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Sustainable Development Report 2020

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Airports of Thailand Public Company Limited (AOT) has continuously given importance to responsible business conduct under the concept of sustainable development. We are committed to becoming a Corporate Citizenship Airport by conducting our operations according to our sustainable development prototype plan which promotes stable business growth, from internal to external, and creating balanced value for our stakeholders in all areas: the economy, society, and the environment according to the United Nations' Sustainable

Development Goals or SDGs. This year AOT has been selected as a World member Index of Dow Jones Sustainability Indices (DJSI) for 2 consecutive years and the Emerging Market Index for 6 consecutive years. AOT has also been sorted out as a member of Thailand Sustainability Investment (THSI) list from the Stock Exchange of Thailand and has been ranked with Excellent scoring according to the Corporate Governance Report of Thai Listed Companies (CGR) 2020 by the Thai Institute of Directors (IOD). All of these

recognitions have reflected our success in sustainable development and good governance.

The year 2020 has been a big challenge to all of us in the Aviation industry due to the COVID-19 pandemic. All sectors have been hit hard, resulting in a continuous decline of domestic and international air traffic. Nevertheless, tough times give us the opportunities to appreciate all the efforts made at AOT to carry out our business in a sustainable manner while maintaining business continuity, regaining passenger trust, staying connected with communities and society, and collaborating with our business alliances to step over this hurdle.

To cope with the situation during the COVID-19 pandemic inside and outside our organization, AOT has been closely monitoring our operations during the crisis and has been consistently reporting to our directors, informing our staff through various online channels and communicating with our stakeholders on our operations while organizing our day work through staggered shifts by setting up appropriate proportions of working staff and proper guidelines for those who work from home to prevent the COVID-19 pandemic. AOT has set up an AOT Airports application to provide convenience for passengers, government agencies, such as the Immigration Division, the National Police Office, the Department of Disease Control,



Mr. Prasong Poontaneat

Chairman

Airports of Thailand Public Company LImited (Holding office from 20 June 2014 to 30 September 2020)

Ministry of Public Health to enhance promptness and efficiency for immigration inspection process and contact tracing to facilitate inbound travelers. AOT has also set up social distancing measures at all of our 6 airports and has provided strict and consistent body temperature screening to reduce risks from COVID-19 pandemic and to increase passenger confidence levels. Moreover, AOT has implemented the Preshipment Inspection Center project in the Free zones of Suvarnabhumi Airport to verify the quality of agricultural products prior to exporting to destination countries in accordance with the international standards to help promote Thailand's air freight and logistics and to increase AOT's revenue in the future.

On behalf of the AOT Board of Directors and the President, I would like to express my sincere gratitude for the trust placed in us by all of our stakeholders through these 41 years. I also wish to express my most heartfelt thanks to all of our employees who are the major workforce to move our business forward. AOT will always be committed to conducting our business in accordance with good governance and corporate social responsibility while creating shared value for all of us in a sustainable manner.



Mr. Nitinai Sirismatthakarn

President

Airports of Thailand Public Company Limited (Holding office from 20 April 2015 till now)

AOT's Business

Airports of Thailand Public Company Limited or AOT is a state enterprise under the Ministry of Transport and the leading operator of airport business in Thailand. AOT has been listed on the Stock Exchange of Thailand under the name "AOT" while the major shareholder is the Ministry of Finance. AOT is responsible for 6 airports and has undertaken more than 212 domestic and international flights with a capacity to handle 101 million passengers per year, 2.7 million tons of cargo per year, and 183 flights per hour.



Suvarnabhumi

Airport



Mae Fah Luang - Chiang Rai International Airport



Chiang Mai International Airport



Don Mueang International Airport



Phuket International Airport



Hat Yai International Airport

AOT's Sources of Revenue:

Aeronautical Revenue







Facility Fees

Non-Aeronautical Revenue







Activities to support A0T's businesses by external operators

Ground
Services

Passenger Services according to contracts for business operations inside airports

Parking Services

Storage Facilities

Other facilities, such as hotels

Government Agencies and State Enterprises which Provide Services and Convenience in AOT's Operational Areas:



Immigration Bureau



Customs



Department of
Disease Control



Tourism Authority of Thailand



Thai Airways
International Public
Co.,Ltd



Aeronautical Radio of Thailand Ltd.



SRT Electrified Train Co., Ltd. / Airport Rail Link



Bangkok Mass Transit Authority



Thailand Post

AOT's Value Delivery

AOT's value chain involves various groups of stakeholders and is given importance by AOT for sustainable growth.





Transparency of Project Studies and Operations

Stakeholder Involvement and Support from Related Agencies

Airport Operations Management



Aviation and **Ground Service** Management



Passenger and Baggage Management



Cargo Operations and Management



Commercial Area Management and Concession Agreement



Airport Maintenance



Business Alliances



Communities and Societies

Safety, Security and Service Standards

Stakeholder Involvement

AOT's Value Receivers



Customers (Passengers, Airlines, and Operators)



Shareholders



Good Corporate Governance, Business Ethics, and Risk Management



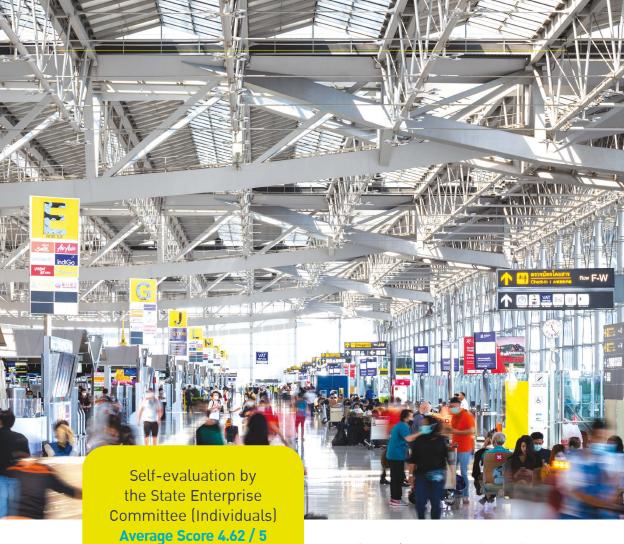
Good Corporate Governance

AOT gives importance to good corporate governance to formulate corporate governance policies in accordance with OECD principles to protect the interests of all stakeholders of Corporate Governance of the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand (SET), and the Thai Institute of Directors (IOD). Moreover, AOT encourages our directors, executives, and employees to conduct operations according to such policy based on transparency, honesty, fairness and verifiability.

Board of Directors Performance Evaluation

AOT's Board of Directors performance evaluation has been conducted annually to support the development of the organization in a consistent manner by internal agencies under the responsibility of the Corporate Governance Committee through self-evaluation and the evaluation of Board of Directors members, including committee level and subcommittee level. The evaluation results will be reported at the Board of Directors meeting for acknowledgment and consideration for the next committee development. The evaluation by external agencies has been carried out according to the evaluation system of Corporate Governance & Leadership (CG & Leadership) conducted by the State Enterprise Policy Office (SEPO) under the Ministry of Finance and other related external agencies.





or

92.40%

Evaluation by the State Enterprise Policy Committee

Average Score 2.94 / 3

or **98%**



AOT has been evaluated by the Corporate Governance Report of Thai Listed Companies: CGR 2020 and obtained a score of 95 at the "Excellent" level, given by the Thai Institute of Directors (IOD).

Risk Management

AOT realizes that risk management is an important factor contributing to sustainable business and has thus established integrated risk management according to COSO-ERM 2017 to conform to the best practice principles of the Ministry of Finance regarding risk management regulations and standards for state agencies B.E. 2562 and the regulations of the Securities and Exchange Commission (SEC) for the entire organization under the supervision of the Risk Committees and the Risk Management Committees. Furthermore, AOT has established an internal audit system by the Office of Internal Audit which is independent from the operations section to directly report to the Audit Committee and to audit in accordance with the international standards for the professional practice of internal auditing of the Institute of Internal Auditors (IIA).





AOT's Risks for 2020

According to the 2020 risk assessment process, AOT risks can be divided into the following eight categories:



Strategic Risk

Strategic risks are risks that are associated with strategic plans, operational plans, and improper use of such plans. Strategic risks also involve changes from external and internal factors which may affect strategy establishments or operations to achieve AOT's objectives, goals, and operational directions.



Operational Risk

Operational risks are risks that are associated with the operations of each process or AOT's internal activities, including risks related to Information Technology-Database Management and other types of information and knowledge to accomplish operational goals while operational risks may affect the effectiveness of AOT's operational processes and the achievement of AOT's main objectives.



Financial risks are risks that are associated with financial management which may affect the existence or effectiveness of AOT's operational processes, including damage development in AOT.



Compliance Risk

Compliance Risks are risks that are associated with compliance with rules and regulations of the regulators, such as the Civil Aviation Office of Thailand, and the standards of the International Civil Aviation Organization (ICAO), and the Stock Exchange of Thailand.



Fraud Risk

Fraud risks are risks that arise from intended actions to seek illegal benefits for oneself or others, such as family members (relatives and friends).



IT Risk

IT Risks are risks that arise from incidents which may occur and cause damage to AOT's IT assets, for example, the viruses incidents causing damage to data or host, or providing unpermitted data access.



Reputation Risk

Reputation Risks are risks that are caused by incidents which may occur and may create a negative images for AOT, leading to social criticism and reputation loss.



Emerging risks are risks that are associated with loss which may arise from non-existent risks at the present time but may arise in the future due to environmental change. Emerging risks gradually arise and are hard to identify. They have low frequency of occurrence. Once they arise, they will create a high impact.

Emerging risks are normally forecasted from the study of physical evidence. They are the effects of change in politics, law, society, technology, physical environment or natural change. Sometimes the impact of emerging risks may not be identified at the present time, for example, problems from nanotechnology or climate change.

Remark: For further information and management measures, please refer to the Annual Report 2020.

Emerging Risks



Changes in Consumer Behavior: New Normal after COVID-19

Passenger travel trends and increased safety measures.



Cybersecurity

Information Leakage and Cybercrime.

Business Ethics



AOT believes that to build a sustainable business, one must adhere to business ethics and has thus conducted activities to promote business ethics throughout the organization by complying with the principles of good corporate governance guidelines, including good corporate governance policies, anti-corruption policies, and codes of conduct to support a corporate culture that is intolerant to corruption. AOT's business ethics is regulated by the Corporate Governance Committee and managed by the Anti-Corruption Center, and the Corporate Secretary and Corporate Governance Department.





Scan here for further information

Anti-Corruption External Collaboration



The Construction Sector Transparency Initiative (CoST) Project by the Board of Directors to enhance transparency in the construction of the government sector since 2014.



The Integrity Pact (IP) Project by the Anti-Corruption Cooperation Committee since 2018.



The Integrity & Transparency Assessment (ITA) Project since 2015. In 2020 AOT has obtained an ITA Score of 85.46 at A level.

Complaint Filing Channels

AOT has established complaint filing channels for issues regarding good corporate governance, risk management, and business ethics through various security channels and privacy as follows:



Direct Mail Address: AOT Board of Directors, the President, or the Director of the Audit Office Airports of Thailand Public Company Limited P.O. Box 3, Don Mueang Post Office, Don Mueang, Bangkok 10211



Suggestion Box at the Headquarters and all of the 6 airports under AOT's responsibility.



www.airportthai.co.th Re "Complaint Submission and Filing" – "Corporate Governance"(Contact: The Corporate Governance Committee)



E-mail:

goodgovernance@airportthai.co.th

All complaints will be investigated according to AOT's procedures for submission and resolution of complaints and whistleblowing, which are independent and comply with the best practice principles to provide protection for complainants and to prevent injustice.



Results in 2020

In 2020, AOT has received no confirmed cases of violation and prosecution regarding corporate governance, corruption, business ethics and anti-competitive practices.



- confirmed cases of violation of corporate governance
- confirmed cases of corruption and business ethics violation
- confirmed cases of anti-competitive practices



Proof of Airport Leadership during the COVID-19 Pandemic









Due to the COVID-19 pandemic in 2020, AOT has prepared a readiness plan to handle the situation in order to run our operations safely, consistently, accurately, quickly, and effectively to prevent and reduce losses. AOT has also conducted our business in accordance with important countermeasures for airports, such as social distancing, building hygiene measures by providing deep cleaning for all touch points, alcohol gels and hand soaps at various points, and perform temperature screening at entrances to screen operators and airport users by using automatic temperature scanners in a consistent manner.

Moreover, AOT has cooperated with the

government sector in allocating areas inside the airports for the Center for the Administration of the Situation due to the Outbreak of the Communicable Disease Coronavirus 2019 (COVID-19) to thoroughly and rigorously screen inbound passengers while sending our employees to conduct operations at the COVID-19 Administration Center at the Government House to coordinate and carry out operations in accordance with the state measures with immediate action. Furthermore. AOT has supported the operations of the Ministry of Digital Economy and Society by adapting AOT Airport Application for contact tracing of passengers undertaking for 14 days of quarantine and has integrated the TM.8 Form into the application for convenience and quick access to the immigration process while providing a budget of 21 million baht to the Disease Control Division for procurement of 17 infrared temperature scanners equipment to be handed over to the Airport Quarantine Office of the 6 airports under the supervision of AOT. AOT has also delivered more than 4,700 face shields to employees who conduct operations in high-risk areas where contacts with external individuals or nearby agencies, such as the Don Mueang Police Station, the Don Mueang District Office, are made.

To further develop the airports, AOT has been moving forward with the airport expansion project according to the Airport Development Master Plan including services quality improvement and safety standards maintenance to enhance airport efficiency to handle traffic which will return to normal, to support economic growth, and to revive the logistics, travel, and service businesses of our country without delay. Next year AOT will still focus on business operations that benefits to the society by promoting Thailand agricultural exports to increase AOT's revenue through the Premium Perishable Lane (PPL) Project at Suvarnabhumi Airport and by taking part in the Pre-shipment Inspection Center Project to maintain the quality of Thai agricultural products comply with international standards for generating income to Thailand in a sustainable manner.







2020 Sustainability Highlights



Revenue:

31,179 million baht



Net Profit:

4,299 million baht

Return on Equity (ROE):

2.92%

Return on Asset (ROA):

2.32%





Social Projects: more than 178 projects



Employee volunteering time for Social Activities: 14,938 hours



Business
Continuity
Standards
ISO 22301:2012/
Certification
for the entire
organization



Occupational
Health and Safety
Management
Standards
ISO 45001:2018
Certification
for the entire
organization



Cash Contributions 11,604,454 baht



Social Return on Investment (SROI) of the youth development enhancement chambers at Pang Lao Youth Development Center: 1:1.07



Airport Carbon Accreditation (ACA) for all of the 6 airports.



Information
Technology and
Communications
Safety Standards
ISO/IEC 27001:2013
Certification for the
entire organization

Our Proudest Achievements

Member of
Dow Jones
Sustainability Indices

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AOT has been selected as a World Index member of Dow Jones Sustainability Indices (DJSI) in the Transportation and Transportation Infrastructure.



AOT has been ranked with excellent scores according to the Corporate Governance Report of Thai Listed Companies (CGR) 2020 by the Thai Institute of Directors (IOD).



AOT has also been selected as a member of Thailand Sustainability Investment (THSI) list from The Stock Exchange of Thailand.



AOT has been selected as one of the Top 100 listed Thai companies that have made significant contributions to the environment, society, and corporate governance, recognized by the Thaipat Institute.

AOT Sustainable Development

AOT has been operating in accordance with the extended version of AOT's Sustainable Development Master Plan (Fiscal Years 2020 - 2021) and the Sustainability Management Policy, and has been implementing projects and activities according to operational plans for sustainable development since 2015 while elevating sustainable operation levels – the core value of our business conduct. Furthermore, AOT is always committed to delivering value to achieve the Sustainable Development Goals (SDGs) of the United Nations while reporting in the Sustainable Development Report as follows:



SDGs

Content in the Sustainable Development Report 2020

SDGs

Content in the Sustainable Development Report 2020



- Proof of Airport Leadership during the COVID-19 Pandemic
- Occupational Health and Safety in the Workplace
- Working Condition and Well Being



Human Capital Development



 Water Treatment and Wastewater Management



 Energy Utilization and Climate Change



- Sustainable Supply Chain
- Occupational Health and Safety in the Workplace
- Working Condition and Well Being



- Good Corporate Governance, Business Ethics, and Risk Management
- Proof of Airport Leadership during the COVID-19 Pandemic
- Infrastructure and Airport Accessibility
- Digitization and Innovation
- Information Security and Privacy



 Human Rights and Legal Labor



- Proof of Airport Leadership during the COVID-19 Pandemic
- Airport Safety and Security
- Infrastructure and Airport Accessibility



Waste Management



 Energy Utilization and Climate Change



Good Corporate Governance,
Business Ethics, and Risk
Management



- Proof of Airport Leadership during the COVID-19
 Pandemic
- Community Relations

In addition, the recent community relations activities conducted by AOT have been our supporting tools to reach the Sustainable Development Goals (SDGs).











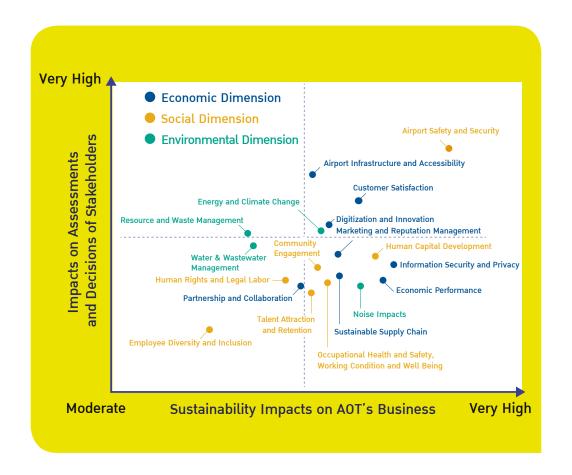






AOT's Sustainability Material Topics

AOT takes into account nineteen material sustainability topics which have been assessed by external and internal stakeholders on the economic, social, and environmental dimensions as follows:



About this Report

The Sustainable Development Report 2020 and the website content regarding the sustainable development of Airports of Thailand Public Company Limited (AOT) have been prepared to communicate our commitment and the sustainable development results based on information from the 2020 fiscal year from 1 October 2019 to 30 September 2020 as a continuation of the Sustainable Development Report 2019, the previous year. The report boundary has been determined according to the AOT Annual Report which includes the Headquarters and 6 airports under AOT's responsibility, namely Suvarnabhumi Airport,

Don Mueang International Airport, Chiang Mai International Airport, Hat Yai International Airport, Phuket International Airport, and Mae Fah Luang-Chiang Rai International Airport.

This report has been prepared in accordance with the GRI Standards: Core option and the GRI Airport Operators Sector Supplement (AOSS) and the Sustainable Development Goals (SDGs) of the United Nations based on four reporting principles: consideration of sustainability context, assessment of material topics, completeness of information, and stakeholder involvement in making this report.



Safety Is Our First Priority

Airport Safety and Security



The vision of AOT is "AOT Operates the World's Smartest Airports" and is therefore committed to maintaining the standards of safety and security in accordance with the international standards under normal circumstances and in irregular situations, such as the current COVID-19 pandemic, to elevate AOT's status as the regional leader in safety and security standards while reassuring all passengers that their lives and belongings will be well taken care of as well as building passenger confidence in our nation's leading airports.



Targets

- 1. 100% of airports have consistently received annual safety and security assessments.
- To conduct safety and security operations in accordance with state regulations and the International Standards Organization.

Management Approaches

- Conduct our business in accordance with the aviation safety master plan for fiscal years 2018-2021.
- Conduct our business according to the airport safety policy and use Safety Management System (SMS) regarding its operation details on civil safety arrangements in accordance with domestic law and international standards.
- Operate according to the Airport Security Plan (ASP) and the Airport Contingency Plan (ACP).
- Practice annual emergency drills regularly in all 6 airports in accordance with the international standards.
- Strictly take the pandemic prevention measures announced by the Ministry of Public Health.











Results in 2020

Protecting airport passengers during COVID-19 pandemic

Inside our airports, AOT has been operating according to the COVID-19 control and prevention plan to assure all of our passengers through social distancing, building cleaning and disinfection, including hourly touch point cleaning, placement of alcohol gels and soaps at sinks, temperature screening, and AOT Airports application installation to provide convenience for passengers during application for reentry permit into the kingdom (TM.8) to make the immigration inspection process faster and touch-less and to provide online contact tracing on passengers who are required to undergo 14-day quarantine.









"

I feel so proud to be carrying out an important duty for our country during this COVID-19 pandemic. My duty is who claimed that quarantine would be inconvenient for them so that they would agree to quarantine in accordance with state regulations. Performing my duty, I feel as if I am the frontline who protects the whole nation, keeping all of Thais safe and free from COVID-19 risks

"

Maneenun Ningsanond, National Negotiator,

Special Activities Division, Public Relations and Special Activities Department



100%

of airports have received annual safety and security assessments.



100%

of safety and security operations have been conducted in accordance with state regulations and the International Standards Organization.

Evaluation of the management approach in 2020 Safety

Percentage of airports which have received annual safety assessments¹

Number of runway accidents caused by operational errors made by AOT's employees

cases per 1,000 flights

Security

Percentage of airports which have received annual security assessments²

Percentage of inspection and security personnel whose qualifications meet the requirements of the Civil Aviation Authority of Thailand³

Result	Goal
2017 2018 2019 2020	2020 2025
100	%

Goal

2020 | 2025

100%

Result

2017 | 2018 | 2019 | 2020

¹Including all physical characteristics of airports, operations in accordance with the public airport operating guidelines and the Safety Management System: SMS.

²Regulations of the Civil Aviation Authority of Thailand regarding the certification of inspection employees 2018 which entered into force on 1 February 2019.

³To be qualified, inspection employees shall have attended mandatory trainings, such as the course on "Regulations of the Civil Aviation Authority of Thailand regarding the certification of inspection employees 2020", and shall possess none of the prohibited characteristics under the National Civil Aviation Security Quality Control Training Program 2019.

Occupational Health and Safety in the Workplace

Occupational health and safety in the workplace has been given importance by AOT as a fundamental concern, particularly during the COVID-19 pandemic, to provide employees and contractors with a good working environment and operational safety assurance for business continuity and international recognition under AOT supervision.

Targets

- 1. To be certified with ISO 45001:2008 for the entire organization in December 2020. ISO 45001:2008, applicable to the entire organization in December 2020.
- To achieve 0% in Lost Time Injury Frequency Rate (LTIFR) and Lost Time Incidents Severity Rate (LTISR) annually.
- 3. To achieve 0 fatalities for employees and contractors annually.



Management Approaches

- Carry out the occupational health and safety procedures in accordance with ISO 45001:2018 standards in all operational areas for employees, staff, and contractors, including stakeholders who participated in all 6 airports and the headquarters.
- 2. Appoint the Occupational Health and Safety in the Workplace Committee to take care of 6 airports for occupational health and work safety governance of all employees and staff.
- 3. Regularly conduct inspections of the workplace environment, such as temperature, humidity, lighting, radiation, noise, chemicals and air dust.
- 4. Set up clinics and medical offices provided in all operational areas to AOT employees, staff, and field operators in the event of sickness or injuries resulting from accidents during operations.
- Require business partners to operate in accordance with the workplace safety manual for contractors which has been specified in Terms of Reference.
- 6. Regularly monitor the safety statistics of the employees and contractors.

Results in 2020



The Headquarters and Mae Fah Luang-Chiang Rai International Airport

AOT has received National Workplace Best Practice Awards in the category of Occupational and Safety in the Workplace 2020 given by the Department of Labor Protection and Welfare, the Ministry of Labor for the fourteenth consecutive year while Mae Fah Luang - Chiang Rai International Airport has received the award for the eleventh consecutive year.







Creating a Safe Workplace during COVID-19 Pandemic

AOT is committed to maintaining safe environment in the workplace during the COVID-19 pandemic through various measures, such as social distancing, building cleaning and maintenance measures by providing deep cleaning of touch points, alcohol gels and hand soaps at various places, temperature screening scanner, Thermoscan, at entrances for the operators, visitors, and airport users.

Safety Statistics

Lost Time Injury Frequency Rate (LTIFR)

Unit: Case per 1 million working hours



Goal: To achieve 0% in LTIFR for employees and contractors annually

Lost Time Incidents Severity Rate (LTISR)

Unit: Day off per 1 million working hours



Goal: To achieve 0% in LTIFR for employees and contractors annually

Remark: Contractor data were first filed in 2018 to include security staff and cleaning staff.

Workplace Fatalities

	2017	2018	2019	2020
Employees	0	0	0	0
Contractors	0	1	0	3

Goal: To achieve 0 fatalities for employees and contractors.

The most common causes of injury in 2020 were vehicle-related accidents, which AOT has conducted prevention through the risk assessment process in accordance with the Occupational Health and Safety Management Systems: ISO 45001:2018 while improving workplace safety and encouraging employees to comply with traffic laws and to regularly inspect vehicles prior to operations.

The most common causes of fatalities of the contractors in 2020 were vehicle-

related accidents, falling from height, and exposure to electricity which AOT has cooperated in causes investigation with the contractor firms and to provide suggestions on problem-solving process and prevent repeated case while extending the results to other contractors for awareness and safe operations. In addition, AOT has contacted contractors to provide remedies in accordance with the law and the humanitarian principles to the family of the deceased.

AOT "Safety Man – Safety Girl" Volunteers search for high-risk areas for the fiscal year 2020

The activity was conducted for and participated by AOT employees and staff to search for high-risk operational areas and to evaluate their status in order to reduce the risks of possible damage damage or to reduce accidents opportunities through safety technology, such as reporting unsafe status via Google Form, Line or directly by phone. The activity has resulted in the execution of problem solving tasks for 15 cases of unsafe status from 16 cases reported by AOT employees and staff, or equivalent to 93.73%.

Information Security and Privacy

Currently, information technology has become an important part of our life as a main component of business operations. AOT has thus realized the importance of information and communication technology security as well as data privacy protection by integrated digital technology into the airport operational processes. Further more, AOT has rigorously provided readiness to prevent cyber attacks in accordance with the best practice principles and has been certified for international standards to develop trust with users for the protection of the right to privacy and to prevent loss in business which may occur as a result of information leakage.



Targets

- To be certified with ISO 27001:2013information technology security management.
- 2. To achieve 0 confirmed cases of information leakage annually.
- 3. To achieve 0 privacy violation complaints annually.

Management Approaches

- Implement operations according to the "Information and Communication Technology Security Policy" and its supportive policies and guidelines in a tangible manner.
- Implement operations according to the "AOT Digital Operational Plan for the Fiscal Years 2020 - 2022".
- 3. Establish the "AOT Cyber Security Committee".
- 4. Conduct Vulnerability Assessment by external organizations annually.
- Provide trainings to create awareness on information and communication technology security under the topic of "AOT Digital Awareness for Cyber Threats".



Results in 2020



100%

certified with ISO 27001: 2013-information technology security management







Training Topic: "AOT Digital Awareness for Cyber Threats"

The training has prepared readiness for AOT employees to the change in Thailand 4.0 era in an all-round manner and to update on cyber attacks through lectures for emphasizing information and communication technology regulations and guidelines, reports on doubtful cases of information leaks and hacks, and the ISO/IEC 27001:2013 international management systems standards as well as the information and communication technology security policy. Nevertheless, due to the fact that the COVID-19 pandemic occurred during the fiscal year 2020, AOT needed to conduct parts of the training through online channels.

Results: 77% of participants gained knowledge and understanding at the "Good" and "Very Good" level.

Customer Satisfaction

As AOT customers, the satisfaction of passengers, airliners and operators in airports is the essence of operating airport business. By taking care of and listening to customers' opinions, therefore, AOT has given importance to improve and enhance AOT operations and services to comply with international standards that enable AOT to compete on a global scale.

Target

50% of airports achieve annual Airport Service Quality (ASQ) Index assessment target score continuously until 2022.

Management Approaches

- Maintain customer relationship activities with airliners and airport operators to generate motivation and retain good, sustainable business relationship with customers.
- 2. Conduct Touchpoint Analysis Analysis in the airports to identify the root cause of problems in each procedure and integrally escalate the airport service level.
- Continuous assessment of the airport services on the aspect of Level of Service, Airport Service Quality, and listening to customer feedbacks in accordance with international standard.



Results

According to the Airport Service Quality (ASQ), AOT has been assessed by an independent organization comply with international standards by the Airport Council International (ACI). The service quality assessment results for all of the 6 airports are as described here:

Airport Service Quality [ASQ] Index

Suvarnabhumi Airport

4.33 4.36

Chiang Mai International Airport

4.49 4.56

Phuket International Airport

4.14 4.20

2019 Result

Don Mueang International Airport

3.97 4.06

Hat Yai International Airport

4.03 3.96

Mae Fah Luang - Chiang Rai International Airport

4.21 4.25

2022 Target

Infrastructure and Airport Accessibility

Airport is one of the essential infrastructure built to respond to the needs of air travelling which are a key support for national economic development while convenience and prompt access to the airports via various transportation systems helps improve passenger satisfaction. For these reasons, AOT has been committed to expand the capacity of our airports to upgrade the facilities for easier accessibility to support national economic growth and to leave the positive impressions on passengers while paving the way to become the future regional airline hub.





Targets

- 1. AOT's 6 airports will have the capacity to serve a total of 243.7 million passengers per year, 266 flights per hour, and 3.62 million tons of cargo and parcels per year in 2035¹.
- 2. To support airport access via public transportation systems, such as buses, trains, trams, and taxis.

¹Targets may be altered according to appropriateness in the future.

Management Approaches

- Expand the airports capacities according to AOT's airport development plan.
- Provide public transportation for easy and convenient access to the airports while the use of public transportation will be promoted through public relations campaigns.
- Implement to provide readiness to serve passengers after the COVID-19 pandemic crisis.



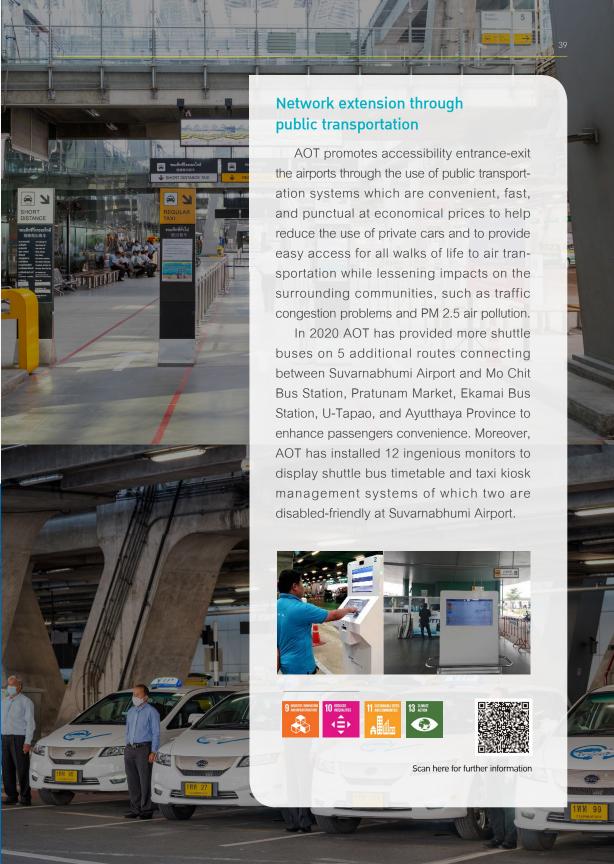
Long-term plan for passenger capacity expansion

During the COVID-19 pandemic situation, the number of passengers has decreased at a significant level. However, AOT firmly believes that the airline industry will be gradually revived and hence AOT has been operating according to our long-term plan to prevent passenger congestion problems for the future to come. Recently AOT has carried out the airport development plans for all of the 6 airports under our responsibility by taking into account the increased needs of air transportation and the related public transportation systems, on land and on water, in the context of national development to preserve the opportunities for economic growth of the tourism and service sectors as well as the sectors of trade and foreign investment.



	Year 2020 Now	Year 2035 as per A0T's Development Plan
Suvarnabhumi Airport	45	150
Don Mueang International Airport	30	40
Chiang Mai International Airport		20
Hat Yai International Airport	2.55	10.5
Phuket International Airport	12.5	18
Mae Fah Luang – Chiang Rai International Airport		5.2

Unit: million passengers





Digitization and Innovation

As the COVID-19 pandemic is currently impacting people around the world, AOT has applied digital technologies and innovations in facilitating the airports to be adaptable to change, and to consistently support our main mission in airport operations and internal organizational management through the Digital Transformation concept, which increased operational capacity of the AOT airports.



Targets

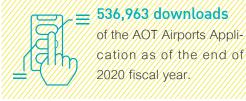
- To achieve 100,000 downloads of AOT Airports Application.
- To harness 3 ideas from the Open Innovation Project that are tested and ready for implementation.

Management Approaches

- Operate business according to the 2020 - 2022 AOT Digital Operation Plan focusing on Smart Journey, Digital Organization, Smart Infrastructure, and Digital Governance and Digital Workforce.
- Operate business according to the 2017-2021 Innovation Strategic Plan which emphasizes on Innovation Organization, Service Innovation, Synergy Organization, and Data-driven Innovation.



Results in 2020



5 ideas

were endorsed from the Open Innovation Project which have been tested and implemented.



Response to COVID-19 with AOT Airports Application





During the spread of the COVID-19, inbound passengers were required to go through the thorough screening procedures and contact tracing. AOT Airports Application have supported the contact tracing of the passengers who were required to undertake 14 days quarantine, and to facilitate the information filling for the immigration clearance that helped save time and reduce steps in gathering information for the relevant governmental authorities, such as the Immigration and the Ministry of Public Health. This was considered a successful and swift elevation of customer experience as well as complimenting support for the governmental operation during crisis.



Open Innovation Project to improve AOT Airports services

AOT and College of Innovation, Thammasat University co-established the Open Innovation Project, aiming to gather public ideas, to be realistically developed and tested through Design Thinking. It aims to elevate AOT airports services. The project was participated by 55 students.

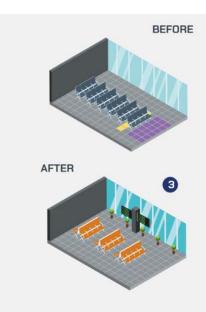
Highlights of the Students'Ideas

Improving convenience and comfort in the departure lounge.

Goal: To design and improve both tangible and intangible factors that influence passengers' feelings, aiming to ensure passenger waiting time to be as pleasant as possible.

Research area: Domestic Departure Hall, Don Mueang International Airport

Results: Ideas about seating arrangements, public electrical outlets, and flight status announcement ready to be applied.



"

I felt like I was part of the organization and they really treated me well. I also gained new experience working in the airport. Our group was really glad to have an AOT staff who was willing to support us as a mentor just when we needed."



Ms Naramon Punnayachaipan Participant

Cooperation and Business Alliances

AOT value building cooperation among our business alliances to improve our airports management capacities and to exchange the best practices in airport operations, including body of knowledge, technologies, and new innovations, to elevate our airport service quality that meets international standards, as well as to adapt and revitalise our businesses in response to the COVID-19 pandemic.

Target

To ensure consistent involvement with the Airports Council International (ACI) through the Sister Airport Agreement (SAA), and with other business alliances.

The management approach and its components

- Operate business according to the third Regional Hub Strategic Plan, the seventh Business Development Strategic Plan, and the AOT International Business Development Master Plan.
- 2. Establish a cooperation network through the Sister Airport Agreement (SAA).
- 3. Proactively engage with the Airports Council International (ACI) in exchanging knowledge in relation to airport safety, security, environment, economic, human resources, airport information technology system, and slot management. This includes sending representatives to join the COVID-19 ad-hoc committee.
- 4. Collaborate with business alliances to establish a joint venture company for supporting the aviation industry.



Results in 2020



Collaborations with ACI

AOT is a member of ACI, a global airport trade association overseeing standard development and policy formulation for the airport business in many aspects such as services. information system, safety, environment, best practice trainings, and information dissemination. Being a member of ACI creates a positive impact for AOT in terms of gaining access to business opportunities and ability to influence policy formulation for the future of airport industry. In 2020 financial year, AOT participated in several seminars, such as ACI Airport Health Accreditation (AHA) Programme and Developing Nations Airport Assistance Programme.



ACI Asia-Pacific Committee Position Certification

In the 15th ACI Asia-Pacific Virtual Regional Assembly Meeting on the 11th of June 2020, the assembly officially certified the selection of Mr Nitinai Sirisamatthakarn, CEO of AOT, as the ACI board for a 3-year term. In addition, attendees exchanged experiences, practices, and procedures of each airport in response to the COVID-19 pandemic.

The 7th Global Friend Airports CEO Forum

AOT participated in the 7th Global Friend Airports CEO Forum, organized by Beijing Capital International Airport (BCIA), on 4th - 6th of November 2020 in Beijing, People's Republic of China. The forum allowed exchanging ideas among CEOs of the airports signatory to the Sister Airport Agreement (SAA) and BCIA representatives, with the topic of Safe Airport, Green Airport, Smart Airport and Cultural Airport. AOT has signed the SAA with BCIA since 2001.

Pre-shipment Inspection Center Project

At present, Thailand air freight has a volumn of 1.3 million tons going through Suvarnabhumi Airport Free Zone, 10% of which are agricultural products, subjected to strict import inspections at destinations. The center was therefore established to pre-inspect the quality of agricultural products before being exported to the destination countries, to be on a par with international standards. It aims to support agricultural export products to the global market, which will benefit the overall air

freight and logistics businesses of the country. In the first stage, the location for preparing the agricultural and perishable products through the Perishable Premium Lane (PPL) has been determined. Then, it will eventually be transformed into the Pre-shipment Inspection Centre in the future.

AOT has agreed to the idea of founding limited company to manage perishable products-related projects at Suvarnabhumi Airport.



Marketing and Reputation Management

Amid the increasingly competitive in aviation industry, AOT consistently values developing its potentials and creating unique branding to serve our passengers, commercial operators, and airlines, which would in turn bring AOT more business opportunities. Therefore, AOT is committed to being proactive marketing activities, keeping up with its positive images and customer experiences, to be nationally and globally recognized.

Target

To build customer confidence and to sustainably increase airports revenue to be nationally and globally recognized.

Management Approaches

- Operate business according to the "Business Master Plan" for fiscal years 2017 - 2021.
- Encourage the improvement of corporate image and business operation to be in accordance with the strategic positioning of each airport to ensure the satisfaction of passengers, commercial operators, and airlines.
- Create brand awareness for airlines and commercial operators through proactive marketing by participating in aviation-related seminars and exhibitions.





Airport Strategic Positioning

AOT identified the strategic positioning of our airports to guide the airports' development plans to be consistent with the customer needs and business context considering each airport's own strengths as follows;

Suvarnabhumi Airport (BKK)

"International Gateway"

The gateway to Thailand, the ASEAN's air freight hub, as well as the first choice for transit passengers, with the most numerous connecting flight options of international airlines with excellent and warm service by Thai people.

Don Mueang International Airport (DMK)

"Fast and Hassle-free Airport" Service point for regional low-cost airlines, with facilities to serve passengers needing fast, convenient and hassle-free experiences, focusing on providing easy and fast air travel services in Thailand.

Chiang Mai International Airport (CNX)

"Gateway to Lanna Heritage" The main gateway and the first choice option to Lanna region, North of Thailand, giving off warm-hearted and tourist-centred atmosphere for travellers to fully enjoy a variety of travel experiences including the beautiful and long history of Chiang Mai and its surrounding provinces.

Hat Yai International Airport (HDY)

"Gateway to SouthernmostThailand" Connecting point to the 5 Southern-most Thailand provinces namely Songkhla, Satun, Narathiwat, Yala, and Pattani, with service development for Halal-friendly amenities, to accommodate Muslim passengers accounted for 70% of population in southern Thailand.

Phuket International Airport (HKT)

"Gateway to the Andaman"

The gateway to the magnificent beachside tourist attractions, provided with renowned smiles and heart-warming Thai customer service, as a destination equipped with luxury brand retail stores, world-class restaurants, and excellent services.

Mae Fah Luang - Chiang Rai International Airport (CEI)

"Regional Center for Aviation-related Business" Regional center for aviation-related business development, aiming to provide services to the rapidly growing Greater Mekong Subregion countries, including Southern China.



Economic Performance

As a State of Commerce, AOT focuses on operating business with high and continuously growing revenue, which increases shareholders and investors economic value, as well as returning to country benefits in tax form.

Target

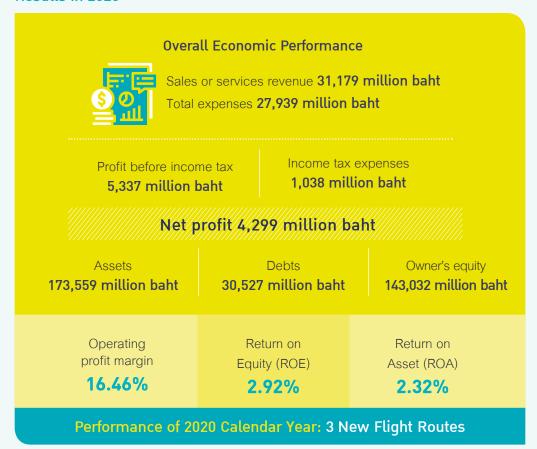
To generate returns for the investors by developing AOT's both aviation-related and non-aviation-related businesses, with steady and sustainable revenue growth along with the country economic improvement.

The management approach and its components

- Operate business according to the "Business Master Plan" for fiscal years 2017-2021.
- 2. Raise revenue from aviation-related businesses such as increasing the number of flights and new flight routes, as well as from non-aviation businesses such as creating the expansion and efficiency improvement of the commercial space utilization within passenger halls.
- Develop businesses from the waste land surrounding the airports, considering maximum utilization of the property, regulations, physical suitability, and marketing and financial possibilities.



Results in 2020



Post-COVID-19 Strategy and Airport Business Training Project

was established to disseminate knowledge and understanding about the changing trends of global air freight market and the post pandemic strategic waste land and marketing for airport business. The training has been delivered to the total of 50 staff and executives responsible for the aeronautical market.

Caring for the Environment

AOT recognizes environmental impacts as a consequence of airport operations, therefore we strive to conduct our business in the ways that are responsible for surrounding environment and communities. We emphasize on energy conservation, reduction of greenhouse gas, implementation of water and waste treatment system in the airports, and provision of compensation for noise pollution as a result of airport operations through the means of international management standards. This can be assured that all 6 AOT airports are community and environmental friendly aviation infrastructures.

Energy Utilization and Climate Change

Target

The intensity of greenhouse gas emissions in Suvarnabhumi Airport (Scope 1+2) should be reduced by 10% within 2020, comparing with 2015 figures. Those of Phuket International Airport should be reduced by 10% within 2023, comparing with 2018 figures and those of Don Mueang International Airport, Chiang Mai International Airport, Hat Yai International Airport, and Mae Fah Luang Airport should be reduced by 20% within 2023, comparing with 2013 figures.

Management Approaches

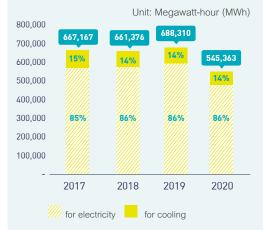
- Proceed according to the "AOT Environmental Master Plan"
- Proceed according to the Carbon Management Plan, which is recognized by the Airport Carbon Accreditation Project, in 5 AOT airports. (except Phuket International Airport).

Scan here

for further

Results in 2020

Overview of Energy Consumption



Overall Energy Intensity



Electricity Consumption Intensity

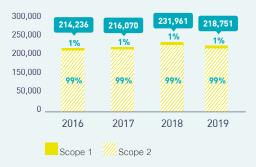
Unit: Kilowatt-hour per passenger



Remark: figures shown are compiled from all 6 airports, exclusive of the headquarter.

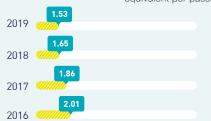
Greenhouse Gas Emissions

Greenhouse Gas Emission (Scope 1+2)



Intensity of Greenhouse Gas Emission (Scope 1+2)

Unit: Kilogram of carbon dioxide equivalent per passenger



Remark: -Figures shown are compiled from all 6 airports, exclusive of the headquarter.

- Information from 2016-2017 is exclusive of Phuket Airport.
- Information presented on a calendar year basis.

Airport Carbon Accreditation (ACA)



All 6 AOT airports are recognized as low-carbon airports by the Airport Carbon Accreditation (ACA) Project by the Airport Council International (ACI), which is one of the most recognized greenhouse gas emission management standards in the airport industry.

Electric Taxi (Taxi EV) Project

AOT currently provides electric powered taxis (Taxi EV) services with eight charging stations that can be operated simultaneously. This project help contributes to the reductions of greenhouse gas emission from AOT onward journeys passengers via land transportation.



Assessment of Eco-efficiency Performance

Sales or services revenue to greenhouse gas emission

279.34 baht per kilogram of carbon dioxide equivalent Number of passengers per greenhouse gas emission

585.86
persons per ton
of carbon dioxide
equivalent

Remark: Figures are compiled from Suvarnabhumi Airport and Don Mueang International Airport, together contribute 82% of AOT revenues.



Water Treatment and Wastewater Management

Target

To maintain zero verified complaint on wastewater treatment from communities surrounding the airports consecutively.

Management Approaches

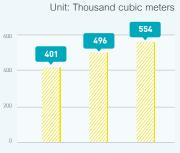
- Proceed according to the "AOT Environmental Master Plan" as well as preventive and follow-up plans described strictly in the Environmental Assessment Report (EIA).
- 2. Suvarnabhumi Airport employed a contractor with ISO 14001:2015 certification to supervise water treatment and wastewater management. Expansion of coverage to other airports are being planned.
- 3. All airports are currently applied biological wastewater treatment to improve the quality of wastewater before releasing externally.



Result in 2020 Water Withdrawal Results in 2020 Unit: Thousand cubic meters 15 000 10,600 10,481 9,474 8,822 10.000 2017 2018 2019 2020 Water Withdrawal Intensity Unit: Liter per passenger 2017 2018 2019 2020

Remark: Water from external supplies (Water Withdrawal) of AOT is coming from the Metropolitan Waterworks Authority, the Provincial Waterworks Authority, and the airport's wastewater treatment system using raw water from underground sources. Figures shown are compiled from all 6 airports, exclusive of the headquarter.

Water Recycling Recycled Water Volume



Proportion of Recycled Water Usage

2019

2020

2018

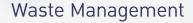


Remark: AOT used water recycled according to water treatment standards (Recycled Water) for other operational purposes such as gardening or lavatory usage. This practice is currently implemented at Suvarnabhumi Airport and Phuket International Airport.



Phuket International Airport Water Treatment System

Phuket International Airport has installed a tertiary multimedia wastewater treatment system by taking in water from biological wastewater treatment system for further treatment, and the recycled water would be used for toilet flushing only. This project can save an average of 2,000 cubic meters on tap water usage per month.



Target

To maintain 0 verified complaint on waste management consecutively.

Management Approaches

- Proceed strictly according to the "AOT Environmental Master Plan" as well as preventive and follow-up plans described in the Environmental Impact Assessment (EIA) Report.
- Apply the "3R Principle" (Reduce, Reuse, Recycle) while encourage waste separation in all airports and the headquarter.
- Suvarnabhumi Airport employed a contractor with ISO 14001:2015 certification to supervise waste management system.
 Expansion of coverage to other airports are being planned.



for further information



Results in 2020

Waste Volume

Total Waste

Unit: Ton



Intensity of Waste Directed to Disposal

Unit: Kilogram per passenger



Remark: - Figures shown are compiled from all 6 airports, exclusive of the headquarter.

- Waste diverted from disposal is waste separated for further usage such as reuse or recycle through the means of recycling, or being made fertilizers or animal feeds, for instance.
- Waste directed to disposal is waste incineration, incineration with energy recovery or directed to landfills, or disposed by other means.



Waste Separation for Recycle at Suvarnabhumi Airport

Suvarnabhumi Airport is organize a campaign to separate waste for recycling purpose where 30.8% of solid wastes would be recycled while organic wastes would be transformed into fish feeds, 64.8% of wastes would be used as energy in cement production and only the remaining 4.4% of wastes would go straight to landfills. The waste separation project at Suvarnabhumi Airport can save 63% of waste management expenses. Additionally, Suvarnabhumi Airport has applied the "Polluter Pays Principle" in the airport where operators producing large amounts of waste would be subjected to penalties.

Impact from Noise Pollution

Target

All residential buildings and places surrounding the airports that are vulnerable to noise impact are fully compensated within the designated time-frame.

Management Approaches

- Proceed according to the "AOT Environmental Master Plan" as well as preventive and follow-up plans described strictly in the Environmental Assessment Report (EIA).
- 2. Relief noise impact by using Noise Balanced Approaches suggested by the International Civil Aviation Organization (ICAO).



Results in 2020



100%

of buildings affected by noise pollutions from Suvarnabhumi Airport have been compensated on the stipulated timeframe



2,772 community members

have been put on ear health and conditions examination and hearing test. This program has been conducted for eight consecutive years.

Installation of Noise Measurement Stations by AOT



- 1 19 permanent stations and 2 mobile stations at Suvarnabhumi Airport.
- 2 4 permanent stations and 2 mobile stations at Phuket International Airport.
- 3 4 permanent stations and 2 mobile stations at Chiang Mai International Airport.
- Temporary stations are being used at Don Mueang International Airport. Measurements are carried out twice a year, each on a seven-day consecutive period.
- 5 Temporary stations are being used at Mae Fah Luang Chiang Rai International Airport. Measurements are carried out twice a year, each on a seven-day consecutive period.

Academic Studies Discussion and Seminar on the Thai Environment Day for the Fiscal Year 2020

AOT hosted a seminar on the topic of "When the City is Tainted (with PM2.5 particles)" to create awareness among employees on the situation and root causes on problems of PM2.5 particles, environmental and health impact, preventive and corrective measurement, and personal healthcare during this environmental crisis. The seminar also includes the presentation on School Environmental Footprint prepared by students from Donmuang Taharnargard-



bumrung School and Bamrung Rawiwan Wittaya School. Both public and private enterprises were also highly interested in the presentation on environmental seminar topics.

Complaint and Suggestion Channels

AOT has designated channels to file environmental complaints and suggestions that are inclusive of noise pollutions and other impacts to foster mutual and sustainable resolutions. The channels are:



- AOT Contact Center 1722
- Corporate Communication
 Department

E-mail: aotpr@airportthai.co.th

 www.airportthai.co.th Click on "Contact and Whistleblower"

Suvarnabhumi Airport

Environmental Impact Mitigation Center

Telephone 02-132-9088 and 02-133-1888

Fax 02-133-1889

and 8.00 AM - 5.00 PM

Every day except public holidays



Result in 2020



number of complaints on environmental issues verified



100%

of complaints have been resolved within the stipulated time-frame.

Remark: Most complaints are related to damages from air compression and compensation on noise pollutions from Suvarnabhumi Airport operations.



Shared Value for the Society Community Engagement



Creating shared values with surrounding communities and societies is a must for running sustainable business to achieve mutual growth. Hence, AOT is conducting the business under the concept of "being an airport that is a good corporate citizenship and friendly neighbor to the community" (Corporate Citizenship Airport) by focusing on community engagement through the encouragement of community participation to foster confidence and acceptance from communities and societies. Although some socially-oriented activities might have been disrupted from the outbreak of COVID-19 pandemic, AOT has adjusted the implementation of community relationship initiatives to align with ongoing situations and necessities of the communities as best as we could, such as the preparation and distribution of face-protection equipment (Face Shields) and aid packages while also supporting the economic recovery of communities surrounding the airports.

Targets

- 1. The success rate of socially-oriented activities implementation, stipulated in the annual business plans of all 6 airports, must be 100% consecutively.
- 2. The assessment of cumulative Social Return on Investment (SROI) for at least three initiatives must be done within 2020.
- 3. Average satisfactory levels among participants must be at least 8% consecutively.

Management Approaches

- 1. Implement the AOT Sustainable Development Master Plan for for the fiscal years 2020 - 2021.
- 2. Develop corporate social responsibility activities in both organization and airport levels to maintain desired engagement with surround ing communities or the wider society on a continuous basis.
- 3. Support knowledge and experience sharing between airports through networking events for the corporate social responsibility activities coordinators for AOT sustainable development.



Results in 2020



of airports were conducting corporate social responsibility in alignment with community needs.

corporate social responsibility initiatives

have been asessed for the Social Return on Investment (SROI)



of achievement in the implementation of socially-oriented activities following the annual business plans of all 6 airports.



corporate social responsibility activities percent of satisfactory level for the participants of corporate social responsibility activities.

Type of Philanthrophic Activities



Total number of corporate social responsibility activities 178 projects

The total value of all initiatives over

22.10 million baht

Cash contributions 11.604.454 baht



Employee volunteering time 14.938 hours valued at 4,491,089 baht

In-kind giving

valued at 10,634,008 baht

Management overheads of the Community Relationship Department 44,391,503 baht

Proportion of the corporate social responsibility activities support



Charitable donation 26.70%

Community investment 38.90%

Commercial initiative 34.40%

Corporate Social Responsibility Activities Highlight for 2020

The Promotion of the Community Tourism for Bang Ka-Ei Village, Bang Phla Sub-district, Bang Phli District

AOT promotes the community tourism throughout communities surrounding airports by leveraging one of the core strengths in the area of safety standards through the organization of fundamental cardiopulmonary resuscitation (CPR), water rescue and lifesaving workshop for Bang Ka-Ei community members, tourism service providers, and village security guards while also donating aquatic safety standard guidelines and safety equipment such as life jackets and life buoys to the "Bang Phla Innovative Community Enterprise" that eventually leads the Bang Ka-Ei Village to win the Sufficient Economy Village Award "Living Heartily" and the Community Development Award from Samut Prakan Province in 2020.

Results

- 39 community members are empowered on the lifesaving techniques and aquatic safety.
- 100% of participants were "satisfied" or "highly satisfied" with the activities.



I am proud to be able to leverage knowledge received from AOT workshops in real-life practices as I was able to save a child in the community from drowning, should I did not acquire a knowledge on this matter then a child might have already been died from drowning.





Mrs Samrit Chamchan Innovative Community Enterprise Member, Bang Ka-Ei Village









The Renovation of Child Development Center, Ban Pang Lao Child Development Center

The objective of this project is to support the renovation of child development centers and equipment that are necessary for child development, to support the physical, mental, social, and intelligent development of children aged 2-3 years while also support teachers to facilitate the programs that could promote the evolution of children skills and expansion of activity benefits. Since 2017, AOT has continuously contributed the donation of 200,000 baht per annum.

Results

- 30 students at Ban Pang Lao Child Development Center were benefited from this initiative, total donation is valued at 600,000 baht.
- Social Return on Investment (SROI) is 1: 1.07





First Networking Event for the of Corporate Social Responsibility Activities Coordinators for AOT Sustainable Development



The objective of this event is to promote awareness on the implementation of corporate social responsibility activities for the network of coordinators by lessons learnt from leading corporations, hosted by the Senior Manager of Corporate Social Responsibility Department from PTT Exploration and Production Public Company Limited (PTTEP), at the "Natural Classroom" Project in the Restoration of Forest for Ecological Study at Sri Nakhon Khuean Khan Park and Botanical Garden, an initiative of PTTEP, and to foster opportunities in knowledge and experience sharing for conducting corporate social responsibility activities in each airport.

Results

- Enhance the knowledge of 30 AOT employees in the definition and implementation of corporate social responsibility events.
- 100% of participants were "satisfied" or "highly satisfied" with benefits and knowledge obtained in the session.



This activity is really impressive and beneficial. I can leverage the knowledge for myduties very well, I have also learned management approaches and problem solving solutions from the executives of leading companies who have been on ground for CSR works for more than 20 years. Apart from this, I have also had a chance to apply knowledge obtained with my works and to exchange my community affairs experiences with officers from other airports. I wish this activity should be conducted again on an annual basis, as it helps enhance efficiency of our CSR programs, which could in turn assist AOT to run business towards target objectives more smoothly



Miss Adchareya Yoadchan Executive Officer (Level 7) Special Affairs and Community Relation Department Suvarnabhumi Airport

"Share What You Have" for Those Affected by COVID-19



AOT takes part to assist communities surrounding the airports that have been economy impacted by the outbreak of COVID-19 pandemic by the preparation and distribution of face shields and aid packages to more than 1,100 families. Apart from this, AOT together with its employees have established the Pantries of

Sharing by AOT Employees and donated the consumption necessities to 28 Pantries of Sharing at communities surrounding the airport, they also got community products distribution through "AOT Marketplace", AOT facebook page, to help boost the community economy.



Sustainable Supply Chain



AOT manages our supply chain with full responsibility to reduce business interruption risks, to promote responsible business conduct in line with laws, and to lessen the impacts on the environment and the society which may be affected by those supply chain activities. Furthermore, good supply chain management also indirectly develops the society through the creation of proper work environment, encourages fair labor treatment, protects human rights, and saves the environment from production processes and service deliveries.



Targets

- 1. 100% of our partners who have signed contracts will be consistently informed of the written sustainable operations guidelines annually. (Ref: Goals according to DJSI)
- 100% of our partner groups in the pilot operations areas (Suvarnabhumi Airport and Headquarters) will receive supply chain risk assessment.
- 100% of the parcel department have attended the "2019 Parcel Post Regulations" seminar.

Management Approaches

- Operate shall be conducted in accordance with related laws on procurement¹ and the provision of "2019 Parcel Post Regulations" shall be carried out in accordance with such requirements as the operations guidelines for AOT.
- Operate in accordance with AOT's sustainable operations guidelines for partners shall be supported.
- Conduct for the supply chain risk assessments of Suvarnabhumi Airport and Headquarters by the pilot project.

¹Government Procurement and Supplies Management Act B.E. 2560 and Regulation of the Ministry of Finance on Public Procurement and Supplies Administration B.E. 2560



Results in 2020



100%

of our partners who have signed contracts will be consistently informed of the written sustainable operations guidelines.



100%

of our partner groups in the pilot operations areas will receive supply chain risk assessment.



96%

of the parcel department have attended the "2019 Parcel Post Regulations" seminar.

Supply Chain Risk Assessment



AOT has conducted supply chain risk assessments in the pilot operations areas, including Suvarnabhumi Airport and Headquarters, to be aware of risks and to systematically set up management measures through 3 categories of risk assessment:

Spend Analysis, Critical Supplier Analysis

ESG Risk Assessment

Sustainability Risk Assessment among Partner Groups



Scan here for further information

Human Rights and Legal Labor



The human rights issues have been treated as a priority around the world. They have also been addressed as fundamental factors contributing to the code of business conduct and ethics. AOT has thus realized the impact of human rights violations in the supply chain and AOT operations areas and hence has set up policies for risk assessments as well as measures to prevent human rights violations to cover all stakeholders in AOT's supply chain.

Targets

- 100% of AOT operations areas undergo human rights due diligence.
- 100% of AOT partner groups who have been identified with human rights risks are provided with risk reduction measures.
- 3. No confirmed cases of human rights violations annually.



Management Approaches

- Conduct our business in accordance with AOT's "Human Rights Policy" which conforms with international standards.
- Conduct human rights Due Diligence in a consistent manner for human rights risk assessments and shall set up measures to manage, monitor, and report the operations results to public.
- Incorporate human rights criteria as part of supply chain's sustainability risk assessment.



Results in 2020



100%

of AOT operations areas have undergone on human rights due diligence, including AOT Headquarters and the 6 airports.



100%

of AOT partner groups who have been identified with human rights risks have also been provided with risk reduction measures.

confirmed cases of human rights violation

Airport access project for passengers requiring special assistance

In the 2020 fiscal year, AOT has provided regulations of the Airports of Thailand Public Company regarding facilities and services for passengers who may require special assistance as the service standards for all of AOT's 6 airports according to law. state requirements, and international standards. Furthermore, AOT has signed an MOU with Mahidol University (Ratchasuda College) on academic services to improve services for passengers who may require special assistance in order to elevate those services provided by airport operators, including AOT staff, government agencies, and airlines. Nevertheless, the training shall proceed next year.











AOT realizes the importance of high-potential employees who helpmove our airport business forward and is therefore committed to improving employee efficiency through our personnel development systems and attracting highly qualified employees by using motivations for their full potential of performances in appropriate, fair, and open-minded work environment for AOT business success.

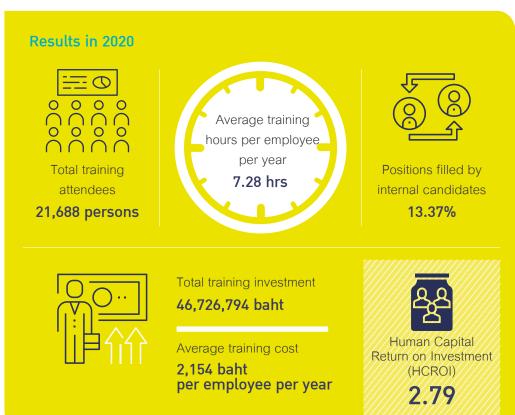
Human Capital Development

AOT gives importance to our core values and employee productivity and thus has initiated various personnel development projects through trainings and activities to motivate our employees with our core values to boost efficiency and effectiveness as well as morale. Moreover, AOT has implemented knowledge management solutions to disseminate, retain, and extend all aspects of knowledge within our organization.

Management Approaches

- Carry out activities according to the "Personnel Management and Development Master Plan" for fiscal years 2017 - 2022.
- 2. Organize the KM Day activities and the Core Value Day activities.
- 3. Provide hard skills and soft skills trainings for employees.





Corporate Value Enhancement

AOT has been implementing projects to enhance our core values through activities which boost desirable behaviors in different formats: activities, lectures, seminars and workshops to create awareness among employees and to encourage practices in order to build our corporate culture. AOT has also developed the Five-Year Core Values and Corporate Culture Implementation Plan for fiscal years 2020 - 2024, revised and strengthened for core value extensions in accordance with the qualityfocused State Enterprise Assessment Model in response to changes in external environment, particularly the digital technology revolution.



1. Three core value enhancement activities and lectures:

- Lectures to provide knowledge to both employees and new employees in order to enhance AOT Core Values under the AOT Familiarization Project.
- Lectures to provide knowledge to employees in the Intermediate Airport Management Courses.
- AOT New Normal Sharing Activities or activities to share opinions on digital uses under the New Normal lifestyles of AOT employees and staff.



2. Seminars and Workshops:

"Values Direction" Seminar and Workshop for Top Executives

To review the five core values for suitability in line with the strategic business direction and to analyze the operational results and the expectations of the senior executives at level 10 or higher.

"Values in Action" Seminar and Workshop for AOT Executives at Level 9 (Change Leaders) who hold the position of Airport Deputy Director, Department Director

To create an understanding of the connection between corporate core values and strategic business direction and to review awareness, understanding and expression of the five core values.

"Value-Based Communication" Seminar and Workshop for Executives at Section Director level (Level 8)

To present the Five Core Values operational assessment results during the preceding period and in the current period and to make a discussion regarding good operations and improvement opportunities, and to be informed of the results of the senior executive seminars.

The Five-Year Core Values and Corporate Culture Implementation Plan Seminar and Workshop (Fiscal Years 2020 - 2024)

To encourage participants for giving suggestions to improve the AOT Core Values Implementation Plan in this seminar and workshop chaired by the President.

Facilitator Team Seminar and Workshop

To provide readiness to the AOT Core Values Facilitator Team and to provide understanding in the roles of the Facilitator Team while establishing network of the Five Core Values Facilitator Team for the dissemination meeting for further core value exercises.



AOT Knowledge Management (KM)

AOT has implemented Knowledge Management (KM) solutions as our important tools to enhance learning and development at personal and corporate levels through the accumulation of tacit knowledge, explicit knowledge, knowledge sharing, and knowledge transfer, which are vital for all of our employees to study and learn from those who are knowledgeable and experienced. Furthermore, AOT has stored important knowledge in the Knowledge Management System (KMS) to provide access to knowledge and knowledge exchange.

For the fiscal year 2020 AOT has encouraged the involvement of employees at all levels. For the involvement of directors, AOT has created an understanding of the roles of leadership, the importance of knowledge management, the implementation of knowledge management development plan (for fiscal years 2021-2025) by the AOT Knowledge Management Committee to develop vision, mission, policies, strategies, indicators, and knowledge identification (at corporate level) corresponding to organization knowledge, knowledge transfer from retiring directors, interviews for lessons learned, such as airport management knowledge during the COVID-19 pandemic.

In addition, AOT has created an involvement of employees at various airports to communicate the importance of knowledge management to cover all operational areas. For the field operators, AOT has implemented personnel development for KM Competency at a sufficient level so they can conduct knowledge management for the divisions / organization and can be further developed as KM Facilitators while extending knowledge to the KM CoP New Generation for knowledge accumulation and storage through multimedia channels, effective use of knowledge management, and efficiency enhancement for our corporation to become a Learning Organization (LO) in the future.





Core Competency & Functional Competency

AOT has implemented personnel development programs to enhance the competency of our employees at all levels for airport operations and management in accordance with related air transportation regulations. However, due to the COVID-19 pandemic, AOT has conducted our trainings online for the consistent improvement of our employees' competency.

Total personnel development programs in 2020 **869** programs



Airport Management Training 220 programs

General Management Training

213 programs





Functional & Operation Training 301 programs

Soft Skills Training 135 programs





Talent Attraction and Retention

AOT gives importance to highpotential personnel recruitment and
retention for continuous operations and
stable business growth by attracting
high potentials outside to join our
company. AOT also uses individual
assessments for promotions and appreciates and recognizes employees,
staff, groups, or agencies whose performance is outstanding to encourage
them to take pride in the workplace and
to boost AOT employee morale.

Management Approaches

- Conduct operations according to the "Personnel Management and Development Master Plan" for fiscal years 2017 - 2022.
- Sign the Memorandum of Understanding (MOU) on aviation personnel development between AOT and the Civil Aviation Training Center (CATC) for the fiscal years 2019-2021.
- 3. Present Outstanding Employee Awards to employees who have provided excellent work performance and productivity.



Scan here for further information

Results in 2020



100%

of employees have received assessments through performance indicators at personal level.

Turnover 1.51% Rate 0.24% were voluntary

Working Condition and Well Being

Employees are the key to move our organization forward. On top of employee efficiency development, AOT has given importance to employee wellbeing to increase motivation in the workplace while supporting employee potential. Hence AOT has consistently provided welfare and fringe benefits as well as projects to improve employees' quality of life. Moreover, AOT has given freedom and rights to employees to form groups, such as the labor relations committee and the state enterprise labor union, to exchange views.

Management Approaches

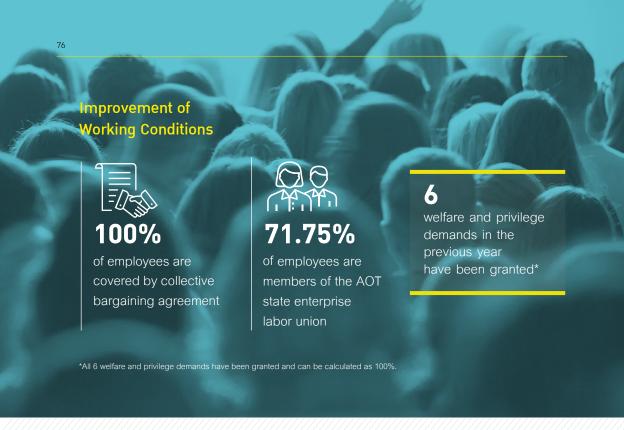
Conduct employee opinion surveys on flexible benefit to develop appropriate solutions for employees across all different age groups and will use the data to improve welfare.



Results in 2020 Quality of Life Enhancement Project through Welfare Suitable for AOT Employees

In 2020 AOT has implemented the Quality of Life Enhancement Project through Welfare Suitable for AOT Employees based on the online surveys to find the opinions of AOT employees and staff on the current welfare, flexible benefit, and alternative welfare to provide welfare benefits that suitable for employees across all different age groups while presenting suggestions for ways to improve welfare for more suitability. The results of surveys have

revealed that the welfare whose employee satisfaction level reached a high level or the highest level comprised medical expenses and provident fund. 87% of employees prefer to have flexible benefit. The top three most preferred alternatives to welfare are recreation rooms, other welfare (medical expenses, staff uniform, AOT housing) and Freestyle Day for casual dress code. Nevertheless, AOT will use the survey results and suggestions for further implementation.



Improvement of Operating Conditions during COVID-19 Pandemic



Temperature Screening
Measures for Visitors
and Operators



Social Distancing
Supports



Touch Point Cleaning



Daywork with Staggered Shifts



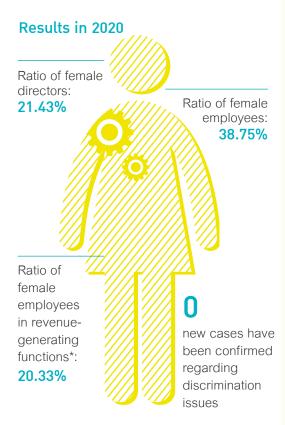
Work from Home



Video Conferences

Employee Diversity and Inclusion

Employee diversity comes in many forms: culture, age, gender, social position. Yet it helps our organization adapt to change quickly while improving competency and creating new innovations. AOT is always committed to supporting and promoting equality, implementing an open door policy for diversity, and rejecting discrimination in any form as part of our code of ethics adhered to by all of our employees.



^{*}Remarks: Revenue-generating functions are defined by AOT as those related to business development and operation.



A Campaign for AOT Employees to Wear Thai Textiles

AOT is calling for staff and employees to wear an outfit made of Thai textiles or ethnic fabrics every Thursday and Friday while organizing regional Thai outfit contests to reveal their true identities and show pride in their culture to reflect cultural diversity as well as to promote Thai products.

Furthermore, AOT has responded to the needs of AOT employees and staff according to the employee opinion surveys on flexible benefit by designating Friday as the Freestyle Day for a working day casual dress code.



Reader Survey

Sustainable Development Report 2020 of Airports of Thailand Public Company Limited (AOT) Your suggestions will be used for further improvement on content and disclosure approach of AOT's Sustainable Development Report 2021. AOT highly appreciates your valuable feedback.

Please mark X in the box	and make suggestions in	the space provided.	
1. Gender			
Male	Female	Others	
2. Education			
Below Bachelor's degree	Bachelor's degree		
Master's degree	Above Master's degree		
3. Which group of reader are you?			
Shareholder/Investor	Customer (Passenger/A	irline/Entrepreneur)	
Employee	Business Partner		
Academic	Government Agency		
Media	Student		
Others, please specify			
4. Which channel did you	receive AOT's Sustainal	ole Development Report?	
AOT's Website	Seminar/Lectur	re/Exhibition	
AOT's Internal Units Other Webs	sites Annual Genera	al Shareholders' Meeting	
Others, please specify			
5. What is your main purpo	ose of reading AOT's Sus	tainable Development	
Report 2020			
To understand AOT			
To support investment decision	n		
For Research/Education			
To prepare your sustainability	report		
Others, please specify			



Report 2020.				
How much do you understand AOT's sustainability issues?				
High Moderate Low Poor				
How well is sustainability performance consistent with AOT's sustainability strategy?				
High Moderate Dow Poor				
How appropriate and credible is the content?				
High Moderate Low Poor				
•How well is the content corresponding to your expectation?				
High Moderate Low Poor				
7. Which AOT's sustainability topics are you interested in?				
Airport Infrastructure and Accessibility Partnership and Collaboration				
Sustainable Supply Chain Digitization and Innovation				
Information Security and Privacy Economic Performance				
Marketing and Reputation Management Customer Satisfaction				
Occupational Health and Safety, Working Condition and Well Being				
Human Capital Development Talent Attraction and Retention				
Employee Diversity and Inclusion Airport Safety and Security				
Community Engagement Human Rights and Legal Labor				
Others, please specify				
8. In your opinion, does the content cover the material topics of AOT's sustainability issues?				
Yes No				
If not, please specify the issues that should be added				
9. Please make suggestions for further improvement of AOT's Sustainable Development				
Report.				

6. Please rate the quality and the credibility of AOT's Sustainable Development

Please return the survey to

Corporate Social Responsibility Department
Airports of Thailand Public Company Limited (AOT)
333 Cherdwutagard Road, Srikan, Don Mueang Bangkok 10210



Airports of Thailand Public Company Limited (AOT)
333 Cherdwutagard Road, Srikan Subdistrict, Don Mueang District, Bangkok 10210, Thailand

Tel : (66) 2535 5270 - 74 Fax : (66) 2535 5289

E-mail : aotcsr@airportthai.co.th

www.airportthai.co.th



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