accordance with a government policy, AOT prepares comfortable rooms for female employees and staffs, who are nursing mothers and have to come to work, for pumping breast milk. Such breast pump rooms with refrigerators for storing milk are well prepared. Presently, there are breast pump rooms available at Suvarnabhumi Airport, Mae Fah Luang - Chiang Rai International Airport and head office. AOT plans to set the breast pump rooms at all 6 airports.

Welfare and Labour Relations

AOT puts an emphasis on enhancing employee well-being as well as fostering engagement in the workplace by engaging with every employee. AOT Welfare and Labour Relations Department and the Medical Department are jointly responsible for implementing the Welfare and Medical Policy that focuses on arranging welfare and medical services for the employees to promote good quality of life. The implementation performance of such policy is reviewed on an annual basis. AOT also implements a variety of welfare projects to meet the employees' needs and satisfactions.

AOT's Welfare

Retirement Preparation Program for Employees Reaching 60 Years of Age, Fiscal Year 2018

AOT arranges farewell activity by inviting lecturers to give information regarding retirement preparedness to the employee who are going to retire in every year. In 2018, there were 56 employees participating in the program which had been taken during March - April, 2018. The employees were provided knowledge on living a quality life, for example, proper health care, benefits after retirement, financial planning, social group connections in retirement and mind management in daily life.

Scholarships Offered to Staff Members and Employees' Children

AOT intends to provide educational opportunities to its employees and staff's children; therefore, AOT provides tuition fees for their children who are studying in kindergarten stage up to undergraduate. Moreover, AOT promotes education by offering scholarships to the employees and staff's children studying in primary educational stage up to undergraduate, whose academic performances achieve criteria. The scholarship budget is set annually. In this year, there were 401 scholarship recipients with a total amount over 3 million baht.

Youth Camp Project

In 2018, AOT organized a youth camp entitled "Visit SEA LIFE Bangkok Ocean World and Madame Tussauds", which was a welfare program for AOT's employee and

staff children. There were 80 children, whose ages were between 9 - 12 year olds, participated in this field trip. The project's objectives included fostering environmental consciousness, learning biographies of notable people and strengthening employee-family relationships during annual school holidays.

Employees Welfare Housing Program

AOT provides welfare houses located in central area and regional airports for completely qualified employees in accordance with AOT's rules. AOT primarily considers victim who lost home in fire or other disaster, an operating employee who has to control over abnormal situation promptly and an employee of a work unit undertaking 24-hour operations including an employee relocating to a regional airport. AOT's welfare houses for the employees are free of charge.

AOT MOBILE

AOT's welfare services are provided through information technology on 3 channels including:

1. "AOT MOBILE" on mobile phone
2. Line Application
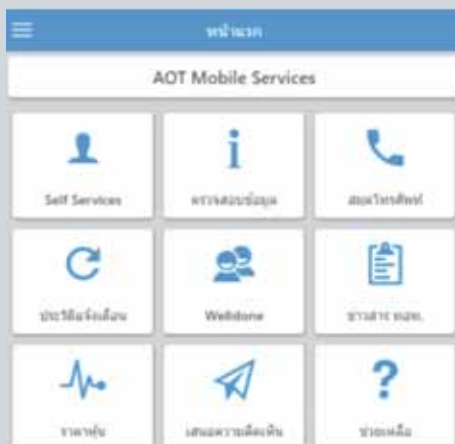
3. Personal computer (PC)

    The information available comprises:

    - Medical expense reimbursement record
    - Leave record
    - Time and attendance record
    - Tuition fee reimbursement record
    - Tax information
    - Search for employer/ staff's contact information
    - AOT's announcements/news

Medical Expenditure Welfare

AOT offers employee's medical benefits including outpatient and inpatient medical charges of both public and private hospital at the amounts set by the Ministry of Finance or higher at the amounts set by AOT. In 2018, AOT revised the medical expenditure welfare whereby the employees could reimburse outpatient (OPD) medical expenses and emergency medical treatments due to accidents and dental charges of private hospitals at 40,000 Baht/person/year. Additionally, comparing to other state-owned enterprises, AOT offers higher amounts for inpatient room and meal charges (IPD) to promote the employees' quality of life and well-being.

Increase of Compensation and Other Benefits

According to the present state of the economy, AOT increased the employee compensation and other benefits in 2018 such as shift allowances for the employer and staff working overtime during the night period, travel allowances for both domestic and oversea trips, and funeral expenses for the employees and their family members.

Labor Relations and Employee Satisfaction

AOT's employer and staff can voice their opinions on labour relations and welfare through the AOT Relation Affairs Committee which has been set up to promote and develop labour relations. The 19-member Committee consists of an externally-appointed chairman, 9 employer representatives and 9 employee representatives. The Committee convenes monthly to monitor and develop better labour relations. In the past year, there were complaints regarding the employee welfare or well-being such as performance reviews and trainings taken during holidays. These complaints were considered in the committee meeting in order to determine problem-solving methods accordingly.

AOT State Enterprise Workers' Union

3,892
State Enterprise Union Employees

Accounting for
50.44%[1]

Employees entitled to join the workers union and a group of employees for collective bargaining
100%
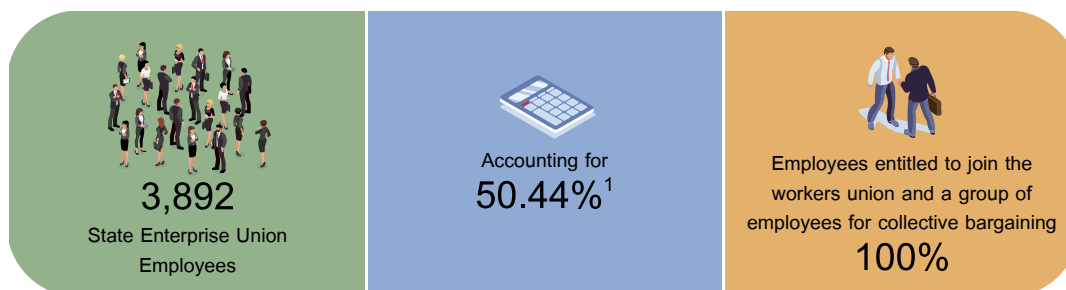
[1]per total permanent employees

Furthermore, AOT also collaborates with members of AOT Worker's Union in encouraging the employees to exercise their rights of collective bargaining. In 2018, an annual general meeting to discuss statuses and appropriate practices on welfare and work conditions.

(Additional details are available on http://www.thailabordatabase.org/th/union.php?c=detail&id=1369)

Driving Organizational Success through Competent Employees

AOT places importance on its personnel as a crucial factor for achieving business growth while promoting its sustainable airports. AOT then develops employees' knowledge and capabilities and exploits cultural diversity in the workplace to create innovations and reinforce competitiveness by retaining competent employees. Moreover, AOT takes into account all opinions of employees to determine various types of employee development projects in response to employee satisfaction, engagement, well-being as well as involvement in sustainable organizational development.

Human Resource Management

AOT focuses on building competent workforce, as a key driver of sustainable development, through continuous development of knowledge and capabilities and adherence to core values. Human resource management is a fundamental part of the AOT's Strategic Plan (2017 - 2021) with the Human Resource Department as a responsible unit for ensuring that it is proceeding according to the AOT's Human Resource Management Master Plan, covering core values promotion, knowledge management and employee core competency and functional competency development programs. An annual review of program performance results is essential to ensure that human resource management programs initiated each year are in line with the approaches to organizational development that deliver value and create meaningful career paths for employees at all levels.

Core Values Promotion Program

AOT cultivates core values, consisting of Service Minded, Safety & Security, Teamwork, Innovation and Integrity, through the core value promotion program for employees at all levels, ranging from top management level to operational employee level. Employee at different levels will play different roles in promoting core values.

AOT's Human Resource Management Master Plan

Roles of Employees at Each Level in Promoting Core Values

Senior Executives as Role Models	Division Directors as Change Agents	Operational Employees as Young Role Models
Act as a role model to inspire employees to the ideas and behaviors according to AOT's core values.	Drive changes and create an environment to promote AOT's core values for subordinates.	Participate in activities and apply core values to work practices and act as a role model for colleagues to help make the core values as part of the organization's culture.

VDO Clip and Mr. & Miss AOT Core Values 2018 Contest

To promote core values and cultivate a culture of positive behaviors for AOT officers and employees throughout the organization, AOT organized AOT Core Value Photo and VDO Clip 2018 Contest and Mr. & Miss AOT Core Values 2018 Contest.

Knowledge Management (KM) Program

The Knowledge Management (KM) program is initiated by the Human resources Department, AOT Academy, in collaboration with the AOT Core Values and Knowledge Management Steering Committee and concerned agencies. The 4Learn model and the KM Maturity Model (KMMMM) of the American Productivity and Quality Center (APQC), a world-class organization that administers American national quality awards, are applied to ensure a systematic and highly efficient knowledge management and knowledge exchange systems of employees within the organization.

Project Management Structure

Core Values and Knowledge Management Steering Committee is responsible for setting a policy, directions and goals of AOT's knowledge management.	**Information System Department** is responsible for supporting the development of Knowledge Management System (KMS).	**Community of Practice (CoP)** is responsible for collecting and storing knowledge, applying knowledge to work practices and providing recommendations for improvements.

AOT's Knowledge Management Process (KM Process)

Process 1 Define/Identify
Define critical knowledge of disruptive innovation and develop Airport Operation System K-Map for easy application

Process 2 Collect/Capture/Acquire
Collect knowledge in support of the organization's operation, capture knowledge from both internal and external mentors as well as acquire information from international airports and apply knowledge to AOT

Process 3 Classify/Organize
Organize knowledge easily accessible to operators on the Airport Operation System

Process 4 Share/Transfer
Transform knowledge into VDO Micro Learning for more convenience

Process 5 Use/Learn
Use knowledge to improve and develop the organization's operations

AOT 4 Learn model

AOT develops and runs the knowledge management process by using the 4 Learn model that focuses on building a Community of Practice (CoP) to link and disseminate knowledge within and outside the organization, store knowledge in the Knowledge Management System (KMS) systematically and further apply such knowledge to the development and improvement of the organization operations.

Learn to Learn (LO)	Learn to Share (KM)
Learning from individuals and teams and Organizational Learning (OL)	Knowledge Management (KM) by collecting, finding, sharing and creating knowledge in a systematic manner
Learn to Connect (CoP)	Learn to Innovate (Innovate)
Building of a Community of Practice (CoP) to find, collect and identify new knowledge, exchange best practices between airports and exchange knowledge between internal and external units	Develop an understanding of disruptive technology that significantly affects airport business to promote the application of knowledge from outside, integrate knowledge for improvements or building of new work processes and store knowledge in the KMS for further development of innovations according to the AOT's Innovation Strategy Plan (2017 - 2021)

KM Day 2018

AOT organized KM Day 2018 to promote knowledge sharing and presentwork pieces developed by KM expert across functional lines as well as enhance participation of AOT executives and employees and exchange knowledge with external agencies such as the Aeronautical Radio of Thailand Ltd. to jointly organize the aviation exhibition and SITA Group Ltd. to arrange activities to enhance knowledge of airport technologies. The event was attended by approximately 300 AOT executives and employees at all levels.

Employee Core Competency and Functional Competency Development Program

AOT develops airport management competency of employees at all levels, in terms of both operations and management functions, as in line with air transportation standards of domestic and international organizations such as the Civil Aviation Authority of Thailand, the International Civil Aviation Organization (ICAO) and the Federal Aviation Administration (FAA). In 2018, AOT held a total of 1,072 courses/programs with a total of 9,330 participating employees. Details are as follows:

Employee Development in 2018

Employee Development **1,072** **courses/programs**	Airport Management Training: 308 programs
	General Management Training: 206 programs
	Functional & Operation Training: 432 programs
	Soft Skills Training: 126 programs

Basic Airport Management Training Program for Each Level of AOT Employees

comprises 4 major programs with the following objectives:

Airport Operations: (AO)

Employee Level 1 - 4

Have knowledge and understanding of various activities related to air transportation industry and airport operation skills to keep pace with ongoing technological changes.

Junior Airport Management: (JAM)

Employee Level 4 - 5

Have knowledge and understanding of duties and responsibilities of junior airport managers and take this opportunity to exchange knowledge and experience in problem solving and develop leadership personality and engage in teamwork.

Intermediate Airport Management: (IAM)

Employee Level 5 - 6

Have ideas and visions to manage and operate airport business, understand new management techniques, exchange knowledge and experience and increase marketing capacity.

Senior Airport Management: (SAM)

Employee Level 6 - 7

Have airport management visions and skills in strategic planning and problem solving based on changes in circumstances and environment and exchange knowledge and experience to achieve airport operational excellence.

Other Training Programs

AOT also organized human resource development courses and programs for specific expertise such as airport safety operations, management and general knowledge, executive competency development, good corporate governance, overseas courses on sustainability, competent employee development and courses organized in collaboration with the Civil Aviation Training Center.

AOT Executive Competency Development Program

In 2018, AOT organized leadership development courses for executives in the positions of Vice President/Deputy Vice President of Department, Deputy Vice President of Office, Deputy Airport Manager, Center Director and Division Director, aiming at enabling them to understand the leadership roles in motivating and promoting competency of employees for work efficiency and reduce a work crisis with effective directions and time management. The training comprises courses such as 7 leadership traits for highly competent leaders, strategic thinking in future business arena, strategies for leading change, skill enhancement for today's professional leaders and planning and systematic creativity. The program was held during August - September 2018, with a total of 248 participants.

AOT Advanced Airport Management Program (AAMP)

AOT's vision is "AOT Operates The World's Smartest Airports" and one of the core competencies of AOT is expertise in airport operations management. AOT then organized "AOT Advanced Airport Management Program (AAMP)" for the fiscal year 2018, in collaboration with the Aviation Strategies International Institute (ASI-I) under the cooperative project of Trainair Plus (ICAO), for 24 employees. The program aimed at increasing airport management capacity in response to changes and challenges facing the AOT's airport operations management and in preparedness for competent employees for integrated airport operations management. It also served as the preparatory program for employees who possessed knowledge and expertise in different areas of airport management. The employees passing the "Global ACI - ICAO Airport Management Professional Accreditation Program (AMPAP)" jointly became lecturers to disseminate knowledge in different areas according to the guidelines of the Trainair Plus (ICAO). AOT is preparing for developing its major airport management programs in accordance with the standards of the Trainair Plus (ICAO) which can provide certificates accredited by AOT, the Aviation Strategies International Institute (ASI-I) - Trainair Plus (ICAO) and other well-known educational institutes in the future.

Employee Development Performance in 2018

A total of **9,330** participating employees	Average hours of employees' trainings of **43.68** Hours per person per year

A total of **264,677,731.8** Baht Investment in employees' trainings	Average training costs of **28,368.46** Baht per person per year	Human Capital Return on Investment (HCROI) **5.45**	**20.89%** of AOT's internal employee transfer

Employee Diversity

Employee diversity gives the organization a competitive advantage that makes its diversity of ideas and viewpoints beneficial to the creativity of innovations and the business adaptation to current circumstances. AOT then respects the diversity and equality of employees, regardless of sex, idea, belief and physical difference, as prescribed in the Good Corporate Governance Handbook. AOT also provides their employees with career progression opportunities. Individual performance appraisal is annually conducted by their superiors. The employees use the appraisal results to develop guidelines for self-improvements and higher work efficiency.

A total of **7,716** employees	**39.76** of AOT employees are female.	Proportion of Female Employees
		Board of Directors Level 13.33%
		Top Management level (Level 9 - 11) 34.89%
		Management Level (Level 7 - 8) 50.08%
		Operational Level (Level 6 and below) 35.8%

Proportion of Employees By Business Unit						
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
1,271 employees, 54.8% are female	2,273 employees, 30.9% are female	892 employees, 38.6% are female	225 employees, 41.3% are female	191 employees, 31.9% are female	524 employees, 36.8% are female	146 employees, 33.6% are female

Promotion of Diverse Cultural Identities among Employees

AOT operates 6 airports in the North, Central and South of Thailand where cultural differences exist. AOT supports the government sector to campaign for the wearing of traditional Thai costumes depending on each regional identity which is in line with the diversity of areas operating 6 airports under its responsibility in the North, Central and South of Thailand. To help preserve and promote Thainess for the youth and general public, AOT then encourages its officers and employees to wear traditional Thai costumes that reflect the identity of each locality on Fridays.

Employee Satisfaction

AOT conducts an employee engagement and satisfaction survey on a yearly basis. The survey was conducted online for a total of 7,173 officers and employees, classified into 4 groups: senior executive group, operational employee group, supporting employee group and temporary staff group. The survey topic included the issues such as responsibility, advancement, remuneration, relationship, acceptance from others and work environment.

In 2018, AOT set a target at 75%. The survey results showed that officers and employees' satisfaction was higher than the previous year, with the score of 83.46% which met the specified target. The average scores by gender were 80.75% for male employees and 78.12% for female employees.

The areas with the highest satisfaction at 88.89% were job responsibility, pride in the work and systematic and standardized work processes. The areas for improvements were career path, performance appraisal system, suggestion system and creativity. Data from the employee satisfaction survey will be analyzed based on position level, age group and sex for developing implementation plans to increase employee satisfaction in the future.

Employee Satisfaction and Employee Retention

Employee Satisfaction Scores			Proportion of Employee Participation in the Satisfaction Survey
Scores in 2017 **80.75%** 82.54% were male 78.12% were female	Scores in 2018 **83.46%** 80.75% were male 78.12% were female	Scores in 2018 **75%** "Meet the Target"	**92.57%**
Total Turnover Rate[1] **0.42%**	Voluntary Turnover Rate[1] **0.42%**		Return to Work and Retention Rate after Maternity Leave **100%**

[1] Per total employees

High Satisfaction Issues in 2018	Areas for Improvements in 2018
• Job responsibility	• Career path
• Pride in the work	• Performance appraisal system
• Systematic and standardized work processes	• Suggestion system
	• Creativity

Outstanding Employee Awards

AOT admires the officers or employees who have made outstanding contributions, did good deeds and performed voluntary acts and praises them to be social role models on all occasions of its anniversary of operation. In 2018, AOT held a ceremony to present awards to a total of 10 individuals or outside agencies that had made great contributions to AOT.

Examples of contributions:

• Provision of services that exceed expectations and create impressions for AOT's airport users

• Rescue of passengers and unconscious people by Cardio Pulmonary Resuscitation

• Inventions that increase service efficiency of units

The selection of outstanding employees was conducted with transparency and fairness based on the criteria consisting of 40% demonstration of AOT's core values and 60% supporting evidence as in accordance with the core values, including contributions and benefits to AOT, recognition letters or other awards previously received from the contributions.

Outstanding employee

Outstanding group

Employees who are regarded as special

ขอแสดงความเสียใจ
อย่างสุดซึ้งในการจากไปของ

นาวาตรี สมาน กุนัน
เจ้าหน้าที่รักษาความปลอดภัย 4 ส่วนตระเวนระงับเหตุ
ฝ่ายรักษาความปลอดภัยท่าอากาศยานสุวรรณภูมิ

ผู้เสียสละปฏิบัติภารกิจช่วยเหลือ
ทีมหมูป่า อะคาเดมี แม่สาย
ด้วยจิตใจที่สูงส่งและมุ่งมั่น

Tribute Event for the Hero of Tham Luang Cave, Lieutenant Commander Saman Kunan

On 27 August, 2018, AOT held an event to pay tribute to the hero of Tham Luang Cave, Lieutenant Commander Saman Kunan, the Security Officer 4, Airport Patrol Division, Security Department at Suvarnabhumi Airport, and 32 AOT officers whose sacrifice and bravery went for the rescue operation of 13 boys from the Wild Boar football team trapped in Tham Luang Nang Non Cave, Chiang Rai Province, during 23 June - 11 July 2018.

AOT also accepted Mrs. Waleeporn Kunan as an employee assigned to work at Suvarnabhumi Airport as the Airport Inspector 4, Security Department, in recognition of his sacrifice in the Tham Luang rescue operation.

To Reach Corporate Citizenship Airport

Conducting business on a solid foundation of sustainability shall result in the country's stability and prosperity. To achieve corporate sustainability, AOT, as a major airport operator of the country, has conducted business in accordance with safety requirements, which stabilizes AOT's operations.

Moreover, AOT has focused on creating engagement and acceptance among communities surrounding the airports under AOT's responsibilities. AOT also fosters business consciousness on respecting stakeholders' human rights to ensure business success as a Corporate Citizenship Airport.

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Delivering Safe and Secure Airports

Serving as the country's main airport operator, AOT realizes that airport business operation is related to the country's stability. AOT has built confidence in business operations to stakeholders by strictly complying with the Aerodrome Safety Policy, safety management and airport security. AOT sets up operational goals and constantly fosters safety and security awareness among employees, entrepreneurs, airlines and passenger to ensure that all areas in AOT's airports meet national and international safety and security standards.

Policy and Management on Airport Safety Standards

AOT establishes the Aerodrome Safety Policy and the Aerodrome Safety Management Committee, with the President serving as the Chairman on establishment of such policy, which is used as the safety management guidelines at the corporate level. The Aerodrome Standard and Safety Department serves as the committee secretary. For the airport level, the General Manager of the airport serves as the Chairman of the Aerodrome Safety Committee and formulates the policy in alignment with AOT's Aerodrome Safety Policy, which is used as the safety management guidelines at the airport level. The Aerodrome Standard and Occupational Health Department or the Aerodrome Standard and Occupational Health Section serves as the committee secretary.

Aerodrome Safety Management Structure

At Corporate Level The President serves as the Chairman of the Aerodrome Safety Management Committee	At Airport Level The General Manager serves as the Chairman of the Aerodrome Safety Committee
• Set up the policy, work plans and procedures on AOT's acceptable level of safety (ALOS). • Follow up and accelerates resolutions of weakness of the 6 airports to maintain the Public Aerodrome Operating Certificates. • Support and promote the airports' developments of safety management system (SMS) continually.	• Formulates the policy in alignment with AOT's Aerodrome Safety Policy for being used as the airport safety management guidelines • Sets up duties on overseeing and monitoring safety performance and safety management by following the safety management system (SMS) in compliance with domestic aviation laws and international standards.
• The Aerodrome Standard and Safety Department serves as the secretary.	• The Aerodrome Standard and Occupational Health Department or the Aerodrome Standard and Occupational Health Section serves as the committee secretary.

Aerodrome Safety Policy

Develop airport safety standards and management in parallel with growth in the air transportation business under the ICAO standards	Provide human resource and budget support for implementing the Safety Management System (SMS)	All levels of executives are responsible for airport safety to ensure compliance with regulations, indicators, and goals	All staff members and employees must acknowledge and cooperate with airport safety rules	Organize training, reviews, and communication to ensure adequate knowledge and understanding to comply with the Safety Policy
Campaign, promote, and incentivize related people to practice and internalize safety culture	Monitor and assess safety performance and the SMS system for continual development	Support independent and non-punitive safety reporting and investigation	Investigate causes of safety incidents	Support coordination and integration of related safety systems

In addition, all AOT's 6 airports have prepared the Aerodrome Manual in alignment with the international standard; ICAO Doc 9774; Manual on Certification of Aerodrome, in order to implement airport safety for serving Airlines that are operating at the AOT's airports.

Aerodrome Manual

Part 1 General Information

Purpose and scope of the Aerodrome Manual, rules and regulations including requirements related to the aerodrome operations, conditions of use, available aeronautical information service and circulation procedures, system for recording aircraft movement and obligations of the aerodrome operator

Part 2 Particulars of the Aerodrome Site

Aerodrome location, boundary, diagram showing positions of the Aerodrome and nearby communities and other relevant information

Part 3 Particulars of the Aerodrome Required to be Reported to the Aeronautical Information Service (AIS)

General Information, size and information related to the aerodrome

Part 4 Particulars of the Aerodrome Operating Procedures and Safety Measures

Aerodrome reporting, movement area access, emergency plan, fire-fighting and rescue, inspecting movement areas and obstacle limitation surfaces, inspecting visual aids and aerodrome electrical system, movement area maintenance, safety procedures for construction and maintenance work periods, aircraft parking bay management, apron safety management, airside vehicle control, wildlife hazard management, obstacle control, removal of disabled aircraft, handling hazardous materials, low-visibility operations, and protection of radar & navigational aids

Part 5 Aerodrome Administration and Safety Management System

AOT's Safety and Security Training Programs

Safety Training Programs	Security Training Programs	
1. Aerodrome Wildlife Control and Reduction 2. ACI-ICAO Aerodrome Certification 3. GSN 5:Advanced Safety Management Systems 4. GSN 3:Emergency Planning and Crisis Management Safety Awareness Seminar 5. Safety Awareness Seminar	Training Programs Required by the Government	Training Programs Organized for External Organizations (as Being Required)
	3S for Security Standards (basic level and review level)	3S for Security Standards (basic level)
	Aviation Security (AVSEC) Inspector	Security Awareness and Detection of Explosive Devices by X-ray Machine
	Aviation Security Supervisor	Review of Knowledge on X-ray Imaging Analysis

Security Operations

In 2018, there was a case on violation of safety and security regulations when airport security guard had used excessive force in controlling foreign passenger who displayed inappropriate behavior. AOT has conducted investigation on this case while the airport's General Manger and Director of Security Department have been suspended from duties and transferred to other departments for transparency of investigation. Since the case is severe disciplinary offence, such security guard has been interrogated. AOT also submitted an official letter to the embassy to express its sincere apology to the passenger.

In-House Safety Training Programs

AOT's Airport Safety Culture Promotion Program

Airport safety culture is an essential factor enabling airport business' maximum efficiency. AOT has organized training programs facilitated by certified internal trainers and external trainers from both domestic and international institutions as well as activities promoting safety knowledge exchanges among experts from the airports under the Sister Airport Agreements (SAA), all of which create awareness and develop safety knowledge and expertise mutually with AOT's business alliances.

In-House Safety Training Programs

"Aviation Security Supervisors (AVSEC Supervisors)" for Officials Supervising Inspection Searches/ Security Operations at Suvarnabhumi Airport

AOT organized "Aviation Security Supervisors (AVSEC Supervisors)" training program participated by 36 officials who supervise inspection searches/ security operations at Suvarnabhumi Airport. The program objectives included providing knowledge and creating understanding on roles and responsibilities of team leader and supervisor, building confidence and leadership, developing team leader and supervisor's skills on supervising/instructing and managing team members' performances to ensure maximum efficiency and effectiveness as well as preparing for being audited on security operations by both domestic and international organizations.

Safety Training Programs Organized for External Organizations

Lecture on "Security Operations" Provided to the Civil Aviation Authority of Nepal (CAAN), Kingdom of Nepal

AOT provided speaker to give lecture under the topic: "Security Operations" in accordance with ICAO's international safety standards to the officials from the Aviation Authority of Nepal (CAAN), Kingdom of Nepal. The lecture was a part of "Aviation Administration and Financial Management Training Course" which was held at Thai Aeronautical Radio of Thailand Ltd., Bangkok, to strengthen good relationships among airport operators in Asia as well as to transfer knowledge on a wide range of management standards among the airports.

Security Awareness

In 2018, AOT and Directorate of Intelligence of Royal Thai Air Force jointly provided lecture on Security Awareness for military officers of Directorate of Intelligence.

The lecture is a part of the seminar on air base security operations towards international standards; it disseminated knowledge on AOT's security operations to external organizations to improve aviation security standards of various sectors in the country.

Bird - Aircraft Collision Control

Bird - aircraft collision is deemed airport's safety challenge. This kind of accident is caused by bird behavior and environmental conditions that attract birds to fly into air field. Bird - aircraft collision has to be managed properly to ensure aviation safety, reduce aircraft damage and avoid trip delays. AOT has deployed measures to prevent accidents from birds constantly, for example, managing bird's food sources, shelters and factors that attract birds. Moreover, to prevent birds from getting familiar with the airport areas, birds are repelled by appropriate repellent techniques developed by AOT and suggested in ICAO's Doc 9137; Airport Service Manual; Part 3: Wild Control and Reduction. These techniques include audio repellents and visual repellents as well as repelling by AOT's staffs who have ornithological knowledge.

AOT has collected information and made reports on bird - aircraft collisions continuously in compliance with ICAO's reporting standard (IBIS:ICAO Bird Strike Information System) to demonstrate to stakeholders that AOT has performed efficiently by following international standards. AOT also publicizes knowledge on bird-strike prevention to other airport such as U-Tapao International Airport

In addition to safety and security training programs, AOT has conducted proactive PR on safety and security measures through electronic media and PR boards within the airports including a training program on basic first-aid by using automated external defibrillators (AED) for staff members, employees, entrepreneurs and government agencies' officials working in the airports in order that they would be able to rescue people in danger correctly.

Airport Safety Public Relations

AOT has publicized its operational progresses and practical facts on airport safety and security to all airport user groups. The information on a campeign: "New Year Holidays: Drive Safely, Drive Slowly - Turn On Headlights - Fasten Seat Beat" and safety workshops including news regarding safety trainings held at various airports are released on PR boards and through electronic media to create awareness among staff

members, employees, entrepreneurs and passengers as well as to enhance the corporate image that gives priority to safety and security.
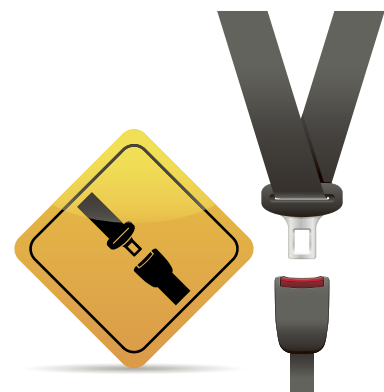
Basic First-aid by Using AED Training Program

AOT organized Basic Life Support (BLS) program for staff members, employees, entrepreneurs and government agencies' officials working in the airports in accordance with ICAO's requirements to provide knowledge on first-aid and cardiopulmonary resuscitation (CPR) as well as to ensure preparedness for health emergency may occur in the airports, passenger terminal and operational areas. AOT has automated external defibrillators (AED) installed in areas within the 6 airports and head office, which increase chances of survival among patients with heart emergencies and cardiac dysrhythmia.

Control of Global Communicable Diseases

Since airport is a transport hub where passengers from many countries travel to and from, it becomes strategic venue for controlling outbreaks of communicable disease when epidemic occurs. AOT is aware of potential problems that can cause impacts to both Thai and foreign airport users, AOT therefore determines global communicable disease surveillance procedures, which is undertaken by Medical Department, in accordance with Communicable Diseases Act B.E. 2558 (2015) promulgated by the Ministry of Public Health and International Health Regulations (2005) of World Health Organization. AOT has collaborated with quarantine offices, Bamrasnaradura Infectious Diseases Institute and Bureau of Epidemiology of Department of Disease Control, Ministry of Public Health to control communicable diseases in case of having patients with suspected infections such as Middle East respiratory syndrome-related coronavirus 2012 (MERS-CoV), Ebola virus disease and avian influenza A (H7N9), etc.

Global Communicable Disease Surveillance Procedures

Global Communicable Disease Surveillance Procedures

The Immigration Checkpoint receives a notification from airport's Medical Department in case of finding a passenger with suspected infection.

The public health officer with personal protective clothing travel to the airport to conduct disease screening.

The Quarantine Officer contacts the Quarantine Supervisor to inform about condition.

The doctor working at the Quarantine Ofiice diagnoses passenger's condition and checks on additional information to determine if it is a suspected case or not.

Yes

No

The Quarantine Officer records passenger's information in TM.8 Form and provides such information for patient transfer to the Bamrasnaradura Infectious Diseases Institute and informs the Bureau of Epidemiology to conduct disease investigation.

The Quarantine Officer records passenger's information in TM.8 Form, notifies the Bureau of Epidemiology about the case and gives passenger suggestions including document on healthcare practices.

Coordinate with the airline officer and requests passenger's luggage

Deliver passenger's luggage for custom formality

Escort the passenger with luggage to go through immigration process

Yes

No

Transfer the passenger to the medical service unit

Leave the airport

Public Health Emergency of International Concern (PHEIC) Exercise

AOT, Department of Disease Control, Department of Livestock Development and relevant organizations jointly organized Public Health Emergency of International Concern (PHEIC) Exercise at Suvarnabhumi Airport on 17 July 2018 to cope with severe outbreaks of avian influenza A (H7N9). The program was a public health emergency response table-top exercise through 2 simulated cases namely detection of bird flu infection from poultry smuggled into the country and patient infected with avian influenza virus (H7N9) from the country of origin and became ill while being in Thailand. The exercise's assessment results would be analyzed to identify opportunities for emergency response plan improvement to ensure its completeness and readiness for being applied effectively with a real situation, which is deemed as the country's public health capability development in accordance with relevant requirements.

Emergency and Contingency Plans' Exercises

AOT conducted exercise sessions to ensure its preparedness and test management system efficiency in case of emergency. The sessions included emergency plan and contingency plan exercises among relevant internal department. The full scale and partial exercises were taken through simulated scenarios encompassed aviation safety and aviation security in accordance with ICAO's operational guidelines and Civil Aviation Board's Regulation; Issue 82: National Civil Aviation Security Programme (NCASP).

AOT organizes emergency plan and contingency plan exercises at every airport on a yearly basis with different simulated scenarios based on context of each airport. The exercises are conducted to strengthen emergency preparedness as well as to improve emergency response and coordination systems' efficiencies, which could minimize damage, including creating confidence on airport safety and security measures to airport users and stakeholders.

Suvarnabhumi Airport's Emergency Exercise on Hostage-Taking Situation

On 23 August 2018, AOT organized full scale emergency exercise with hostage-taking scenario at Suvarnabhumi Airport. The exercise was jointly taken with relevant organizations such as Counter Terrorism Operation Center under Royal Thai Armed Forces Headquarters, Survanabhumi Airport Provincial Police Station, Mueang Samut Prakan Police Station, Samitivej Hospital, Sikarin Hospital, Bangplee Hospital and other hospitals. Suvarnabhumi Airport's General Manager, Senior Executive Vice President - Airport and Aviation Standard and high - level executives attended to observe the exercise.

Firefighting and Fire Evacuation Practices within the Airports

To ensure preparedness in case of fire in the airport as well as to create confidence among airport users and stakeholders, AOT organizes firefighting and fire evacuation practices on a yearly basis. Moreover, every airport under AOT's responsibilities also conducts exercises and reviews on firefighting and fire evacuation regularly, all of which are undertaken by Firefighting and Rescue Department. Causes and serverities of simulated scenarios such as fire in pasenger terminal, fire on runway, fuel leakage and bomb disposal at each airport may be different.

AOT's Emergency and Contingency Plans' Exercises

Airport	Simulated Scenario	Exercise Date	Exercise Format
Suvarnabhumi Airport	Unlawful seizure; hostage-taking	23 August 2018	Full Scale Exercise
Don Mueang International Airport	Bomb threat and bomb exploded	8-9 August 2018	Full Scale Exercise
Chiang Mai International Airport	Medical emergency - infectious disease and quarantine	20 July 2018	Full Scale Exercise
Hat Yai International Airport	aircraft crash and aircraft accident in the airport area	29 June 2018	Full Scale Exercise
Phuket International Airport	Earthquake with a magnitude of 9.00 occurred in the Andaman Sea at around Nicobar Islands (460 kilometres from the airport)	31 May 2018	Partial Exercise
	Sabotage including bombing and bomb explosion in passenger terminal	30 August 2018	Full Scale Exercise
Mae Fah Luang - Chiang Rai International Airport	Seizure of aircraft on ground	2-3 August 2018	Full Scale Exercise

According to assessment results on emergency plan and contingency plan exercises, emergency preparedness equipment including fire-fighting and rescue equipment, security equipment and medical devices was ranked "Very Good", coordination among units participated in the exercises was ranked "Very Good" and confidence of stakeholders and relevant organizations was ranked "Very Good" while procedures and sequences of exercises did not cause any damage. However, a unit undertaking radio frequency adjustment as well as some subsidiary processes such as handling relatives of victims and press release should be added. All airports under AOT's responsibilities shall review on the results of emergency plan and contingency plan exercises in order improve the plans accordingly.

Results of AOT's Emergency and Contingency Plans' Exercises

Equipment Readiness	Coordination	Stakeholder Confidence	Damage Caused by Exercises
"Very Good"	"Very Good"	"Very Good"	"None"

Focusing on Participation

Based on the concept of "Corporate Citizenship Airport" AOT has managed its airport sustainability by creating shared value for communities and societies surrounding the airports. Through delivery of social value at both corporate level and airport level, AOT builds trust and increases confidence that AOT and the communities shall be growing stably together while supporting one another.

Community and Society Engagement Approaches

AOT has implemented its corporate social responsibilities and sustainability initiatives in accordance with the Strategy 1.3: Sustainable development under Airport Strategic Positioning, which is one among strategies determined in AOT corporate Plan (2017 - 2021). AOT's Corporate Social Responsibilities and Corporate Governance Department is responsible for implementating of the framework for delivering social value and sustainable development, comprising 3 strategies namely the 1st Strategy: Sustainable

Management, the 2nd Strategy: Stakeholder Linkage, and the 3rd Strategy: Activities Sustainable development.

AOT aims to be the "Corporate Citizenship Airport" based on the 3rd Strategy: Activities for Sustainable development, which are conducted through 3 levels of activities including the corporate level under the concept of "Learning Airport", the activities that are in line with the airport positioning, and community relations activities.

AOT's Framework for Delivering Social Value

Community Engagement & Social Participation

Encourage communities to form a partnership which will strengthen and lead communities towards mutual sustainable growth.

17 PARTNERSHIPS FOR THE GOALS

Human Capital Development

Create knowledge capital, skills, and capabilities for local people in AOT site areas that will improve the quality of life of community members while still preserve local culture, custom, or indigenous knowledge.

4 QUALITY EDUCATION

Local Economic Development

Contribute towards local economic growth in AOT site areas through tourism promotion and sales of local products and related services.

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

11 SUSTAINABLE CITIES AND COMMUNITIES

Ecosystem Preservation

Help local communities restore and conserve ecosystems in AOT site areas and encourage ecosystem conservation in nearby communities while still preserve the aviation safety.

13 CLIMATE ACTION

14 LIFE BELOW WATER

15 LIFE ON LAND

Implementation Plan for Sustainable development of Corporate Level

2017 AOT Knowledge Indicators	2018 Systematic Information Storage	2019 Knowledge Management
• Air Transport • Airport Management • AOT's Core Competency Knowledge (Safety & Security, Network.)	• Using information technology to create a knowledge base system, collection, storage, search, distribution, and sharing	• Knowledge screening • Knowledge Creation • Knowledge Sharing • Knowledge Application

The aforementioned strategies and action plans are transformed to be CSR activities of both corporate level and airport level.

AOT's Corporate Social Activities

In 2018, AOT promoted CSR activities through a variety of support covering a budget, employees' times on social activities, goods and services offered including expenses incurred by implementation of community relations. The CSR activities were divided into 3 categories namely charitable donation, neither for profile memorization community investment for public works and commercial social activities.

Proportion of AOT's Social Development Activities	
Total Number of Social Activities **128** Projects	Total Value of **35** million Baht
Value of Social Activities	
Employees' Times for **4,784** Hours Representing **1.5** million Baht	Goods and Services **1.6** million Baht
Proportion of Social Activities		
Donation to Charity **41%**	Community Investing **22%**	Commercial Social Activities **37%**

The CSR activities were arranged to respond to the vision and strategies under the framework for delivering social value at both corporate level and airport level.

Activities for Corporate Sustainable Development

AOT has 3 Sustainable development Activities which include Learning Airport, Airport Site Visit Program and AOT Volunteer Program.

Airport Site Visit Program

Organizations and educational institutions that are interested in the airport site visit program can visit the airports to learn about airport management systems such as security and internal public transport management. The program results in knowledge and understanding as well as knowledge exchange. It is a factor that attracts personals to work with AOT as well.

Program Scope
6 Airports

17,894 Site Visitors Compared to 7,290 Site Visitors in 2017	Suvarnabhumi Airport 13,405 Site Visitors
	Don Mueang International Airport 397 Site Visitors
	Chiang Mai International Airport 1,125 Site Visitors
	Hat Yai International Airport 270 Site Visitors
	Phuket International Airport 1,594 Site Visitors
	Mae Fah Luang - Chiang Rai International 1,103 Site Visitors

AOT Volunteer Program

The program is conducted to transfer useful knowledge on quality of life development to benefit the communities and societies surrounding the airports. There are currently 2 activities which are Basic Fire-fighting Training and Youth Environmental Awareness.

Basic Fire-fighting Training

The program aims at educating youths, schools, and communities surrounding AOT'S 6 airports and the head office on basic fire-fighting in theory and practice as well as safety tips for everyday life by AOT lecturers;

Program Scope Head Office and the 6 Airports	Program Value 350,000 Baht
Number of participants 1,620 persons compared to 350 participants in 2017	Number of communities participating: 8 communities

Youth Environmental Awareness

The lectures are delivered for more than 1,650 secondary school students around AOT's 6 airports on environmental and energy conservation so that knowledge can be applied to save electricity at schools and in other areas of students' daily lives. The program also awards participating schools that have successfully reduced their electricity usage. The objective of this program is for youths to have a positive attitude toward the airports on environmental management and to have correct knowledge and understanding on environmental protection energy saving.

Program Scope Head Office and the 6 Airports	Program value 732,720 Baht
Number of participants 1,650 presons compared to 1,600 persons in 2017	Number of schools participating 6 schools
Total energy saving of the entire program 1.42 MWh	

Airport Sustainable Development Activities

In addition to the corporate Sustainable Development Activities, AOT has developed the framework for delivering social value to be the airport Sustainable Development Activities to meet different needs of the communities in each area.

Airport	Plan/Project	Importance
Suvarnabhumi Airport	Suvarnabhumi Airport Ecosystem Development Pilot Project	The project meets actual needs of local public organizations and communities' members. Dredging and removing of water hyacinth, weeds, and other waste materials, that block water passages to increase water flow, improves the quality of water which is suitable for agriculture, fishery, water transportation and obage this project can reduce the environmental and health risk from using herbicide to get rid of water hyacinth and weeds. Moreover, this it also reduces the airport operational risk of flooding.
Don Mueang International Airport	Clean Energy Learning Project	The Clean Energy Learning Project taken at Bumrung Rawiwan Witthaya School has created learning experiences on solar cells for students and teachers. The school integrates body of knowledge to STEM (Science, Technology, Engineering, and Mathematics) as well as a Science Club's activities. The school is currently a model for learning on clean energy through exhibition for other schools in Don Mueang area.
Chiang Mai International Airport	Baan Chom Chaeng Public Reservoir conservative Project	According to its culture, folk wisdom, community forest path and continued agricultural pathways including forest conservation and reforestation as well as check dam and public reservoir constructions, Baan Chom Chaeng is a potential community which can be developed into community-based tourism.
Hat Yai International Airport	Eco - Community for Sustainable Development Project at Khlong Hoi Khong District	The project focuses on the development of eco-community living by leveraging tourism with the implementation of experimental activities on community-based tourism. The activities include tours taken along the experimental paths, all of which enable the community members to improve their skills on management, development and product presentation including creating body of knowledge and area management methods. The activities also can connect to the community in greater depth when comparing to giving, donation or general volunteer projects. Meanwhile, the community is satisfied and agrees that the project is truly benefits to the community development.
Phuket International Airport	HKT Loves Coral	This project includes marine ecosystem restoration activities, fostering conscious on marine ecology and conservation and development of employees' practical skills, all of which respond to the airport's locational context, strategic positioning as "Gateway to the Andaman" and core competency. The outcomes of activities are achieved as determined.

Airport	Plan/Project	Importance
Mae Fah Luang - Chiang Rai International Airport	- Early Childhood Development Room, Ban Pang Lao Children Development Center - Thai Elderly and Healthy Lifestyles Expo at Rim Kok Sub-district - Elder Learning Center and Development at Tha Sai Sub-district	The projects are in line with the concept of development of sustainable capital (human capital) while the stakeholders gain benefits from the projects as determined.

Phuket International Airport

HKT Loves Coral

Detail of the Project

The marine ecosystem and coastal environment conservation project is conducted at Phuket International Airport's surrounding area to ensure ecological balance and strengthen the community members' way of life and economy: The project includes sub-activities as follows:

1. Coral Nurseries and Sea Clean-Up Activity

2. HKT Junior Conservationist Activity

3. HKT Loves Cora; Diver Training Activity

2017	2018
Number of Participants/ Beneficiaries/ Households/Area in 2 communities	Number of Participants/ Beneficiaries/ Households/Areas
2,500 persons - Ban Mai Khao Subdistrict/ Community 6 villages Around 1,600 persons - Sakhu Subdistrict/ Community 5 villages Around 1,000 persons	7 participating schools, an increase from 2017 - 14 teachers - 70 students

Social Return on Investment : SROI
HKT Loves Coral at Phuket International Airport

Investment Value 180,000 Baht	Social Value Forecast (3 years) 1,343,747.51 Baht	SROI = $\dfrac{1,343,747.51}{180,000.00}$	1 : 7.46

Every 1 Baht invested will yield the SROI
of 7.46 Baht.

Safeguarding Human Rights

AOT realizes that the business activities throughout the airport service's value chain encompassing the airport constructions and all operations may cause risks regarding a violation of human rights to its stakeholders which include business partners, customers, communities and environments surrounding the airports. Therefore, AOT has conducted its business activities by respecting and protecting such stakeholders' rights in accordance with AOT's Human Rights Policy. AOT sets human rights due diligence process to identify and prioritize human rights risk factors as well as formulates action plans that respond to such risk factors, all of which strengthen the stakeholder confidence in AOT's business operation that adheres to the concept of "Corporate Citizenship Airport".

Policy and Human Rights Due Diligence

AOT has carried on its operations by respecting all airport users' human rights and being consistent with AOT State Enterprise Plan. AOT's Human Rights Policy being first announced in 2018 is consistent with the international human rights principles and has been used as the implementing guidelines on human rights throughout the value chain.

AOT's Human Rights Policy

AOT's Human Rights Policy was established based on the international principles on human rights including the United Nations Universal Declaration of Human Rights (UDHR), the International Covenant on Civil and Political Rights (ICCPR), the International Covenant on Economic, Social and Cultural Rights (ICESCR), the ILO Declaration on Fundamental Principles on Business and Human Rights (UNGP), the Protection of and Respect for Rights, and the Impact Remediation of Rights Violations (Protect, Respect, and Remedy) or the "Ruggie Framework".

This Human Rights Policy covers all rights of AOT's employees, business partners, customers and communities including the environment. Details of the Policy comprise respects for the law and other related rules, hearing processes, channels for receiving complaints, complaints management systems, and remedy measures in case human rights violation occurs.

Employee Rights	Community and Environmental Rights
To ensure decent employment conditions by taking into consideration employee health and safety, preventing discrimination in any form and respecting employees' right with regards to freedom of association or collective bargaining	To maintain standard of living, health and safety in the surrounding communities by managing the environment to ensure minimum impact
Business Partner Rights	Customer Rights
To ensure decent employment conditions by taking into consideration worker health and safety, preventing of illegal labor and monitoring on implementation results continuously	To uphold customer rights in terms of health and safety as well as their respective assets including preventing discrimination and protecting customer privacy

Additional details are available on https://corporate.airportthai.co.th/wp-content/uploads/2018/06/humanRightsPolicy.pdf

AOT formulates the human rights due diligence to assess corporate risk factors on human rights and the measures to manage such risk factors. The human rights monitoring results are also reported in high-level meetings. In addition, the human rights due diligence is regularly conducted in alignment with the risks on human rights that may vary according to the airport business context.

Results on Human Rights Due Diligence

	Human Rights Issues and Priorities	Current Management Measures
Corporate Human Rights Due Diligence **100%** Covering the Head Office and the 6 Airports	Business partners and contractors' decent employment conditions	AOT places emphasis on respect for human rights whereas practices on human rights are defined in AOT's Sustainable Code of Conduct and Code of Ethics for Business Partners, Corporate Governance Policy, Corporate Governance Code, national airport safety measures, other measures determined by ICAO, and related policies applied in AOT.
	Customer safety and passenger safety	

Additional details are available on https://corporate.airportthai.co.th/wp-content/uploads/2018/06/AOT-HRDD-2017-2018.pdf

According to the results on human rights due diligence 2018, the risk factors on human rights, to which AOT gives priority, are classified into 2 issues. Both issues comprise the decent employment conditions of business partners and contractors and health and safety of customers and passengers. Considering the current measures, for example, AOT's Sustainable Code of Conduct for Business Partners, Corporate Governance Policy and Corporate Governance Code, these measures are adequate for controlling the risk factors on human rights. Nonetheless, a main division and supporting divisions are established to further formulate management measures on these 2 risk factors. AOT shall also disclose the results on human rights due diligence to public annually.

Promoting Airport Service Accessibility

AOT is committed to providing airport service equal access to all user groups including people with disabilities and elderly people. AOT's airport infrastructure designs are aligned with the Principles of Universal Design while the airports are equipped with facilities for all passenger groups. AOT prepares staffs to provide services to passengers from airport entrance to passenger terminal, such as restroom and service counter for people with disabilities, ramp at pick up - drop off points and parking lot. Additionally, Thai Telecommunication Relay Service (TTRS) and tactile paving surfaces are installed for assisting airport users with hearing and visual disabilities. AOT also provides assistants at every airport to facilitate people with disabilities and elderly people.

Facilities Provided for People with Disabilities and the Elderly at the Airports

AOT prepares facilities for passengers requiring special assistance, such as people with disabilities, elderly, children and pregnant women. AOT also sets up monitoring and maintenance procedures for facilities to ensure the same standards being applied at all 6 airports under AOT's supervision. Furthermore, annual trainings both in theories and practices are organized at every airport for all airport staff whose duties are related to facilities arrangement for and facilitating people with disabilities and the elderly. The expert speakers of specific fields of expertise and disabled speakers are invited to lecture and exchange ideas as well as approaches that really meet the needs. AOT therefore uses the knowledge obtained to improve the airport services. Such implementations reflect that AOT gives priority to people with disabilities and the elderly. This is to ensure that all airport users are able to access to service thoroughly and equally.

Training Program for Airport Operators to Assist People with Disabilities and the Elderly

Exchange Attitudes and Providing Assistance to People with Disabilities Lectured by Expert Speakers of Specific Fields of Expertise

Hands-on Training on Helping People with Disabilities and the Elderly

Training Program on Design, Monitoring and Assessment on Airport Facilities Arrangement for People with Disabilities and Elderly

◀ Advices on Facilities Arrangement Given by Experts

▲

Hands-on Practical Training which enables Participants to Understand Applicable Standards and Measures on Facilities Arrangement for People with Disabilities and Elderly

Respect the Human Rights in Security Screening

AOT realizes the importance of that rights and safety of airport users with racial and religious diversity, particularly the issues of privacy rights violation and discrimination in services, are important. AOT therefore regulates that offering security officers and security screening officers must pass the aviation security training courses certified by the Civil Aviation Authority of Thailand (CAAT). The training contents are aligned with CAAT's National Civil Aviation Security Training Programme and the National Civil Aviation Security Committee's Regulation; No. 83, regarding Inspection Searches for Security in Public Airport Operations, which cover treatment of passengers and airport users with politeness and courtesy manners while realizing on human rights, gender, religion, belief and privacy, including non-discrimination, airport security operation, security screening checkpoint operation, body search and luggage screening, area surveillance and area accessing control for security. Additionally, the assessment on implementation of human rights is deemed a part of AOT's internal security standards audit.

Private Screening Room

AOT prepares private screening rooms at every checkpoint of every airport in order to provide services to passengers who do not wish to have bodies and luggages screened in public. The passenger requesting for private screening room can notify the officer at all times.

About this Report

AOT has published the Sustainable Development Report for 8 consecutive years to communicate with stakeholders our progress and commitment on the implementation of the Sustainable Development Master Plan (2016 - 2019) and AOT Corporate Plan (2017 - 2021) which cover every dimension of sustainability comprising, economic, society, environment and governance.

Information presented in the Sustainable Development Report 2018 covered the period from 1 October 2017 to 30 September 2018, representing AOT's business performances at AOT head office and all 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 adheres to the international guidelines of the Global Reporting Initiative (GRI) Standards at "Core" level, GRI Airport Operators Sector Supplement (AOSS) and the UN Sustainable Development Goals (SDGs). Specifically,the content of this report follows 4 main principles: sustainability context, materiality, completeness, and stakeholder engagement.

Report Preparation Processes

Step 1 Identification	Step 2 Prioritization
Gathering important issues involved in the aviation business by taking into consideration significant factors both internal and external, for instance, corporate strategic direction, global issues, emerging issues and focal issues of by stakeholders, etc.	Senior executives and representatives from relevant departments participate in a workshop to rank material issues based on the impact on AOT's business performance and the importance to stakeholders. This step also includes conducting interviews with external stakeholders to perceive their perspectives and solicit opinions on sustainability issues.
Step 3 Verification	Step 4 Review
The Corporate Social Responsibility and Corporate Governance Department reviews and priorities the material prior to submitting for consideration and approval from AOT's President and senior executives.	AOT reviews Step 1 to 3 in every 2 year to ensure that the sustainability issues reflect AOT's contemporary context. The information obtained will be used to determine the business direction and sere the demands of the stakeholders effectively as well as be in line with international reporting standards. Opinions and suggestions raised in the processes of report preparation will be used in the development process of the following report.

Materiality Matrix

Economic Dimension   Social Dimension   Environmental Dimension

Very High

Impacts on Stakeholders

Airport Safety and Security

Economic Performance

Information Security and Privacy

Customer Satisfaction

Noise Impacts

Infrastructure and Airport Access

Sustainable Supply Chain

Community Relations

Marketing and Corporate eputation

Cooperation and Business Alliances

Digital and Innovation

Human Rights and Legal Workforce

Human Resource Development

Occupational health, Safety, Workplace Environment and Employee Well-Being

Personnel Attraction

Employee Diversity

Water Supply and Wastewater Management

Energy and Climate Change

Resource and Waste Management

Moderate

Moderate   Impacts on AOT   Very High

	Materiality	GRI Framework	Scopes of Impact					
			Internal	External				
			Executives and Employees	Customers	Business alliances	Shareholders	Regulators	Community and Society
Economic Dimension	Basic structure and Airport Access	- Indirect Economic Impact	✓	✓	✓	✓		
	Collaboration and Business alliances	- Governance	✓		✓			
	Sustainable Supply Chain	- Procurement	✓		✓			
	Digital and Innovation	-	✓	✓	✓			
	Information Security and Privacy	- Customer Privacy	✓	✓	✓		✓	
	Economic Performance	- Economic Performance - Market Presence*	✓		✓	✓		✓
	Marketing and Corporate Reputation	-	✓	✓	✓	✓	✓	✓
	Customer Satisfaction	- Service Quality*	✓	✓	✓			
Social	Occupational health, Safety, Workplace Environment and Employee Well-Being	- Occupational Health and Safety**	✓					
	Human Resource Development	- Training and Education	✓					
	Employee Attraction	- Employment	✓					
	Employee Diversity	- Diversity and Equality Opportunity - Employment	✓					
	Airport Safety and Security	- Security Implementation	✓	✓	✓		✓	
	Community Relations	- Local Communities	✓					✓
	Human Rights and Legal Workforce	- Human Right Assessment	✓	✓	✓		✓	✓
Environment	Noise Impact	- Noise Pollution*	✓	✓	✓		✓	✓
	Water supply and Wastewater Management	- Water and Effluents**	✓				✓	✓
	Energy and Climate Change	- Energy - Greenhouse Gas Emissions	✓	✓	✓		✓	✓
	Resource and Waste Management	- Effluents and Waste	✓				✓	✓

*Remarks: *reference from GRI G4 Sector Supplement Airport Operators, ** referenced from GRI STANDARDS 2018*

AOT's Stakeholders

According to AOT's identification of stakeholders involved in its airport business both internal and external throughout the value chain, its results indicate 6 groups of stakeholders including customers, business alliances, shareholders and investors, regulators , community and society, and executives and employees.

Setting Operational Approach and Reviewing Business Impact

Customers
- Airlines
- Passengers

Business Alliances
- Partners (Entrepreneurs, Tenants)
- Government and Private Agencies
- Collaborators
- Suppliers

Deployment & Engagement

Executives and Employees
- Permanent employees
- Temporary employees
- Outsource staff

Engagement tools
AOT

Application and Continual Process Improvement

Community and Society
- Nearby community
- Society/Community at National Level
- Press

Regulators

Shareholders and Investors

Integration and learning

Stakeholder Engagement

Stakeholder Engagement process is a crucial process for the airport business. Opinions and suggestions from every group of stakeholders are served as an important motivation and success indicator for AOT to entrance our service excellence, maintain the international standards, and respond to stakeholder expectations. Thereby, AOT sets up appropriate participation channels for each group of stakeholders to communicate objectives, processes, and performance as well as receive opinions and complaints in a comprehensive manner. These channels include workshops, satisfaction surveys, and relationship building activities. Information gathered from these channels is collected and analyzed so that any insights can be incorporated into future airport development planning.

Stakeholders		Methods	Expectations	Responses
Customers	- Airlines - Passengers - Entrepreneurs	- Customer satisfaction surveys - Airline conferences - Customer Relation Management (CRM) programs - Call center and other complaint and feedback channels - Airport information counters - Company's electronic communication channels - One-on-one interviews with executives' representations	- Ensure that occupational health and safety to life and property are ready to handle any circumstances in accordance with the international standards - Support and provide comprehensive and accurate information services, facilities, and equipment - Environmentally and socially friendly airport - Adequately allocate space and facilities to meet the airport business needs to attract customers and create good customer experience and universal design - Develop and promote innovation and technology to facilitate passenger flow management - Include social media and digital sign management processes in the airports - AOT's sufficient and quality workforce for accommodating aviation business growth. - Increase stakeholder participation and hearing to enhance joint planning, development and operation - Accelerate the management to improve service quality and respond to stakeholder expectations	- Prepare and practice the emergency plan in a variety of scenarios to ensure stakeholders' safety - Acquire international certifications for aviation, security, and occupational health and safety in accordance with the international standards - Organize group meeting with airlines - Regularly monitor, review and develop airport services and equipment - Ensure comprehensive communication channels with stakeholders - Keep abreast of service innovation and deliver constant service improvement to stakeholders - Initiate programs for stakeholder relationship building
Business alliances	- Product and service providers - Manpower and service suppliers - State and private organizations operating at the airports - Collaborators	- Business alliances meetings - Customer Relationship Management (CRM) programs - Call center and other channels for complaints and feedbacks - One-on-one interviews with executives' representations	- Better performance - Provide data, training, equipment, or space to facilitate business operations of alliances - Provide appropriate facilities with high standards as well as ensure that such facilities are available for use and are able to withstand natural disasters - Attract and retain talented of employees - Leverage innovation and state-of-the-art technology to manage passenger flow and enhance customer experience	- Listen to problems, exchange ideas, and implement processes based on regular meetings - Tailor facilities and services to suit business partner operations - Raise the corporate's business partnership standards to surpass legal requirements. - Compliance with agreements, contracts and laws - Implement the bidding and procurement processes to be transparent and verifiable - Initiate programs for stakeholder relationship building

	Stakeholders	Methods	Expectations	Responses
Share holders and investors	- Government shareholders - Shareholders and investors	- Analyst meetings - Information dissemination to shareholders, fund managers, and both domestic and foreign investors - Annual general meetings - Call center - Electronic channels - Site visits for shareholders - Conference calls	- Satisfactory and regular dividend payment - Higher capital gain - Strong operating performance with consistent, transparent, and robust growth - High level of competitiveness when benchmarked against other international airports - Goals and future directions of the business - Preparedness for global changes in the future, especially in terms of innovation and aging society - Communicate transparent and proactive sustainability management and performance on social and environmental aspects through easy-access channels as well preparing good communications in crisis	- Provide diverse communication channels - Publish information on the overall business, direction, and quarterly performance for shareholders, investors, as well as the interested public to ensure transparency and verifiability - Pay regular dividends commensurate with the business performance - Invite shareholders for site visits and to monitor the company's performance
Regulators	- Office of the National Economic and Social Development Agency - Ministry of Transport - Ministry of Finance - Office of the Auditor General of Thailand - Securities and Exchange Commission - Stock Exchange of Thailand	- Meetings and conferences with regulator - Efficient business operations and regulatory assessments	- Conduct business in compliance with all applicable laws or attempt to surpass legal requirements - Conduct business by taking into account social responsibility and environmental sustainability - Apply standardize and efficient organizational management system - Conduct business by adhering to good corporate governance principlcs	- Strictly and transparently comply with various laws, regulations, and rules related to the business - Mitigate or remedy negative environmental impacts to achieve standards that surpass legal requirements and create positive impacts for surrounding communities of the airports. - Participate inassessments and provide various issues to the regulators promptly and accurately - Cooperate with the regulators in promoting environmentally friendly programs - Continuously analyze and improve business processes to be in line with the international aviation practice

Stakeholders		Methods	Expectations	Responses
Community and society	- Surrounding community and society - Community and society at the national level - Mass media	- Conduct field study to survey impacts and community needs - quickly and accurately disseminate information through various communication channels	- Ensure safe operations through impact management - Address environmental impacts on communities - In case of emergency, the company must communicate and provide support to the community as quickly as possible - Participate in the company's building community relationships activities for higher quality of life in the community, particularly education and youth activities - Communicate the ongoing proactive sustainable management for social perception - Promote transparency and create perception on regulating processes toward the public - Provide spaces in the airports for local tourism and economy promotions - Apply innovations to enhance services	- Manage environmental impacts on communities - Shudy, review and improve impact management processes especially for community environment - Implement CSR projects that cover economic, social and environmental aspects as part of sustainable and long-term community development - Communicate project implementation through online channels and mass media services
Executives and Employees	- Permanent employees - Temporary employees - Outsource staff	- The President meets with employees and communicates through internal broadcast - Board of Directors - Employee engagement and satisfaction surveys - Both direct and indirect communication channels such as social media and internal electronic channels	- Job security and good benefits in comparison with other companies in the same industry - Reasonable compensation given the prevailing economic condition - Workplace safety - Occupational growth	- Set up workplace occupational health and safety system in line with OHSAS 18001 certification - Prepare individual career development plan to facilitate personnel development and talent retention - Review and ensure that employee compensation is commensurate with business performance and prevailing economic condition, as well as competitive within the industry - Provide long-term benefits for employees and their families - Organize activities to build engagement and motivation for employees

Opinions of Stakeholders

"Airport Rail Link believes that passengers' access to Suvarnabhumi Airport is the most important factor for our simultaneous business developments. The company and AOT shall share the passengers' information in order to use it for analyzing, improving services and developing mobile applications, all of which enable passengers to access to linked information as well as to travel to and from the airport conveniently and quickly. In addition, the company and AOT give priority to passenger safety, especially in terms of crime that may occur on the way to the airport including service disruptions that are increasing due to climate change. The company and AOT therefore shall jointly and continually improve a safety capacity at the connection point between Airport Rail Link and Suvarnabhumi Airport to ensure risk management and safety for the passengers".

Airport Rail Link
Business alliances: State and private organizations operating at the airports

"Technology nowadays provides quick information which can be accessed from anywhere at any time. As a result, the society is more interested in knowing about the airport managements in different dimensions. AOT shall create understandings or clarifications on various issues. Particularly, to manage risks and reflect its operational transparency, AOT shall conduct official communication to the public in a timely manner and continually communicate its implementation of sustainability. These will be beneficial to its image and are contributing factors to the confidence of investors and consumers.

With regard to the economic dimension, AOT may need to jointly analyze and develop innovations with its business allinces in order to deliver good experiences to the customers. Additionally, AOT shall initiate new projects at the airport areas to support the marketing of local tourism and products.

For the environmental dimension, AOT shall consider additional environmental management measures to accommodate the increased number of passengers and support services that are environmentally friendly, for example, transporting the passengers to the airports by electric vehicles.

In respect of the social dimension, AOT shall consider the availabilities of services and facilities for the elderly and all user groups as well as the development of digital skills for workforce to raise the level of airport services in the future."

A Reporter of Prachachat Newspaper
Community and society: Mass Media

If you have any questions or suggestions regarding this report, please contact:
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Sustainability Performance

Reporting Scope

Reporting Scope	Headquarters	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 2018 (%)
Economy								
Economic Performance								
Economic Performance	√	√	√	√	√	√	√	100
Airport Service Quality Assessment	NR	√	√	√	-	√	-	66.7
Complaints*	√	√	√	√	√	√	√	100
Basic Information of Each Airport*								
Passenger Volume	NR	√	√	√	√	√	√	100
Aircraft Movement by Type of Flights and Period	NR	√	√	√	√	√	√	100
Cargo and Postal Parcel Volume	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

NR : Not related to such area

Reporting Scope	Headquarters	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 2018 (%)
Environment								
Resource Consumption and Environmental Investment								
Electricity Consumption Volume	NA	√	√	√	√	√	√	85.71
Water Withdrawal Volume	NA	√	√	√	√	√	√	85.71
Water Discharge Volume	NA	√	√	√	√	√	√	85.71
Water Consumption Volume	√	√	√	√	√	√	√	100
Non-Hazardous Waste Volume	NA	√	√	√	√	√	√	85.71
Hazardous Waste Volume	NA	√	√	√	√	NA	√	71.4
Environmental Investment	√	√	√	√	√	√	√	100
Society								
Basic Information of AOT's Human Resources	√	√	√	√	√	√	√	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
Fatalities - Contractor	√	√	√	√	√	√	√	100

NA : Not available

Economy

Economic Performance

GRI		Unit	2015	2016	2017	2018
*201-1	Economic Performance					
	Operating Revenues	million Baht	45,773	52,783	56,744	62,135.93
	Operating Costs	million Baht	22,438	28,359	30,559	31,008.56
	Employee Remuneration and Benefits	million Baht	5,648	5,934	6,499	7,001.73
	Dividend Payment for Annual Operating Results	million Baht	9,342	9,757	12,286	14,999
	Tax Payment to Government	million Baht	7,415	4,932	5,584	6,060.84
	Social Investment Fund*	million Baht	293	28	18	35
	Total Assets	million Baht	159,624	172,216	178,409.93	187,708.55
	Total Debts	million Baht	50,812	51,902	46,721	43,493.43
	Total Equity	million Baht	108,812	120,314	131,688.69	144,269.12
	Airport Service Quality (A Total of 5 Scores)					
	Suvarnabhumi Airport	Score	4.59	4.58	4.53	4.46**
	Don Mueang International Airport	Score	-	-	4.20	4.10**
	Chiang Mai International Airport	Score	4.49	4.50	4.53	4.50**
	Hat Yai International Airport***	Score	-	-	-	-
	Phuket International Airport	Score	-	-	-	4.15**
	Mae Fah Luang - Chiang Rai International Airport***	Score	-	-	-	-
	Complaints					
	Performance of Duties of Officers and Employees under AOT's Supervision	Case	-	-	931	732****
	Performance of Duties of Officers and Employees under External Agencies	Case	-	-	270	202****
	Impolite Behaviors of Officers and Employees under AOT's Supervision	Case	-	-	568	422****
	Request for Details and Measures	Case	-	-	194	161****
	Facilities	Case	-	-	227	172****

Remarks

 *Social investment fund was considered based on cash value of charitable donation and product value used in social activities.

** Q3 score for the fiscal year 2018

*** Participate in the assessment in 2019

****Number of Q1-Q3 complaints for the fiscal year 2018

Basic Information of Each Airport

Passenger Volume, Fiscal Year 2018 (October 2017 - September 2018)

GRI	Airport	Unit	International Flight			Domestic Flight			Total		
			Arrival	Departure	Transit	Arrival	Departure	Transit	Arrival	Departure	Transit
G4-AO1	Suvarnabhumi Airport	Passenger	25,265,903	25,237,352	651,131	5,909,465	5,736,252	14,541	31,175,368	30,973,604	665,672
	Don Mueang International Airport	Passenger	7,845,956	7,949,462	37,289	12,393,153	12,333,191	4,676	20,239,109	20,282,653	41,965
	Chiang Mai International Airport	Passenger	1,279,868	1,251,278	11,437	4,062,809	4,202,570	904	5,342,677	5,453,848	12,341
	Hat Yai International Airport	Passenger	175,221	170,815	661	1,956,116	1,960,298	2,607	2,131,337	2,131,113	3,268
	Phuket International Airport	Passenger	5,172,257	5,207,731	18,388	3,943,581	3,917,218	1,658	9,115,838	9,124,949	20,046
	Mae Fah Luang - Chaing Rai International Airport	Passenger	112,633	102,051	98	1,301,991	1,287,055	872	1,414,624	1,389,106	970
	Total	Passenger	39,851,838	39,918,689	719,004	29,567,115	29,436,584	25,258	69,418,953	69,355,273	744,262
			80,489,531			59,028,957			139,518,488		

Aircraft Movement by Type of Flights and Period, Fiscal Year 2018 (October 2017 - September 2018)

GRI	Type of Flight	Unit	International Flight				Domestic Flight				Total	
			Period 06.00 -17.59 hrs.		Period 18.00 - 05.59 hrs.		Period 06.00 -17.59 hrs.		Period 18.00 - 05.59 hrs.			
			Arrival	Departure	Arrival	Departure	Arrival	Departure	Arrival	Departure	Arrival	Departure
G4-AO2	Commercial Passenger Flight	Flight	119,258	119,870	105,948	105,477	225,206	225,347	133,917	152,395	430,467	430,467
	Commercial Cargo Flight	Flight	2,232	2,468	2,150	1,913	4,382	4,381	-	-	4,382	4,381
	General	Flight	962	1,086	510	351	927	1,043	261	162	2,660	2,642
	Total	Flight	122,452	123,424	108,608	107,741	134,844	153,438	71,605	52,887	437,509	437,490
	Government Sector	Flight	15,272									

Remark For the government sector, flights cannot be classified by period as they were not recorded in the flight information system of AOT. AOT received information from the Aeronautical Radio of Thailand Ltd

Cargo and Postal Parcel Volume

GRI	Type of Flight	Unit	2015		2016		2017		2018	
			Arrival	Departure	Arrival	Departure	Arrival	Departure	Arrival	Departure
G4-AO3	Cargo Flight	Ton	115,631	132,750	451,490	575,664	112,935	117,115	104,855	113,422
	Cargo on Passenger Flight	Ton	452,380	653,449	162,916	217,437	584,594	760,211	625,732	802,757
	Total	Ton	1,354,210		1,407,507		1,574,855		1,646,766	

Number of Airlines Operating at Each Airport in 2018

GRI	Airport	Unit	Domestic Flight	International Flight	Total*
102-7 (AO)	Suvarnabhumi Airport	Airline	4	110	110
	Don Mueang International Airport	Airline	4	15	15
	Chiang Mai International Airport	Airline	8	29	32
	Hat Yai International Airport	Airline	6	5	10
	Phuket International Airport	Airline	8	50	51
	Mae Fah Luang - Chiang Rai International Airport	Airline	6	7	12
	Total	Airline	8	135	135

Note
* Some airlines operated both domestic and international flights

Number of Direct Connectivity of Each Airport in 2018

GRI	Airport	Unit	Domestic Airport	International Airports					
				Asia-Pacific	Middle East	Africa	Europe	Islands in the Pacific Ocean	Total
102-7 (AO)	Suvarnabhumi Airport	Number of Destinations	14	110	10	4	26	5	155
	Don Mueang International Airport	Number of Destinations	28	70	-	-	-	-	70
	Chiang Mai International Airport	Number of Destinations	13	27	-	-	-	-	27
	Hat Yai International Airport	Number of Destinations	8	5	-	-	-	-	5
	Phuket International Airport	Number of Destinations	11	40	3	-	10	2	55
	Mae Fah Luang - Chiang Rai International Airport	Number of Destinations	4	7	-	-	-	-	7
	Total	Number of Flight Routes	32	130	10	4	26	5	175

Characteristics of Each Airport in 2018

GRI	Airport	Area of Airport (Square Kilometres)	Number of Runways (Lane)	Length of Taxiway (Metres)
102-7 (AO)	Suvarnabhumi Airport	35.2	2	First Runway: 3,700 Second Runway: 4,000
	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	2015	2016	2017	2018
	Resource Efficiency					
302-1	Energy Consumption Volume*	MWh	473,686**	554,330	571,775	569,745
302-3	Energy Consumption Intensity	MWh per Passenger	0.0050	0.0046	0.0044	0.0041
	- Electricity	MWh	473,686	554,330	571,775	569,745
303-3 (2018)	Water Withdrawal Volume	Cubic Meter	7,970	8,591	9,473	10,600
	- Municipal Water	Cubic Meter	6,261	8,052	9,000	10,299
	- Surface Water	Cubic Meter	1,971	539	474	301
	- Ground Water	Cubic Meter				
303-4 (2018)	Water discharge Volume***	Cubic Meter	4,272	4,516	4,611	4,315
	- Surface Water	Cubic Meter	4,272	4,516	4,611	4,315
303-5 (2018)	Water consumption Volume	Cubic Meter	3,959	4,075	4,863	6,285
306-2	Total Waste Volume	Kg	29,114,939	26,525,782	30,931,998	31,852,556
	- Non-Hazardous Waste Volume	Kg	29,083,449	26,445,362	30,810,048	31,706,488
	- Hazardous Waste Volume	Kg	31,490	80,420	121,950	146,068
	Environmental Investment					
	Total Costs	Baht	1,103,464,006	597,040,830	388,983,120	627,083,611
	- Investment Costs	Baht	1,021,829,006	515,519,830	316,686,586	615,676,61
	- Operating Costs	Baht	81,635,000	81,521,000	72,296,534	11,407,000

Remarks

* Electricity consumption volume in the Sustainability Report during 2017-2018 covered electricity consumption of operators in airports and the information was collected based on the electricity bills of airports.

** Electricity consumption in 2015, exclusive of Phuket International Airport

*** Water discharge was considered based on water discharged after passing through wastewater treatment and had equal or better quality than water withdrawal from natural sources.

Society

Basic Information of AOT's Human Resources

GRI	Employee	Unit	2015 Male	2015 Female	2016 Male	2016 Female	2017 Male	2017 Female	2018 Male	2018 Female
102-8	**Total Number of Employees**									
	Total	Person	6,044		6,809		7,229		7,716	
			3,688	2,356	4,199	2,610	4,346	2,610	4,648	3,068
		%	61.02	38.98	61.67	38.33	60.12	38.33	60.24	39.76
	By Age									
	Under 30 Years	Person	1,458		2,013		2,054		2,132	
	30 - 50 Years	Person	3,647		3,856		4,163		4,515	
	Over 50 Years	Person	939		940		1,012		1,069	
	By Type of Employment Contract									
	Contracted Executives	Person	1	-	1	-	1	-	2	-
	Employees	Person	4,969		5,253		5,432		5,522	
			3,082	1,887	3,242	2,011	3,348	2,084	3,382	2,140
	Temporary Staff	Person	1,074		1,557		1,797		2,192	
			605	469	958	599	998	799	1,264	928
	By Type of Employment									
	Full-Time	Person	2,918	1,755	3,082	1,887	3,242	2,011	3,382	2,140
	Part-Time	Person	-	-	-	-	-	-	-	-
	By Location (Employees)									
	Total	Person	4,969		5,253		5,432		5,522	
	Headquarters	Person	1,235		1,231		573	678	574	697
	Suvarnabhumi Airport	Person	2,222		2,200		1,553	701	1,570	703
	Don Mueang International Airport	Person	654		782		537	336	548	344
	Chiang Mai International Airport	Person	204		204		129	77	132	93
	Hat Yai International Airport	Person	175		142		125	52	130	61
	Phuket International Airport	Person	343		516		335	195	331	193
	Mae Fah Luang - Chiang Rai International Airport	Person	136		178		96	45	97	49
	By Location (Temporary Staff)									
	Total	Person	1,074		1,557		1,797		2,192	
	Headquarters	Person	0		0		0	0	0	0
	Suvarnabhumi Airport	Person	469		549		360	357	500	401
	Don Mueang International Airport	Person	308		513		280	204	299	232
	Chiang Mai International Airport	Person	53		111		83	59	117	74
	Hat Yai International Airport	Person	52		61		87	25	95	25
	Phuket International Airport	Person	153		221		153	128	217	168
	Mae Fah Luang - Chiang Rai International Airport	Person	39		102		35	26	36	28

Employee Diversity

GRI	Employee	Unit	2015		2016		2017		2018	
			Male	Female	Male	Female	Male	Female	Male	Female
405-1	Employee Diversity									
	Board Level									
	Total	Person	14		12		15		15	
			12	2	10	2	13	2	13	2
		%	85.71	14.29	83.33	16.67	86.67	13.33	86.67	13.33
	Under 30 years in the same level	Person	-		-		-		-	
	30 - 50 years in the same level	Person	1		2		2		2	
	Over 50 years in the same level	Person	13		10		13		13	
	Top Management Level (Level 9 - 11)									
	Total	Person	145		151		158		149	
			93	52	99	52	103	55	97	52
		%	64.14	35.86	65.56	34.44	65.19	34.81	65.10	34.90
	Under 30 years in the same level	Person	0		0		0		0	
	30 - 50 years in the same level	Person	19		19		22		26	
	Over 50 years in the same level	Person	126		132		136		123	
	Management Level (Level 7 - 8)									
	Total	Person	1,019		1,046		1,106		1,150	
			517	502	530	516	552	554	574	576
		%	50.74	49.26	50.67	49.33	49.91	50.09	49.91	50.09
	Under 30 years in the same level	Person	0		0		0		0	
	30 - 50 years in the same level	Person	551		565		603		608	
	Over 50 years in the same level	Person	468		481		503		542	
	Operational Level (Level 6 and below)									
	Total	Person	4,880		4,056		4,168		4,223	
			3,078	1,802	2,613	1,443	2,693	1,475	2,711	1,512
		%	63.07	36.93	64.42	33.58	64.61	35.39	64.20	35.80
	Under 30 years in the same level	Person	1,458		882		883		836	
	30 - 50 years in the same level	Person	3,077		2,847		2,943		3,006	
	Over 50 years in the same level	Person	345		327		342		381	

Employee Motivation and Retention

GRI	Employee	Unit	2015 Male	2015 Female	2016 Male	2016 Female	2017 Male	2017 Female	2018 Male	2018 Female
401-1	Employment									
	Employment of New Employees									
	Total	Person	532		419		300		195	
			329	203	250	169	183	117	105	90
	New Employment Rate	%	10.71		7.98		5.52		3.53	
			6.62	4.09	4.76	3.22	3.36	2.15	3.10	4.21
	Employment of New Employees (By Age)									
	Under 30 years	Person	317		316		184		115	
		%	6.38		6.02		3.39		1.01	1.07
	30 - 50 years	Person	214		103		116		77	
		%	4.31		1.96		2.13		0.83	0.56
	Over 50 years	Person	1		0		0		3	
		%	0.02		0		0		0.05	0
	Employment of New Temporary Staff									
	Total	Person	385		639		366		859	
			175	210	485	144	149	217	457	402
	New Employment Rate	%	35.85		40.40		20.36		39 .19	
			16.29	19.55	31.15	9.25	8.29	12.07	20.85	18.34
	Employment of New Temporary Staff (By Age)									
	Under 30 years	Person	322		582		201		414	
		%	29.98		37.38		11.18		10.99	7.89
	30 - 50 years	Person	63		47		136		423	
		%	5.87		3.02		7.57		9.44	9.85
	Over 50 years	Person	0		0		29		22	
		%	0		0		1.61		0.41	0.59
	Turnover Rate									
	Turnover of Employees									
	Total	Person	128		139		124		86	
			84	44	91	48	79	45	51	35
	Turnover Rate (Per Total Number of Employees)	%	2.58		2.65		2.28		0.42	
			1.69	0.89	1.73	0.91	1.45	0.83	0.18	0.24
	Voluntary Turnover Rate (Per Total Number of Employees)	%	0.34		0.28		0.38		0.42	
			0.20	0.14	0.22	0.05	0.22	0.83	0.18	0.24

GRI	Employee	Unit	2015		2016		2017		2018	
			Male	Female	Male	Female	Male	Female	Male	Female
401-1	**Voluntary Turnover of Employees (By Age)**									
	Under 30 years	Person	8		8		16		8	
		%	0.16		0.15		0.29		0.07	0.07
	30 - 50 years	Person	23		16		13		14	
		%	0.46		0.30		0.24		0.09	0.16
	Over 50 years	Person	97		115		95		1	
		%	1.95		2.19		1.75		0.02	0
	Turnover of Temporary Staff									
	Total	Person	238		294		49		42	
			186	52	218	76	36	13	25	17
	Turnover Rate (Per Total Number of Temporary Staff)	%	22.16		18.88		2.72		1.92	
			17.32	4.84	14.00	4.88	2.0	0.72	1.14	0.78
	Voluntary Turnover of Employees (By Age)									
	Under 30 years	Person	112		181		36		23	
		%	10.43		11.62		2.0		0.5	0.54
	30 - 50 years	Person	126		113		13		17	
		%	11.73		7.26		0.72		0.55	0.23
	Over 50 years	Person	0		0		0		2	
		%	0		0		0		0	0
401-3	**Parental Leave**									
	Number of Employees Eligible for Parental Leave	Person	4,969		5,253		5,432		5,522	
			3,082	1,187	3,242	2,011	3,348	2,084	3,382	2,140
	Number of Employees on Parental Leave	Person	0	5	0	2	0	5	0	10
	Number of Employees Returning to Work after Parental Leave	Person	0	5	0	2	0	5	0	10
	Number of Employees Returning to Work for More Than 1 Year after Parental Leave	Person	0	5	0	2	0	5	0	10
	Rate of Employees Returning to Work and Existence after Parental Leave	%	-	100	-	100	-	100	-	100

Employee Development

GRI	Employee	Unit	2015		2016		2017		2018	
			Male	Female	Male	Female	Male	Female	Male	Female
404-1	**Employee Training**									
	Average Training Hours	Hour per Person	39.12		41.05		29.65		43.68	
			45.09	29.42	47.30	30.42	34.97	22.48	46.32	33.47
	By Employee Level									
	Board of Directors	Hour per Person	-		-		-		18.00	
	Top Management Level (Level 9 -11)	Hour per Person	22.58		23.50		17.37		20.45	
	Management Level (Level 7 - 8)	Hour per Person	39.51		41.48		30.66		36.2	
	Operational Level (Level 1 - 6)	Hour per Person	-		-		-		39.35	
	By Age									
	Under 30 years	Hour per Person	32.12		33.18		24.53		31.50	
	30 - 44 years	Hour per Person	44.13		46.45		34.34		48.20	
	45 - 60 years	Hour per Person	36.06		38.27		28.29		29.30	
	Human Capitol Return On Investment									
	HCROI	-	4.06		5.13		5.12		5.45	
	Rate of Internal Employee Transfer									
	Rate of Internal Employee Transfer (such as Promotion)	%	1.69		2.00		2.64		20.89	

Employee Satisfaction

GRI	Employee	Unit	2015		2016		2017		2018	
			Male	Female	Male	Female	Male	Female	Male	Female
	Employee Satisfaction									
	Employee Satisfaction Survey (A Total Score of 100%)	%	84.69		84.69		80.75		83.46	
		%	-	-	-	-	82.54	78.12	80.75	78.12

Freedom of Association and Collective Bargaining

GRI	Employee	Unit	2015	2016	2017	2018
	Freedom of Association and Collective Bargaining					
	Employees in the Labor Union	Person	3,009	3,242	3,509	3,892
		% per Total Number of Employees	60.56	61.72	64.60	50.44

Occupational Health and Safety

GRI	Occupational Health and Safety	Unit	2015	2016	2017	2018	Goal 2018
403-9 (2018)	Employee						
	Lost Time Injury Frequency Rate (LTIFR) Total	Case per 1 Million Working Hours	0	0.07	0.27	0.08	0
	Headquarters	Case per 1 Million Working Hours	-	-	0.00	0.00	0
	Suvarnabhumi Airport		-	-	0.49	0.32	0
	Don Mueang International Airport		-	-	0.37	0.00	0
	Chiang Mai International Airport		-	-	0.00	0.00	0
	Hat Yai International Airport		-	-	0.00	0.00	0
	Phuket International Airport		-	-	0.00	0.00	0
	Mae Fah Luang - Chiang Rai International Airport		-	-	0.00	0.00	0
	Lost Time Injury Severity Rate (LTISR) Total	Leave per 1 Million Working Hours	-	-	3.67	0.66	0
	Headquarters	Leave per 1 Million Working Hours	-	-	0.00	0.00	0
	Suvarnabhumi Airport		-	-	2.93	1.76	0
	Don Mueang International Airport		-	-	0.74	0.00	0
	Chiang Mai International Airport		-	-	0.00	0.00	0
	Hat Yai International Airport		-	-	0.00	0.00	0
	Phuket International Airport		-	-	0.00	0.00	0
	Mae Fah Luang - Chiang Rai International Airport		-	-	0.00	0.00	0
	Contractors						
	Lost Time Injury Frequency Rate (LTIFR)	Case per 1 Million Working Hours	-	-	-	0.27	0
	Headquarters	Case per 1 Million Working Hours	-	-	-	0	0
	Suvarnabhumi Airport		-	-	-	0.27	0
	Don Mueang International Airport		-	-	-	0	0
	Chiang Mai International Airport		-	-	-	0	0

GRI	Occupational Health and Safety	Unit	2015	2016	2017	2018	Goal 2018
403-9 (2018)	Hat Yai International Airport	Case per 1 Million Working Hours	-	-	-	0	0
	Phuket International Airport		-	-	-	0	0
	Mae Fah Luang - Chiang Rai International Airport		-	-	-	0	0
	Lost Time Injury Severity Rate (LTISR)	Leave per 1 Million Working Hours	-	-	-	0	0
	Headquarters	Leave per 1 Million Working Hours	-	-	-	0	0
	Suvarnabhumi Airport		-	-	-	0	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
	Fatalities	Case	1	1	0	0	0
	Headquarters	Case	-	-	0	0	0
	Suvarnabhumi Airport		-	-	0	0	0
	Don Mueang International Airport		-	-	0	0	0
	Chiang Mai International Airport		-	-	0	0	0
	Hat Yai International Airport		-	-	0	0	0
	Phuket International Airport		-	-	0	0	0
	Mae Fah Luang - Chiang Rai International Airport		-	-	0	0	0

* - The information has not been collected yet.

GRI Content Index

GRI Standard		Disclosure	Page Number (s) and/or URL	Omission/ Remarks
GENERAL DISCLOSURES				
GRI 102: General Disclosures 2016	102-1	Name of the organization	6, 9, 11, 155, 180	-
	102-2	Activities, brands, products, and services	11 - 13, 70	-
	102-3	Location of headquarters	11, 155, 180	-
	102-4	Location of operations	11	-
	102-5	Ownership and legal form	11	-
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	102-8	Information on employees and other workers	162	-
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	102-10	Significant changes to the organization and its supply chain	48 - 53, 55, 60	-
	102-11	Precautionary Principle or approach	28, 31 - 32, 34	-
	102-12	External initiatives	19, 35 - 36, 42, 58, 86, 128, 143,	-
	102-13	Membership of associations	6, 35, 58	-
	102-14	Statement from senior decision-maker	6, 9	-
	102-15	Key impacts, risks, and opportunities	6, 9, 31	-
	102-16	Values, principles, standards, and norms of behavior	10 - 11, 19, 23, 25	-
	102-17	Mechanisms for advice and concerns about ethics	27 - 28	-
	102-18	Governance structure	20 - 21, 38	-
	102-19	Delegating authority	21, 38	-
	102-20	Executive-level responsibility for economic, environmental, and social topics	21	-
	102-22	Composition of the highest governance body and its committees	21 - 22	-

GRI Standard		Disclosure	Page Number (s) and/or URL	Omission/ Remarks
GENERAL DISCLOSURES				
GRI 102: General Disclosures 2016	102-23	Chair of the highest governance body	See remark	Chairman of AOT is not an executive officer. This information is disclosed in Annual Report 2018
	102-24	Nominating and selecting the highest governance body	21	-
	102-27	Collective knowledge of highest governance body	22	-
	102-28	Evaluating the highest governance body's performance	23	
	102-29	Identifying and managing economic, environmental, and social impacts	28, 148	-
	102-30	Effectiveness of risk management processes	28	-
	102-31	Review of economic, environmental, and social topics	28	-
	102-32	Highest governance body's role in sustainability reporting	148	-
	102-33	Communicating critical concerns	27 - 28	-
	102-34	Nature and total number of critical concerns	27 - 28	-
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	102-41	Collective bargaining agreements	116	-
	102-42	Identifying and selecting stakeholders	151	-
	102-43	Approach to stakeholder engagement	151 - 154	-
	102-44	Key topics and concerns raised	152 - 154	-
	102-45	Entities included in the consolidated financial statements	148	-
	102-46	Defining report content and topic Boundaries	148	-
	102-47	List of material topics	149 - 150	-
	102-48	Restatements of information	See remark	Information on Climate Change will be disclosed on AOT website in 2019

GRI Standard		Disclosure	Page Number (s) and/or URL	Omission/ Remarks
GENERAL DISCLOSURES				
GRI 102: General Disclosures 2016	102-49	Changes in reporting	See remark	AOT has reviewed materiality assessment in 2018; therefore, details of materiality were updated in this report.
	102-50	Reporting period	148	-
	102-51	Date of most recent report	148	-
	102-52	Reporting cycle	148	-
	102-53	Contact point for questions regarding the report	155	-
	102-54	Claims of reporting in accordance with the GRI Standards	148	-
	102-55	GRI content index	169 - 178	-
	102-56	External assurance	See remark	No external assurance for the report in 2018

GRI Standards		Disclosure	Page Number (s) and/or URL	Omission/ Remarks	SDG
MATERIAL TOPICS					
Airport Infrastructure and Accessibility					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	45, 54	-	Goal 9, Goal 17
	103-2	The management approach and its components	45, 48 - 54	-	Goal 9, Goal 17
	103-3	Evaluation of the management approach	45	-	Goal 9, Goal 17
GRI G4: Sector Specific (Airport Operator)	G4-DMA	Transport, Inter-modality, Provision of Services or Facilities for Persons with Special Needs	144 - 146	-	Goal 9, Goal 17
Not Applicable	-	Achievement against airport expansion plan	45 - 54		Goal 9, Goal 17

MATERIAL TOPICS					
GRI Standards		Disclosure	Page Number (s) and/or URL	Omission/ Remarks	SDG
Partnership and Collaboration					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	55	-	Goal 9, Goal 17
	103-2	The management approach and its components	55 - 59	-	Goal 9, Goal 17
	103-3	Evaluation of the management approach	55	-	Goal 9, Goal 17
Not Applicable	-	Completeness of Sister Airport Agreement (SAA) against plan	56 - 57	-	Goal 9, Goal 17
Sustainable Supply Chain					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	55, 61	-	Goal 8
	103-2	The management approach and its components	59 - 60	-	Goal 8
	103-3	Evaluation of the management approach	59	-	Goal 8
Not Applicable	-	Training for procurement personnel to comply with regulations	60		Goal 8
Information Security and Privacy					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	62	-	Goal 4
	103-2	The management approach and its components	66 - 69	-	Goal 4
	103-3	Evaluation of the management approach	66 - 67		Goal 4
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	69	-	Goal 4
Economic Performance					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	44, 70	-	Goal 8, Goal 9, Goal 17
	103-2	The management approach and its components	70, 72 - 74	-	Goal 8, Goal 9, Goal 17
	103-3	Evaluation of the management approach	72	-	Goal 8, Goal 9, Goal 17

MATERIAL TOPICS					
GRI Standards		Disclosure	Page Number (s) and/or URL	Omission/ Remarks	SDG
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	158	-	Goal 8, Goal 9, Goal 17
GRI G4: Sector Specific (Airport Operator)	AO1	AO1 Number of passengers	70, 159	-	Goal 8, Goal 9, Goal 17
	AO2	AO2 Number of aircraft movements	70, 159 - 160	-	Goal 8, Goal 9, Goal 17
	AO3	Total amount of cargo tonnage	71, 159	-	Goal 8, Goal 9,Goal 17
Marketing and Reputation Management					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	74	-	-
	103-2	The management approach and its components	74 - 75	-	-
	103-3	Evaluation of the management approach	74	-	-
Not Applicable	-	Achievement against airport strategic position	75	-	-
Customer Satisfaction					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	76	-	Goal 16
	103-2	The management approach and its components	76 - 80, 82	-	Goal 16
	103-3	Evaluation of the management approach	76	-	Goal 16
GRI G4: Sector Specific (Airport Operator)	G4-DMA	Procedure/process for quality control of service	76	-	Goal 16
Not Applicable	-	Customer Satisfaction Score (ASQ, NPS)	81 - 82	-	Goal 16
Digitization and Innovation					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	62	-	-
	103-2	The management approach and its components	62 - 66	-	-
	103-3	Evaluation of the management approach	62, 64	-	-
Not Applicable	-	Achievement on launching innovation project	62, 65 - 66	-	-

MATERIAL TOPICS					
GRI Standards		Disclosure	Page Number (s) and/or URL	Omission/ Remarks	SDG
Energy and Climate Change					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	83, 101	-	Goal 7, Goal 9
	103-2	The management approach and its components	83 - 85, 88, 101, 103	-	Goal 7, Goal 9
	103-3	Evaluation of the management approach	86, 101	-	Goal 7, Goal 9
GRI 302: Energy 2016	302-1	Energy Consumption within the organization	101 - 102, 161	-	Goal 7, Goal 9
	302-2	Energy consumption outside of the organization	101	-	-
	302-3	Energy intensity	103, 161	-	Goal 7, Goal 9
	302-4	Reduction of energy consumption	101	-	Goal 7, Goal 9
GRI 307: Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations	87	-	Goal 7, Goal 9
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	-	-	Goal 7, Goal 9
	305-2	Energy indirect (Scope 2) GHG emissions	-	-	Goal 7, Goal 9
	305-4	GHG emissions intensity	-	-	Goal 7, Goal 9
	305-5	Reduction of GHG emissions	-	-	Goal 7, Goal 9
	305-7	Nitrogen oxides (NOX) and other significant air emissions	94	-	Goal 7, Goal 9
GRI G4: Sector Specific (Airport Operator)	AO5	Ambient air quality levels	94	-	Goal 7, Goal 9
Noise					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	83, 89	-	-
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	103-3	Evaluation of the management approach	89	-	-

MATERIAL TOPICS					
GRI Standards		Disclosure	Page Number (s) and/or URL	Omission/ Remarks	SDG
GRI G4: Sector Specific (Airport Operator)	G4-DMA	Noise targets or limits applicable to the airport	90	-	-
	AO7	Number and percentage change of people residing in areas affected	90 - 92	-	-
Water and Wastewater					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	83, 94	-	Goal 3, Goal 6
	103-2	The management approach and its components	84 , 94	-	Goal 3, Goal 6
	103-3	Evaluation of the management approach	94	-	Goal 3, Goal 6
GRI 303: Water 2016	303-3	Water recycled and reused	96	-	Goal 3, Goal 6
GRI 303: Water and Effluents 2018	303-3	Water withdrawal	95, 161	-	Goal 3, Goal 6
	303-4	Water discharge	95, 161	-	Goal 3, Goal 6
	303-5	Water consumption	161	-	Goal 3, Goal 6
Resource and Waste Management					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	83, 96	-	Goal 11, Goal 12
	103-2	The management approach and its components	84 - 85, 97, 99 -100	-	Goal 11, Goal 12
	103-3	Evaluation of the management approach	97	-	Goal 11, Goal 12
GRI 306: Effluents and Waste 2016	306-2	Waste by type and disposal method	97 - 99, 161	-	Goal 11, Goal 12
Occupational Health, Safety, Well-being and Labor Working Condition					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	104 - 105	-	Goal 3, Goal 8
	103-2	The management approach and its components	105 - 113	-	Goal 3, Goal 8
	103-3	Evaluation of the management approach	105, 107, 111	-	Goal 3, Goal 8
GRI 403: Occupational Health & Safety 2016	403-1	Workers representation in formal joint management-worker health and safety committees	106	-	Goal 3, Goal 8

MATERIAL TOPICS					
GRI Standards		Disclosure	Page Number (s) and/or URL	Omission/ Remarks	SDG
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	105 - 111	-	Goal 3, Goal 8
	403-3	Occupational health services	106 - 111	-	Goal 3, Goal 8
	403-4	Worker participation, consultation, and communication on occupational health and safety	106 - 110	-	Goal 3, Goal 8
	403-5	Worker training on occupational health and safety	107 - 109	-	Goal 3, Goal 8
	403-6	Promotion of worker health	112, 116	-	Goal 3, Goal 8
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	108 - 109	-	Goal 3, Goal 8
	403-9	Work-related injuries	111, 167 - 168	-	Goal 3, Goal 8
Human Capital Development					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	117	-	Goal 8
	103-2	The management approach and its components	117 - 125	-	Goal 8
	103-3	Evaluation of the management approach	117	-	Goal 8
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	122, 166	-	Goal 8
	404-2	Programs for upgrading employee skills and transition assistance programs	119 - 121	-	Goal 8
	404-3	Percentage of employees receiving regular performance and career development reviews	122	-	Goal 8
Talent Attraction and Retention					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	104	-	Goal 8
	103-2	The management approach and its components	123	-	Goal 8
	103-3	Evaluation of the management approach	123 - 124	-	Goal 8
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	124, 165	-	Goal 8
	401-3	Parental leave	124, 165	-	Goal 8

MATERIAL TOPICS					
GRI Standards		Disclosure	Page Number (s) and/or URL	Omission/ Remarks	SDG
Diversity and Inclusion					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	104, 122	-	Goal 8
	103-2	The management approach and its components	122	-	Goal 8
	103-3	Evaluation of the management approach	122	-	Goal 8
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	122, 163	-	Goal 8
Customer Safety and Airport Security					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	126	-	Goal 3, Goal 11, Goal 13, Goal 16
	103-2	The management approach and its components	127 - 128, 130	-	Goal 3, Goal 11, Goal 13, Goal 16
	103-3	Evaluation of the management approach	127 - 128	-	Goal 3, Goal 11, Goal 13, Goal 16
GRI G4: Sector Specific (Airport Operator)	G4-DMA	Business Continuation and Emergency Preparedness	134 - 136	-	Goal 3, Goal 11, Goal 13, Goal 16
	G4-DMA	Security Practices	127 - 136	-	Goal 3, Goal 11, Goal 13, Goal 16
Not Applicable	-	Completed airport security emergency training as planned	136	-	Goal 3, Goal 11, Goal 13, Goal 16
GRI 416: Customer Health and Safety 2016	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	129		Goal 3, Goal 11, Goal 13, Goal 16

MATERIAL TOPICS					
GRI Standards		Disclosure	Page Number (s) and/or URL	Omission/ Remarks	SDG
Community Engagement					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	137	-	Goal 4, Goal 12, Goal 17
	103-2	The management approach and its components	137 - 142	-	Goal 4, Goal 12, Goal 17
	103-3	Evaluation of the management approach	137	-	Goal 4, Goal 12, Goal 17
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	141 - 142	-	Goal 4, Goal 12, Goal 17
Human Rights and Legal Labor					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	143	-	-
	103-2	The management approach and its components	143 - 147	-	-
	103-3	Evaluation of the management approach	144	-	-
GRI 412: Human Rights Assessment 2016	412-1	Operations that have been subject to human rights reviews or impact assessments	144	-	-

Reader Survey

Sustainability Report 2018 of Airports of Thailand Public Company Limited or AOT

Your suggestions will be used for further improvement on content

and format of AOT Sustainability Report 2019.

AOT highly appreciates your valuable feedback.

Please mark X in the box ☐ and provide comments/suggestions, when applicable, in the space provided

1. **Gender**

☐ Male   ☐ Female

2. **Education**

☐ Below Bachelor's degree   ☐ Bachelor's degree

☐ Master's degree   ☐ Above Master's degree

3. **Which reader group (s) are you in?**

☐ Shareholder/Investor   ☐ Customer (Passenger/Airline)   ☐ Surrounding Community

☐ Employee   ☐ Business Partner   ☐ Academic

☐ Government Agency   ☐ Media   ☐ Student/Undergraduate

☐ Others, please specify ....

4. **From which channel did you receive AOT's Sustainability Report?**

☐ AOT's Website   ☐ Seminar/Lecture/Exhibition   ☐ AOT's Internal Units

☐ Other Websites   ☐ Annual General Shareholders' Meeting   ☐ Others, please specify ....

5. **What is the reason of your interest in AOT's Sustainability Report 2018?**

☐ To understand AOT   ☐ To obtain investment information

☐ For the purpose of research/education   ☐ Prepare your Sustainability Report

☐ Others, please specify ....

6. **Please rate your satisfaction for AOT's Sustainability Report 2018**

	High	Medium	Low	Poor
• What is your level of comprehension of AOT's sustainability issues?	☐	☐	☐	☐
• How well is the disclosed sustainability performance aligning with AOT's strategy for sustainability?	☐	☐	☐	☐
• How suitable and credible is the content?	☐	☐	☐	☐
• How well is the content corresponding to your expectation?	☐	☐	☐	☐

7. Which AOT's sustainability topics are you interested in?

☐ Infrastructure and Access to Airports   ☐ Cooperation and Business Partnership

☐ Supply Chain Sustainability   ☐ Digital and Innovation

☐ Safety and Confidentiality of Information   ☐ Economic Performance

☐ Marketing and Reputation Management   ☐ Customer Satisfaction

☐ Noise Impact   ☐ Water and Wastewater Management

☐ Resource and Waste Management   ☐ Energy and Climate Change

☐ Occupational Health, Safety and Work Environment of Employees

☐ Human Resource Management   ☐ Employee Motivation and Retention

☐ Employee Diversity   ☐ Airport Safety and Security

☐ Community Engagement   ☐ Human Rights and Legal Workers

☐ Others, please specify ....

8. In your opinion, has the report covered all AOT's sustainability issues?

☐ Yes   ☐ No

If not, please specify the issues that should be added.

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9. Please provide suggestions for further improvement on future AOT's Sustainability Report (if any).

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Kingly return this Reader Survey to **Corporate Social Responsibility and Corporate Governance Department**

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