



AIRPORTS OF THAILAND PLC.

Sustainable Development Report
2021



Member of

**Dow Jones
Sustainability Indices**

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Sustainable Development Report

2021

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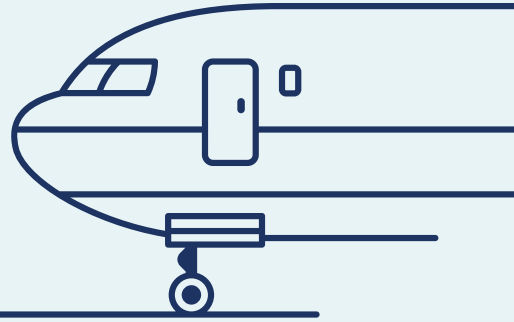
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Message from the Chairman and the President



Airports of Thailand Public Company Limited (“AOT”) is committed to conducting its business under the “Corporate Citizenship Airport” concept by valuing its stakeholders in all dimensions including economic, social and environment that align with Sustainable Development Goals (SDGs), set by the United Nations, which has reflected our success in the sustainable development and continuous corporate governance enforcement. This could be confirmed by being selected as a member of Dow Jones Sustainability

Indices (DJSI 2021) where the company is listed in the DJSI World Index for the third consecutive year and in the DJSI Emerging Markets Index for the seventh consecutive year. On top of this, AOT was ranked fourth from 105 reputable organizations listed in the Transportation and Transportation Infrastructure Industry (TRA) and ranked first among fellow airport operators.

AOT was listed in the Thailand Sustainability Investment (THSI) 2021 by the Stock Exchange of Thailand (SET)

and also be categorized as “Excellence” level in the Corporate Government Report of Thai Listed Companies in 2021 (CGR 2021), hosted by the Thai Institute of Directors, as well as scoring the “A” level assessment under the Integrity and Transparency Assessment (ITA) of government agencies from the Office of the National Anti-Corruption Commission. Moreover, Suvarnabhumi Airport was chosen and announced to be an eco-friendly airport in the “Very Good” level set by the Department of Environmental Quality Promotion (DEQP) which represents the AOT’s strength on passenger terminal designs that promote energy conservation and continuous management.

In response to the spread of the Coronavirus Disease 2019 (Covid-19) that has affected all walks of life, AOT then has revised the Corporate Plan Fiscal Year 2021 to prepare for its revised version of the Fiscal Years 2017-2022, that strengthen and promptly respond to the new normal concept of “Touchless Airport” where Common Use Self Service (CUSS) kiosks and Common Use Bag Drop (CUBD) systems are installed to minimize touches in the airports as well as preparing the midfield Satellite Terminal 1 (SAT 1) to accommodate a larger volume of passengers and maintain international level of services at

the same time. Apart from this, AOT has established AOT TAFA Operator Company Limited (AOTTO) to provide faster inspection process of agricultural products, thereby keeping the product quality and standard before exporting to target destinations. Meanwhile, AOTTO aims to become the regional exporting hub for agricultural products to expand business opportunities, amid the downturn of passengers from the Covid-19 pandemic either domestically or internationally. Nevertheless, AOT staff have already been fully vaccinated with two doses of Covid-19 vaccines, followed by a booster dose (the third dose) to increase the confidence in our services among airport customers and stakeholders.

On behalf of AOT Board of Directors, and President, I would like to express my gratitude for all confidences and good collaborations from all stakeholders through the past 42 years. Also, I wish to convey my heartfelt thanks for contribution of our employees that are very crucial force in driving our organization to get through the crisis where we affirm our stances to operate the business under good corporate governance philosophies and be responsible for value creation and delivery to the society towards sustainable development goals, there by ensuring all stakeholders and we will overcome this crisis together.



(Mr. Sarawut Benjakul)

Chairman



(Mr. Nitinai Sirismattakarn)

President

The Outstanding Sustainable Performance Results

Revenue^{1,2}

7,086
million Baht

Net Profit¹

16,372
million Baht

Return on Asset (ROA)¹

8.86%

Return on Equity (ROE)¹

12.82%



20.1 million persons
Passengers¹



245,456
Flights per Annum¹



Cargos and Parcels²
1.09 million tons



84
Scheduled Airlines³



Employee
Satisfaction toward
obtained welfare:³
86.05%



AOT Employees
3,264 persons
Female
39.94%



22.11%
of STEM⁴ functions
are female



Human Capital
Return on
Investment (HCR01)⁵
-1.50



Social Projects
159 projects



Cash Contributions
13,263,771 Baht



Donations and
services supporting
social activities
6,047,750 Baht



Employees
volunteering time
for Social Activities
14,405 hours

Business
Continuity Standards
ISO 22301:2012/
TIS (Thai Industrial
Standard) 22301-2556
Certification for the
entire organization



Airport Carbon
Accreditation (ACA)
Certification
for all 6 airports

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

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

¹ The financial performance of AOT in 2021 was affected by the spread of Covid-19.

² Consolidated financial statements.

³ There was no survey on employee satisfaction and engagement in 2021 due to the epidemic of Coronavirus Disease 2019 (Covid-19). In 2020-2021, AOT conducted a survey to enhance the quality of life through welfare and benefits that suitable for AOT employees and staff.

⁴ STEM functions cover science, technology, engineering, mathematical-related departments, whereas for AOT this covers Digital and Communication Technology as well as engineering.

⁵ Due to the epidemic situation of COVID-19 the overall revenue of the organization decreased, but AOT continued to develop its potential and employee welfare continuously.

Our Proudest Achievements

Member of
**Dow Jones
Sustainability Indices**
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AOT has been selected as a member of Dow Jones Sustainability Indices (DJSI) at the level of DJSI World for the third consecutive year and in the Emerging Markets for the seventh consecutive year in the category of Transportation and Transportation Infrastructure (TRA).



AOT is recognized in an “Excellence” category in the Corporate Government Report of Thai Listed Companies in 2021 (CGR 2021) hosted by the Thai Institute of Directors (IOD).



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



AOT received the “A” level assessment under the Integrity and Transparency Assessment (ITA) conducted on state-owned entities from Office of the National Anti-Corruption Commission.

STAY STRONG

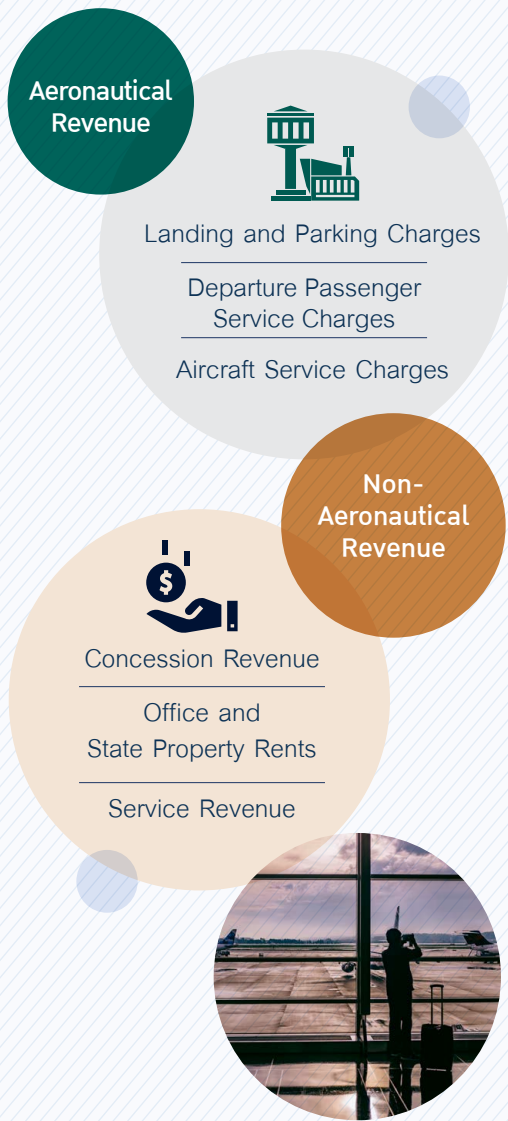


Business Overview of AOT



Airports of Thailand Public Company Limited (AOT) is a state-owned enterprise under Ministry of Transport and listed in the Stock Exchange of Thailand under the name “AOT”. Ministry of Finance holds 70 percent stakes while the remainder of 30 percent are held by general investors. Currently, AOT operates 6 international airports, serving over 135 domestic and international destinations with a capacity to handle 101 million passengers and 3.3 million tons of freights per year and a total of 189 flights per hour.

AOT's Revenue Structure:



Activities to support AOT's businesses by outsourced operators	
	Ground Handling Service
	Limousines
	Retail Shops
	Storage Facilities
	Passenger Services according to airport concession contract
	Car Park Services
	Other activities, such as hotels

Other Government Agencies and State Enterprises which Provide Services and Facilitation in AOT's Operation Areas:



Immigration Bureau



Customs Department



กรมควบคุมโรค

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
Company Limited

AOT's Value Delivery

AOT connects people and commercial activities through airport services of over expectation at an international standard. AOT is ready to support the growth in number of passengers and transportation through the airport development. AOT had responded to stakeholder requirements through numerous activities in the value chain as follows:

Value Delivery Contributors	Airport Construction
 <p>Directors and Employees</p>	<ul style="list-style-type: none"> ✓ Feasibility Study for Commercial Airport Establishment and the Role of Airport
	<ul style="list-style-type: none"> ✓ Airport Construction Site Selection
	<ul style="list-style-type: none"> ✓ Study of Worthiness, Business Plan, and Airport Master Plan
	<ul style="list-style-type: none"> ✓ Submission for Approval of Airport Construction Project
 <p>Business Alliances</p>	<ul style="list-style-type: none"> ✓ Survey and Detailed Design
	<ul style="list-style-type: none"> ✓ Study of Health and Environmental Impacts
	<ul style="list-style-type: none"> ✓ Construction and Construction Management
	<ul style="list-style-type: none"> ✓ Managing Project Launch Readiness
 <p>Regulators</p>	<p>Transparency of Project Studies and Operations</p>
	<p>Stakeholder Involvement and Support from Related Agencies</p>

Airport Operations Management

AOT's Value Receivers



✓ Aviation and Ground Service Management

✓ Passenger and Baggage Management

✓ Cargo Operations and Management

✓ Commercial Area Management and
Concession Agreement

✓ Airport Maintenance

Safety, Security and Service Standards

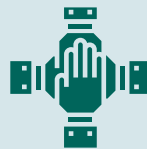
Stakeholder Involvement



Customers
(Airlines, Passengers
and Operators)



Shareholders



Business Alliances



Communities
and Societies

AOT Sustainable Development

AOT follows the Extended Sustainable Development Master Plan for fiscal year 2020 - 2023 and Sustainable Development Policy to organize projects and activities in compliance with the United Nations Sustainable Development Goals (SDGs) where AOT reported the details of sustainable development initiatives in this report.

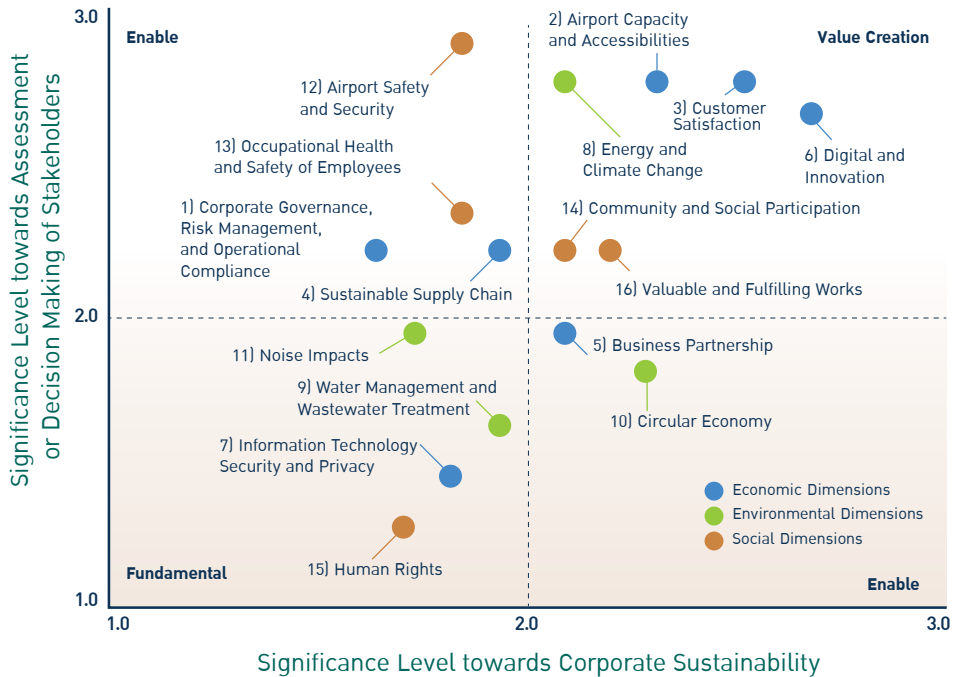


For more information, please scan here.

SDGs	Relevant Chapters	SDGs	Relevant Chapters
 <ul style="list-style-type: none"> • Airport Safety and Security • Occupational Health and Safety of Employees • Valuable and Fulfilling Works 		 <ul style="list-style-type: none"> • Human Rights 	
 <ul style="list-style-type: none"> • Valuable and Fulfilling Works 		 <ul style="list-style-type: none"> • Airport Safety and Security • Customer Satisfaction • Airport Capacity and Accessibilities • Noise Impacts 	
 <ul style="list-style-type: none"> • Water Management and Wastewater Treatment 		 <ul style="list-style-type: none"> • Water Management and Wastewater Treatment • Circular Economy 	
 <ul style="list-style-type: none"> • Energy and Climate Change 		 <ul style="list-style-type: none"> • Energy and Climate Change 	
 <ul style="list-style-type: none"> • Sustainable Supply Chain • Occupational Health and Safety of Employees • Valuable and Fulfilling Works 		 <ul style="list-style-type: none"> • Corporate Governance, Risk Management, and Operational Compliance 	
 <ul style="list-style-type: none"> • Corporate Governance, Risk Management, and Operational Compliance • Information Technology Security and Privacy • Digital and Innovation • Airport Capacity and Accessibilities 		 <ul style="list-style-type: none"> • Business Partnership • Community and Social Participation 	
		<p>Additionally, previous AOT sustainable development activities support the following sustainable development goals:</p> <div>       </div> <div>   </div>	

AOT Sustainable Development Agendas

From the identification and assessment of AOT sustainable development agendas through the analysis of worldwide sustainable development trend, industry trend, and collaboration with either internal and external stakeholders, AOT has identified 16 agendas that cover economic, social, and environmental dimensions, each of which has range of significance as follows:



The assessment criteria of AOT sustainable development agendas can be classified into three categories :



Fundamental

Basic agendas that AOT must manage to comply with regulations, laws, or other practices of professional standards that can mitigate risks, reduce costs and preserve business continuity.



Enabler

Agendas that could effectively lead to other developments if managed wisely, this will enable business development potential enhancement and facilitate business growth.



Value Creation

Agendas that could directly adding values to stakeholders and AOT businesses if managed wisely, this brings in higher revenue and provides long-term value creation, which leads to the enhancement of AOT business competitiveness and the business differentiation.

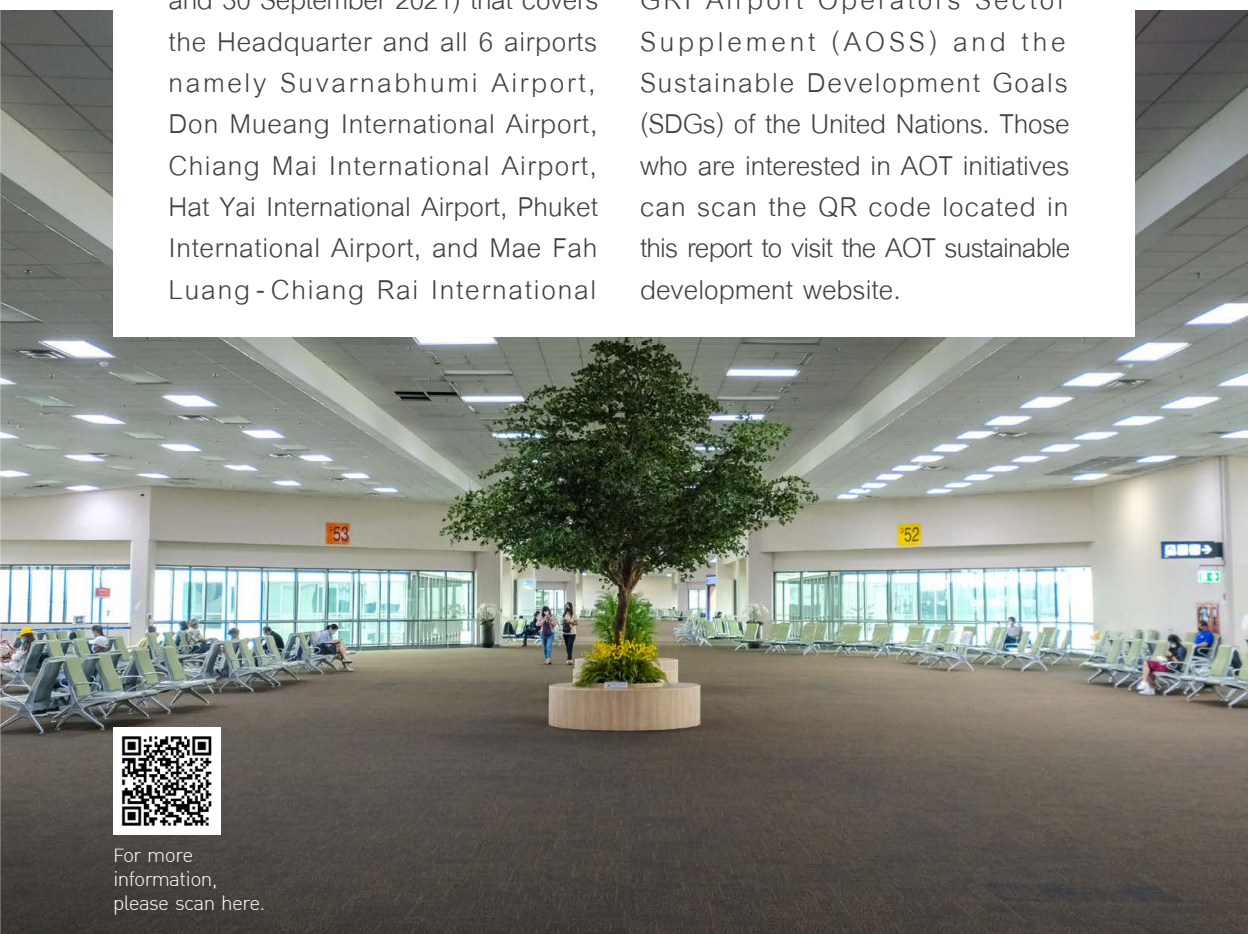
About this Report

AOT has prepared the 2021 Sustainable Development Report to communicate our aspirations and performances on our sustainable development initiatives under the “Stay Strong” concept by using the information throughout the 2021 fiscal year (between 1 October 2020 and 30 September 2021) that covers the Headquarter and all 6 airports 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 2021 Annual Report. Additionally, this report and the website content regarding the sustainable development of AOT is complied with the Global Reporting Initiative (GRI Standards-Core Option) and the GRI Airport Operators Sector Supplement (AOSS) and the Sustainable Development Goals (SDGs) of the United Nations. Those who are interested in AOT initiatives can scan the QR code located in this report to visit the AOT sustainable development website.



For more
information,
please scan here.



Stay Right: Believing in Conducting Ethical and Transparent Business

AOT believes that conducting ethical and transparent business is the fundamentals of sustainable development. Therefore, AOT emphasize's good corporate governance, risk management, and operational compliance as well as protecting human rights and encouraging sustainable supply chain management that supports viable AOT business growth.



Good Corporate Governance

Good Corporate Governance is the most important part of AOT's business operation which assures our stakeholders and the public's confidence as we determine corporate governance policies in accordance with the Organization for Economic Cooperation and Development (OECD) principles, the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand (SET), and the Thai Institute of Directors (IOD). Moreover, AOT encourages the Board of Directors, executives, and employees to conduct operations according to the above mentioned policy, with transparency, honesty, fairness and verifiability without any conflict of interests.

Board of Directors Performance Evaluation

AOT's Board of Directors performance evaluation has been conducted annually for continual development of the organization. The Corporate Governance Committee is responsible for internal evaluation through self-evaluation and the evaluation of Board of Directors members, including committee level and sub-committee level. The evaluation results will be reported to the Board of Directors for acknowledgment and consideration for further development. The evaluation by external agencies has been carried out in compliance with State Enterprise Assessment Model : SE-AM (Corporate Governance & Leadership) conducted by the State Enterprise Policy Office (SEPO) under the Ministry of Finance and other related external agencies namely ASEAN Corporate Governance Scoreboard, Corporate Governance Report (CGR) of the Thai Institute of Directors (IOD). AOT Board of Directors received highest assessment scores on the Structure and Qualification of the Board of Directors, the Performance of the Board of Directors, and the Relationship between the Board of Directors and the Executive, This is a reflection of competency on the Board's good corporate governance.



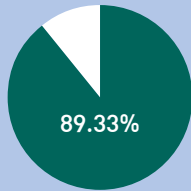
For more
information,
please scan here.

Self-evaluation by the State Enterprise Committee (Individuals)



Average
Score
4.47/5.00

or

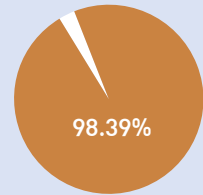


Evaluation by the State Enterprise Policy Committee



Average
Score
2.95/3.00

or



AOT is one of the top 50 companies in the ASEAN Corporate Governance Scorecard (ACGS) assessment.



AOT has been evaluated by the Corporate Governance Report of Thai Listed Companies: CGR 2021 and obtained a score of 96 at the “Excellent” level.

Risk Management

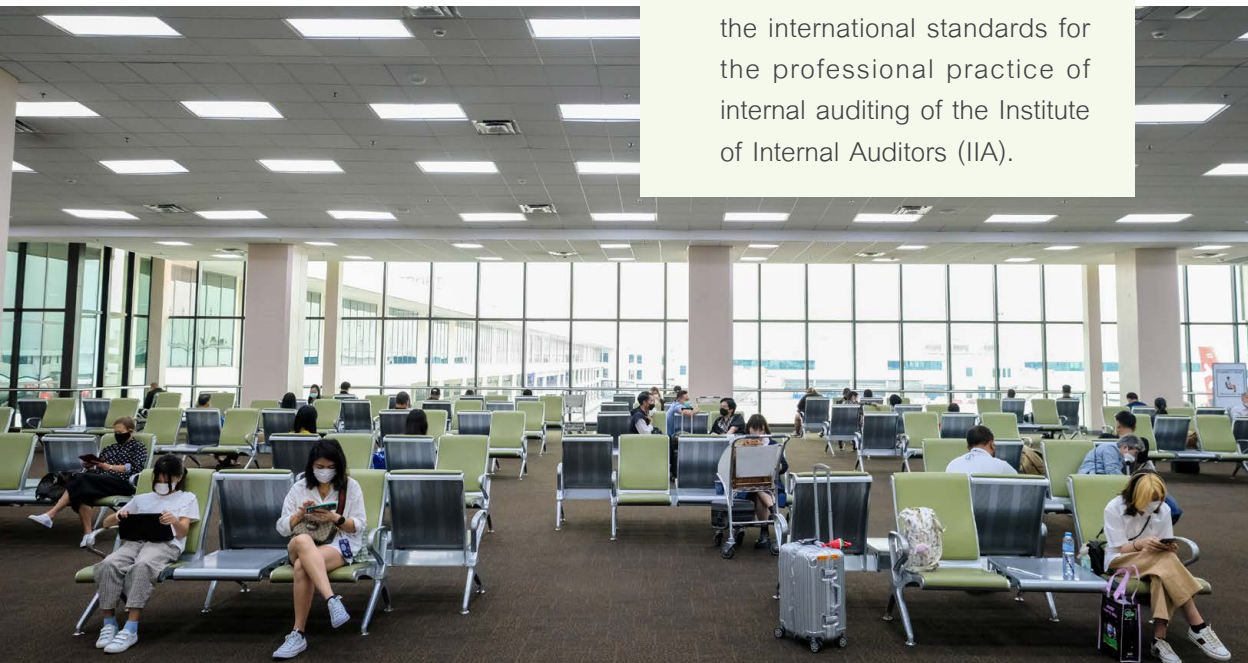
AOT realizes that risk management is an important factor contributing to its sustainable business as well as preparing the organization for upcoming challenges, both short-term and long-term. This will not only help mitigate the potential of business disruption that may affect revenue and confidence in the organization but will also help AOT in achieving its long-term business goals, under significant transformation that may happen across industries in a global scale.



For more information, please scan here.

Management Approaches

1. Establish integrated risk management in accordance with COSO-ERM: 2017.
2. Certify Business Continuity Management System under ISO 22301:2019 Standard.
3. Establish an internal audit system by the Office of Internal Audit which is independent from the operations section and report directly to the Audit Committee.
4. Operate in accordance with the international standards for the professional practice of internal auditing of the Institute of Internal Auditors (IIA).



AOT's Risks for 2021

According to the 2021 risk assessment process, AOT risks can be divided into the following 12 categories:



Strategic Risk



Operational Risk



Financial Risk



Compliance Risk



Human Capital Risk



Safety Risk



Security Risk



Hazard and
Environmental Risk



Fraud Risk



IT Risk



Reputation Risk



Emerging Risk

Emerging Risks are identified as potential risks that could yield great impact in the future according to the changing environment. The risk events in this category shall be gradual with low frequency in nature, but could cause severe impacts on their occurrences. They are mostly identified by evidence-based studies which is often the consequences of changes in politics, laws, regulations, social issues, technology, physical environment or natural phenomenon.

Emerging Risks in 2021

Changes in Consumer Behavior: New Normal Travel after COVID-19

Business Impact

Passengers' concern on the spread of Covid-19 greatly affected the recovery of the aviation industry in terms of revenue and economic growth. Additionally, passengers have been expecting towards the preventive measures of Covid-19 and services that accommodate New Normal lifestyle that could reflect the level of airport users' satisfaction.

Management Approaches

- Provide screening measures for arrival and departing passengers at the airport.
- Mandatory mask wearing at all time and implementation of social distancing measurements.
- Implementation of "Touchless Airport" and encourage the use of digital payment.
- Cleaning operational areas in the airports.
- Service provider at the airport are fully vaccinated.
- Encourage advance reservation of accommodation and restaurants to avoid congestion.

Organizational Adaptability

Business Impact

The current outbreak of Covid-19 affects the aviation industry. Organizations that may not adapt themselves to the changing situations and remain their competitive advantages, may be at risk of losing revenue, market opportunities as well as unable to accommodate customers' demands and unlikely to meet stakeholders' expectations.

Management Approaches

- Encourage the innovation culture within the organization and be open to new innovative ideas from both internal and external sources.
- Increase non-aeronautical revenues to reduce the aeronautical revenue risk that decreased.
- Create business diversification into logistic services such as establishing the agricultural preshipment inspection center and providing fast-track for perishable goods.
- Generate commercial revenue through "SAWASDEE by AOT" application.

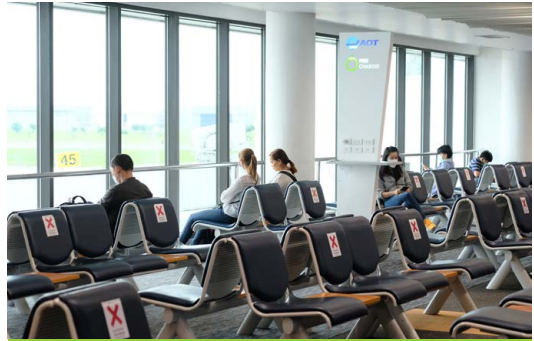
For more information, please refer to Stay Safe

For more information, please refer to Stay Excellent

Business Ethics



AOT believes that to build a sustainable business, one must adhere to business ethics. Fraud prevention plays vital roles in operating sustainable business as it promotes confidence and organization images that makes AOT an appealing organization in terms of investment and employment for potential candidates as well as business partners.



Management Approaches

1. Designate policies on corporate governance, anti-corruption policy, and ethical codes for AOT and have them revised periodically.
2. Execute the Corruption and Fraud Prevention Plan as well as promoting AOT ethical business conducts which is under responsibility of the Anti-Corruption Center (ACC).
3. Organize activities to raise awareness on ethical business conducts and promote anti-corruption cultures on an organization level.
4. Host knowledge sharing sessions about fraud prevention and anti-corruption practices in the orientation sessions for new employees and put them in all AOT airport management curriculums.



For more information, please scan here.





In 2021, AOT has obtained an ITA Score of 87.91 at A level from The Integrity & Transparency Assessment (ITA).

AOT earned highest scores in anti-corruption, information disclosure, and operations. This assessment covers information gathered from the awareness survey of internal and external stakeholders and transparent information disclosure to general public. The assessment results demonstrate confidence in the ethics of AOT business conducts.

The Special Seminar to Raise Awareness on Fraud Prevention and Anti-Corruption is held regularly in September, in an online format for 2021, to promote AOT missions on preventing all misconducts and encouraging an anticorruption culture. The content of this seminar includes topics such as “how to conduct trustworthy procurements”, “conflict of interests could destroy our organization”. There were 450 participants from different departments. According to the seminar, participants have gained more knowledge on prevention and anti-corruption. And to express our determination to conduct business with transparency and accountability, AOT has conducted “AOT Anti-Corruption Day” activity in 2021, which executives and employees at all levels participate to declare their honest intentions in their work.



Complaint Filing Channels



AOT has established complaint filing channels for issues regarding good corporate governance, risk management and operational compliance through various secure and private channels as follows:



Direct Mail

Address:

AOT Board of Directors, the President, or the Director of the office of Audit, Airports of Thailand Public Company Limited P.O. Box 3, Don Mueang Sub-Post Office, Don Mueang, Bangkok 10211.



www.airportthai.co.th

Re “Complaint Submission and Filing” – “Corporate Governance” (Contact: The Corporate Governance Committee).



Suggestion Box

at the AOT Head Office and all of the AOT 6 airports Office Buildings.



E-mail

goodgovernance@airportthai.co.th

All complaints will be proceeded 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 from injustice.

Business Performance on Good Corporate Governance, Risk Management and Operational Compliance

In 2021, AOT has received



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



For more information, please scan here.

Human Rights

The human rights issue is deemed the significant focus around the world and is fundamental for business sustainability. Having realized the possible impact of human rights violations at workplace and in the supply chain, AOT, consequently, has set up policies for human rights and its risk assessments as

well as strictly conducting according to preventive measures on human rights violation, adhering to the principles of human rights protection, respecting for human rights and impact remedy, covering all stakeholders in AOT's supply chain.

Management Approaches

1. Conduct our business in accordance with AOT's "Human Rights Policy" which conforms with international standards.
2. 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 operation results to public.
3. Incorporate human rights criteria as part of supply chain's sustainability risk assessment.



For more
information,
please scan here.

Indicators	Goal 2021	Outcome 2021
Percentage of AOT operation areas that have undergone a risk assessment and Human Rights Due Diligence as well as stipulating prevention and remediation measurements including AOT Head Office and the 6 airports.	100% annually	✓ 100%
Percentage of AOT partner groups who have undergone a risk assessment and Human Rights Due Diligence as well as stipulating prevention and remediation measurements.	100% annually	✓ 100%
Confirmed cases of human rights violation.	0 cases annually	✓ 0 cases

Airport access project for passengers requiring special assistance

In the fiscal year 2021, AOT has approved regulations on the Provision of Facilities and Services for Passengers who require special assistance B.E. 2564, as the service standards for all 6 airports. The regulation is also in compliance with law, state requirements, and international standards.

Apart from this, AOT has also prepared a VDO to promote the awareness on providing on basic assistance to people with disabilities at the airports.

Furthermore, AOT has signed an MOU with Ratchasuda College, Mahidol University on academic services to improve services for passengers who may require special assistance aiming to elevate those services provided by airport operators, including AOT staff, government agencies, and airlines. Nevertheless, the training shall be proceeded next year.



Sustainable Supply Chain



The sustainable value chain plays a very important role in the airport business because it can reduce business interruption risks due to shortage of labors or essential materials, as well as mitigating reputation risks that could damage the national state-enterprise organization throughout the auditing of supply chain operations that ensure compliance to labor laws and occupational health and safety regulations, free from corruption, and encourage environmental-friendly activities and creation of employment.

Management Approaches

1. Operate in accordance with related requirements and laws on procurement¹ and provide the “Supply Operation Manual B.E. 2562” to be in line with such requirements as the operations guidelines for AOT.
2. Support operations in accordance with AOT’s sustainable operations guidelines for business partners.
3. Conduct a pilot project for the supply chain risk assessments of Suvarnabhumi Airport and AOT Head Office, to set risk management measures and monitoring method.



For more information, please scan here.



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.

Indicators	Goal	Outcome 2021
Percentage of partners who have signed contracts consistently informed of the written sustainable operations guidelines annually.	100% annually	✓ 100%
Percentage of partner groups in the pilot operations received supply chain risk assessment.	100% annually	✓ 100%
Percentage of employees from the Supply Department have attended the training course of “Supply Operation Manual B.E. 2562”.	100% annually	✓ 100%



Supply Chain Risk Assessment

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

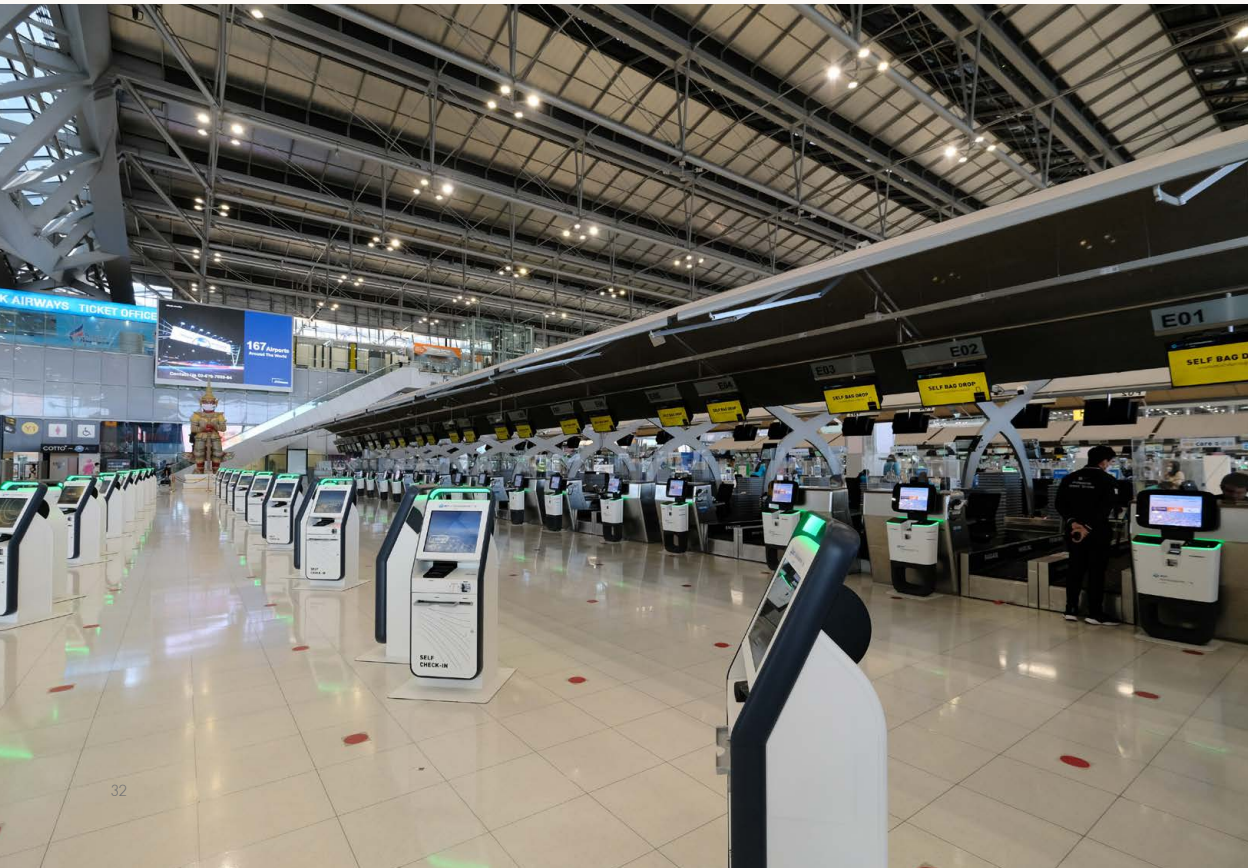
- Expenses Analysis
- Critical Supplier Analysis
- Sustainability Risk Assessment among Partner Groups

The assessment could help define appropriate control and impact mitigation measurements for each business partner category.



Stay Safe: Reassuring with World-class Safety and Security Measurement

AOT emphasizes safety and security measurement to reassure our customers in enjoying our services, we also provide safe working environments for our staff and contractors and safeguarding information and privacy for AOT digital system users.



Airport Safety and Security

AOT focuses on airport's safety and security, which is one of the top factors that concerns our stakeholders especially during the Covid-19 pandemic, where AOT has reassured our stakeholders that the operations at all 6 airports are safely carried out under the stringent security measurements that AOT has consistently implemented.

Management Approaches

1. Implementation of the “Airport and Aviation Standard Master Plan (Revised Version) for Fiscal Year 2019-2022”.
2. Conduct our business according to the Aerodrome Safety Policy and use ICAO's Safety Management System (SMS) regarding its operation details on securities, in accordance with domestic law and international standards.
3. Operate according to the Airport Security Programme (ASP) and the Airport Contingency Plan (ACP).
4. Strictly adopt the pandemic prevention measures announced by the Ministry of Public Health.
5. Conduct a contingency plan in the Table-top Exercise format via online channels.
6. Execution of empowering activities for security personnel development and security quality control.
7. Development of information technology systems on airport safety (e-Safety) and airport security (e-Security) of AOT.



For more
information,
please scan here.

Indicators	Goal 2021	Outcome 2021	Goal 2026
Airport Safety			
Percentage of airports which have received annual safety assessments ¹	100%	✓ 100%	100% annually
Percentage of security operations that continuously comply with government regulations and international standards	100%	✓ 100%	100% annually
Numbers of runway accidents caused by operational errors made by AOT's employees. (case per 1,000 flights)	0 cases per 1,000 flights	✓ 0 cases per 1,000 flights	0 cases per 1,000 flights annually
Airport Security			
Percentage of airports which have received annual security assessments ²	100%	✓ 100%	100% annually
Percentage of security operations that continuously comply with government regulations and international standards	100%	✓ 100%	100% annually
Percentage of inspection and security personnel whose qualifications meet the requirements of the Civil Aviation Authority of Thailand ³	100%	✓ 100%	100% annually

¹ Include physical characteristics of airports, operations in accordance with the public aerodrome manual, and the Safety Management System: SMS.

² Regulations of the Civil Aviation Authority of Thailand regarding the certification of security inspection officer B.E. 2561 which entered into force on 1 February 2019.

³ Qualified security inspection officers have to attend mandatory training courses, such as the course on "Regulations of the Civil Aviation Authority of Thailand regarding the certification of security inspection officer B.E.2561", and shall possess none of the prohibited characteristics under the National Civil Aviation Security Quality Control Training Program 2019.

Covid-19 Preventive Measurement in the Airport



Body temperature measurement before entering the airport



Passenger screening at airport entrances and exits



All-time wearing of face mask, and social distancing measurements



Provide "Touchless Airport" service kiosks and encourage the use of digital payment



Clean operational areas within the airport including frequently touched points



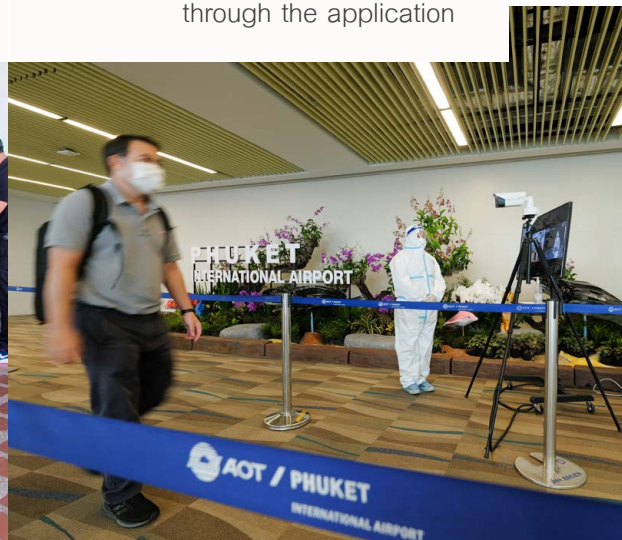
Airport staff are fully vaccinated



Use smartphones to check-in via the SAWASDEE by AOT application to minimize congestion



Use electronic wallets, worry-free to suit the New Normal lifestyle as well as using AOT COIN where users are eligible for numerous rewards upon making payment through the application



Online Table-top Exercise of the airport contingency plan

AOT has shifted the airport contingency plan exercise from field training to an online Table-top Exercise that covered the communication efficiency test, situation handling, command and response as well as reporting the situation. AOT has simulated three scenarios in the drill which are security measurement breaches

and weapons attacks, mass shooting and hostage taking in the airport premises as well as crowd control. The drill results were evaluated by representatives from relevant organizations in both airport and organization level as well as the Civil Aviation Authority of Thailand.





FOD Clearance in the Airside of Don Mueang International Airport



Existence of Foreign Object Debris (FOD) within the airside area could cause damage to aircraft during their operations in the airside and severe damages if these FODs are not appropriately controlled and managed. AOT, therefore, has conducted this activity in the apron areas and baggage conveyor belts, both arrival and departure, of Don Mueang International Airport as part of preparation when services of airports and other providers resume. There were 50 participants in total from AOT, airline representatives AOT Ground Aviation Services Co., Ltd., and relevant joined this activity.

Occupational Health and Safety in the Workplace

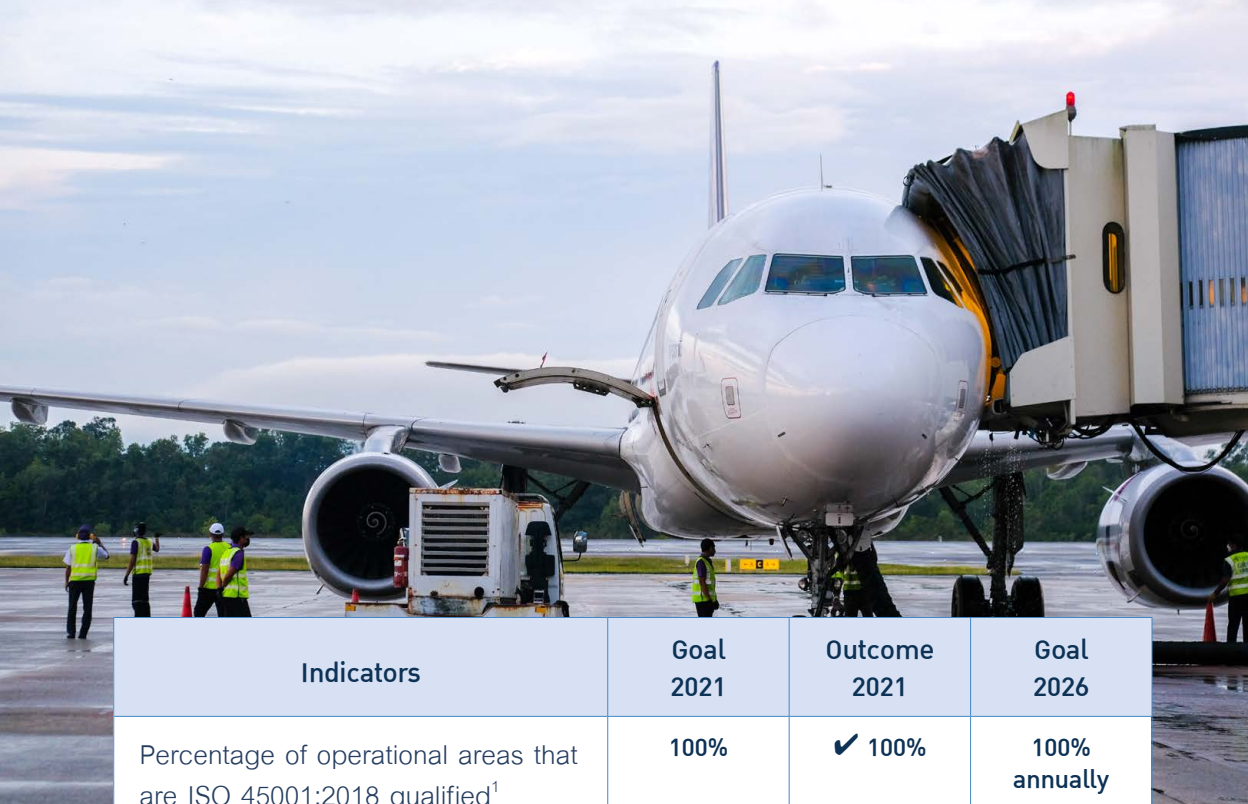
Occupational health and safety in the workplace has been given importance as a fundamental concern for airport business, particularly during the COVID-19 pandemic. AOT, therefore, provides its employees and contractors with a good working environment to prevent them from sickness and accidents that may lead to business interruption and loss of confidence among airport staff and airport users.



For more information, please scan here.

Management Approaches

1. Carry out the occupational health and safety procedures in accordance with ISO 45001:2018 standards in all operational areas
2. Set up the Safety, Occupational Health and Working Environment Committee of each airport to take care of occupational health and work safety governance of all employees and staff.
3. Regularly inspect and evaluate the workplace environment, such as temperature, humidity, lighting, radiation, noise, chemicals, and air dust.
4. Set up clinics and medical offices in all operational areas to provide medical treatment to AOT employees, staff, and field operators in the event of sickness or injuries resulting from accidents during operations.
5. Require business partners to follow the regulations and the workplace safety manual by specifying them in Terms of Reference.
6. Regularly monitor the safety statistics of the employees and contractors.



Indicators	Goal 2021	Outcome 2021	Goal 2026
Percentage of operational areas that are ISO 45001:2018 qualified ¹	100%	✓ 100%	100% annually
Lost Time Injury Frequency Rate (LTIFR) of employees and contractors Unit: Case per 1 million working hours	0 for employees and contractors	✓ 0.11 for employees ✗ 0 for contractors	To achieve 0% in LTIFR for employees and contractors annually
Lost Time Incident Severity Rate (LTISR) of employees and contractors Unit: Day off per 1 million working hours	0 for employees and contractors	✓ 6.71 for employees ✗ 0 for contractors	To achieve 0% in LTISR for employees and contractors annually
Work-Related Fatalities	0 for employees and contractors	✓ 0 for employees ✗ 2 for contractors	To achieve 0 fatalities for employees and contractors annually

¹ Including all 6 airports and the Head Office.

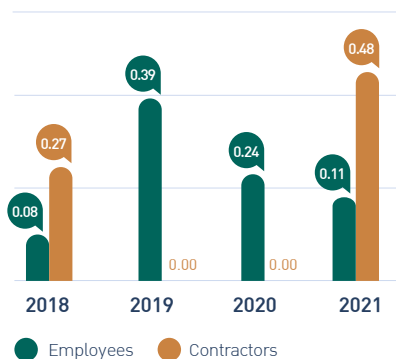


For more information, please scan here.

Occupational Health and Safety in the Workplace Statistics

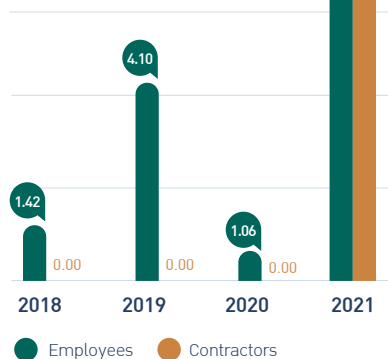
Lost Time Injury Frequency Rate (LTIFR)

Unit: Case per 1 million working hours



Lost Time Incident Severity Rate (LTISR)

Unit: Day-off per 1 million working hours



Lost Time Injury Severity Rate (LTISR) increased in 2021 mainly attributed from vehicle accidents and occupational workplaces where AOT has made a preventive measurement by improving safety in workplace environments and compensated affected individuals by supporting medical expenses and disbursement of the Workmen's Compensation Fund according to relevant policies.

*In the process of reviewing the contractor's LTISR information.

Work-Related Fatalities

unit: person

	2018	2019	2020	2021
Employee	0	0	0	0
Contractor	1	0	3	2

Remark: The information of contractors include contractors' staff and all AOT outsourced employees.

The major cause of contractor's deaths is an accident caused by poor workplace environments and electrical-related work. To prevent further losses, AOT and contractors mutually raised awareness among all employees and contractors about occupational safety and compensated the families of affected individuals according to laws and humanitarian principles.

Covid-19 Free Airports



Staff/Officer at AOT's 6 airports have been vaccinated completely two doses of Covid-19 vaccine as well as a booster dose (the third dose) to reduce the infectious chances and the spreading of Covid-19, thereby reassuring airport users' confidence in our airport's safety.



Safety Driving Campaign

AOT published promotional materials on safety in workplace and safety driving campaign during the Songkran Festival in 2021, and announced via AOT Staff Line application aiming to reduce road accidents among AOT employees.



Information Security and Privacy

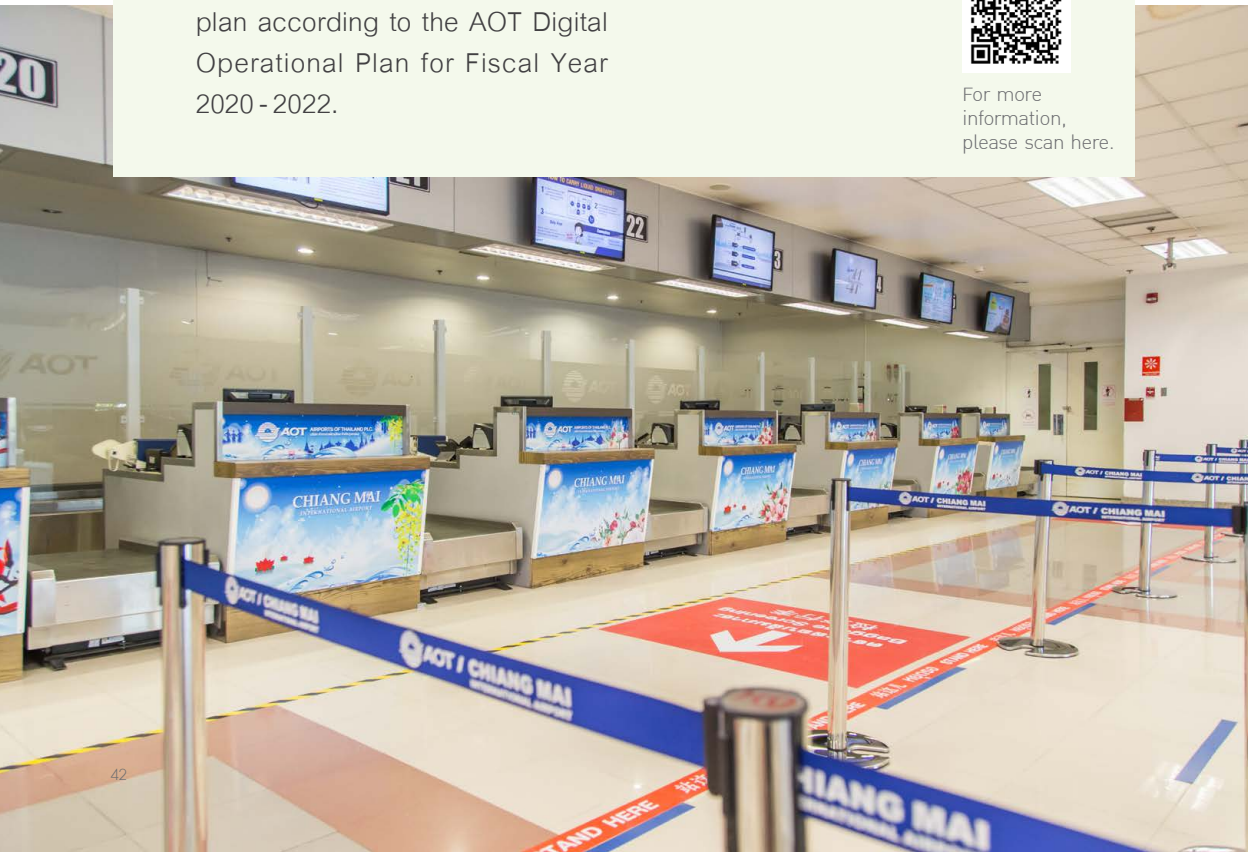
AOT has adopted technology to its operations and passenger services continuously, therefore the safety and privacy of information is becoming increasingly important. Moreover, digital information is considered as a new normal digital asset that could leverage the level of service and provide business competitive advantage to AOT.

Management Approaches

1. Operate business according to AOT Cyber Security Policy, AOT ICT Security Policy and AOT Data Privacy Policy including its supportive policies and guidelines in a tangible manner.
2. Implement the annual action plan according to the AOT Digital Operational Plan for Fiscal Year 2020 - 2022.
3. Get certified the ISO/IEC 27001: 2013 and get the Vulnerability Assessment.
4. Prepare the promotional materials on safety and privacy matters.



For more information, please scan here.



Indicators	Goal 2021	Outcome 2021	Goal 2026
Percentage of workplace certified with ISO/IEC 27001: 2013	100%	✓ 100%	100% annually
Confirmed cases of data leakage	0 confirmed	✓ 0 confirmed	0 confirmed annually
Confirmed privacy violation complaints	0 confirmed	✓ 0 confirmed	0 confirmed annually

Materials on the Cybersecurity Act and the Personal Data Protection Act

AOT has prepared the online dissemination materials for internal distribution to promote awareness and understanding of AOT employees on the essences and benefits obtained from the Cybersecurity Act and the Personal Data Protection Act.

“สาระสำคัญ”

พ.ร.บ. ความมั่นคงปลอดภัยไซเบอร์

ทำไมต้อง พ.ร.บ. ไซเบอร์

- เพื่อป้องกันและลดผลกระทบจากภัยคุกคามทางไซเบอร์
- เพื่อสร้างความเชื่อมั่นให้กับภาคธุรกิจและนักลงทุน
- เพื่อส่งเสริมการเติบโตของเศรษฐกิจดิจิทัล
- เพื่อเพิ่มขีดความสามารถในการแข่งขันของประเทศไทย

สาระสำคัญของ พ.ร.บ. ไซเบอร์

- กำหนดหน้าที่ของหน่วยงานที่เกี่ยวข้องในการป้องกันและลดผลกระทบจากภัยคุกคามทางไซเบอร์
- กำหนดหน้าที่ของหน่วยงานที่เกี่ยวข้องในการป้องกันและลดผลกระทบจากภัยคุกคามทางไซเบอร์
- กำหนดหน้าที่ของหน่วยงานที่เกี่ยวข้องในการป้องกันและลดผลกระทบจากภัยคุกคามทางไซเบอร์

หน่วยงานหลัก

- หน่วยงานความมั่นคง
- หน่วยงานที่เกี่ยวข้อง
- หน่วยงานที่เกี่ยวข้อง
- หน่วยงานที่เกี่ยวข้อง

พยานหลักฐาน

- พยานหลักฐาน
- พยานหลักฐาน
- พยานหลักฐาน
- พยานหลักฐาน

ข้อควรระวังเกี่ยวกับ DATA PRIVACY

1. ข้อมูลส่วนบุคคล คือ ข้อมูลที่สามารถระบุตัวบุคคลได้ ไม่เว้นทั้งทางตรงหรือทางอ้อม
2. การดำเนินการเกี่ยวกับข้อมูลส่วนบุคคลต้องได้รับความยินยอมจากเจ้าของข้อมูลส่วนบุคคล
3. การดำเนินการเกี่ยวกับข้อมูลส่วนบุคคลต้องเป็นไปตามวัตถุประสงค์
4. เจ้าของข้อมูลส่วนบุคคลมีสิทธิในการเข้าถึงข้อมูลของตนเอง และขอแก้ไขข้อมูลที่ไม่ถูกต้อง
5. เจ้าของข้อมูลส่วนบุคคลมีสิทธิในการลบข้อมูลของตนเอง
6. เจ้าของข้อมูลส่วนบุคคลมีสิทธิในการฟ้องร้องดำเนินคดีกับเจ้าของข้อมูลส่วนบุคคล
7. เจ้าของข้อมูลส่วนบุคคลมีสิทธิในการฟ้องร้องดำเนินคดีกับเจ้าของข้อมูลส่วนบุคคล
8. เจ้าของข้อมูลส่วนบุคคลมีสิทธิในการฟ้องร้องดำเนินคดีกับเจ้าของข้อมูลส่วนบุคคล
9. เจ้าของข้อมูลส่วนบุคคลมีสิทธิในการฟ้องร้องดำเนินคดีกับเจ้าของข้อมูลส่วนบุคคล

ประชาชนต้องรู้จากกฎหมาย?

- ประชาชนต้องรู้จากกฎหมาย
- ประชาชนต้องรู้จากกฎหมาย
- ประชาชนต้องรู้จากกฎหมาย

Stay Excellent: Quality Airport with Service Mind

AOT is committed to serving our passengers, airlines, and entrepreneurs with service mind of international standards by applying digital and innovative technologies to convenient journeys for all airport users. Moreover, AOT also collaborates with global business partners and joint venture partners to improve and provide superior services for all group of customers.





Customer Satisfaction

An airport is the first gateway of the country that reflects national identities. Therefore, AOT puts the focus on customers' satisfactions including passengers, airlines and entrepreneurs so as to encourage them to come back and use our services while generating revenue to the organization. In addition, different voice of customers we obtained are of importance for service development in compliance with international standards and at the global competitive scale while responding of diversified demands of customers.

Management Approaches

1. Arrange customer relationship activities for building motivation and tightening good relationships among customers, airlines and entrepreneurs.
2. Conduct Airport Service Touchpoint Analysis in order to identify the root causes of problems for further integrated improvement of airport services.
3. Assess airport services for continual development on the aspects of Level of Service, Airport Service Quality, and Customer Feedbacks in accordance with international standard.



For more information, please scan here.



Airport Service Quality Assessment

According to the Airport Service Quality (ASQ), AOT has been assessed according to the international standards, set by an independent organization, the Airport Council International (ACI). However, AOT did not take part in the assessment during 2021 due to the Covid-19 pandemic where the number of flights and passengers was dramatically declined, leading to the unreflected results of actual quality. Therefore, AOT has enhanced the overall level of airport services for all 6 airports in 2021 via the Airport Service Touch Point Report (ASTP

Report). This is an integration of Level of Service (LoS) information, Airport Service Quality (ASQ) information in 2020, as well as complaints, suggestions, and complimentary feedbacks from customers as a preliminary indicator to analyze the improvement of AOT services.

In 2022 AOT plans to launch the AOT Passenger Satisfaction Survey to help shape the new travelling experiences that accommodates the new normal of travel behaviors and to set a strategy before joining to the ASQ survey in 2023.

Digitization and Innovation

Digitization and Innovation are now playing crucial roles in driving AOT business. 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 for better customer experiences and internal organizational management.

Management Approaches

1. Define and execute the 2021-2025 Innovation Master Plan, which is composed of the Innovation Strategic Plan that aims to drive AOT as an innovative organization.
2. Operate business according to the 2017-2021 Innovation Strategic Plan which emphasizes on Innovation Organization, Service Innovation, Synergy Organization, and Data-driven Innovation.
3. 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.
4. Define and execute policies to encourage innovation and digitization of the organization.



For more
information,
please scan here.



Business Performance in 2021



SAWASDEE by AOT

AOT has developed the AOT Airports application, which has been redefined as SAWASDEE by AOT in 2021. It facilitates passengers to access AOT services such as flight Information, parking lot availability, locations of shops, restaurants, and customer service areas. New features have also been added in response to the new way of travelling in the New Normal lifestyle such as

SAWASDEE by AOT



Home to Gate

An alert and route recommendation system from home to boarding gate for timely arriving at the airport.



CUPPS

Converting smart phones into check-in counters without queuing.



PBRS

A real-time luggage tracker from origin airport to destination airport.



AOT PASS

An electronic purse for touchless spending which users are eligible to receive AOT COIN and numerous promotions.



Explore Function

A portal of information on tourist attraction, restaurant, and accommodation nationwide.



Itinerary

A smart assistant on travelling that keeps, organizes, and alerts users as well as recommending tips as a user's personal Thai guide.



Virtual Thailand by AOT

A virtual reality technology that creates new travelling experience in digital world.

SAWASDEE by AOT were downloaded 622,131 times as of the end of 2020 fiscal year and AOT has achieved the new high for total downloads in 2021 exceeding expectations.



SAWASDEE by AOT Total Downloads

2021 Goal

105,000 times

2021 Outcome

✓ 123,305 times

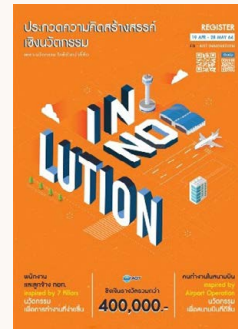
Digital Operation Development Project

AOT has initiated the Digital Operation Development Project to enhance the quality of airport management efficiency by leveraging innovation and information technology. Currently, it is on preparing of Big Data and applying Artificial Intelligence (AI) system and Machine Learning to analyze and forecast parameters that could

enhance the level of services in both airside and landside areas. The result of which shall be presented as an Operation Dashboard which could assist decision-making of the management teams of all 6 airports. 10 out of 25 use cases have been completed and the remaining is expected to be completed within 2022.

Innovation Project Competitions

AOT has organized the Innovative Creativity Contest for employees and external stakeholders who operate work in the airports via the virtual reality platform “AOT Innovation Day 2021”. The winning team was entitled to the prize valued at 400,000 Baht.



The Best of AOT



“AOT Property Portfolio” work piece by the Department of Property Management, AOT Head Office.



“Way Finding Signage - Suvarnabhumi Airport” work piece by Bangkok Airways.

Business Alliances



AOT emphasizes the cooperation building among our business alliances further benefit of exchanging knowledge and technology, leading to the improvement of airport operations, service quality enhancement, and business expansion as well as adjusting and restoring business in response to the COVID-19 pandemic.

Management Approaches

1. 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) to discuss and push forward airport standards in term of services, economic, environment and airport safety.
4. Collaborate with business alliances to establish a joint venture company for supporting the aviation industry that could generate new revenue sources and for the diversification of AOT business.



Target

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



Business Performance in 2021



Activities in Collaboration with Airports Council International (ACI)

AOT has become a member of the Airports Council International (ACI) continuously where in 2021 the President of AOT was appointed by the ACI World Special Meeting of Members as a Director of ACI World Governing Board (ACI WGB). It is such an opportunity to exchange airport management visions together with the world's leading airports as well as encouraging the image of AOT and the country as a whole in the international level. AOT has also participated in the ACI meeting in Asia Pacific to acknowledge and exchange information on various topics such as Digital Health Passport, the Net Zero Greenhouse Gas Emissions, and other aviation standards.



AOT's expenses for membership and participation with ACI in 2021 was

2,531,200

Baht

(USD 79,100)





ACI Airport Health Accreditation

Suvarnabhumi Airport has been accredited with ACI Airport Health Accreditation (AHA) to demonstrate the quality of airport operations following the ICAO Council Aviation Restart Task Force (CART) during the Covid-19 pandemic.



Activities under the Memorandum of Understanding on Sister Airport Agreement (SAA)

There are currently 12 organizations operating 16 airports in 9 countries. The selected AOT achievements in 2021 under this program includes:

1. AOT has delegated representatives as keynote speakers on “How to generate multiple revenue sources for future airport operations through retailing channels and logistic services” in the 5th Annual World Aviation Conference 2021 hosted by Incheon International Airport Corporation (IIAC) via teleconference

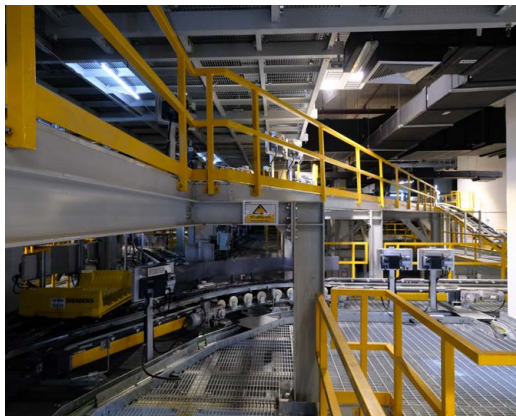
facilities from Incheon, Republic of Korea.

2. Attend a seminar with Airports Company South Africa (ACSA) about subsidiaries business and enhancement of non-aeronautical revenues via teleconference facilities.

3. Exchange of information and learning best practices on the management of Covid-19 situation and relief measurements for entrepreneurs and airlines via online channels.

Preparation of Memorandum of Understanding (MOU) on the Inspection of Agricultural Product before Exporting

Ministry of Transport (represented by AOT) and Ministry of Agriculture and Cooperatives are under the consideration of agreement on Memorandum of Understanding (MOU) with respect to the development of inspection system for agricultural products before exporting. This promotes the creation of agricultural product inspection center before exporting to destination countries that operates according to international standards, as well as elevating the agricultural product inspection standards for exporters and Thai farmers.



AOT partnered with TAFE Consortium Company Limited in the establishment of AOT TAFE Operator Co., Ltd. (AOTTO) which would initially launch the Perishable Premium Lane (PPL) by organizing facilities to prepare agricultural products and perishable foods to speed up the inspection process, thereby preserving their quality before exporting to destination countries. AOT has also aimed to be a regional air cargo hub in ASEAN in order to expand business ventures in the future.



Stay Accessible: Universal Airport for All

AOT strives to provide a world-class airport management service and be ready to accommodate the future growth in passenger movements and air transport volumes with transport networks connecting to airports, enabling seamless access for all while also being environmental friendly.



Airport Capacity and Accessibility



During the crisis of Covid-19 pandemic, AOT has been developing its airports, both the readiness of passenger service areas and facilities in accordance with

AOT Airport Development Master Plan to increase airport capacities and adjust to the Covid-19 pandemic.

Management Approaches

1. Expand the airport capacities according to AOT's 6 Airports Development Master Plans.
2. Uplift and promote the use of public transport systems to access the airports conveniently, cost-saving, and environmental friendly.
3. Follow the AOT Airport Development Master Plan of all 6 Airports to promptly be ready to serve passengers after the Covid-19 situation improved.

Targets

1. In 2040, AOT's 6 airports will have the capacity to serve a total number of 246.5 million passengers per year, 268 flights per hour, and 3.40 million tons of cargo and postal parcels per year¹.
2. To support airport access method via public transport systems, such as public buses, rail transport, and public taxis.



For more information, please scan here.

¹Future targets may be varied as appropriated.



Business Performance in 2021

Although the Covid-19 pandemic greatly affected the aviation industry, AOT is confident that the aviation industry will be able to recover and thrive in the long run after the pandemic is over. Therefore, AOT has still implemented according to the Airport Development Master Plan for all 6 airports. The 2021 performance and our target in 2040 are presented as follows:

Handling Capacity of 6 AOT Airports	2021 Performance	2040 Target
 Passengers	 101 million passengers per year	246.5 million passengers per year
 Flights	 189 flights per hour	268 flights per hour
 Cargo and Postal Parcels	 3,308,400 tons per year	3,399,300 tons per year

Long-term Passenger Capacity Expansion Plan

Airport	As of year 2021	2040 Forecast according to AOT's Airport Development Master Plans
Suvarnabhumi Airport	45	150
Don Mueang International Airport	30	40
Chiang Mai International Airport	8	20
Hat Yai International Airport	2.5	10.5
Phuket International Airport	12.5	18
Mae Fah Luang - Chiang Rai International Airport	3	8
Total 6 Airports	101	246.5

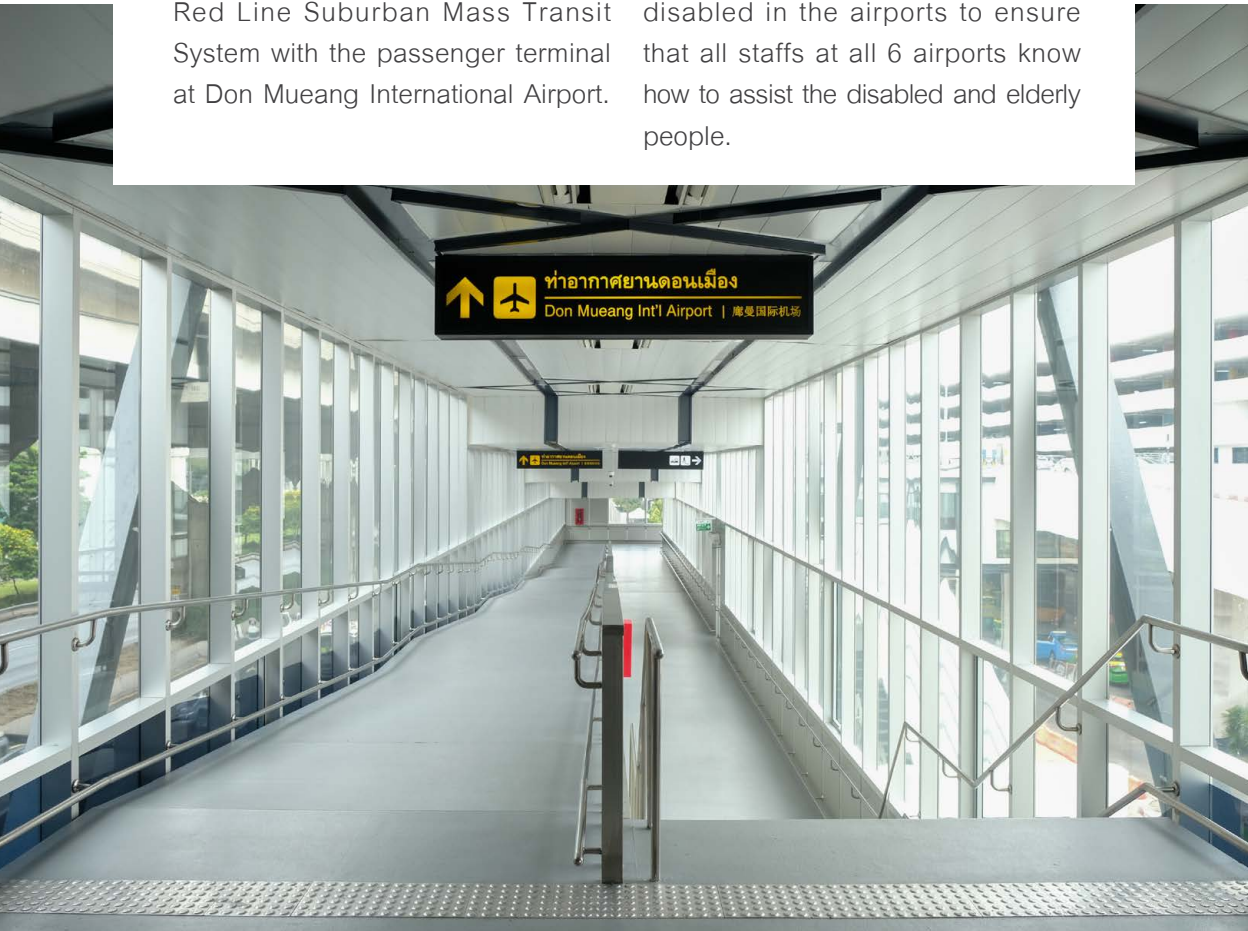
unit: million passengers per year

Airport Accessibility

AOT encourages our customers to use public transport systems to access our airports because they are convenient and affordable as well as reducing to mitigate the environmental impacts. Together with Mass Rapid Transit Authority of Thailand (MRTA), AOT has constructed the flyover to connect Don Mueang Station of the SRT Red Line Suburban Mass Transit System with the passenger terminal at Don Mueang International Airport.

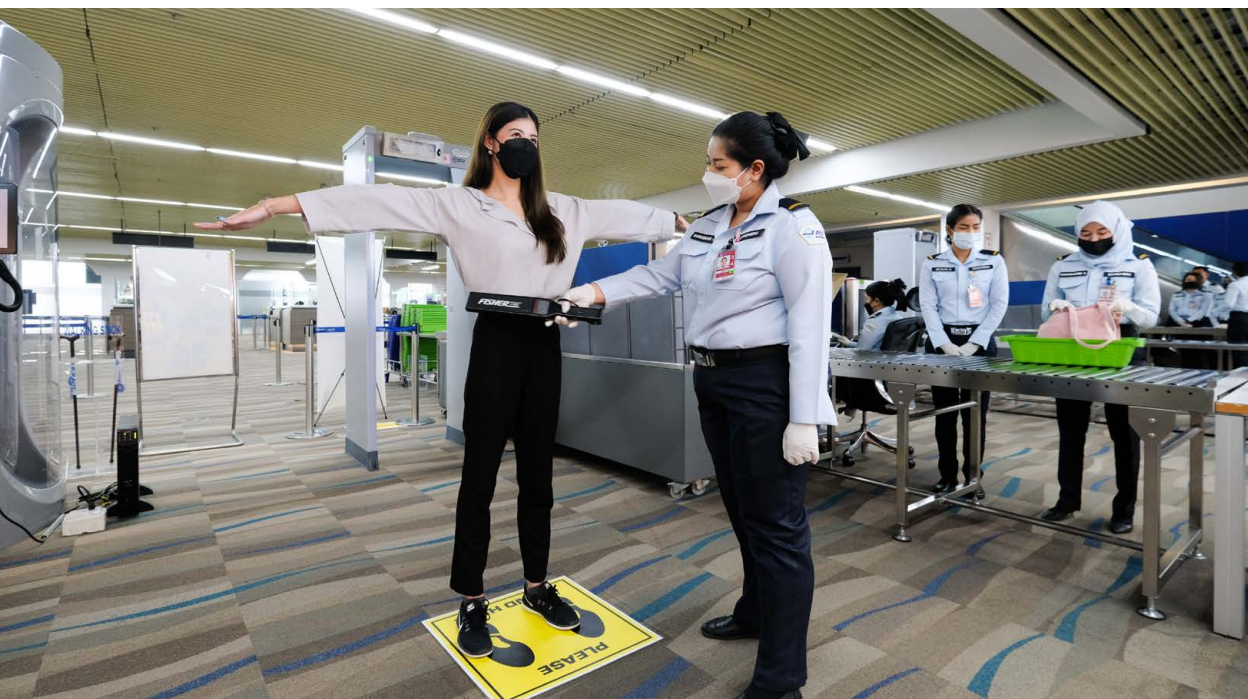
With consideration of the Covid-19 pandemic, Don Mueang International Airport has installed automated gates at the entrances to reduce the exposure risk within the airport.

AOT has set guidelines to facilitate and service those with special needs, including the preparation video motion to promote the awareness on basic aid of the disabled in the airports to ensure that all staffs at all 6 airports know how to assist the disabled and elderly people.



Stay Well: Fulfilling Quality of Life

AOT puts every effort to create valuable jobs that could fulfill quality of life of its employees and workers. Throughout the time we have invested in our human capital by empowering them with knowledge and skills that are aligned with the organizational goals, assisting them to progress in their career path. Also we offer them good welfare for uplifting the quality of living and welcome cultural diversification among employees. AOT believes that we can captivate the attention of qualified personnel with right skillsets while retaining our employees within the organization as best as we could to support the adaptability of the business in the ever changing environment for sustainable growth.



Human Resources Development



The core of our human resources development is that all AOT employees must demonstrate desired capabilities on the right knowledge, skills, and attributes to uphold the maturation of individual resources uniquely, appropriately, and continuously which also align with the organization's business directions. We also run multiple activities to promote our core values thereby fostering AOT sustainable culture that helps strengthen our business competency and support either ongoing or future changes in business models, technologies, and competition environment.

Management Approaches

1. Execute of the “AOT Human Resource Development Master Plan” for Fiscal Years 2017-2022.
2. Arrange development of the Knowledge Management (KM) project in response to the AOT Knowledge Management Development Plan (Fiscal Years 2021-2025).
3. Conduct 5-year project of Organization Core Values Promotion in response to the Core Values and Corporate Culture Promotion Plan (Fiscal Years 2020-2024).
4. Develop employees based on individual competency by focusing on empowering them on both operational and managerial aspects.





Business Performance in 2021



Total employee participation
17,861 persons



Total spending on training programs
11,794,411.25 Baht



Human Capital Return on Investment (HCROI)¹
-1.5

Average training duration per person is
3.35 hours per year, 53 percent
are mandatory attendances and
47 percent
are voluntary attendances.

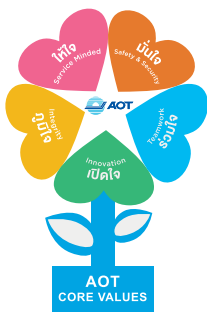


Average training expense is
660.34 Baht
per person per year

Internal reshuffle ratio (i.e. promotion) is
18.36%



¹Due to the epidemic situation of COVID-19 the overall revenue of the organization decreased, but AOT continued to develop its potential and employee welfare continuously.



Organization Core Values Promotion Program

AOT conducts the Organization Core Values Promotion Project to raise awareness among AOT employees and eventually develop into the organizational culture. This program follows the 5-year Core Values and Cultural Encouragement Plan (Fiscal Years 2020-2024). The activities are divided into two parts which are activities and knowledge sharing forums, as well as operational workshops on the Master Plan and the Support Plan.



Knowledge Sharing Projects

AOT Familiarization Project

This session is conducted annually for new employees and staff to understand the corporate core values to promote the workplace organizational culture and foster sustainable growth for the organization. The mode of session has been shifted to an online learning platform during the Covid-19 pandemic.





Senior executives are giving speeches for each of the core values and acting as role models in being the organization's core values into practice.

“The Idol of the Heart-Change for the Better” Activity was conducted during February to May 2021 to establish desired behavior from different viewpoints and encourage employees and staff to learn more about the desired behavior as well as promoting the adoption of the behavior for each of the core values.



The “Values - Based Communication” Workshop which was participated by Division Heads to become role models in practicing the “5-Jai” Core Values, and as Change Agents, cultivating desired behavior for personnel in their own divisions and followed up afterwards to ensure that desired behavior was rightly and effectively implemented in objective manners, and also supported the mutual sharing of the experiences gained from the implementation of core values in their operations.

The Workshop with relevant personnel for the development of corporate core values integration plan to apply performance indicators on the current promotion activities with respect to core values and corporate cultures for each department to set annual targets for 2021 and for the integration of core values development plan by the collaboration between Human Resource Department Division and relevant personnel. The Department Heads and personnel were participating in the development of their roadmaps or implementation plans.



Conduct the survey on AOT values and apply survey results for the improvement in subsequent years, as well as leveraging this information as inputs to the State Enterprise Assessment Model (SE-AM) on Human Capital Management which can be used as feedbacks in the continuous enhancement of procedures and results that are related to the 5-Jai Core Values.



Providing AOT Core Values shirts to emphasize on the corporate image and new emblem in moving towards the digital era. The shirts are designed by using graphical theme that depicts the origination of AOT core values.

AOT Knowledge Management

AOT has put focus on the Knowledge Management (KM) as it is a vital tool to be an importance tool for learning promotion and personnel development, leading to applying knowledge to achieve the corporate goal, through multiple formats such as tacit knowledge or explicit knowledge that eventually leads to knowledge sharing and knowledge transfer. AOT has stored important knowledge body in the Knowledge Management System (KMS) for benefit of AOT personnel to access, exchange, and develop for further advancement.



KM Day 2021 Activity

AOT organized the KM DAY 2021 Activity under the “Learning Agility in the Next Normal” topic to promote learning culture in the organizational level and motivate AOT employees to take part in the Knowledge Management activities by allowing them to demonstrate the improvement of operational processes that were yielded from the Knowledge Management activities. The management has taken mentorship and offered a prize to the winning team that becomes a role model on Knowledge Management. The event was held online and attended by 655 participants.

Human Resource Development Based on Individual Competency

AOT has launched an initiative to empower their personnel on operational skills and airport managerial skills which are in line with relevant air transportation standards. Adapted into the Covid-19 pandemic, AOT has converted more training sessions into online settings so our personnel could continuously develop their potential.



Business Performance in 2021



Total Human Resource
Development Training
218 projects



55 Airport Management
Training Projects



54 General Management
Training Projects



75 Functional and Operation
Training Projects



34 Soft Skills
Training Projects

Apart from this, AOT has also organized workshops in 2021 to revise our Core Competency, Functional Competency, and Managerial Competency to be in line with the Revision of AOT Business Plan (Fiscal Years 2017-2022), Human Resource Master Plan, Core Competency, Corporate Core Values,

and Human Capital Management (HCM) in the State Enterprise Assessment Model (SE-AM). This upgrades the gap assessment in the individual resource development initiatives and the information from these activities could be leveraged for future human resource development planning.

Employee Retention

An organization that filled with qualified and skilled personnel would lead to success. One of the most important measurements to attract and retain talents within the organization is by motivating them in various dimensions so that AOT employees and staff could be stimulated to bring out their best potential. AOT has a mechanism to attract talents through merit assessment that covers both per-

manents and temporary employees which includes promotion and compensation adjustment, as well as presenting the Best Employee Awards for AOT employees and staff who demonstrate the excellency in elevating their quality of works. This is to provide recognition while promoting the delivery of values that are beyond expectation and encouraging morale for AOT employees and staff.



Business Performance in 2021

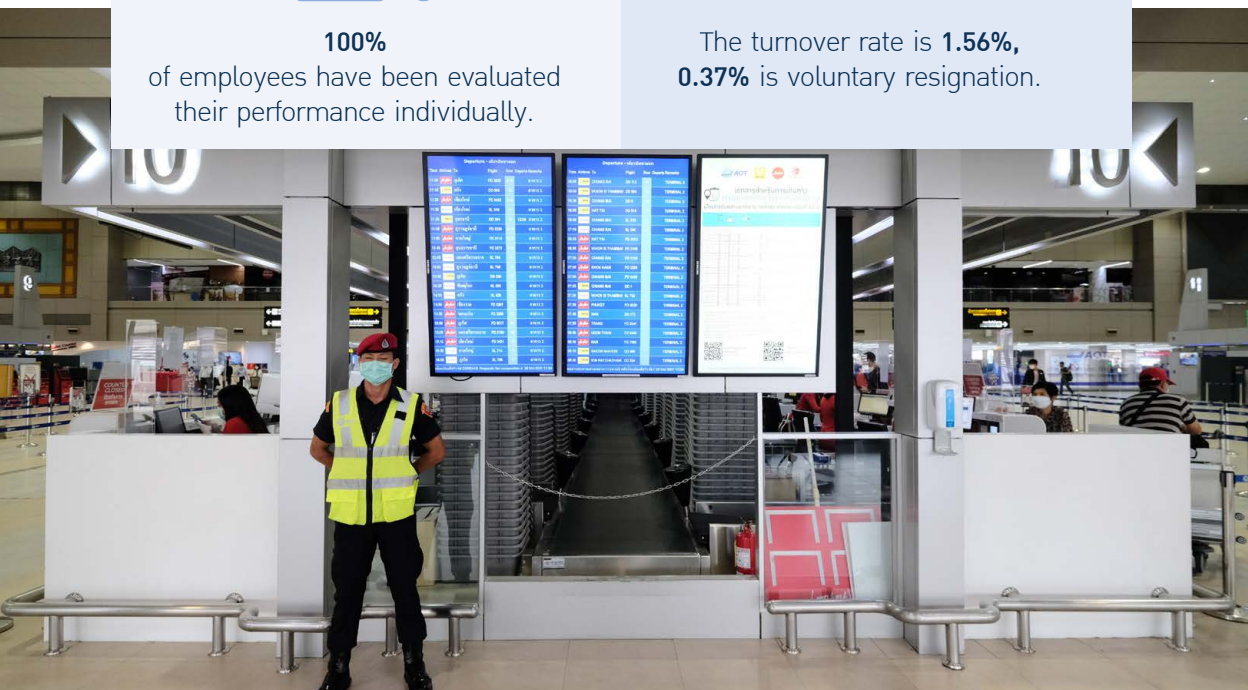


100%

of employees have been evaluated their performance individually.



The turnover rate is **1.56%**,
0.37% is voluntary resignation.



Best Employee Awards

In 2021, AOT has awarded a recognition in honor of best employees, specially recognized employees and staff, best department, best airport, and external individuals or entities with outstanding contribution. The winners are listed below accordingly:

Best Employees



Mr. Wirun Manoj
Security Department,
Suvarnabhumi Airport

Achievement Replacement of paper signature for routine inspection by applying the QR Code for scanning via mobile phone application.



Mr. Yutanan Kijchalaow
Special Affairs and
Community Relations
Department,
Suvarnabhumi Airport

Achievement Preparation of video and infographic materials for public relations inside the airport.



Miss Armani Butaleng
Legal and Human
Resources Division,
Hat Yai International Airport

Achievement Initiation of nursing and medical services for Hat Yai International Airport and main practitioner on the enforcement of the Covid-19 Control and Preventive Measurement in Hat Yai International Airport.

Best Airport

Chiang Mai International Airport

Achievement Chiang Mai International Airport has been ranked second in the Southeast Asia, only trailing after Singapore's Changi International Airport, on the implementation of health and safety measurement to prevent the spread of Covid-19.

Best Department



Medical Department,
Suvarnabhumi Airport

Achievement Provide significant contribution that led to the recognition of AOT as one of the most prepared organization in terms of prevention and handling the spread of Covid-19.

Specially-recognized Employees and Staff



Mr. Pakapol Panyong
Security Department,
Suvarnabhumi Airport

Achievement Performing Cardio-pulmonary Resuscitation (CPR) for an employee until an individual has regained consciousness and returned to safety.

Workplace Condition and Employee Wellbeing



The preferable workplace condition and personal wellbeing are the important factors that motivate employees and staff to work with efficient outcome and also help attract the external talents to the organization while retain existing employees within the organization on the long-run. With this consideration, AOT offers multiple types of benefits to employees and always seek feedbacks as well as allowing the establishment of the union for negotiation purpose.

From the recent outbreak of Covid-19, AOT has announced the Work-From-Home Policy and allowed flexible working hours to reduce anxiety and risk of catching infectious disease while commuting to work. The policy is resulted from the AOT New Normal Sharing Activity that was brainstormed by AOT employees and staff on working under the New Normal condition after the recovery of Covid-19.

AOT also provides another employee benefits such as medical allowance, provident fund membership, recreation facilities, mother's breast pump rooms, children scholarships, paid maternity leave and paid paternity leave for both fathers

and mothers which are more generous than legal requirements, and readiness empowerment seminars for retiring employees.

AOT has launched campaigns to promote the enhancement of living quality through appropriate employee benefits for AOT personnel by conducting a survey from AOT employees and staff and applied those feedbacks to revise employee benefits to match their requirements. The survey conducted in 2020 demonstrated that 68 percent of AOT employees covered their needs and 90 percent of them agreed with offering flexible benefits to accommodate lifestyles and working conditions. The top three alternative benefits desired by the employees are additional recreation facilities (44.9 percent), other fringe benefits (medical allowance, uniform, and employee housing) (28.25 percent), and allowing a casual dress once a week (27.26 percent). In 2021, AOT already allowed their employees and staff to dress casually on Fridays as once of the flexible benefits that accommodated their needs.



For more information, please scan here.



Business Performance in 2021



100%

of employees are eligible for employment benefits.



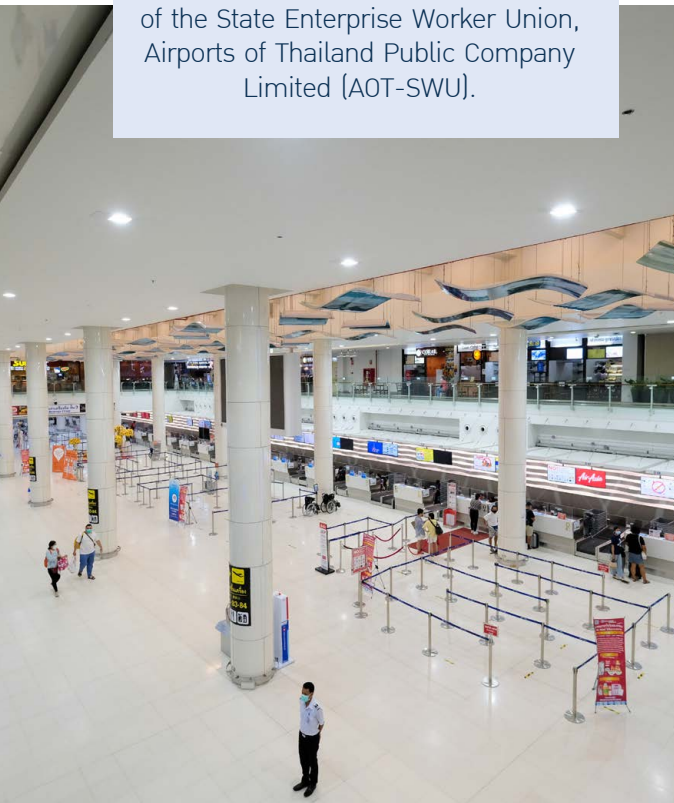
49.54%

of employees are members of the State Enterprise Worker Union, Airports of Thailand Public Company Limited (AOT-SWU).



Adjustment of Provident Fund Investment Scheme

Because AOT employees and staff are different in lifestyle, age, and investment risk tolerance. AOT, for the first time in 2021, has approved the adjustment of provident fund investment scheme so that members are allowed to design the investment of their choices that consist of an investment in fixed-income securities, mixed securities, and foreign equities in response to the diversification of requirements among them.

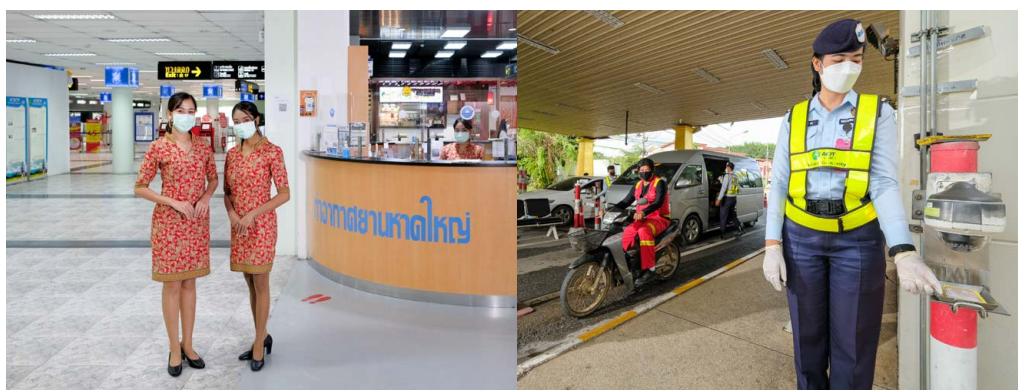


Employee Diversification



The diversification of AOT personnel in terms of culture, age, gender, and social context is an important factor on bringing in different schools of thought and perspectives that help stimulate the innovation thereby increasing our business competencies. AOT is therefore a much

contended employer in advocating equal treatment and respecting diversifications with zero tolerance against all kind of discrimination. This has been established in AOT Code of Conducts and our Human Rights Policy strictly upheld by all employees.



Implementation Results 2021



The proportion of female directors **33.33%**

The proportion of female employees **39.94%**

The proportion of female employees in revenue generating functions¹ **2.25%**

The proportion of female employees in STEM functions² **4.69%**



0 validated complaint has been filed on discrimination ground.

¹ Revenue generating functions under AOT definition includes Business Development and Marketing Department as well as Operation Groups.

² STEM functions cover science, technology, engineering, mathematical-related departments, whereas for AOT covers digital technology, communication, as well as engineering and construction functions.

AOT Wears Thai Costumes to Work.

AOT encourages employees and staff to dress in Thai fabrics or local costumes on Thursdays and Fridays. In 2021, AOT launched this campaign where the management wore the local costumes as role models and got tremendous attention.

Additionally, AOT arranged an activity to support employees and staff to wear Thai costumes on Thursdays and Fridays by posting their pictures in social medias and embedded with a hashtag #AOTนุ่งไทยไปทำงาน (literally translated as #AOTWearsThaitoWork) to participate in a contest and obtained votes in search of the winner.



#AOTWearsThai
toWork**Chao**
(Northern Region)



#AOTWearsThai
toWork**Ja**
(Central Region)



#AOTWearsThai
toWork**Ni**
(Southern Region)

Because all 6 airports and the Head Office are located in different regions throughout the country, namely the Central Region, the Northern Region and the Southern Region, so their cultures are also different. Dressing up in Thai costumes represents AOT ways of truly emphasizing the diversification among our employees.

Stay Green: An Environmental Caring Airport

The environmental problems are currently having severe impacts on everyone's way of life inevitably, therefore, this agenda is getting public's attention where expectations for urgent remediation runs high to preserve and pass on the proper environment to the next generations. As a large business enterprise, AOT highlights the minimization of environmental impacts from our business operations as we operate our organization with social and environmental responsibilities. AOT has implemented efficient power management system, prepared for climate change, provided water and wastewater management system, steered the business under circular economy concept, as well as mitigated noise pollution etc. All of which are among many initiatives for AOT to move towards the international leading eco-airport.





Energy and Climate Change



The efficient energy utilization not only helps to reduce global warming but also helps to decrease energy costs of the organization. At the same time, the preparation of climate change adaptation plan is considered as one of the important factors that reflect the organizational sustainability. Therefore, AOT focuses on operating its airports by making efficient use of energy and resources such as using clean energy and efficient devices, as well as enhancing its services in order to become a low-carbon airport.

Management Approaches

Implementation of the Carbon Management Plan, approved by the Airport Carbon Accreditation, in all AOT airports.



For more information, please scan here.

AOT Awarded Green Airport Certificate in 2021

Suvarnabhumi Airport has been issued with a Certificate of Green Airport 2021, excellent level, (Best Practice) for being an environmental-friendly airport from Green Airport Audit Committee, Department of Environmental Quality Promotion. The highlight of the award lies in passenger terminal design that includes energy conservation and environmental management with the application of data analysis and innovative technologies for the concrete solutions of the problems.

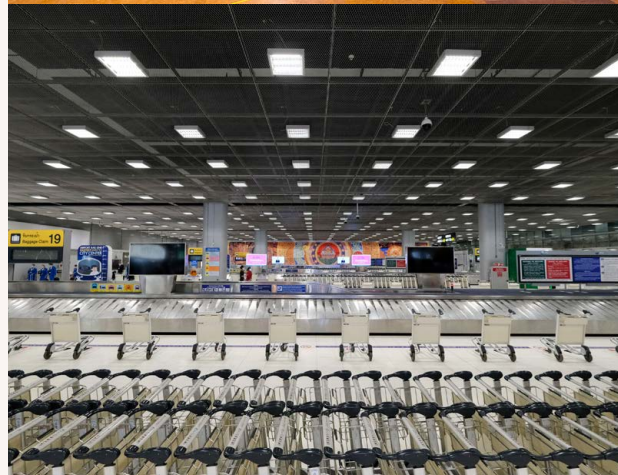
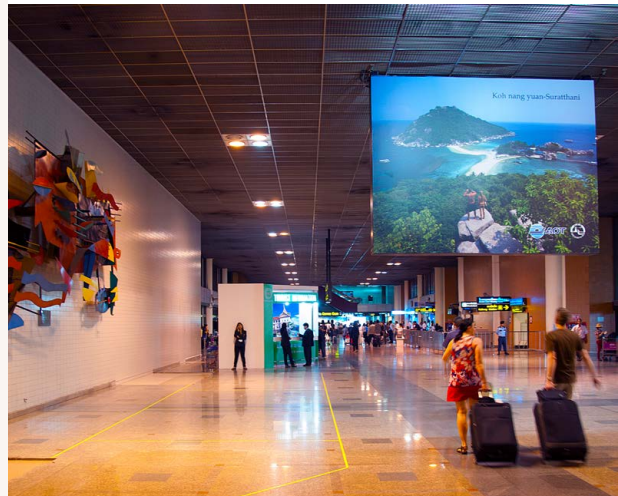


Airport Carbon Accreditation (ACA)

The greenhouse gas management protocols of all 6 airports have been certified under the Airport Carbon Accreditation (ACA) Program by Airports Council International (ACI). Phuket International Airport has been accredited at the Mapping level while the other 5 airports have been continuously accredited at the Optimization level.

Enhancement of the Passenger Terminal Lighting System

Don Mueang International Airport has upgraded the ceiling lamps (High Bay) within the International Passenger Terminals 680 units of 250-watt High Pressure Sodium (HPS) lamps were replaced with 392 units of 150-watt Light-Emitting Diode (LED) and 288 units of 100-watt LED. This upgrade reduces at least 767,000 kilowatt-hour of energy consumption per year.





Installation of Solar-Powered Electricity Generation System

AOT and District Cooling System and Power Plant Co., Ltd. (DCAP) have signed an agreement to operate and install the 4.4-megawatt, solar-powered electricity generation system on the roof of Suvarnabhumi Airport's main terminal building to generate electricity in an environmentally conscious manner of the carbon-free process. AOT is also planning to increase the capacity of power generation in the future. Moreover, the installation of these solar panels are functioned as additional roofs for the main terminal building, providing extra shade and reducing heat from the sun. At the same time, they could reduce the consumption of electric energy and cooled water used in air-conditioning system within the main terminal building. AOT is also eligible for the revenue sharing scheme from selling the electricity generated under this project.

Water Management and Wastewater Treatment



Water Management and Wastewater Treatment is considered as one of the most important issues that could affect the quality of life of residences in the communities surrounding the airports if the management could not be conducted properly, leading to direct impact towards business sustainability. Therefore, AOT gives priority to the efficient use of water resources and takes preventive approaches in managing water and wastewater treatment problems systematically.

Management Approaches

1. Implementation of preventive measures and environmental remediation measures as well as monitoring plans as specified in the Environmental Health Impact Assessment (EHIA) Report.
2. Water management and wastewater treatment of Suvarnabhumi

Airport in conducted by the certified contractor of ISO 14001: 2015.

3. Biological Water Treatment System has been installed in all airports to improve the quality of water before discharging to the external.



Indicators	Target 2021	Outcome 2021	Target 2026
Numbers of confirmed complaints on wastewater treatment from surrounding communities.	0 case	✓ 0 case	✓ 0 case annually



Wastewater Treatment System

Phuket International Airport has installed a tertiary multimedia wastewater treatment system. Treated water will be recycled for toilet flushing only. This process can save an average of 2,000 cubic meters on tap water usage per month, based on passengers during normal circumstances.

Circular Economy

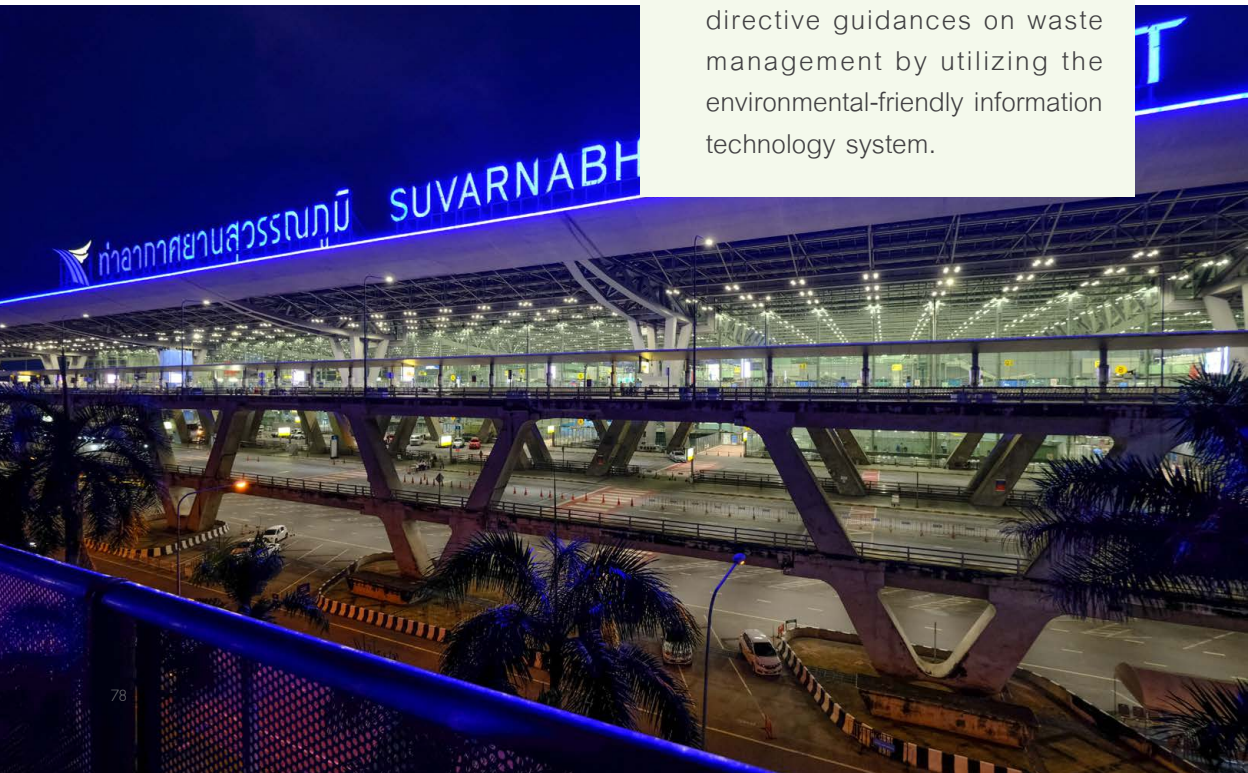
Circular Economy is an initiative to minimize environmental impact through efficient and beneficial use of any resources through the design of products and services which are durable, repairable, and conveniently recyclable in order to endlessly circulate resources for renewed utilization. This can help to mitigate environmental impact, especially on waste treatment, which is considered a national problem, and also help to reduce the organization expenses.



For more
information,
please scan here.

Management Approaches

1. Apply the “3R Principle” (Reduce, Reuse, Recycle) and simultaneously encourage waste separation in all airports and the Head Office.
2. Waste collection and sorting systems at Suvarnabhumi Airport are operated by the certified contractor of ISO 14001: 2015. Expansion of coverage to other airports are being planned.
3. Stipulation of policies and directive guidances on waste management by utilizing the environmental-friendly information technology system.



Indicators	Target 2021	Outcome 2021	Target 2026
Numbers of confirmed complaints on waste treatment.	0 case	✓ 0 case	✓ 0 case annually



Waste Separation for Recycle at Suvarnabhumi Airport

Suvarnabhumi Airport has launched a campaign to separate wastes for recycling purpose which provides double benefits in either reducing waste or saving costs on wastes treatment. General wastes are separated for being recycled and used as energy in the cement production process. A portion of organic wastes would be transformed into fish feeds. This activity could help

Suvarnabhumi Airport in saving costs on waste management while reducing wastes that would otherwise go to landfills. Additionally, Suvarnabhumi Airport has applied the “Polluter Pays Principle” in the airport where operators producing large amount of wastes would be applicable for additional waste treatment expense.

Environmental-Friendly Information Technology Management Policy

AOT continuously employs more numbers of information technology systems to assist the operations of the organization. Therefore, without due consideration this could negatively impact the environment, energy utilization, and is even generating pollution in the disposal process. In response to these concerns, AOT established the Environmental-Friendly Information Technology Management Policy that consists of 4 major pillars as follows:



Devices Cycle

Sourcing energy-efficient and industry-grade devices which can be recycled or reused, and disposal must be made appropriately if required.



Information Technology and User Communication

Configuring IT devices and installing them appropriately could improve operational speed, reduce paper usage, save energy, and extend lifetime of the equipment.



Big Data Processing System in the Organization

Switching the use of servers into virtualization or cloud computing for maximum use and energy saving.



Implementation of Information and Communication Technology to Reduce Carbon Emission

Bringing in new innovatives such as Artificial Intelligence (AI), Internet of Things (IoT) and mobile applications to develop digital ecosystem for new normal service creation that mitigate global warming impact while preserving energy.

Noise Pollution

Controlling noise pollution is a vital issue for the airport operator like AOT, as better management could reduce the hearing impact of residences living in communities near the airports. AOT wholeheartedly recognizes this impact so we apply preventive measures as well as remedying affected individuals and also offering annual ear health examination and hearing test to those who live nearby the airports, which are potentially exposed to the noise pollution.



Management Approaches

1. Implementation of preventive measurements and environmental remediation measurements as well as monitoring plans on the environmental impact as specified in the Environmental Health Impact Assessment (EHIA) Report.
2. Relief noise impact by using Noise Balanced Approaches as recommended by the International Civil Aviation Organization (ICAO).



For more information, please scan here.

Indicators	Target 2021	Outcome 2021	Target 2026
Percentage of residential buildings and structures that are vulnerable to noise pollution in airport proximity being compensated within an agreed timeframe.	100%	✓ 100%	✓ 100% annually

Installation of Noise Measurement Station

Suvarnabhumi Airport



19
permanent
stations



2
mobile
stations

Don Mueang International Airport



temporary station that measures
noise levels **2 times** a year
with **7 days** per time.

Chiang Mai International Airport



4
permanent
stations



2
mobile
stations

Phuket International Airport



4
permanent
stations



2
mobile
stations

Mae Fah Luang - Chiang Rai International Airport



: temporary station that measures
noise levels 2 times a year with
7 days per time.

Ear Health Examination and Hearing Test

Chiang Mai International Airport has launched the “Chiang Mai International Airport-Caring the Communities” project to demonstrate attention and care for communities that are affected by noise pollution from the taking-off and landing of aircraft. AOT has mobilized the hearing test unit and hearing specialists to provide an examination at Chang Thong Temple, Suthep Sub-district, and Mae Hia Municipality, Mueang Chiang Mai District, Chiang Mai Province. Additionally, Chiang Mai International Airport officers have collected additional data on noise pollution concerns caused by the airport operation. Most of the community members were interested in the project and participated in the hearing test. They also had a positive attitude towards AOT, as they want AOT to provide assistance continuously to relieve noise and vibration impacts.



Complaint and Suggestion Channels

AOT has designated channels to file environmental complaints and suggestions including noise pollutions and other impacts to foster mutual and sustainable resolutions as follows:

Complaint and Suggestion Channels



AOT Contact Center 1722

Corporate
Communications
Department
Telephone 0-2535-3738
Fax 0-2535-4099

www.airportthai.co.th
then click on “Contact
and Whistleblower”



**Environmental Impact
Mitigation Center at
Suvarnabhumi Airport**

Telephone 0-2132-9088
and 0-2133-1888

Fax 0-2132-8995
Office Hours
08.00 - 17.00 hours

Everyday except public holidays

17 complaints
on environmental
issues have been
confirmed.



100% of all complaints are
resolved within set
timeframe.

*Most issues are about requests for the installation of noise measurement system and noise pollution caused by the operations of Suvarnabhumi Airport.





Stay Together: Because We Always Beside You

The spread of Coronavirus Disease 2019 (COVID-19) has left tremendous impacts on economic and ways of living for all walks of life. AOT, as a Corporate Citizenship Airport, is intentionally proud to be a part in assisting those who have suffered from this crisis. It seems to be values shared between AOT and the communities for the sustainable growth of the society.



Engagement with Community and Society

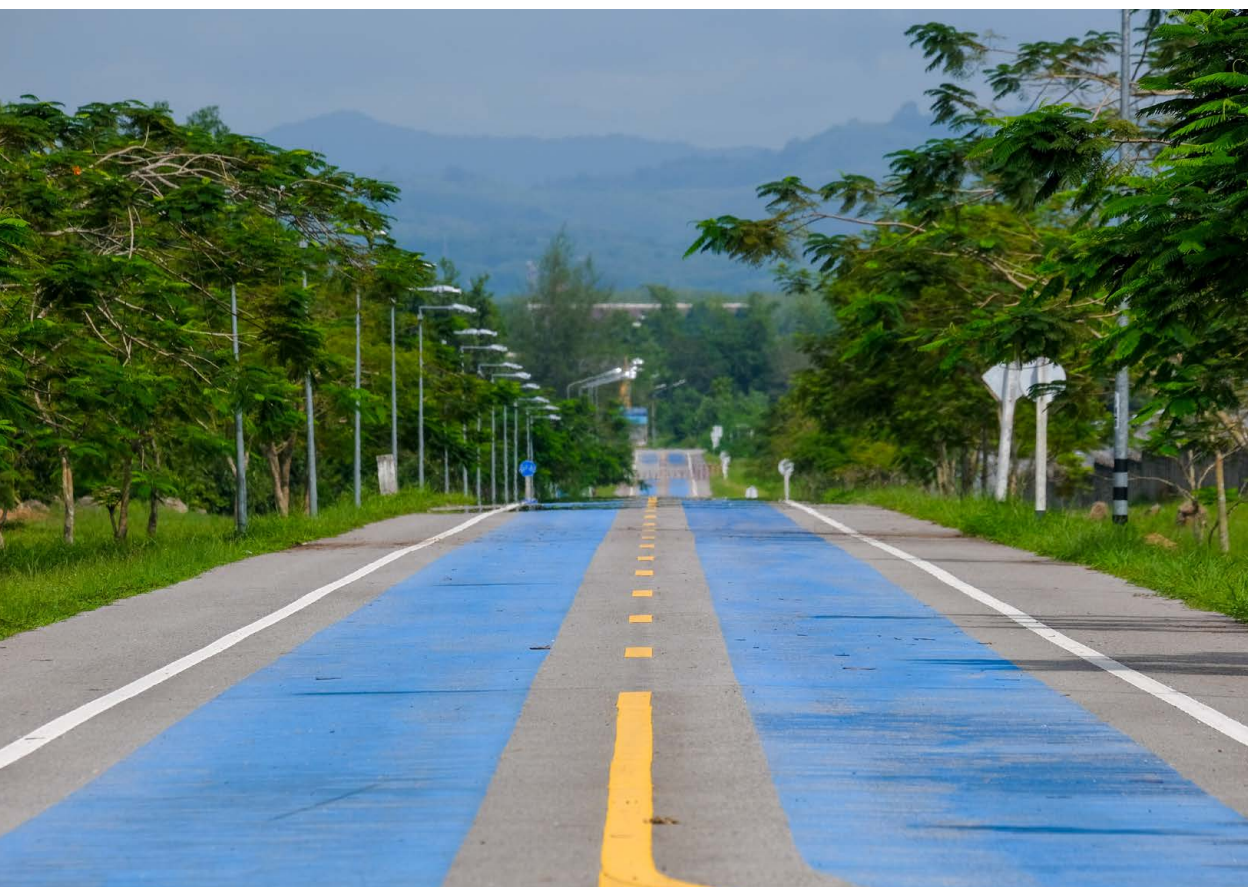


Engagement with Community and Society is AOT's high-priority in order to run sustainable business operations. Because airport operations may have an impact on surrounding communities and societies, we regard them as an important stakeholders and emphasize on value creation together while maintaining a positive relationship.



Management Approaches

1. Implement according to the AOT's extended Sustainable Development Master Plan for the fiscal years 2020 - 2023.
2. Develop Corporate Social Responsibility (CSR) activities in both organization and airport level. These activities are of benefit for maintaining relationships between organization and surrounding communities or wider range of society in accordance with the United Nations Sustainable Development Goals (SDGs) to continuously uplift the quality of life for community members.
3. Approach the community's needs through closely collaborating with a leader of community especially during the Covid-19 pandemic.
4. Encourage staff who are responsible for Corporate Social Responsibility (CSR) in each airport to exchange knowledge and experience in CSR-related activities.



Indicators	Goal 2021	Outcome 2021	Goal 2026
Level of success of Corporate Social Responsibility (CSR) Activities of all 6 airports and the Head Office.	100%	100%	100% annually
Level of satisfaction of participants in Corporate Social Responsibility (CSR) Activities.	At least 80%	At least 80%	At least 80% annually



Business Performance in 2021



100%

of airport conducting corporate social responsibility activities in alignment with community needs.



100%

Level of success of Corporate Social Responsibility (CSR) Activities of all airports and the Head Office.



3 Corporate Social Responsibility Initiatives

were assessed for the Social Return on Investment (SROI).

Total number of corporate social responsibility activities 159 projects

The total value of all initiatives over 22,177,178 million Baht

Supporting Cost of Philanthropic Activities



Cash Contributions
13,263,711 Baht

Employee's volunteering time
14,405 hours
valued at
2,929,966 Baht



In-kind giving
valued at
6,047,750 Baht

Management overheads of the Corporate Social Responsibility Department
76,189,302.73 Baht

Proportion of the Corporate Social Responsibility Activities Support



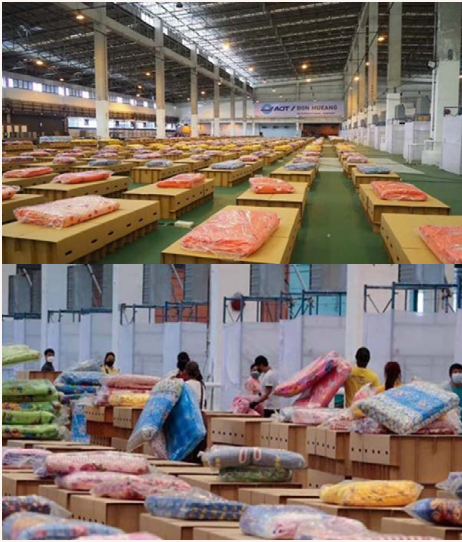
Charitable donation
30%



Community investment
65%



Commercial initiative
5%



Support and Take Care of COVID-19 Patients

During the outbreak of Coronavirus Disease 2019 (COVID-19), AOT supported the caring of infectious patients by offering the space at Outbound Cargo Terminal 4, Don Mueang International Airport, as a temporary field hospital site of “Makeshift Hospital under Royal Benevolence” with a capacity of 1,800 beds, in collaboration with Mongkut Wattana Hospital on space clearance, setting up makeshift hospital system, installation of medical devices, as well as supplying medical professionals. Additionally, all 6 airports and the Head Office supplied AOT drinking water, survival bags or necessity items for surrounding communities, people who got vaccinated at the Central Vaccination Center at Bang Sue Grand Station, medical staffs, hospitals, and government agencies.

Public Disaster Relief Missions

AOT supported public disaster relief missions for the case of fire incident at a plastic factory by providing spaces near the Rescue and Fire Fighting (West Substation) in the airside to be the landing space of firefighting helicopters from the Department of Disaster Prevention and Mitigation as well as arranging free parking spaces for evacuee residents and giving 2,400 bottles of drinking waters for people in the evacuation center. AOT also supported those who were affected by the gas pipe explosion incident at Preng Sub-district, Bang Bo District, Samut Prakan Province by supporting 100,000 Baht to Preng Rat Bamrung Temple and Preng Wisutatibodee School to purchase shoes, academic supplies, and lunch for students.



Support Community Products for Economic Recovery

The spread of Coronavirus Disease 2019 (COVID-19) has changed people's ways of living. Therefore, AOT takes part in providing distribution channels for community products by advertising them through the "AOT Market Place", which is a private Facebook Group for product distribution of AOT employees. It is another way to increase income of the community. The products sold on the

Group are dried gourami fish from Bang Pla Sub-district, Bang Phli District; coconut leaf broomstick from Racha Thewa Sub-district, Bang Phli District; vegetable and flower salad from Min Buri District, Bangkok. AOT has also purchased community products from Bang Phli Glass blowing Group as souvenirs on multiple occasions.



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 2022. 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/Airline/Entrepreneur)

☐ Communities surrounding the company

☐ Employee

☐ Business Partner

☐ Academic

☐ Government Agency

☐ Media

☐ Student

☐ Others, please specify _____

4. Which channel did you receive AOT's Sustainable Development Report?

☐ AOT's Website

☐ Seminar/Lecture/Exhibition

☐ AOT's Internal Units

☐ Other Websites

☐ Annual General Shareholders' Meeting

☐ Others, please specify _____

5. What is your main purpose of reading AOT's Sustainable Development Report 2021?

☐ To get to know about AOT.

☐ To support investment decision.

☐ For research/education.

☐ To prepare your own report.

☐ Others, please specify _____



6. Please rate the perfectness and reliability of AOT's Sustainable Development Report 2021.

- How much do you understand AOT's sustainability issues?

☐ High ☐ Moderate ☐ Low ☐ Be improved

- How well is sustainability performance consistent with AOT's sustainability strategy?

☐ High ☐ Moderate ☐ Low ☐ Be improved

- How appropriate and credible is the content?

☐ High ☐ Moderate ☐ Low ☐ Be improved

- How well is the content corresponding to your expectation?

☐ High ☐ Moderate ☐ Low ☐ Be improved

7. What is the important issue of AOT's sustainability that interests you?

- ☐ Corporate Governance, Risk Management, and Operational Supervision
- ☐ Airport Capacity and Accessibilities ☐ Customer Satisfaction
- ☐ Sustainable Supply Chain ☐ Business Partnership
- ☐ Digital and Innovation ☐ Information Technology Security and Privacy
- ☐ Energy and Climate Change ☐ Water Management and Wastewater Treatment
- ☐ Circular Economy ☐ Noise Impacts
- ☐ Airport Safety and Security ☐ Community and Society Participation
- ☐ Occupational Health, Safety and Work Environment of Employees
- ☐ Human Rights ☐ Valuable and Fulfilling Work
- ☐ Others, please specify _____

8. Do you think that the contents of the Report cover important issues concerning AOT's sustainability?

☐ Yes ☐ No

If not, please specify

.....

.....

.....

9. Do you have any suggestion for improving the next AOT's Sustainable Development Report?

.....

.....

.....

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







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