



TO • DESTINATION



**AOT**

AIRPORTS OF THAILAND PLC.  
บริษัท ท่าอากาศยานไทย จำกัด (มหาชน)

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

SUSTAINABLE DEVELOPMENT REPORT 2016







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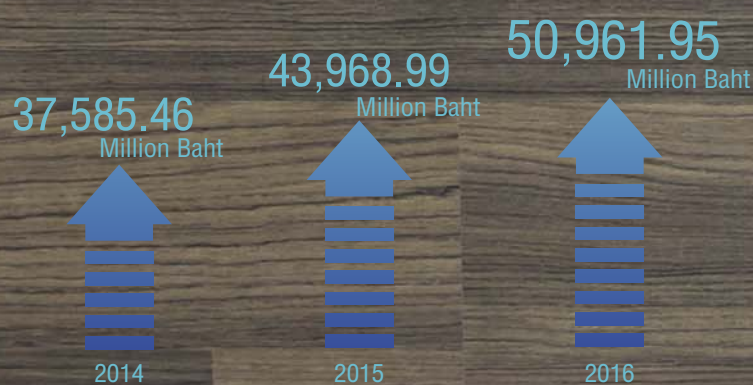
GRI Index

GO  
ON  
TO • DESTINATION



# CONNECTIVITY

Revenues from Sales and Services



In 2016, an increase of

# 15.90%



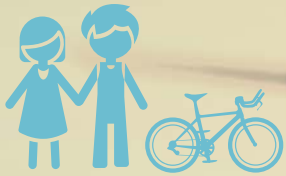






# SHARING<sup>++</sup>

"Sky Lane" Project can accommodate around



**14,000**  
users

"Airport of Learning" Project to provide students of schools located in the areas of Suvarnabhumi Airport and Don Mueang International Airport with knowledge and understanding of air transport business.



**14** schools  
**490** participating students









# GO GREEN

AOT aims to reduce its carbon emissions per passenger at Don Mueang International Airport, Chiang Mai International Airport, Hat Yai International Airport and Mae Fah Luang - Chiang Rai International Airport

by **20** %  
compared to 2013  
by 2023



and **18** %  
at Suvarnabhumi Airport  
compared to 2011  
by 2020







## Message from the Chairman

Today's rapid growth in air transport business is increasingly being challenged by the trade liberalization, the ASEAN Open Skies Agreement, the participation in the ASEAN Economic Community (AEC), the government's proactive tourism policy and the growth of low-cost carriers. These factors contribute to the rapid and continuous growth of air transport industry accompanied with the business directions of today's Aviation-related organization which must be in line with the national development objectives as articulated by the government - Stability, Prosperity and Sustainability - and the sustainable development goals of the United Nations in order to be socially and environmentally responsible organizations which can further pave the way for development towards sustainability and social acceptance.

Airports of Thailand Public Company Limited (AOT) recognizes the importance of air transport industry which is a fundamental mechanism crucial for the country's economic and social growth. AOT has, therefore, committed itself to operating the world's smartest airports as stated in its vision (2016 - 2019) and linking the national and global targets with its mission of airport operation focusing on a sustainable development. This year marks the AOT's management towards sustainability at the global level. In this sense, AOT has proclaimed its adoption of the which objectives and related key performance indicators as a means to corporate strategy formulation, innovation development, investment decision, enhancement of competitiveness, turning crisis into opportunity, new product and service development and introduction in response to the stakeholders' needs, and creation of long-term social values along with the environmental management. Also, AOT has placed importance on the partnership formation with the stakeholders and service providers within the air transport industry group since it realizes that sustainable operations mainly rely on cooperation among all sectors.

With its strong commitment, AOT was selected for the second consecutive year as a member of the Dow Jones Sustainability Indices (DJSI) for 2016 among the leading companies in Transportation and Transportation Infrastructure (TRA) Industry Group. In this way, it can be said that AOT is the Asia's first airport operator and the first Thai company among the companies in the TRA Industry Group. The AOT's DJSI membership underscores its

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intention to conduct its business with corporate social responsibility towards the balanced three (economic, social and environmental) dimensions of sustainability.

On behalf of AOT, I would like to express our sincere gratitude to the employees, customers, trade partners, partnerships and all stakeholders for another memorable year of AOT. I am assured that the cooperation from all sectors coupled with the AOT's investments for the maximum benefits to the transportation industry will be a major mechanism through which economic stability and prosperity at the national level can be realized. Also, this positively leads to the stakeholders' confidence that the company will conduct its business with responsibility focusing on corporate governance principles, transparency, and accountability accompanied with the profit generation and that AOT will be a globally accepted airport operator, thereby creating social values in a sustainable way.



(Mr. Prasong Poontaneat)  
Chairman





## Message from the President

With over 37 years of operations, AOT has been burdened with an important mission to be a fundamental component of air transport industry and a driving mechanism for the country's social and economic growth through its role as an airport operator that welcomes the important people of the country and tourists from all corners of the world to Thailand with its vision and commitment to operating the world's smartest airports.

The air transport industry is increasingly facing diverse challenges especially the response to the stakeholders' needs. AOT has, therefore, developed all dimensions of operations - economic, social and environmental - in support of the industry growth. In 2016, AOT has commenced the construction works under the Suvarnabhumi Airport Development Project Phase 2, the opening of the International Passenger Terminal of Phuket International Airport, and the formulation of the 20 - year Master Plan for the development of airports under its responsibility coupled with the airport capacity enhancement. AOT has also developed its personnel in terms of service delivery and safety and received the Outstanding State-Owned Enterprise Award 2016 for Human Resources Management. In addition, AOT has placed importance on the promotion of innovation development and the adoption of technologies in its operations to enhance efficiency and convenience by initiating an energy-efficient and eco-friendly building project to establish methods and procedures as well as a manual for the design of the building,

To enable its business continuity, AOT has greatly focused on monitoring both national and global situations affecting the air transport business including terrorism, natural disaster and outbreak. The emergency plan trainings at all airports and the development of the business continuity management system at an internationally accepted level have been implemented. AOT has also achieved its commitment to social, environmental and community responsibility as the first airport operator in Thailand and Southeast Asia of which its business continuity management system was certified according to international standards ISO 22301:2012 and TIS 22301-2016 and consistently assessed through surveillance audit. Moreover, AOT has collaborated with the related government agencies for mutual conformity and support and educated the communities on best practices in case of critical situations so that the country's air transport business and airport operation continue proceeding smoothly.

AOT is committed to becoming the world's leading eco-friendly airports according to its Green Airport Master Plan. Fortunately, the airports under its supervision have already been accredited at Level 1 and Level 2 of the Airport Carbon Accreditation Program and all airports are projected to be accredited at Level 3 by 2017. Also, AOT has closely monitored its environmental operations especially the noise impact management together with the building of understanding and participation among the communities and stakeholders to enhance its capacity in maintaining and improving long-term environmental quality.

To increase its capacity in the context of sustainable operations, AOT has revised its Sustainable Development Master Plan for 2016 - 2019 under the concept of "Corporate Citizenship Airport" which means the airport that gains acceptance and participation from the community and society and creates economic, social and environmental values by setting the AOT's business directions as in accordance with the present situations and in response to challenges in the long run. The Master Plan comprises three major strategies, namely Sustainability Management, Stakeholder Engagement and Sustainability Initiatives. Many projects and activities beneficial to the communities surrounding the airports have been organized and evaluated for further improvements.

Along the growth path AOT is facing the challenges of managing change and playing a role as the state-owned enterprise that takes part in creating economic stability and values of the country through its airport operations. This requires a balanced management between the governmental context of the benefits of the country and the people, and the commercial context of profit generation for airport development, national capacity enhancement, satisfaction of airport users and service delivery in response to their needs and beyond expectation. Lastly, I would like to extend my deepest gratitude to everyone for trust and support to AOT and we promise that we will operate our business side by side the Thai society to further deliver sustainable "values".



(Mr. Nitinai Sirismatthakarn)  
President





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## Vision, Mission and Core Values



AOT has been operating business with commitment to social responsibility within the sustainable development purpose and in respect of our philosophy of  
**“Safety and Service are our priorities.”**



### Vision

**“AOT Operates the World’s Smartest Airports”**

### Mission

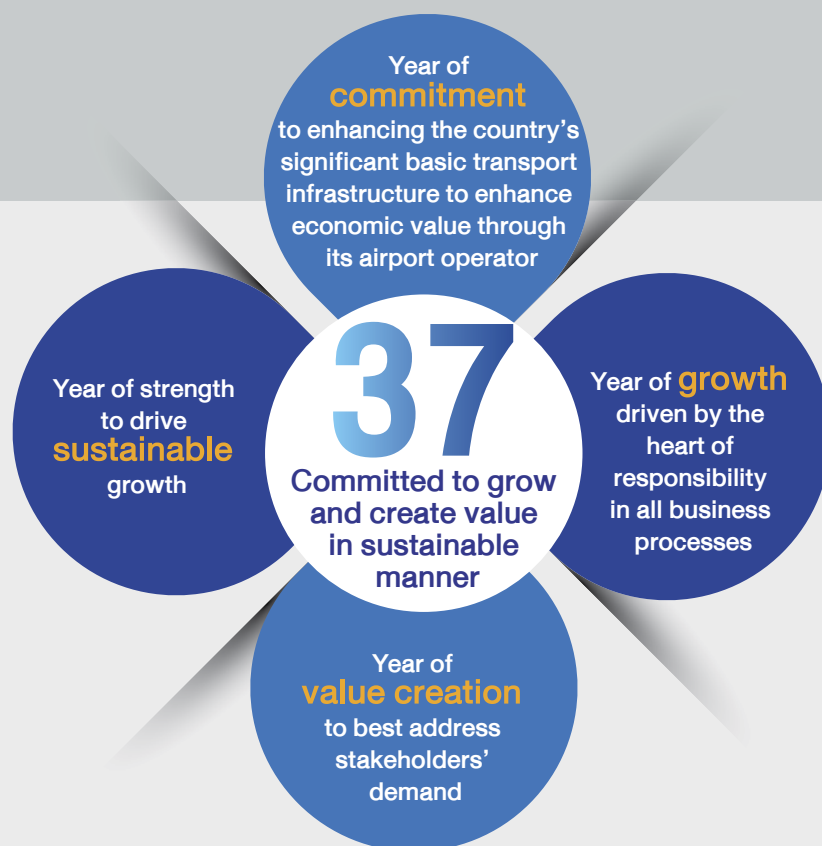
Operate and promote airport business including other businesses related to or continued with the airport business operation by taking into account of sustainable development

### Core Values

1. **Service minded:**  
offering services beyond customers’ satisfaction
2. **Safety & security:**  
excellent security and safety standards
3. **Teamwork:**  
respect different opinion and collaboration
4. **Innovation:**  
constant development
5. **Integrity:**  
caring for organizational benefit



AOT is a state enterprise under the Ministry of Transport and with the Ministry of Finance as a major shareholder. It is a public limited company listed on the Stock Exchange of Thailand with stock trading symbol “AOT”.



# 6

## International Airports Under

AOT operates Thai airport business and related businesses. Its core business is airport management and development.



Headquarters,  
Bangkok, Thailand









## About This Report



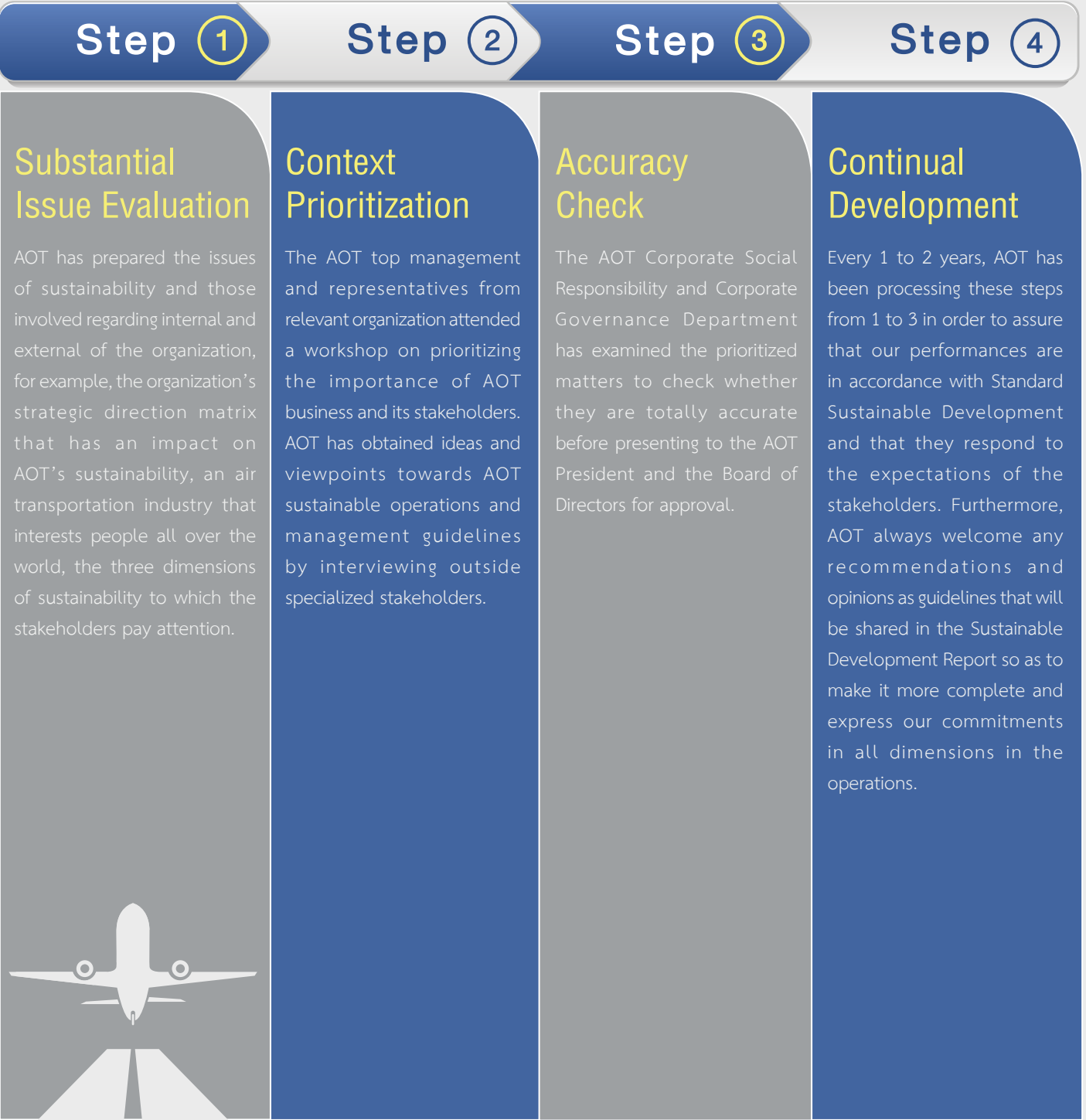
AOT has been publishing this Sustainable Development Report for six successive years. The main purpose is to share among our stakeholders the significant information on sustainable development operations, covering all 2016 - 2019 key dimensions which are economic, social, environment and good governance. Developed from Sustainable Development Report 2015, this 2016 report is prepared in two languages - Thai and English and published in print, CD, and electronic version which can be downloaded at our website [www.airportthai.co.th](http://www.airportthai.co.th)

The content in Sustainable Development Report 2016 is collected data from 1<sup>st</sup> October, 2015 to 30<sup>th</sup> September, 2016 in all 6 airports under the supervision of AOT; 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.

Prepared in accordance with the Global Reporting Initiatives Version 4 (GRI-G4) Core section, and the Airport Operators Sector Supplement (AOSS), this report focuses on 4 mainstreams - Sustainability Context, Materiality, Completeness and Stakeholder Engagement. The financial results can be found in the annual report 2016 by downloading from the website [www.airportthai.co.th](http://www.airportthai.co.th).



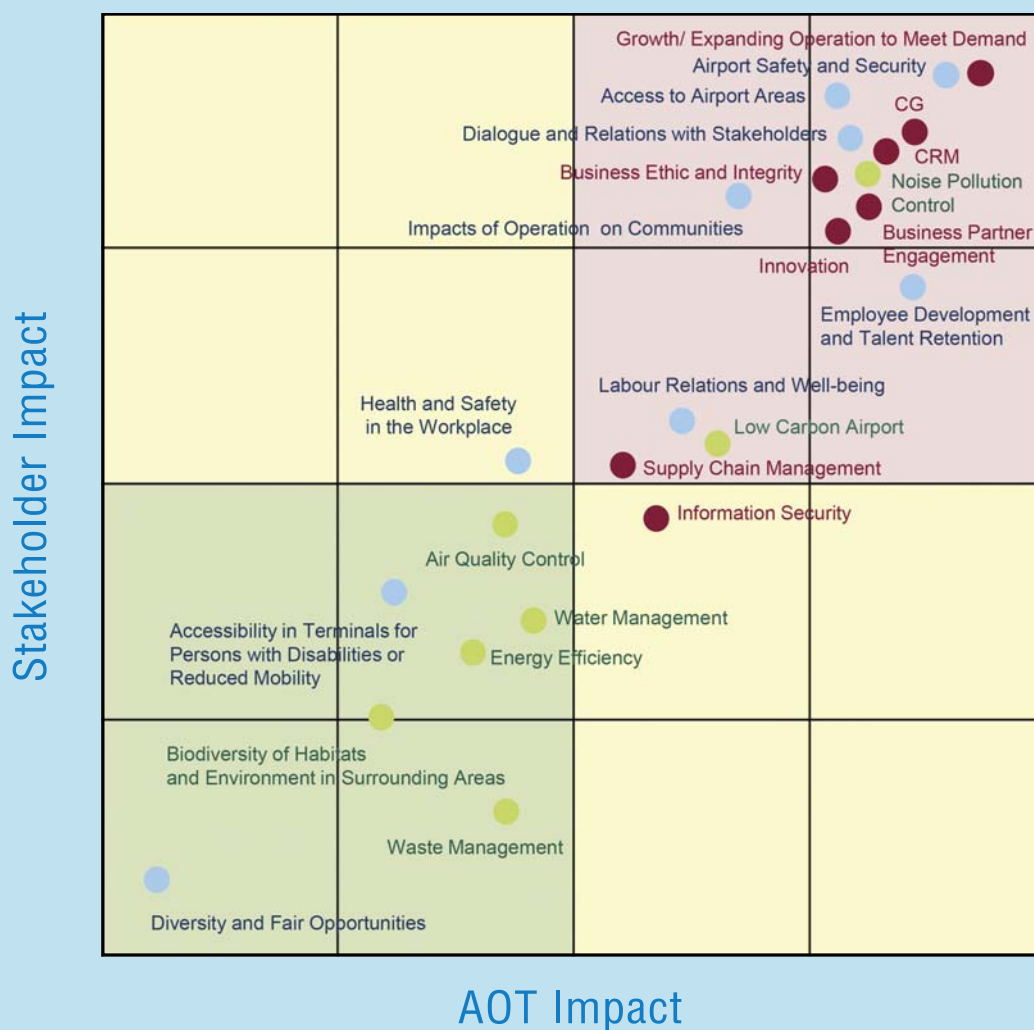
## Processes of Report Preparing






## ● Source of Significant Corporate Sustainability Issues



## The Outcome of Sustainability Assessment



Sustainability Dimension	Materiality	GRI Framework	Scopes of Impact					
			Internal	External				
			Executives and employees	Customers	Business Partners	Shareholders	Regulators	Community and Society
<b>Economic</b> 	<ul style="list-style-type: none"> <li>Increasing capability in business operations</li> </ul>	<ul style="list-style-type: none"> <li>Economic potential</li> </ul>		○	○	○		
	<ul style="list-style-type: none"> <li>Business Ethics</li> </ul>	<ul style="list-style-type: none"> <li>Regulations</li> </ul>	○		○	○	○	○
	<ul style="list-style-type: none"> <li>Creating participation with business alliance</li> </ul>	<ul style="list-style-type: none"> <li>Participation with stakeholders</li> </ul>			○			
	<ul style="list-style-type: none"> <li>Corporate Governance</li> </ul>	<ul style="list-style-type: none"> <li>Regulations</li> </ul>	○				○	
	<ul style="list-style-type: none"> <li>Customers' Satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Products and Services</li> </ul>		○	○			
	<ul style="list-style-type: none"> <li>Innovation Development</li> </ul>		○	○	○			
	<ul style="list-style-type: none"> <li>Supply Chain Management</li> </ul>	<ul style="list-style-type: none"> <li>Products and Services</li> </ul>	○		○			
	<ul style="list-style-type: none"> <li>Data Security</li> </ul>		○				○	
<b>Social</b> 	<ul style="list-style-type: none"> <li>Safety and Security</li> </ul>	<ul style="list-style-type: none"> <li>Health and Safety</li> </ul>	○	○	○		○	
	<ul style="list-style-type: none"> <li>Accessing airport site and services</li> </ul>	<ul style="list-style-type: none"> <li>Products and services</li> </ul>		○				
	<ul style="list-style-type: none"> <li>Participation with stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Participation with stakeholders</li> </ul>	○	○	○	○	○	○
	<ul style="list-style-type: none"> <li>Operation Impact to communities</li> </ul>	<ul style="list-style-type: none"> <li>Regulations</li> </ul>						○
	<ul style="list-style-type: none"> <li>Human Resource Development</li> </ul>	<ul style="list-style-type: none"> <li>Training and educating</li> </ul>	○					
	<ul style="list-style-type: none"> <li>Labour Relationships and Employees' Satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Labour Relationship Management</li> </ul>	○					
	<ul style="list-style-type: none"> <li>Health and Safety at work</li> </ul>	<ul style="list-style-type: none"> <li>Health and Safety</li> </ul>	○					
	<ul style="list-style-type: none"> <li>Service accessible for the Disabled and the Physical Impaired</li> </ul>	<ul style="list-style-type: none"> <li>Diversity and Equality</li> <li>Products and services</li> </ul>		○				○
	<ul style="list-style-type: none"> <li>Diversity and Equality</li> </ul>	<ul style="list-style-type: none"> <li>Diversity and Equality</li> </ul>	○	○	○			○
<b>Environment</b> 	<ul style="list-style-type: none"> <li>Impacts on biodiversity</li> </ul>	<ul style="list-style-type: none"> <li>Biodiversity</li> </ul>					○	○
	<ul style="list-style-type: none"> <li>Wastewater Treatment</li> </ul>	<ul style="list-style-type: none"> <li>Wastewater and Sewage</li> </ul>	○				○	○
	<ul style="list-style-type: none"> <li>Water Resources Management</li> </ul>	<ul style="list-style-type: none"> <li>Water</li> </ul>	○				○	○
	<ul style="list-style-type: none"> <li>Air Quality Control</li> </ul>	<ul style="list-style-type: none"> <li>Greenhouse Gas Emission</li> </ul>	○	○	○		○	○
	<ul style="list-style-type: none"> <li>Efficiency in Energy Usage</li> </ul>	<ul style="list-style-type: none"> <li>Energy</li> </ul>	○				○	○
	<ul style="list-style-type: none"> <li>Noise Impact Control</li> </ul>	<ul style="list-style-type: none"> <li>Noise</li> </ul>	○	○	○		○	○
	<ul style="list-style-type: none"> <li>Green Airport</li> </ul>	<ul style="list-style-type: none"> <li>Greenhouse Gas Emission</li> </ul>	○	○	○		○	○

For more information or should there be any comments on this report, please contact:

## Corporate Social Responsibility and Corporate Governance Department

Airports of Thailand Public Company Limited (AOT)

333 Cherdwutagard Road, Srikan, Don Mueang, Bangkok 10210






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## AOT Stakeholders













## AOT Stakeholders Participation

AOT realizes that the participation of stakeholders is one of the most important processes in airport operations since recommendations and opinions from them motivate and reflect the success of the organization. We commit ourselves to enhancing the already best services and to maintaining our international standards as expected by AOT stakeholders. Different channels are opened for opinions and complaints, for instance, customer satisfaction survey and activities for continual relationships. The results will be analyzed and practiced as part of AOT development plan in the future.

 Stakeholders	 Method	 Expectation	 Company's response	 Result
<b>1.</b> Customers	<ul style="list-style-type: none"> <li>• Airlines</li> <li>• Passengers</li> </ul>	<ul style="list-style-type: none"> <li>• Provide security and occupational safety of life and assets and ensure they are ready for any situation as required by international standards</li> <li>• Support and provide information, data, infrastructure, facilities and equipment to be “always ready”</li> <li>• Provide facilities sufficient to support airport business operations</li> <li>• Green airport green Community</li> <li>• Enough spaces and facilities are provided to fulfill the business demand of AOT of which the purpose is to attract and offer good experience to the customers</li> <li>• Improve and promote innovations and technologies that help with the passenger flow</li> <li>• Social Media and Digital Signs are provided at all airports</li> </ul>	<ul style="list-style-type: none"> <li>• Organize emergency drills to be prepared for various situations for safety of stakeholders</li> <li>• Being certified for international standard, aviation standard, safety and security and occupational health and safety</li> <li>• Small group meeting with airlines</li> <li>• Regular monitor maintenance and develop airport service and equipment</li> <li>• Continually improve comprehensive communication channels with stakeholders</li> <li>• Study service and innovation direction and regularly improve services provided to stakeholders</li> <li>• Continuously and extensively increase more contact channels for stakeholders</li> <li>• Conduct a study on service innovation and keep improving good service to stakeholders</li> <li>• Stakeholder Engagement Program</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare and organize activities to strengthen relationship with stakeholders - ASQ satisfaction survey and CRM</li> <li>• Being certified of OHsAS18001, ISO22301:2012</li> <li>• Increase communication channels through social media and other electronic channels</li> <li>• Install Information Kiosk, advanced passenger check system, sensor at baggage claim areas for faster service</li> <li>• “Khon Ban Diew Kan” Project initiated to strengthen relationships with stakeholders</li> </ul>







 Stakeholders	 Method	 Expectation	 Company's response	 Result
<b>2.</b> Business Alliances <ul style="list-style-type: none"> <li>• Business partners</li> <li>• Government and private organizations operating at the airport</li> <li>• Collaborators</li> <li>• Supplier</li> </ul>	<ul style="list-style-type: none"> <li>• Business partner meeting</li> <li>• Customer relationship management programs</li> <li>• Call Center and other channels for complaints and opinions</li> <li>• one-on-one executive's representative Interview</li> </ul>	<ul style="list-style-type: none"> <li>• Better performance</li> <li>• Support for information, equipment and area to help business partners' operations</li> <li>• Provide appropriate and high standard facilities</li> <li>• Attract and retain talented staff</li> <li>• Encourage innovations and modern technologies application in managing the passenger flow as well as offer good experience to customers (Customer Experience)</li> </ul>	<ul style="list-style-type: none"> <li>• Listen and exchange opinion and improve the process as regularly discussed</li> <li>• Prepare facilities and services that support partners' operations</li> <li>• Enable partners to raise their standards above legal requirement</li> <li>• Respect the agreements, contracts and laws</li> <li>• Develop bidding and procurement system and process to ensure transparency</li> <li>• Arrange activities to strengthen relationships with stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Change process as discussed or exchanged with partners</li> <li>• Continually improve facilities</li> <li>• Conduct partners' satisfactory survey</li> <li>• Introduce partners' capability increase, such as Suvarnabhumi Service Excellence (SSE) and Great Food Good Service Program for five successive years</li> <li>• Rapidly respond to partners' complaints</li> <li>• "Khon Ban Diew Kan" Program to strengthen relationships with stakeholders for eight successive years</li> </ul>

 Stakeholders	 Method	 Expectation	 Company's response	 Result
<b>3.</b> Shareholders and investors <ul style="list-style-type: none"> <li>• Shareholders in the government sector</li> <li>• Shareholders and investors</li> </ul>	<ul style="list-style-type: none"> <li>• Analyst meeting</li> <li>• Information is provided to stakeholders and asset managers including local and overseas investors</li> <li>• Annual Meeting of Shareholders</li> <li>• Call Center</li> <li>• Electronic media channel</li> <li>• Shareholders' Corporate site visit</li> <li>• Conference Call</li> </ul>	<ul style="list-style-type: none"> <li>• Dividend payment at the satisfactory level and on regular basis</li> <li>• Offer higher capital gain</li> <li>• Continuously strong operating performance with transparency</li> <li>• High competitiveness compared to international airports in foreign countries</li> <li>• Business goal and direction in the future of company</li> </ul>	<ul style="list-style-type: none"> <li>• Manage various communication channels with other organizations</li> <li>• Prepare company's information on nature of business, direction and quarterly performance report for shareholders, investors and interested persons to ensure of transparency and verification in business operations</li> <li>• Pay regular dividend which is in response to performance</li> </ul>	<ul style="list-style-type: none"> <li>• Be selected to be the member of Dow Jones Sustainability Indices 2016</li> <li>• Market capital growth</li> <li>• Participate in Construction Sector Transparency Initiative (COST) to ensure transparency and increase others' confidence in the company</li> <li>• Continuous operating performance growth</li> </ul>

Stakeholders		Method	Expectation	Company's response	Result
				<ul style="list-style-type: none"> <li>• Invite shareholders for corporate site visit and performance monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• Be one of the 55 stocks in Thailand Sustainability Investment List</li> </ul>
Stakeholders		Method	Expectation	Company's response	Result
<p><b>4.</b> Government/ Regulators</p>	<ul style="list-style-type: none"> <li>• Office of the National Economic and Social Development Agency</li> <li>• Ministry of Transport</li> <li>• Ministry of Finance</li> <li>• The Office of the Auditor General</li> <li>• The Office of Securities and Exchange Commission</li> <li>• The Stock Exchange of Thailand</li> </ul>	<ul style="list-style-type: none"> <li>• Meet and join meeting with regulators</li> <li>• Effective business operations and assessment by regulators</li> </ul>	<ul style="list-style-type: none"> <li>• Good corporate governance as required or higher than legal requirement</li> <li>• Business operations with responsibility towards the society and sustainable environment</li> <li>• Efficient organizational administration and management</li> <li>• Business operations based on good corporate governance principles</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with laws, rules and regulations related to transparency and good governance</li> <li>• Take better care of negative impact on the environment from business process at the level higher than required by law. At the same time, the company shall create positive impact on surrounding communities</li> <li>• Fully, rapidly and correctly participate in assessment and provide addition information to the regulatory bodies</li> <li>• Cooperate with regulatory body in promoting environmentally friendly programs</li> <li>• Study and improve business processes to continually comply with international aviation practice</li> </ul>	<ul style="list-style-type: none"> <li>• Receive strong confidence from stakeholders for national airport management</li> <li>• Be selected to be members of Dow Jones Sustainability Indices 2016</li> <li>• Be one of the 55 companies selected to join Thailand Sustainability Investment List</li> <li>• Receive certification for good environment standards, such as airport carbon accreditation and ISO</li> <li>• Adjust business processes in accordance with international standard practice and regulatory bodies in order to enhance long-term corporate competitive advantages</li> </ul>



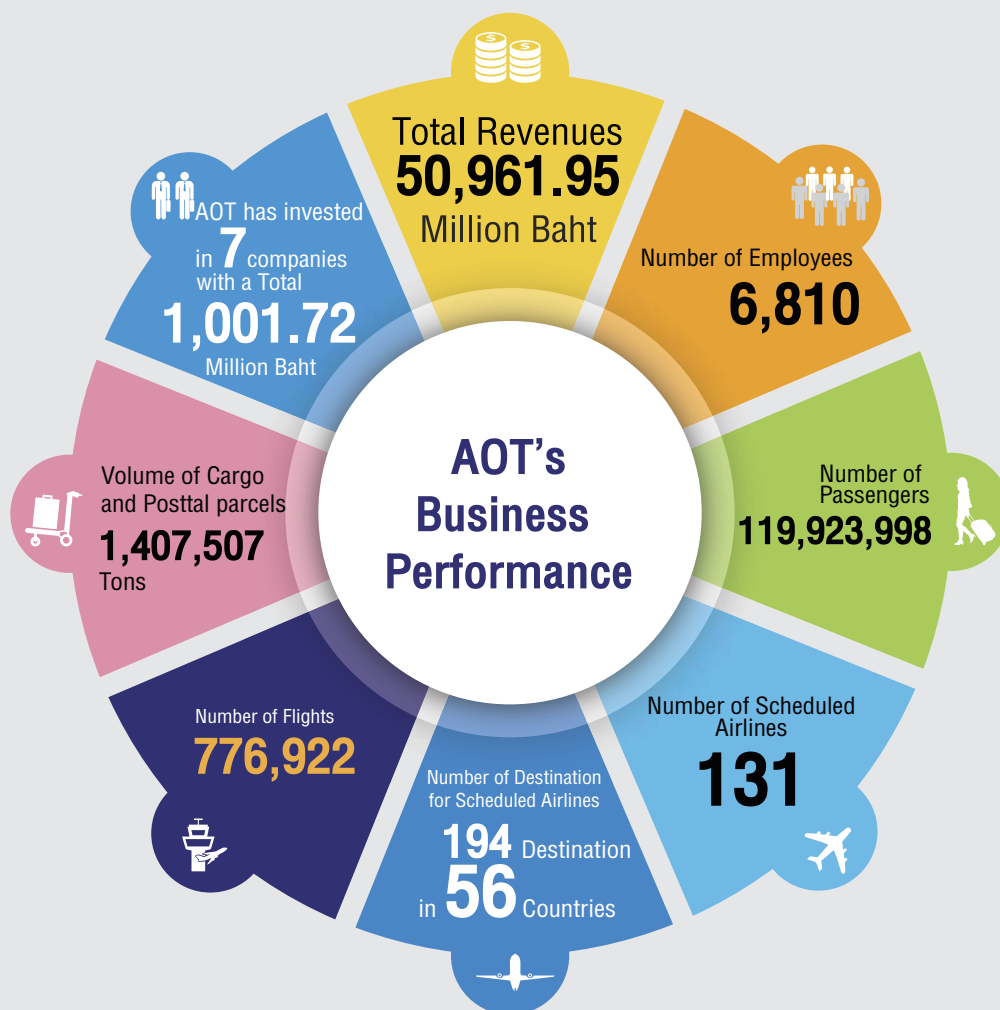
 Stakeholders	 Method	 Expectation	 Company's response	 Result
<div>5. Community and Society</div> <ul style="list-style-type: none"><li>• Surrounding Community and Society</li><li>• National Community and Society</li><li>• Mass media</li></ul>	<ul style="list-style-type: none"><li>• Conduct field study to collect information on impact from business operations and on community's needs</li><li>• Distribute accurate and fast news through various channels</li></ul>	<ul style="list-style-type: none"><li>• Safe operations through effective management of impact on community</li><li>• Take care of environmental impact on community</li><li>• In case of emergency, fast communications and support for community is priority</li><li>• Participate in the company's community relations activities initiated to lift quality of life of people in nearby community and society, especially activities on education and youth</li></ul>	<ul style="list-style-type: none"><li>• Manage environmental impact on community</li><li>• Study, investigate and improve management process of impact, especially environmental impact on community</li><li>• Conduct CSR programs covering economic, social and environmental aspects as part of sustainable community development</li></ul>	<ul style="list-style-type: none"><li>• Receive recognition for corporate operations</li><li>• Satisfaction over the company's operations and performance</li><li>• CSR programs achievement</li><li>• Less complaints on business impact on communities</li></ul>

 Stakeholders	 Method	 Expectation	 Company's response	 Result
<b>6.</b> Executives and Officers	<p>Employees, temporary staff and outsource</p> <ul style="list-style-type: none"> <li>The President meets with officers and employees and communicate through internal PR system</li> <li>Board of Directors</li> <li>Survey on employees' relationship and satisfaction of the organization</li> <li>Communications Direct and indirect communication channels; social media and internal electronics system</li> </ul>	<ul style="list-style-type: none"> <li>Better security and benefits compared to other companies within the same industry</li> <li>Reasonable returns considering economic conditions</li> <li>Workplace safety</li> <li>Career development</li> </ul>	<ul style="list-style-type: none"> <li>Establish safety and occupational health certified OHSAS 18001</li> <li>Prepare individual career development plan for human resource development and maintaining talents</li> <li>Review and ensure that employee remuneration is in response to corporate performance, the current economic situation and industry - wide competitiveness</li> <li>Provide long-term benefits to employees and family</li> <li>Initiate activities to strengthen relationships and morale of employees</li> </ul>	<ul style="list-style-type: none"> <li>Employee's satisfaction rate is 84.69% and employee's relationship with the company is 95.07% (AOT conducts a survey every two years)</li> <li>Employee's and contractor's injury frequency has constantly declined</li> <li>Employee's turnover is similar to that of the previous year, slightly higher</li> </ul>





## AOT Sustainability Overview



MEMBER OF

**Dow Jones Sustainability Indices**

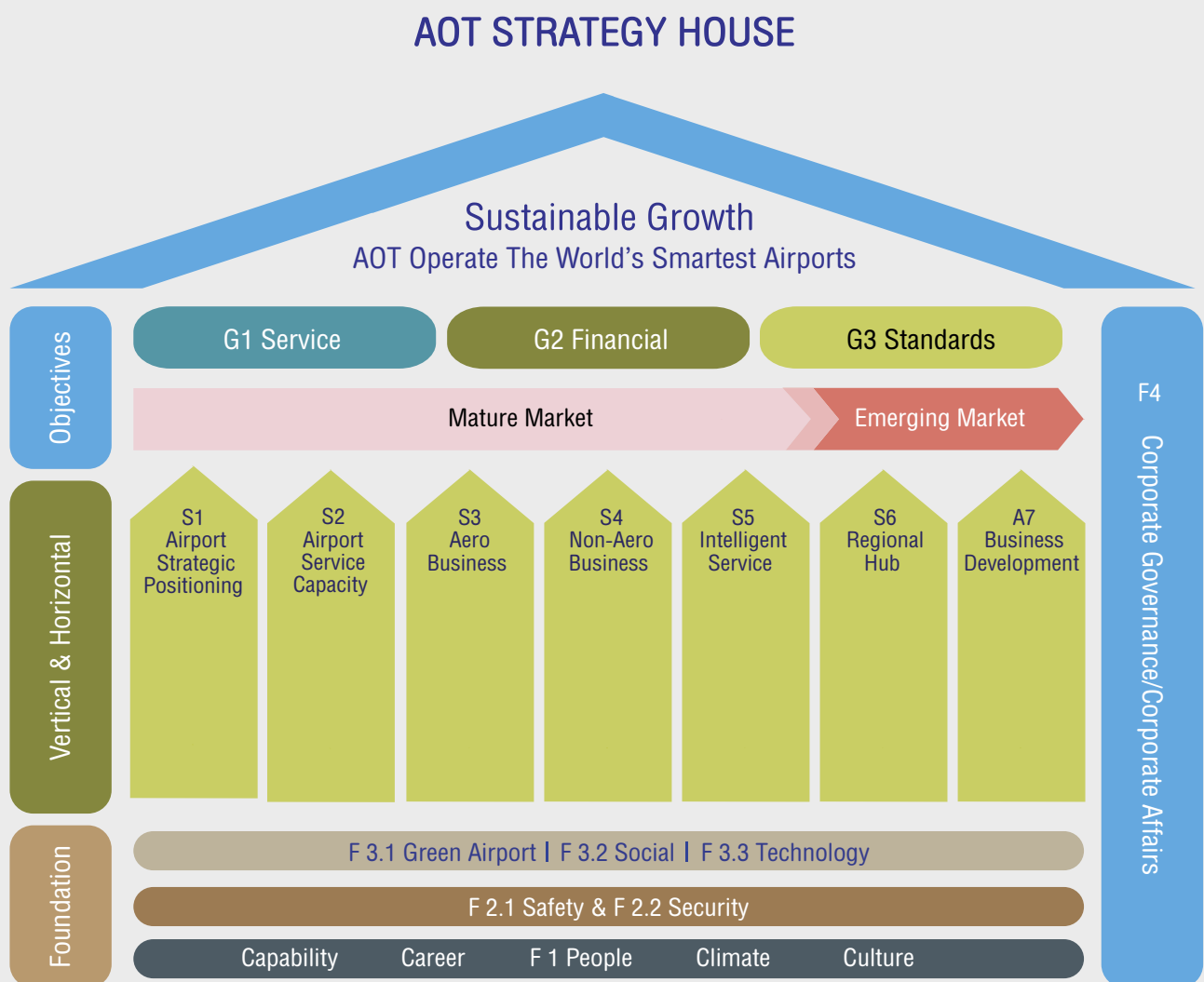
In Collaboration with RobecoSAM 

AOT maintains its membership of the Dow Jones Sustainability Indices 2016, Industry, Transport and Communications infrastructure, (Transportation and Transportation Infrastructure: TRA), for the two consecutive years, which reflects AOT's commitment that AOT operates the world's smartest airports. It can drive and develop organization to sustainable growth. Moreover, AOT is the company to manage the first airport in Asia as well as the first company being listed for such industry in Thailand.

## Strategy for Sustainable Development

AOT has implemented its corporate plan which determines seven strategies under the so-called roof of AOT Strategy House to support sustainable growth and to achieve the vision and goals. The implementation of the plan is to create continuity in implementing the corporate strategies amidst the changing context.

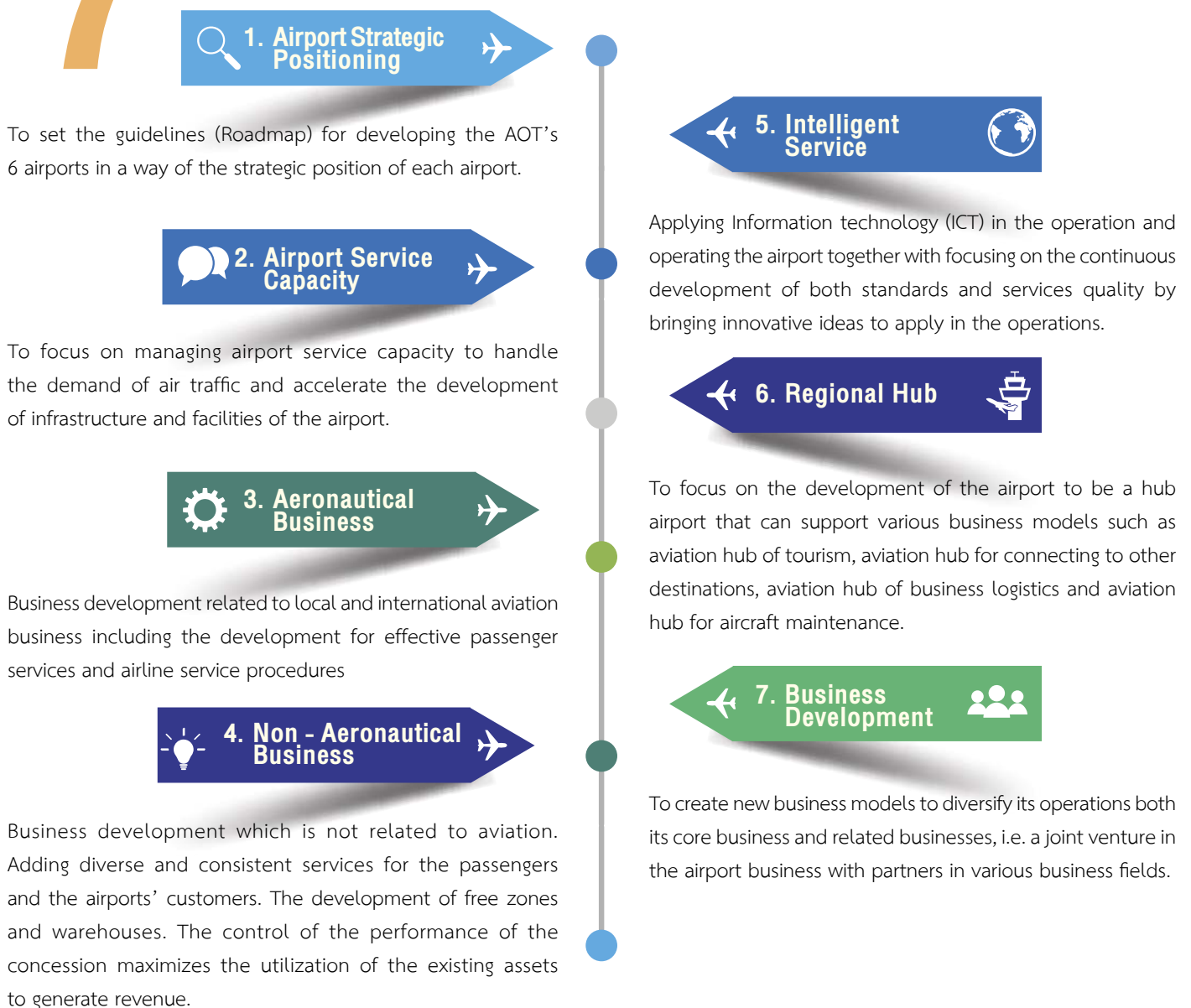
AOT has analyzed the trends of the industry, organization's sustainable factors, strategic advantages and challenges to clear up position of the airport (Strategic Positioning). AOT has developed a business model to support both existing market (Mature Market) which is growing steadily and new market (Emerging Market) by developing the knowledge and innovation which can create competitive capabilities in the aviation industry as well as to enhance the level of services under the airport responsibility to be convenient, fast and efficient.



## Sustainable Development Management

AOT is building the framework for sustainable development practices which are linked to corporate strategies by applying the principles and concept of operations from the leading airports and also benchmarking with international principles and standards to be analyzed together with the impact of the implementation of AOT both in the fields and related sustainable issues. Such issues can be categorized in 3 levels, namely within the organization, in the area surrounding the airport and in the wider society to an international level.

### 7 Strategies under AOT Strategy House





With the role of the socially responsible airport operator AOT has publicly committed to taking steps to deliver sustainable value to society with reference to United Nations' Sustainable Development Goals (SDGs) The goal of sustainable development (SDGs) comprising 17 main goals and 169 sub-goals, which reflect various issues of sustainability. With its commitment, AOT aims to achieve many goal in the year 2030, including goals number 8, 9, 11, 13, and 17.

## Sustainable Development Goals (SDGs)



Ever since the United Nations has declared sustainable development goals (SDGs) totaling 17 goals to be used as targets for sustainable development by making balance of economic, social and environment on 15 September 2016. The national membership of more than 190 countries signed the certificate to carry out various activities to achieve such goals with the time frame of 15 years' implementation or until 2030, the cooperation of all sectors is an important tool in driving to achieve these outcomes.

As a leader in airport management, AOT has determined to be part of the drive towards sustainability. By the year 2016, AOT has linked strategic sustainability goals (SDGs) under the United Nations framework to the strategy of operation of AOT. All five of which correspond to the significant sustainability issues (Materiality) to stakeholders from both internal and external organizations to pay attention.



### According to goal number 8

AOT is committed to promoting sustainable economic growth through various strategies; promoting equality and value of employment, supporting the work by reinforcing employees' potentials to meet the needs of every group and every class of the society based on sustainability.



### According to goal number 13

Climate change and natural balance are responsible for the impact on world community as a whole, not just one specific country. Realizing how significant such situations are, AOT focuses on the environmental issues in a large scale and is committed to engaging combat and mitigating the severity of climate change, which is a significant issue today, through the policy, strategy and roadmap with the integration of environmental factors that affect the community. AOT determines to maintain the diversity of ecological communities and other factors associated with climate change. AOT not only takes actions to improve the environment, but also promotes the study on such matters to encourage the staff and to empower organizations to reduce negative impacts and increase the positive ones.



### According to goal number 9

AOT is committed to investing in infrastructure and innovation which are the keys in driving economic growth and development, including creating of an efficient transport system, creating channels for easy access, using renewable energy including promoting the use of technology and innovation, with the recognition of the importance of creating a society of learning to contribute to a sustainable society.



### According to goal number 11

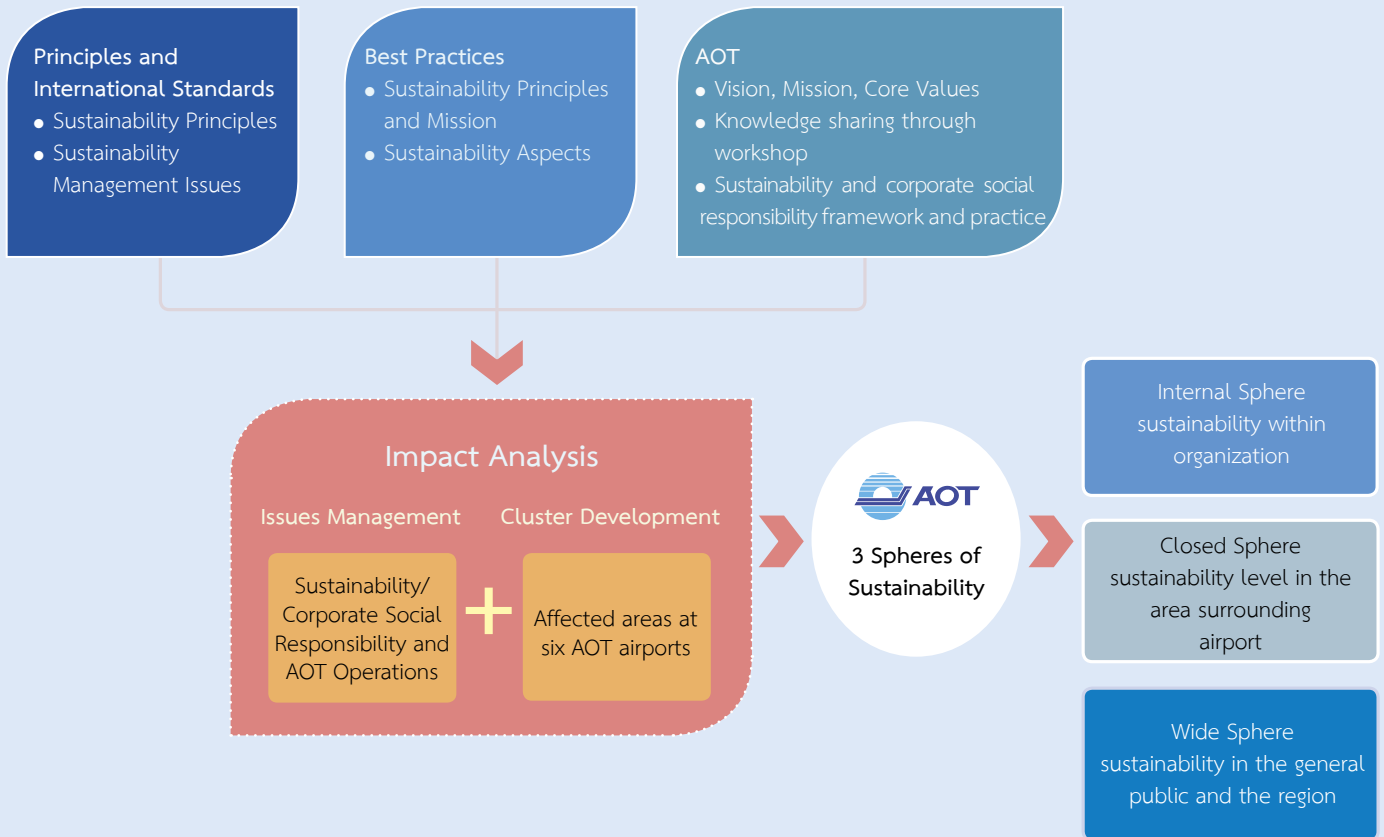
AOT is committed to promoting the development of sustainable cities and communities through the efficient operation of the airport. As the airport grows, the surrounding communities and society grow together. These benefits offer positive approach to develop the nation as a whole and in a macro level.



### According to goal number 17

AOT is committed to achieving sustainable development under the framework of United Nations (SDGs). Realizing how to achieve the goal, the organization has to essentially get the cooperation and participation from various sectors such as public sector, private sector, civil society and stakeholders, both domestic and international cooperation to encourage sustainable growth on the strong base that leads to the economic and social development.

## Sustainable Development Framework



### ➤ Social

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

### ➤ Environment

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



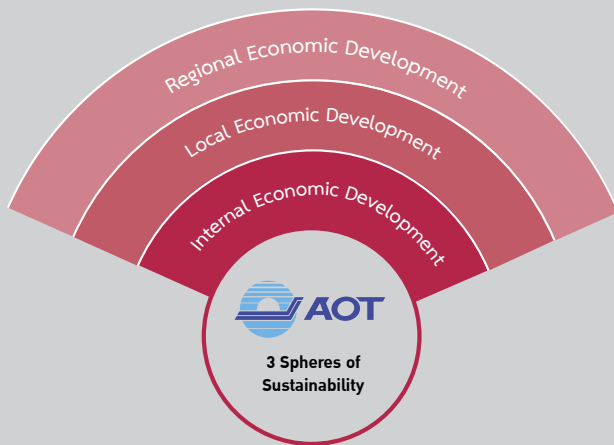
## Economic

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



## AOT's Sustainable Development Framework

### Economic



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

- **Internal Economic Development** To support our business growth
- **Local Economic Development** To support community's economic and social growth at all AOT's airports
- **Regional Economic Development** To support national and regional economic growth

### Social



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

- **Socio-organizational Development** AOT keeps socio-organizational development balance through Soft Side Management in parallel to Hard Side Management. In this respect, human capital development is put in focus in order to create a strong foundation for sustainable development.
- **Business Ecosystem Promotion** AOT supports communities surrounding its airports through creating the right business eco-system that supports economic development
- **Community and Society as a whole** Through corporate citizenship commitment, AOT seriously promotes social development and quality of life enhancement for the public at large.



## Environment



AOT highly values protection of the environment surrounding AOT's airports and is committed to developing Green Airport.

- **Environmental Management System** AOT sees environmental development system within the organization as a very important factor in maintaining and improving the environmental management to meet international airport standards.
- **Eco-friendly Community** Environmental impact on the community is one of AOT's key areas of focus because the company is committed to maintaining diversity in community's eco-system.
- **Global Environment** AOT highly emphasizes the environmental issue, also a global issue.



## Delivering Values to Stakeholders







บริษัท ท่าอากาศยานไทย จำกัด  
Airports of Thailand Public Comp





(มหาชน)  
ny Limited

## Our Strategy to the Destination

To develop airports which is the main infrastructure to be efficient, modern and innovative is one of the essential factors to reinforce the nation's macroeconomics. AOT stresses in doing business under various airport development strategies to continuously improve and support the rapidly growing of airline industry. In all AOT airports, the passengers are provided with Mass Transit System to access airport services. The relationships with business partners and collaborations among all airports are successively practiced under **AOT Strategy House**.





## Aiming for Sustainability through Sustainable Business Strategy



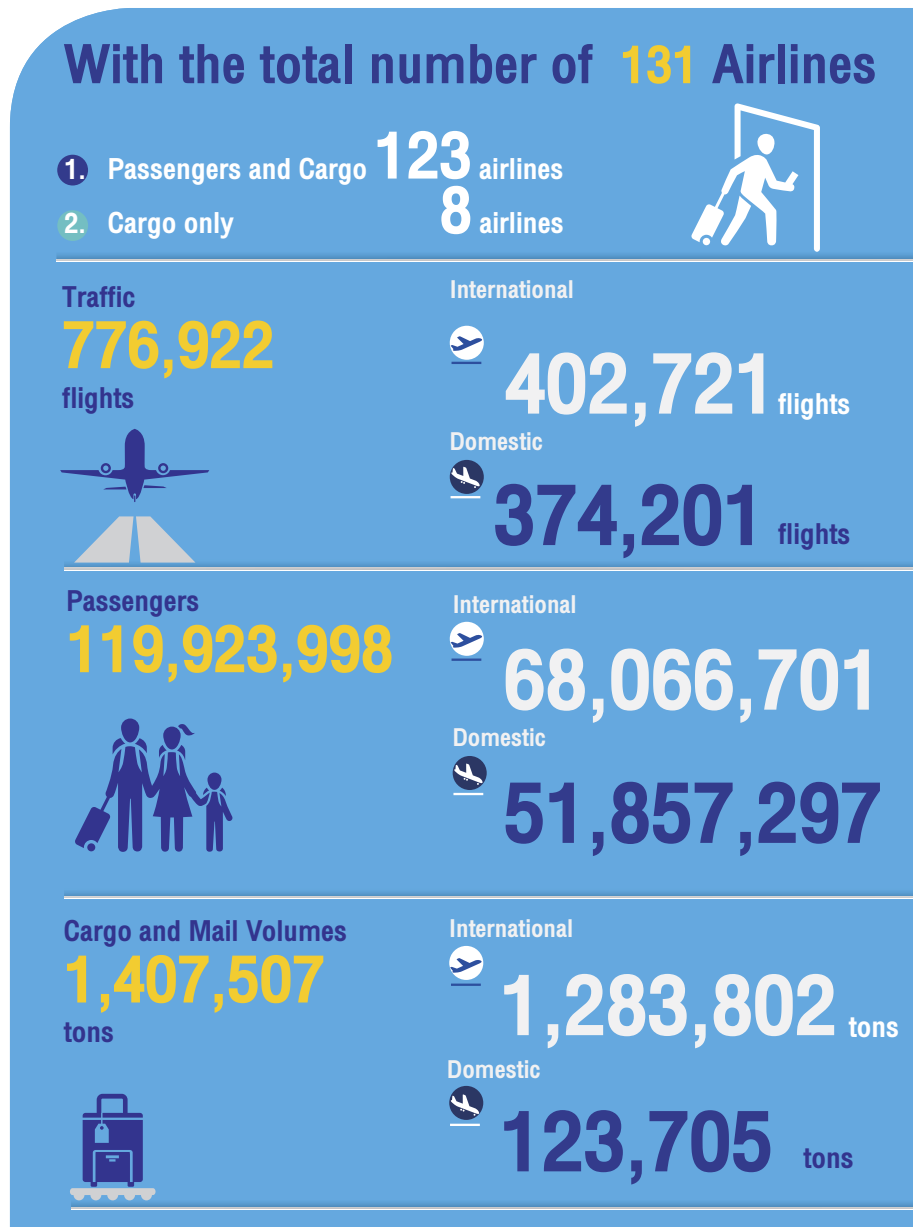
### Development to support the expansion of the aviation industry

Currently, the globalization of the world's economy affects the growth of the air transportation industry worldwide. This impact forces AOT to accelerate leverages of competition to support the increasing volume of air traffic and also to develop the infrastructure and facilities of the airport. Realizing that the airport business is a major factor to spread prosperity to the region and a major force in enhancing the economic strength of the nation. AOT gives priority to the development of all sectors of the organization in compliance with the corporate strategy. In particular, the administration of operational capabilities and human resources development will contribute to the equitable, worthy and safe services according to international standards.

In 2016, AOT reviewed the Corporate Plan for fiscal year 2015 - 2019 and followed the implementation of the master plan for airport development to establish operation guidelines for the fiscal year 2015 - 2019 to contribute to the management of 6 airports in its entire responsibility in accordance with the current situation and the challenges effectively.



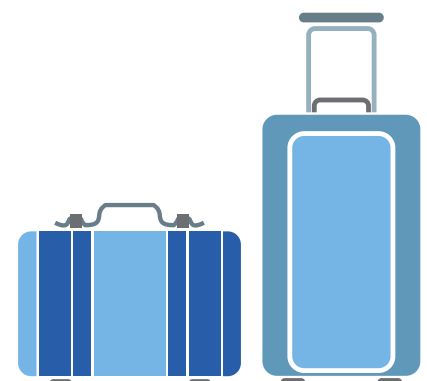
## Air Transport Statistics 2016



AOT focuses on the development of the airport system by taking into account the links between airports to airports and airports to mass transportation systems. The development is mainly based on the consistency of the management of Air Space, the structural managements of runways, taxiways and aprons (Air Field), the administration of passenger terminals and airport accessibility, AOT uses AeroTURN program to make plans for the airport development by considering the international standards of airport development, aircraft types an increasing number of flights and passengers, the adequacy of infrastructure and equipment and

the changes in laws and regulations. Moreover, AOT has performed data analysis to support the airport development plan, which includes long term forecasts for passenger and air traffic numbers by using the results from the study of airport master plans conducted by the leading aviation consultants such as IATA and ICAO which forecasted the number of flights, cargo and mails.

AOT produces the forecast for passenger numbers to see the characteristics of travel and changing patterns of activities in comparison with corporate strategies, contexts or operational environments and characteristics of each airport. Additionally AOT will apply ultimate phase-level forecast about passenger numbers for the airport development plan to ensure that the airports can efficiently accommodate the increasing number of passengers. For instance, in the past, AOT experienced the problem of passenger accommodating capability at Phuket International Airport because its passenger numbers went up in leaps and bounds.





### 1. Suvarnabhumi Airport Development Project

- ✈ To increase the capacity to accommodate passengers of the airport from 45 million passengers per year (12 million domestic passengers per year, 33 million International passengers per year) to 60 million passengers per year. In other words, 10 million domestic passengers and 50 million international passengers per year.



### 2. Don Mueang International Airport Development Project Phase 3

- ✈ To increase the capacity to accommodate passengers from 30 million to 40 million per year.



### 3. Chiang Mai International Airport Development Project

- ✈ According to Development Plan Phase 1, the target is to accommodate 18 million passengers per year, and air traffic up to the year 2030. The runways and the taxiways can support 34 flights per hour with 31 parking bays and 6,300-car parking space.
- ✈ According to Development Plan Phase 2, the target is to accommodate 20 million passengers per year, and air traffic up to the year 2035. The runways and the taxiways can support 34 flights per hour, with 38 parking bays. There are 3 projects which are the construction of 7 parking bays on the southern side, the renovation of international terminal to accommodate 8 million passengers per year and the renovation of domestic terminal to accommodate 12 million passengers per year.



### 4. Phuket International Airport Development Project Phase 2

- ✈ To increase the capacity to accommodate passengers from 12.5 million to 18 million per year.



## 5. Hat Yai International Airport Development Project

- ✈ According to Development Plan Phase 1, the target is to increase the capacity of 2.5 million to 8.5 million passengers per year.
- ✈ According to Development Plan Phase 2, the target is to increase the capacity of 8.5 million to 10 million passengers per year, aiming to accommodate the amount of air traffic in the year 2035, with the forecast of 9.97 million passengers per year.



## 6. Mae Fah Luang, Chiang Rai International Airport Development project

- ✈ According to Development Plan Phase 1, the target is to accommodate 3 million passengers per year and to accommodate the air traffic up to the year 2025. The runways and the taxiways can support 16 flights per hour with 10 parking bays and 1,200 - car parking space.
- ✈ According to Development Plan Phase 2, the target is to accommodate 3.3 million passengers per year and the air traffic up to the year 2030. The runways and the taxiways can support 16 flights per hour with 12 parking bays.
- ✈ According to Development Plan Phase 3, the target is to accommodate 3.7 million passengers per year and the air traffic up to the year 2035. The taxiways can support 30 flights per hour with 13 parking bays.

In addition to the operation as per the airport development plan, AOT also features on the Business Development in accordance with the Master Business Plan for fiscal year 2016 - 2019, which is linked to the main strategic corporate plans of AOT - the 3<sup>rd</sup> strategy Aeronautical Business strategies, the 4<sup>th</sup> strategy Non - Aeronautical Business and the 7<sup>th</sup> strategy Business Development under the main strategies to maintain non-aeronautical revenues and sustainable airport revenue creation. AOT has taken into account the data on six airports' development plan to find the opportunity to expand the area for aviation and to develop commercial activities.





## Development Objectives as per Business Master Plan

1

> A proactive aviation market development



2

> The expansion of the space utilization in the previous commercial area and other businesses



3

> The increasing revenue from new areas as a result of airport expansion projects



4

> The joint investment and/or the partner creation in new commercial businesses



5

> The development and utilization of the empty space surrounding the airport



## The Approaches to Revenue Creating (Revenue Portfolio)



### 1. To develop particular aeronautical businesses (Aero Business)

by means of using proactive marketing methods to increase flight and passenger numbers as well as aeronautical revenue creation.



### 2. To develop non-aero nautical businesses (Non-Aero Business)

such as zoning of inside and outside passenger terminals, efficiency enhancement and acceleration of utilization of State Property Land.



### 3. To develop other businesses (Business Development)

by investments and/or creation of partners in new commercial activities.

## Access to Airport Services

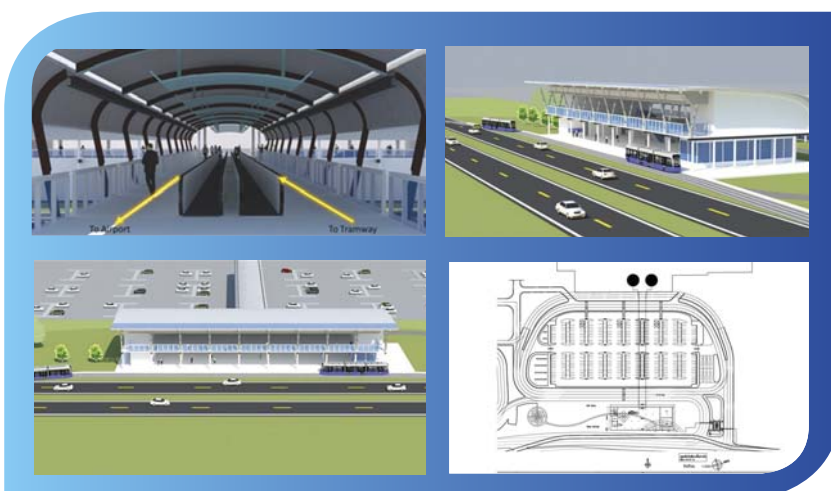
Convenience in accessing the area and services of the airport is one of the important factors to help to attract customers to use the services of the airport. At present, consumers have more choices for traveling. Thus creating a great experience is not only integrative services but also inclusive of a link of the mass transportation system to available arrangements of airport facilities for those who use the services. The Airport Accessibility consists of two main parts: Airside and Landside. Here, we will mainly mention the result of managing the Landside areas.





Recognizing the importance of allocation and the link of mass public transportation, AOT arranges cooperation between AOT and other agencies such as the Department of Highways, the Department of Rural Roads, the Office of Transport and Traffic Policy and Planning (OTP). The plan is to have Public Infrastructure for traffic management constructed and to facilitate passengers to have access to and from the airport. In 2016, AOT and OTP had Phuket mass public transportation constructed in Phuket International Airport, Phuket - Chalong intersections. AOT is responsible for the section connected to Phuket International Airport's building, which covers the area of 1,872 square meters.

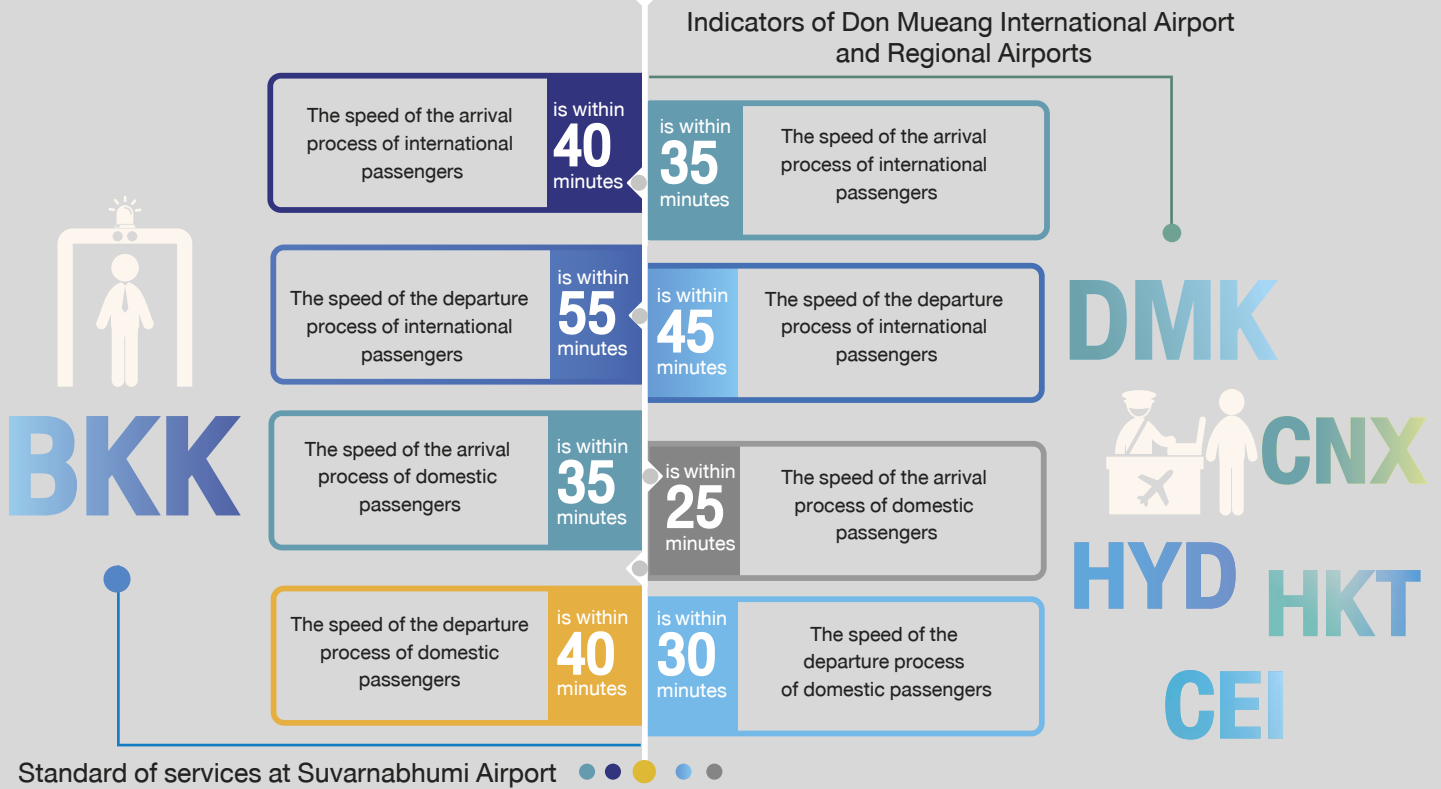
## Phuket Mass Public Transportation System Project (Tramway)



For services in the airport area, AOT will focus on passenger management for the upmost convenience in all procedures from check-in to boarding and from the plane to leaving the airport. AOT will collect all data to analyze Processing Time, which will be used as an input for the design and provision of facilities such as vehicles parking lot, trolley, and baggage loading points. AOT designates indicators of standard levels of services which are divided into two parts: The indicators of the Suvarnabhumi Airport and the indicators of Don Mueang International Airport & regional airports which will measure the amount of time for passengers (Passenger Flow) from check-in to the boarding gate.



## Service Standards



## Building Alliances with Business Partners

Building alliances with business partners (Business Partner Engagement) is one important main strategy under AOT Strategy House and in accordance with the Administration Master Plan in Customer Relationship for fiscal year 2014 - 2019, which aims to develop new business models to expand its operations both core business and related businesses, including joint ventures in the various fields of airport business with business alliances. The business alliances are those of the major AOT stakeholders.

Thailand is located at the center of the region which is connected to many neighboring countries in the ASEAN region. This gives a strategic advantage in terms of trade which results in the success of 6 airports under AOT's responsibility. These are reflected by operations of the number of world class airlines in Thailand. AOT is committed to contributing to be part of the macro-economic wealth via the creation of economic value to the country. The operating roles of the airport are similar to a living room and the first door to welcome tourists from all over the world. The airport also has a role as the essential infrastructure to support industrial sector in transportation system, transportation and logistics of the country.



## Cooperation between Airports

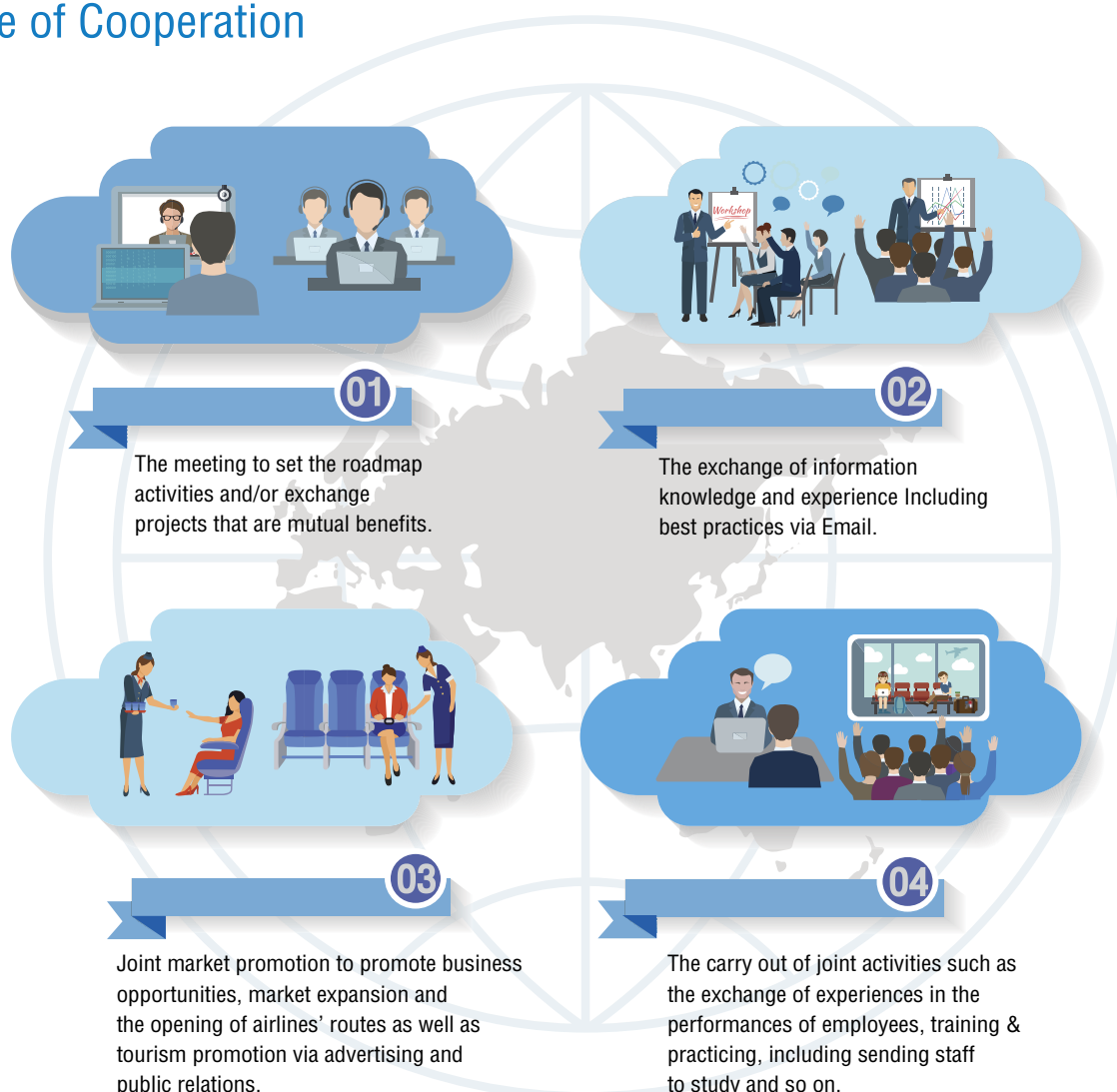
AOT has worked towards cooperative agreement in the format of Sister Airport Agreements (SAA) to exchange knowledge and experience in airport management and operations in various areas such as personnel development, technology and business in the forms of incentive and staff-level meeting, staff and information exchanges and on-the-job training.

Since 1999 up to the present time, AOT has signed the SAAs with 11 airport operators in 8 countries with 15 airports under the SAAs. In fiscal year 2016, AOT has concluded the agreement with Shanghai Airport Authority (SAA), which is a state enterprise managing 2 airports in Shanghai, People's Republic of China, namely Shanghai Pudong International Airport and Shanghai Hongqiao International Airport.



Throughout the year 2016, AOT has attended various activities with airports under the agreement, such as AOT Sister Airport CEO Forum under the theme of collaboration toward successful future and The 5<sup>th</sup> Beijing Global Friend Airports CEO Forum.

## The Scope of Cooperation

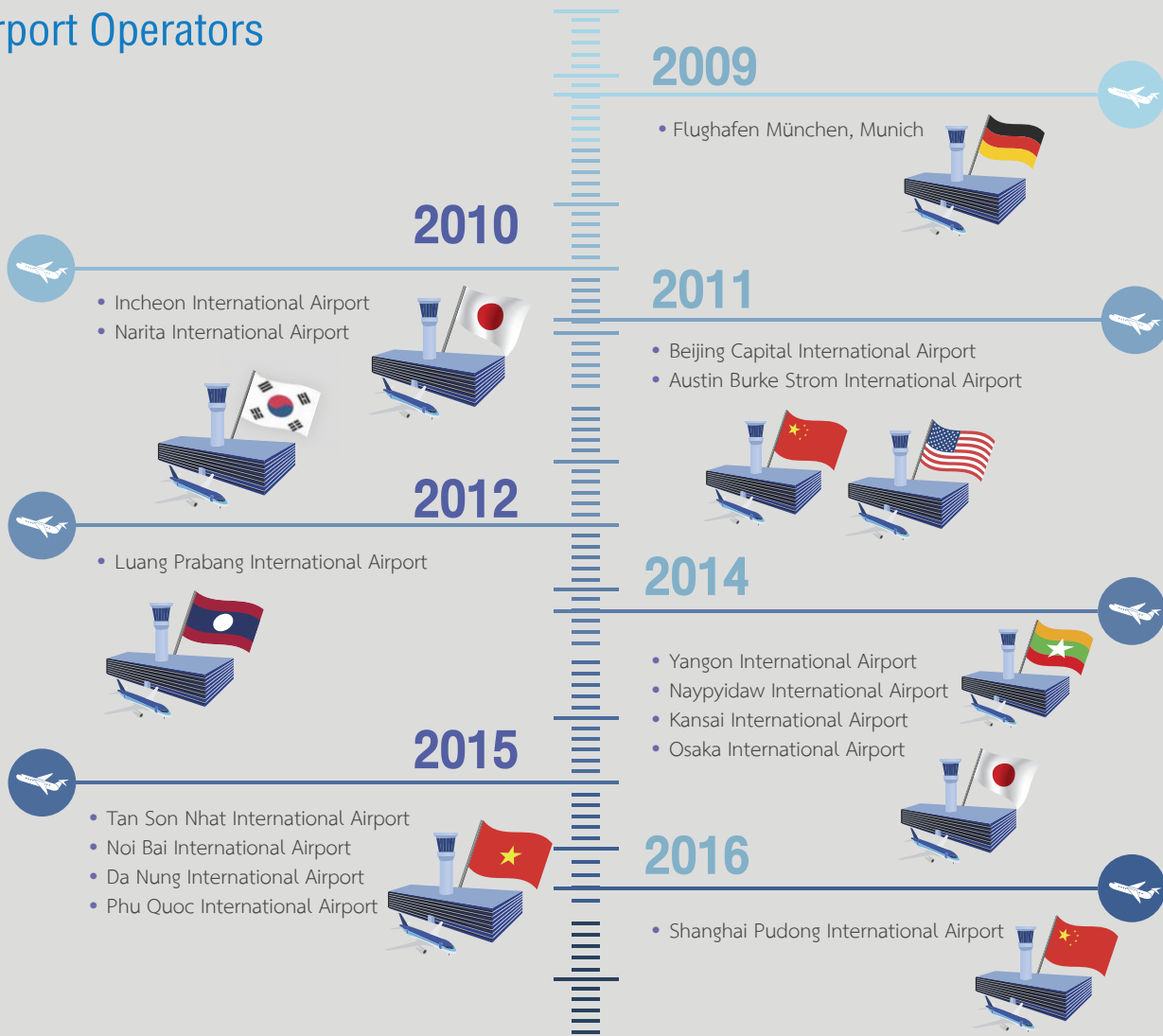




## Passenger Terminal Conference & Expo 2016 15<sup>th</sup> - 17<sup>th</sup> March, 2016 at Cologne, Federal Republic of Germany

with the objective of exchanging knowledge  
and innovation in airport management and aviation  
business operations

## Order of Signing Airport Agreements between AOT and International Airport Operators





## ASEAN Economic Community (AEC) and AOT Business Opportunities



AOT commits itself to being a major aviation hub in the region. This reflects the growth in passenger numbers to be more than double during the past five years, Don Mueang International Airport has been ranked as number one airport for supporting low cost airlines in the world which is in line with the AOT's Administration and Public Relation Master Plan. In the year 2016, AOT has established cooperation with ASEAN airports to respond to the governmental policy which determines the country's direction of economic and social development. In preparation for the ASEAN community (ASEAN Economic Community: AEC) under the concept of Single Market and Production Base, It is free to move production factors and is able to share common resources, both materials and labor. Also, it is able to commonly set the products' standards, rules and regulations to build capacity in economic competitiveness as well as equitable economic development to integrate with the world economy. With these relations and cooperation between airport administrative organizations from various regional countries, the information, knowledge and experience exchanges to set a policy and to enhance opportunities or business cooperation can be promoted.

### Aggressive marketing through the creation of a global network.

From the growing trend of the aviation industry worldwide, especially in Asia Pacific which has grown dramatically in recent years, one of the AOT's main marketing strategies is aggressive marketing tactics. Every year AOT attends the world-class business network meeting with executives of International airports and airlines from more than 250 companies around the world, who currently use the AOT's services and those potential airlines who can open routes to airports under AOT's responsibility. It is also a great opportunity for AOT to exchange knowledge and negotiate with airlines to use the services in the 6 airports. From such meetings in the past year, there were many airlines around the world who were interested in opening their new routes both domestic and international routes. AOT recognizes the importance of feasibilities of Air Service Development to be as data for airlines to use for their faster consideration in opening new routes.



1. The 12<sup>th</sup> Routes Asia 2014 at Cushing, Sarawak, Malaysia



2. The 20<sup>th</sup> World Routes 2014 in Chicago, Illinois. United States



3. The 13<sup>th</sup> Routes Asia 2015 in Kunming, People Republic of China



4. The 21<sup>st</sup> World Routes 2015 in Durban. Republic of South Africa

5. The 14<sup>th</sup> Routes Asia 2016 in Manila, Republic of the Philippines

## Creating Innovation for a Sustainable Future

Innovation development is an important tool to drive business towards sustainable organization with the character of air transport industry which focuses on providing quality services and has to compete against the time to create an impressive experience for the customers. Thus, it is the key component to enhance competitiveness to create advantage and to drive own dynamic development by pushing forward to become an innovative organization such as the paradigm in doing business, adjusting the concepts of administration, and promoting the staff to create innovative ideas.

AOT staff of all levels are encouraged to recognize and understand the innovation and create new innovations to apply for their work and to develop them to the AOT work system leading to organization sustainability development.

For the substantial drive towards an innovative organization, AOT appoints the innovative administration committee and the working group as well as has discussions with the National Innovation Agency (NIA) which is a specialized agency to provide innovation. The main purpose is to reconsider plans for research and development to develop knowledge and create AOT's innovations for the fiscal year of 2016, including the long-term plan for fiscal year 2017 - 2019. Through the fiscal year of 2016, AOT has arranged many activities for the staff to participate such as Innovation Day, lectures by experts, the workshop to create a better understanding of innovation of employees and to allow employees to present innovative projects together with the preparation of the Innovation Strategy with NIA to direct the innovative operations of the 6 airports.



## AOT Innovative Management Structure





## Review of AOT's Research and Knowledge Development and Innovation Creation Plan

Progress as per Research and Development Plan to develop the knowledge and create AOT Innovation for the year 2016

### Training to develop the staff's innovation **1**

- Training topics: "Innovation "Opportunity" or "Necessity" for aviation business"
- The development of Thai Innovation
- Inspire, enlarge dream for Thailand Airports  
IGNITE@AOT

### Innovation/Research and Development Project **2**

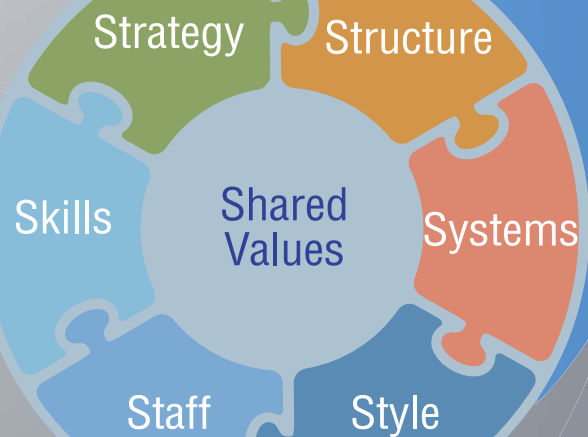
- Development Technology for passenger terminal to save energy

### Public Relations **3**

- Voice on line
- AOT Magazine
- AOT Facebook
- Media via AOT (H.Q.)'s LED screen

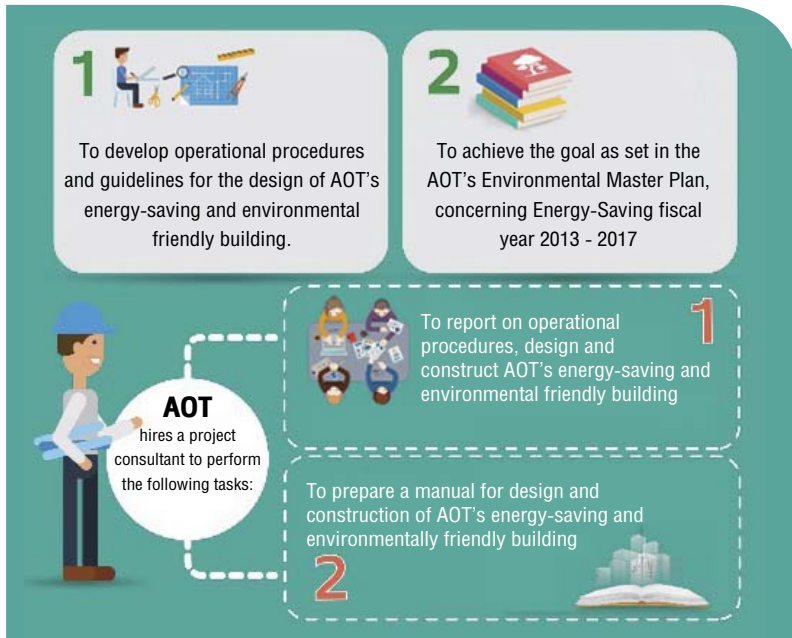


7S MODEL



- □ □
- AOT has implemented the AOT research and development along with innovation creation plan in the fiscal year 2016. The performances have been assessed by the Development and Evaluation Department while the overall operation has been taken to the fiscal year of 2016 to report strengths, weaknesses and drawbacks in operations in the fiscal year 2016 by analyzing with 7s McKinsey model or with concepts of organization relationships derived from 7 factors

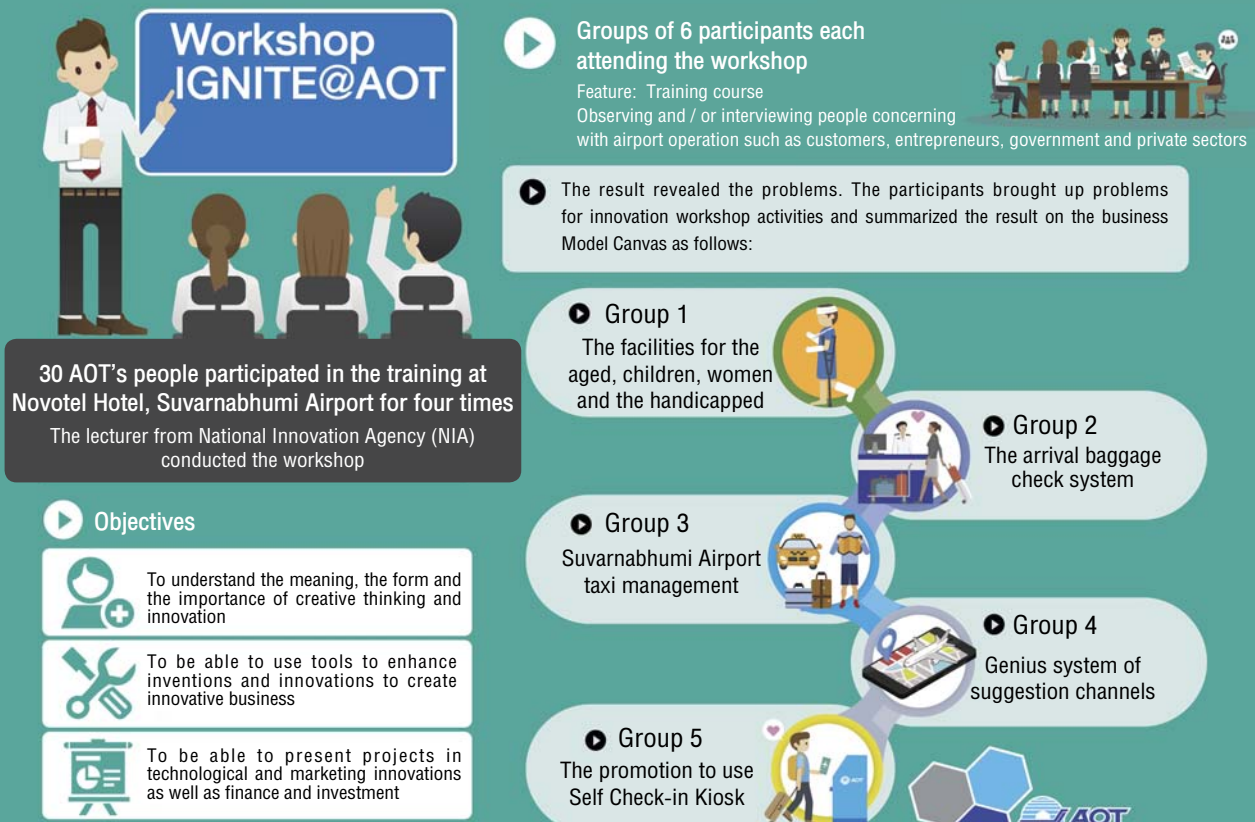
## Passenger Terminal Technology Development Plan for Energy-Saving



A training course on “Innovations...“Opportunities” or “Needs” for airport business”

### The number of participants on Innovation Development:

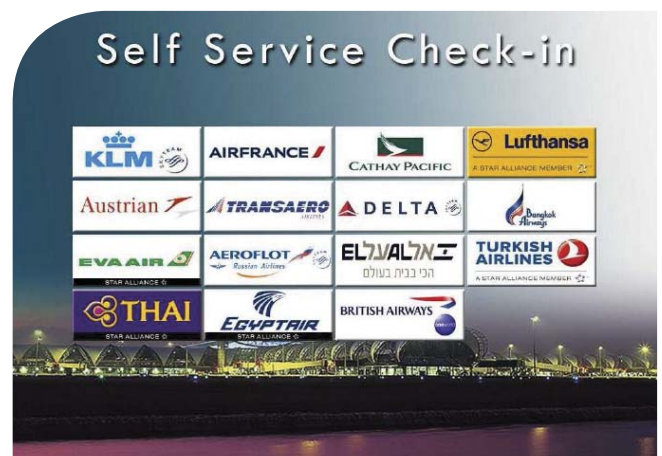
- “Innovation...“Opportunities” or “Needs” for airport business” = 210
- The direction of Thai Innovation Development = 30
- Workshop IGNITE@AOT = 30





“Inspire, enlarge  
dream for Thailand  
Airports  
IGNITE@AOT”

## AOT's Outstanding Innovative Features in 2016



### ● Automatic Self – Check System (CUSS – Common Use Self Service)

Suvarnabhumi Airport has provided an automatic self-check system or CUSS system. The passenger can check-in via Kiosk which meets International Air Transport Association (IATA) standard, and enhances effectiveness of speedy and convenient Early Check-in. The total of 16 CUSS machines have been installed and 15 airlines have joined in using them.



## ● Passengers' Automated Baggage System (Common Use Bag Drop: CUBD)



AOT has installed two common use bag drop systems at Suvarnabhumi Airport to provide passengers with convenience. The device can determine the size, weight and number of baggage allowed as per conditions of each airline before delivering to the baggage conveyor system. Bar Code can be read from the baggage tag and it will send the data to the distributed Control System (DCS) to monitor the Weight & Balance for aircraft. Introduction of this device helps reducing the problem of allocating the limited numbers of counters at present. It enhances almost perfect self-service check-in as well as increases the capacity of the airport to accommodate increasing passengers each year.



## ● Procedures of CUSS and CUBD Systems

When passengers check in at CUSS, the boarding pass will be based on the number of passengers and the passengers with boarding pass will further drop their baggage at CUBD.

When passengers come to CUBD, they must have the boarding pass read at CUBD and the baggage tag number for check in printed. (The number and weight of baggage is according to the conditions of each airline). The passengers must attach the baggage tag themselves under the staffs' advise.

CUBD will weigh and measure the size of baggage and scan the attached baggage tag, If the size or weight of the baggage pass the airline conditions, the baggage will be delivered to the conveyor system. In case they do not pass their size or weight conditions of the airline, CUBD system will not accept such baggage. Passengers will have to contact the airline staff at the check-in counter.



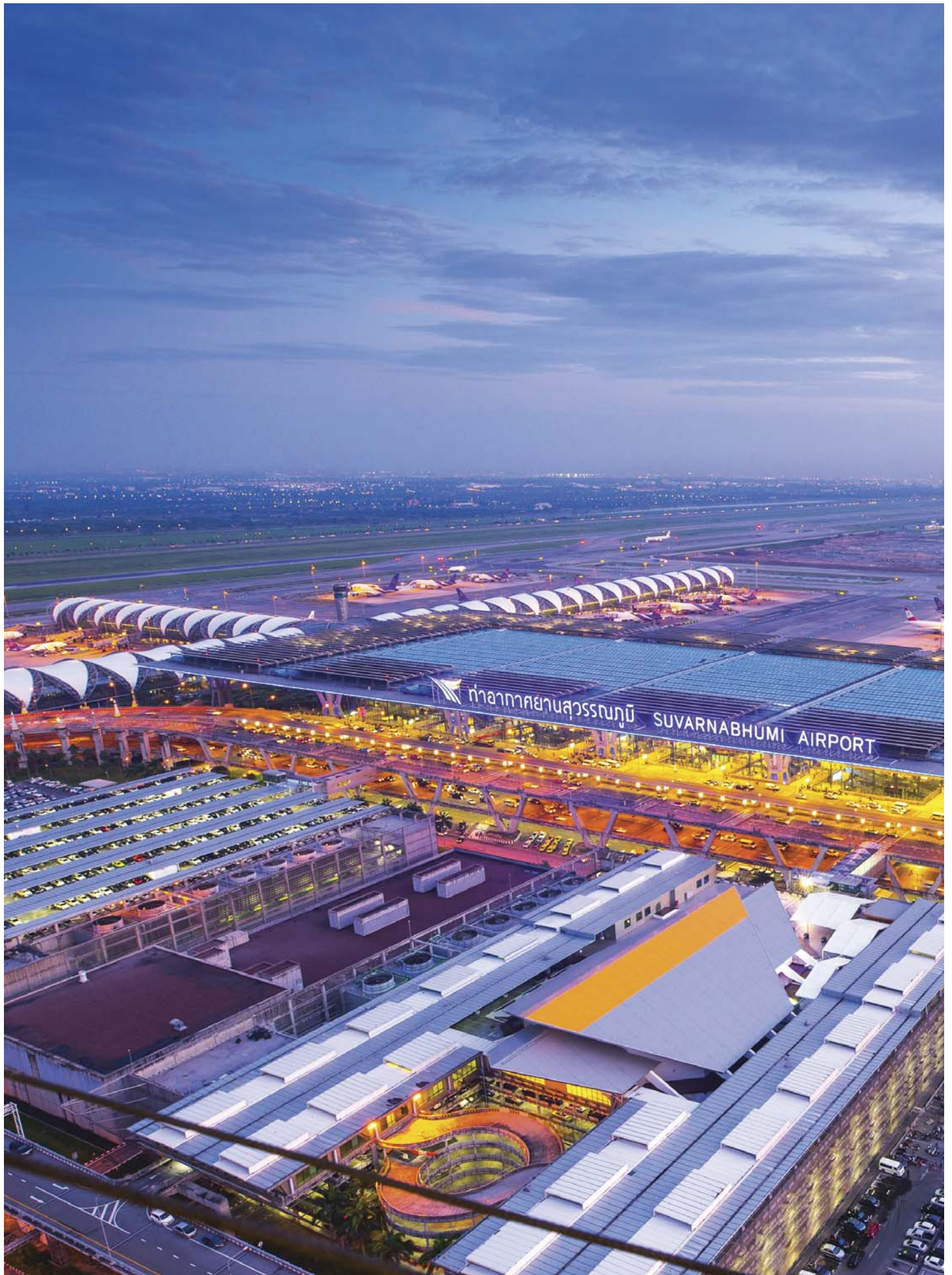
## Going on to the Destination with Accountability

With our high confidence that business operation on transparency that can be audited is so important an element that leads to a long-term achievement, AOT operates the business in various aspects to build confidence in its stakeholders under good corporate governance, listed companies' code of Ethics and Conduct, humanitarian principles to be well accepted as a prototype state enterprise with efficient risk management system responding to the challenge of Thai air transportation system that is rapidly growing.











## Aim for Auditable Sustainability



### Sustainability through Good Governance

Good governance is an essential key mechanism of the organization which creates good relationships and corporate code of conduct. Realizing responsibility towards the shareholders and stakeholders, AOT has set up a good corporate governance framework for the Board of Directors, the executives and all employees to practice so as to build business efficiency under the supervision and good management that can be at all times monitored.

Aiming to be an organization with an international standard governance, AOT appointed Good Corporate Governance Committee comprising at least three directors. One of the committee members must be an independent director in order to effectively formulate policy and directions for good governance practice and corporate social responsibility for AOT's sustainability. The Committee will be responsible for promoting and providing advices, monitoring and reviewing policy as well as good corporate governance and social responsibility practice guideline which will lead to sustainable development.

To express the intentions of good governance in management, AOT has prepared a handbook which all people concerned from Board of Directors to officers can follow aiming to be a good and effective business corporation. The business operation with good governance policy and the maintaining of high standard levels are in accordance with the regulations of The Stock Exchange of Thailand for the benefits of investors, shareholders, stakeholders and society as a whole.

## Governance Structure



AOT executives determine to do the business with AOT's good governance policy by following the code of conduct related to the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission. Also AOT aims to elevate good governance operation to the best worldwide to build confidence among shareholders, investors and all concerned. Good Governance Policy has been set up as our commitment to support the utmost efficiency in managing the operation as follows:



# OUR COMMITMENT

AOT Board of Directors, executives and officers understand, abide and strictly operate all tasks in accordance with “Good Governance Policy”, the 7 principles of which are:



These 7 principles of Good Governance Policy act not only as immunizing agents and internal control mechanisms to deal with risks at all stage of work, but also as promoters the AOT to be the a more efficient and transparent, auditable organization.

For the second quarter of the year 2016, a number of 760 cases of complaints and suggestions from the 6 airports were received. 627 cases were complaints while another 55 were compliments and 78 were suggestions. All the cases were delivered to all involved departments to take action.

## CORPORATE GOVERNANCE AWARD



1

AOT participated in the surveying the listed companies 2016 project with Thai Institute of Directors (IOD) supported by the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission. Since 2006, AOT has been operating under Good Governance Policy and has gained 90 - 100 scores and rated with “Excellence” from the total participants of 601 companies. Furthermore, AOT is 1 out of 49 companies to have more than 10,000 million Baht market capitals (Top Quartile).

2

According to The Thai Investors Association, AOT gained 100 scores which is rated “Excellence” from an annual Shareholders General Meeting assessment 2016. The scores were higher than the average gained by 601 listed companies surveyed in the year 2016.

3

AOT gained 81.88 scores (100 - 80 scores = the best) from the assessment on operating with Good Governance and Transparency held by The Office of the National Anti-Corruption Commission.

## Business Ethics, and Human Rights

With strong determination in protecting and eliminating corruptions but creating value and good image as well as elevating Good Corporate Governance Policy, AOT has taken such actions by regulating the Board of Directors, executives and officers to strictly follow the policy. AOT has declared its intention with Private Sector Collective Action Coalition Against Corruption.

AOT runs the business on Respect the Rules and Human Rights basis which appear in officers’ handbook and Good Corporate Governance Manual. The policy on issue management concerning the conflicts of interest and the work with government agencies are planned. New officers are well trained on “code of conduct” from the first day and all the time while they are working for the AOT. They are always informed of rules and regulations and business policies that continuously change.

AOT focuses on respect and human rights and dignity among the Board of Directors, executives and all officers including the stakeholders. Violating others’ privacy is against the law as set in the AOT code of ethics, 2011. Those who break the rules will be punished according to how serious the case is and will be taken disciplinary offenders.

## ● Channels for Contact, Complaints and Whistleblower



E-mail:

[goodgovernance@airportthai.co.th](mailto:goodgovernance@airportthai.co.th)

website: [www.airportthai.co.th](http://www.airportthai.co.th) under

“Contact and Whistleblower” topic, choose “Corporate Governance (Contact Corporate Governance Committee)”

PO Box 3,

Don Mueang Post Office 10211

Opinion boxes at the headquarters  
and office of all the six airports under  
AOT’s supervision

Corporate Communications Department,

Tel. 02-535-3738 Fax. 02-535-4099

E-mail: [aotpr@airportthai.co.th](mailto:aotpr@airportthai.co.th)

AOT Call center **1722**

AOT Online Chat On the website:

[www.airportthai.co.th](http://www.airportthai.co.th)

AOT considers it is important to efficiently and effectively communicate with all stakeholders in order to exchange information, opinions and recommendations for mutual benefits. If the stakeholders are not treated fairly by AOT, they can complain or report on all cases, including corporate governance, or any clue related to malpractice of AOT officers and employees or other stakeholders through various channels, including website [www.airportthai.co.th](http://www.airportthai.co.th), and opinion boxes at all the airports under its supervision. All the cases and information will be confidentially kept while only a limited number of persons will be assigned to investigate to ensure of confidence for those who make complains. All investigated cases will be documented. The channels for communications and complaints are as follows:



## ● Integrating Good Governance Principle with Business (Construction Sector Transparency Initiative)



AOT nominated its construction investment project as the first pilot project by state enterprises in the Construction Sector Transparency Initiative (CoST), an organization established with an objective to raise the standard of transparency in construction projects in the public sector. AOT has revealed information in two types - Proactive Disclosure and Reactive Disclosure. For the Proactive Disclosure, AOT information is published on its website, allowing stakeholders for a convenient access to the information. For the Reactive Disclosure, AOT prepared information and document in transparent manner and have made them ready for investigation at any time.

## Risk Management

AOT realizes the great importance of risk management and so risk management system following the integrated COSO-Enterprise Risk Management (ERM) has been introduced as a guideline for Board of Directors and all officers to practice. AOT Risk Management Framework comprises 3 main frames which are as follows:

1. Risk Governance: The Risk Management Committee has set up a policy that shows dedication on integrated risk management operation that leads to concrete practice under the supervision of the committee to ensure that AOT has continuously and efficiently followed the policy.

2. Risk Management Infrastructure: AOT has prepared risk management database and tools to support risk management operation and internal control such as risk map and risk management manual for AOT's departments in charge, the AOT Committee of Sponsoring Organizations of the Treadway Commission (COSO), the risk owner and the Risk Management Department.



3. Risk Management Process: It comprises 6 steps of operating, namely objectives determination, for risk identification, analyses and assessment, risk response, additional plans for risk management and follow up. Reports and studies on the current risk issues and new ones which may occur are continuously practiced each year.

## ● Risk Management Framework



AOT has conveyed the risk management policy into practice in accordance with the set framework and the basic risk management structure integrating with the COSO - ERM model supervised by the AOT Risk Management Committee. The monthly corporate report on crucial risk situations is presented to the Risk Management Committee. As a result, it can be assured that AOT is able to gain opportunities to increase business revenue and to decrease loss or damages caused by risks or any disasters that may occur. At the same time, AOT is able to respond the government policies, the stakeholders' expectations and those affected by AOT's business operations.

## ● Risk Factors in 2016

This fiscal year 2016, AOT identified corporate risks that may affect the business operation and those related to shareholders' investment and prepared risk management plan to decrease degree of severity within the risk appetite or maintain risk tolerance scope. The Key Corporate Risks for the fiscal year 2016 are as follows:

### Strategic Risk

To achieve the Strategic Objective of World-class Airport and Facility Development and to support the increasing air traffic volume due to growing tourism industry along with the government tourism promotion policy, the expansion of low cost carriers (LCCs), and steadily low price of gasoline, all of which are considered positive factors to help improve airports in Asian region. In 2016, AOT is on the process of having Suvarnabhumi Airport developed for the 2<sup>nd</sup> phase which will boost the competitive capability in Asian region. It is a gigantic project that takes time and a large sum of money with many different sectors involved; the delay in the project operation may occur. To manage the project to be completed within timeframe, budget and quality, AOT has taken Strategic Risk as a tool to control the Critical Path and set up a Risk Management Plan to support in case the procedure is not as planned.

### Operational Risk

Resulting from the growth in aviation industry, air traffic gets busier and that makes airports play important role to accommodate more flights and passengers especially at Suvarnabhumi Airport which is the most significant strategic contributor to enhance national competitiveness in Asian region. To cope with the continuously increasing air traffic that may affect the efficiency of the airport runways and taxiways, AOT focuses on safety in service provision based on international airport management standard. In fiscal year 2016, AOT managed to have the damaged surface of the runways and taxiways fixed within timeframe in order for the AOT to efficiently operate the aviation business.

## Financial Risk

AOT has started Suvarnabhumi Airport Development Project Phase 2 in fiscal year 2016 to increase passenger handling capacity from 45 to 60 million people per year. Such project comprises the passenger terminal building 1 (midfield satellite), the apron around the terminal building and the connecting tunnel on the south, public utility system and a new passenger transport system. In addition, in 2016 AOT had planned to have more projects built such as the passenger terminal building 1 (midfield satellite), the expansion of passenger terminal, parking lot, airlines offices, passenger baggage conveyer system and explosives detection system. All are in large-scaled projects that need 60.25 billion Baht investment which has been budgeted in the AOT's cash flow. The statement of cash flow has to be in accordance with the liquidity conditions of cash flow for investment. The Debt to Equity Ratio is found out to be in a low level, and a loan for investment is needed. However, AOT is eligible to get additional loans to invest in Suvarnabhumi Airport Development Phase 2 with financial liquidity until the completion of the project.







## Compliance Risk

To achieve the Strategic Objective in increasing management efficiency, AOT operates the airport and related businesses according to Safety and Security Standard in aeronautical and other related businesses as designed by Airport Regulators. In fiscal year 2016, AOT is well prepared to be inspected under the Universal Security Audit Programmer (USAP) by International Civil Aviation Organization (ICAO). The inspection is expected to take place in 2017 and a working group has been appointed to be well prepared for it. An additional plan for risk management has been set to assure that AOT's operation can be audited on the security system inspection program.



## External Risk

In fiscal year 2016, there were situations that could affect AOT operation - riots in significant places, natural disasters, plagues, different types of danger, for example, the attack of terrorists in Paris, France; an airport bomb in Brussels, Belgium; earthquakes in Japan and Ecuador; the spreading of Zika virus disease in Brazil and many countries in South America. Realizing that such situations can possibly happen and may affect the ability of business operation, AOT has implemented Business Continuity Management System (BCM) as per international standard ISO 22301: 2012 and the Industrial Standard 22301 - 2556 covering the area of the head office and 6 airports that AOT is responsible for. The strategy and prevention measures have been established designated, preparations for risks as well as the practice for BMC to be settled for the continuity in the AOT's operation.

## Business Continuity Management System: BCM

As a public company limited and a state enterprise subsidised by the Ministry of Transportation, AOT has been operating the business in accordance with Business Continuity Management System in order to be internationally accepted and to achieve the mission of responsibilities for society, environment and community. Being the first organization to operate aviation business in Thailand and Southeast Asia, AOT has been certified to do the business with BCM as per international standard ISO 22302 : 2012 and the Industrial Standard 22301 - 2556. Information from Certify Body (CB) of United Registrar of Systems Ltd. (URS) on 28<sup>th</sup> September, 2015 certified that the company consists of the AOT Headquarters, 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.

In fiscal year 2016, to confirm that the Business Continuity Management System as per international standard ISO 22302 : 2012 and the Industrial Standard 22301 - 2556, and the Strategy National Preparedness (2014 - 2018, Strategic Issue 1: Preparation for not normal events have been practiced, AOT has been surveillance audited with the BCM by United Registrar of Systems (Thailand) Limited from September, 2016 to September, 2017. The result was AOT passed the evaluation test and was certified that AOT could manage to maintain the BCM as per international standard ISO 22302 : 2012 and the Industrial Standard 22301 - 2556 covering 7 areas of operation which are AOT Headquarters, 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



## Internal Control

AOT realizes the importance of Internal Control System and practices in accordance with the operating plan of The Office of the Auditor General of Thailand (OAG) and The Securities and Exchange Commission (SEC) which conforms to the guidelines of the internal control system of The Committee of Sponsoring Organizations of the Treadway Commission: COSO 2013. The 5 principles of internal control are the Environment, Risk Management Mastering, Information and Communication Control Activities as well as Assessment. The objectives of the implementation of the five principles are to build confidence of the AOT's efficient operation in achieving the internal control goal, resource use, the trustee, prevention and reduction of mistakes, damages, the outflow, the wasting, the reliability of financial accounting report and other reports. All the practice mentioned are in compliance with the laws, rules and regulations.

The 14/2015 AOT Board of Directors meeting was held on 23<sup>rd</sup> December, 2015. The AOT Board evaluated the AOT Adequacy of Internal Control System through the report on operation performance under the title of "AOT Internal Control for the fiscal year 2015" the summary of which is as follows:

(1) Control Environment: AOT recognizes the importance of the continuity of Internal Control System which the management with good governance is setting a good example for employees to follow the corporate rules and regulations. The command line is categorized by responsibilities with balance of power, good management, and AOT human development, and the operation within the organization is in accordance with the government policy. The disclosure of information such as Suvarnabhumi

Airport Development Project is practiced as guided in the Construction Sector Transparency Initiative (CoST). Exhibitions and lectures are organized to instill the AOT operators with conscience, honesty and ethics in the work. Moreover, AOT focuses on the adequacy of internal control which is in line with the assessment of sustainability development indicators of listed companies in the Stock Market (Down Jones Sustainability Indices: DJSI) along with corruption prevention measures and corruption risk management procedure.

(2) Risk Assessment: Risk with its causes is evaluated to achieve the objectives of internal control which are Operation (O), Reporting (R) and Compliance (C). The management of all levels take part in the assessment considering the risks or events that may arise and affect the corporate goal, Risk Score is then taken into consideration to set control activities so as to decrease the risks down to the acceptable level.

(3) Control Activities: AOT has set control activities as stated in the objectives for the executives to be acknowledged of important processes to avoid the risks that can prevent the achievement of the internal control goal. AOT employees are assigned to participate in every process of the control activities according to their duties as per the principle of Check and Balance. The control activities are regularly and continuously reviewed and updated to be compatible with current events.

(4) Information and Communication: It is considered as the main tool for communication among the AOT staff members. The ICT master plan and operation plan are established as guidelines for AOT projects necessary for ICT development system. Data collecting systems that are currently applied are Management



Information System (MIS), System Application Program (SAP) and Airport Operations Database (AODB).

**For the internal communication system,** AOT practices through various network channels network e.g. interne /internet e-mail and basic communication system such as mobile phone, facsimile, SMS and uses ICT, such as Executive Support System (ESS), to support data processing.

**For Communication with outside stakeholders,** AOT practices through channels that are suitable for each target group which are as follows: Website [www.airportthai.co.th](http://www.airportthai.co.th)/e-mail address: [goodgovernance@airportthai.co.th](mailto:goodgovernance@airportthai.co.th)/P.O. Box 3 Don Mueang, BKK 10210/Box of Comments and company visit activities.

(5) Monitoring: AOT has been consistently practicing the monitoring of control activities, adequacy of internal control system, corporate goal achievement, and the AOT staff member self-assessment, and self-improvement. The result of self-assessment is printed as the AOT Internal Control Report according to the regulations of the Auditor General of Thailand, item number 6.

In addition, every quarter of a year, AOT carries on the pursuance for the operational outcome, internal control system, and deficiency amendment found in self assessment. The executives are regulated to report to their supervisor and/director general and to the cabinet in case there are corruption or dubious of corruption and the violence of rules causing significant impact on AOT.



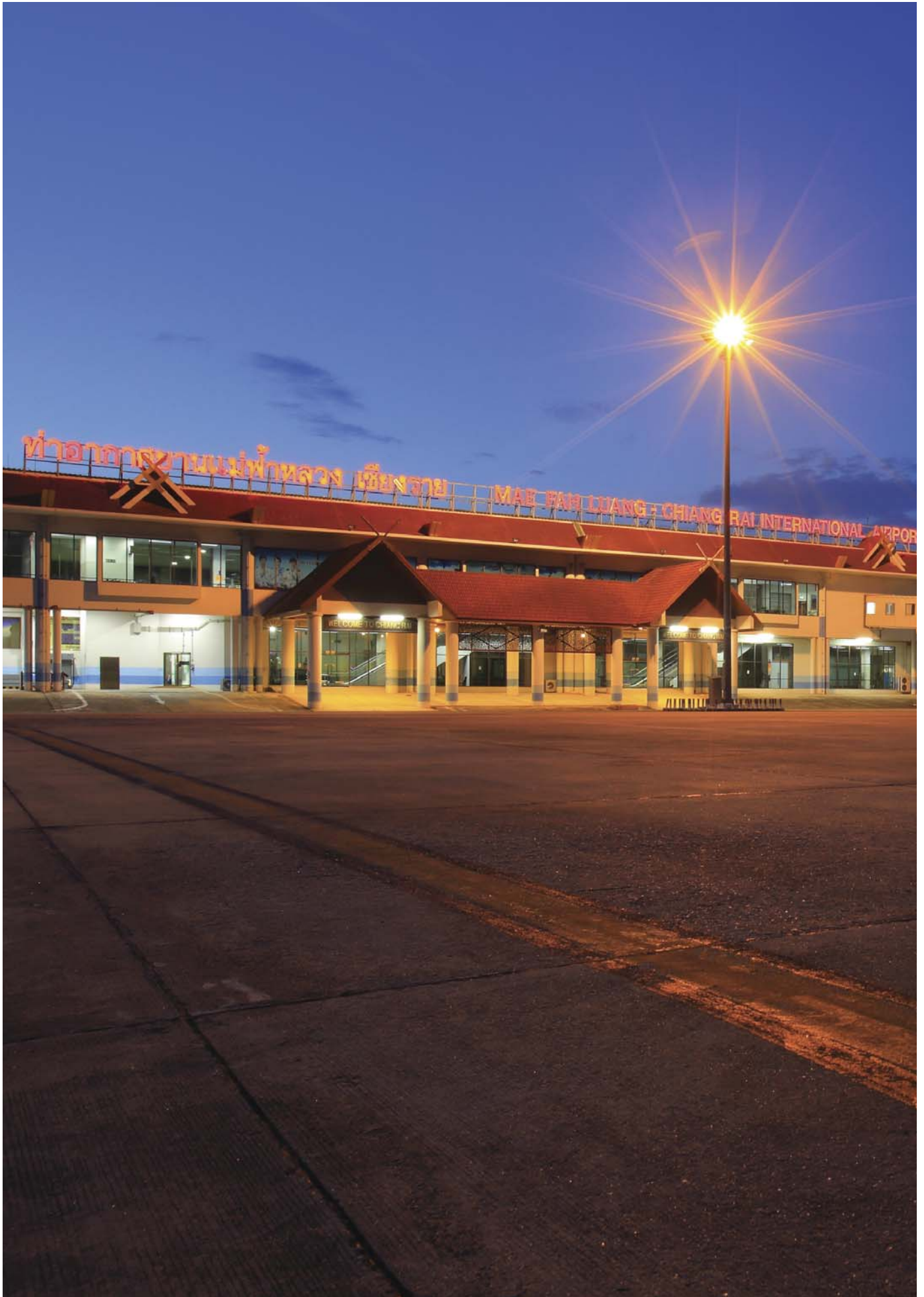




## Going on to the Destination with Hospitality

Holding a strong intention to operate the business with excellence in the service, AOT emphasizes on fulfilling the need and creating good impressions of the customers, business partners, and business alliances with customer-centered management principle. All categories of customers are considered **“Members of the Same Family”**, the concept of which is in line with Marketing and Business Development Strategy and Supply Chain Management. AOT carries out this concept to deliver the best service for customers, business partners, and airline business collaborations to operate their businesses smoothly and efficiently.







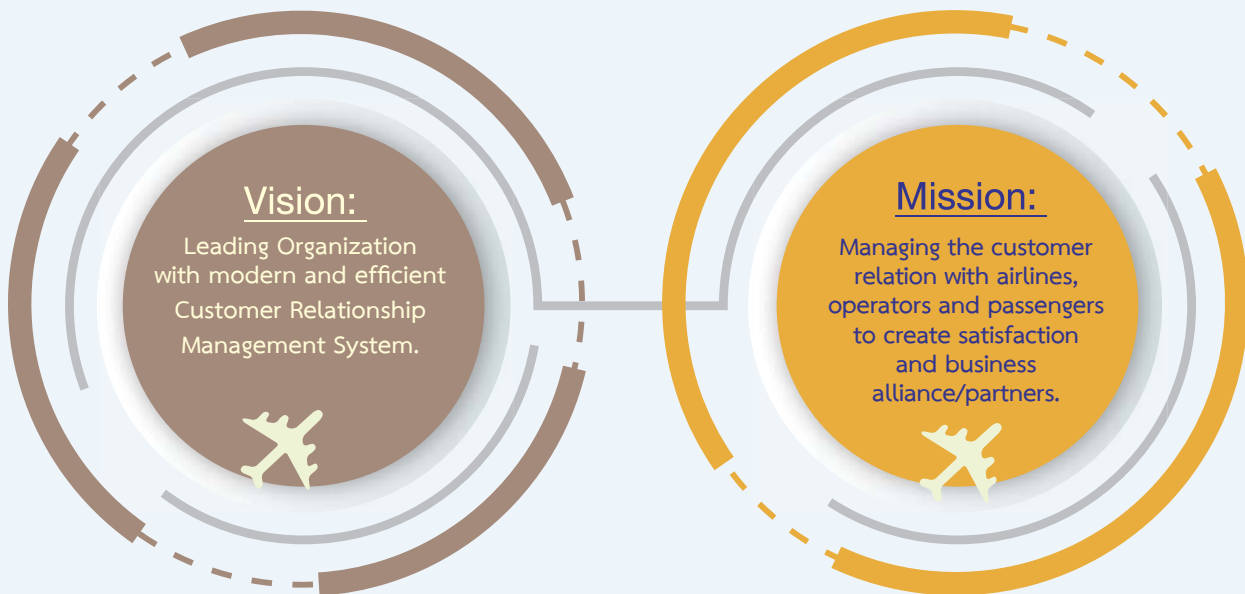
## Action to Sustainability with Excellent Service



## Customer Relationship Management

The customer is the key to drive an organization's sustainable business strategy with the atmosphere of tough and steady growth of competition in aviation business both at the domestic, regional and international levels. AOT, therefore, has developed operating guidelines to deliver products and services that can efficiently respond to the needs and expectations of each group of customers among airline operators and passengers by applying the concept of Customer Relationship Management (CRM) to be a tool for this strategy to build relationships and create customers' satisfaction in order to retain old customers while expanding the new customer base and to increase AOT's chances in the competition and to build a good image according to the AOT's customer relationship management master plan 2013 - 2019. The CRM master plan is in compliance with the business development and marketing strategy plan item number F4: Corporate Governance which is one of the main strategies of the AOT Corporate Plan by creating standards for customer relationship management for all units to perform in the same direction to contribute to achieve the targets in 2019, which are accomplishing the database of airline operators and passengers by at least 80 percent and the increasing the number of airlines, routes and flights by 20 percent.

## Overview and Timeline of the AOT's Customer Relationship Management Master Plan 2013 - 2019



**2014-2015**

Focus on building awareness of customer relationship management for employees in the organization, to understand the concept and benefits in various aspects of customer relationship. The projects within first framework under principle of operation for customer relation are the seminar for CRM in 2014 and 2015 and the access to customers' demand in 2014 and 2015.



**2016-2017**



Customer Experience Management is to create loyalty in products, services and satisfaction in customers through their experiences in our products and services including a lifetime customer care. The project prepared under the customer relationship operation under the second framework includes the determination of target customers, building satisfaction in brand and services as the consumer's experience can create repeat purchases of goods and services, and the handling customer's complaints project as well as the 2016 Annual CRM Seminar which focuses on the topic of products and services differentiation (CRM Creative Thinking) and so on.

**2018-2019**

Operate customer relationship management through the creation of customer connection (Customer Engagement), which is customer's emotional engagement level for the love of the brand and the trend for continuous use in the future as well as getting more customers for the project prepared under the principal of the third framework of customer relationship operation. The CRM seminar project for the year 2016, focused on creating customer engagement with identity Human Touch and with communication tools and information technology.



With the initiation to leverage the efficiency of customer relationship management to international standards, AOT has prepared plans under four strategic frameworks that set guidelines, customer target group and responsible persons. AOT's Customer Relationship Management Master Plan working group is responsible for supervision of plan implementation in order to increase competitiveness, business and marketing activities, efficiency, loyalty enhancement as well as good organizational image.



## Airport Service Quality: ASQ

The Airport Service Quality program, run by Airport Council International (ACI) in Geneva, Switzerland to assess the quality of service of 268 leading airport participants worldwide. AOT has participated in the ASQ by using global standard questionnaires to survey passengers' satisfaction in 34 airport services, for example, access to and from airport, check-in system, immigration, shops, restaurants, cleanliness and ambience in the terminal. In 2016 AOT has been ranked as the 46<sup>th</sup><sup>1</sup> world best airport and ranked as the 10<sup>th</sup><sup>2</sup> best airport with over 40 million passengers.



<sup>1,2</sup> According to the score in the third quarter (July - September 2016)



In 2016 SKYTRAX has ranked  
**Suvarnabhumi airport as the**  
airport in the World's Top 100 Airports - 2016.

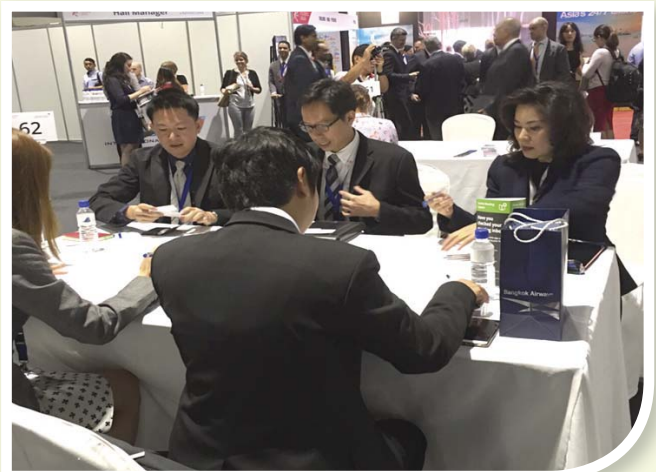
**36**<sup>th</sup>

### Annual scores from 2007 to 2016

Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Score	3.90	4.12	4.23	4.19	4.32	4.38	4.43	4.48	4.59	4.50 <sup>3</sup>

### The 14<sup>th</sup> Routes Asia 2016

AOT had the opportunity to attend the 14<sup>th</sup> Routes Asia 2016 held in Manila, Philippines. It was a platform that brought closer relationships and gave the opportunity for meeting and negotiating among over 250 companies worldwide in the international airport operators and airline customers of AOT. It was also a good opportunity for AOT to create a network with the new potential airlines to start new routes via the airports under responsibility of AOT. In addition, it gave AOT chances to promote its business, exchange information and opinion as well as persuade the potential airlines to use the AOT's 6 airports.



### “AOT’s Customer Relationship Management for Fiscal Year 2016”

Training Course AOT had organized a training course on “AOT’s Customer Relationship management for fiscal year 2016” ‘to create employees’ awareness of the concept of customer relationship management. It also enables employees to service with customers’ maximum satisfaction, and to create engagement and customer’s loyalty in the long term. A customers’ satisfaction survey was used to create customers’ engagement.

<sup>3</sup> Score in the third quarter (July - September 2016)



In 2016, AOT released public relations media for “An operation for customer’s loyalty” in order to create continuous awareness and understanding in customer relationship management (CRM) to their employees.

## Public Relations Media for “An Operation for Customer’s Loyalty”

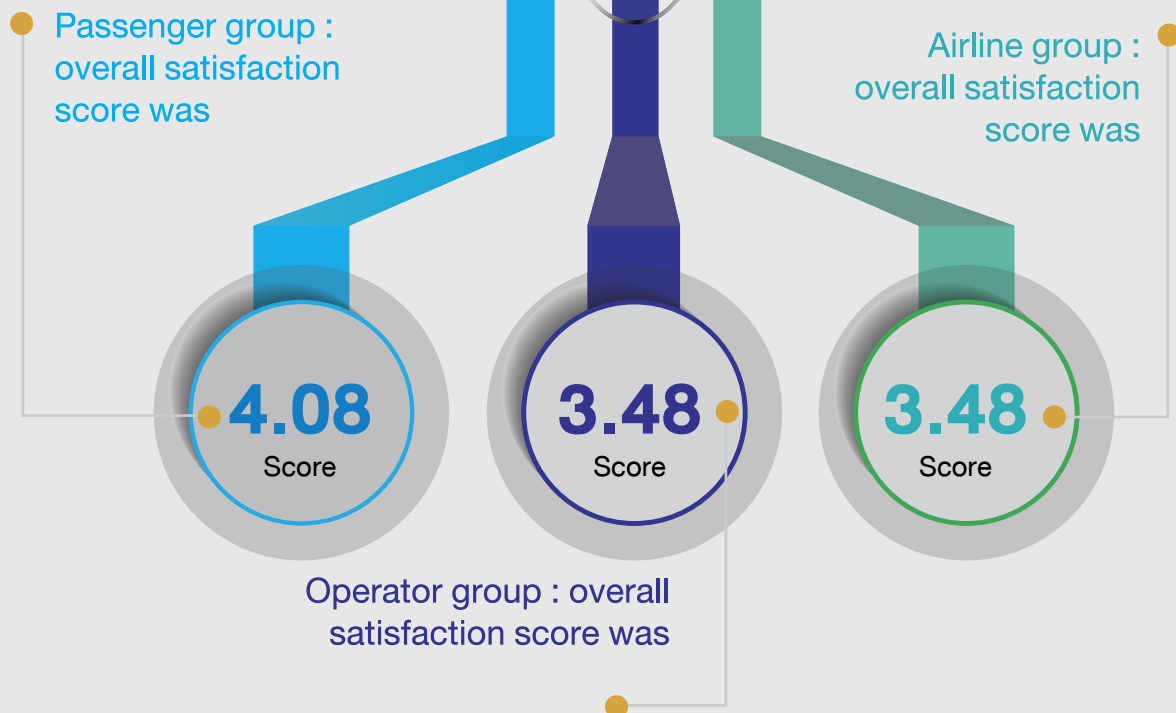




In 2016, AOT had implemented the project called “The customer’s needs” in pursuance to AOT’s Customer Relationship Management under standards of Master Plan, aiming to survey satisfaction/dissatisfaction and customer’s loyalty of 3 groups of customers, i.e. passengers, operators, and airlines. The survey results will be used in marketing planning to effectively serve the needs of each customer group.



## Voice of customer





## Supply Chain Management

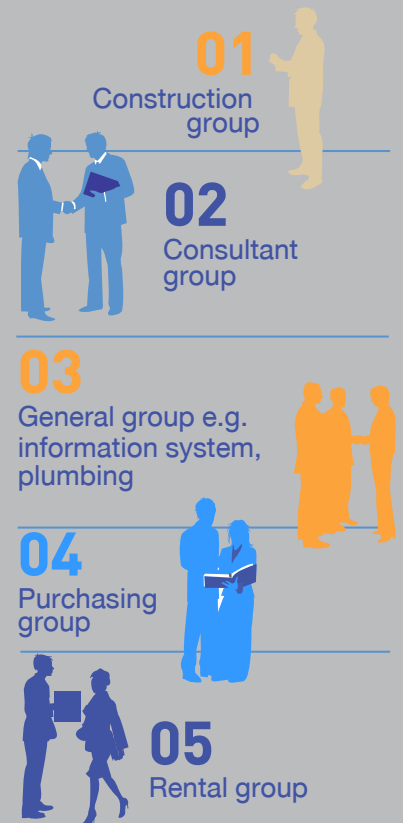
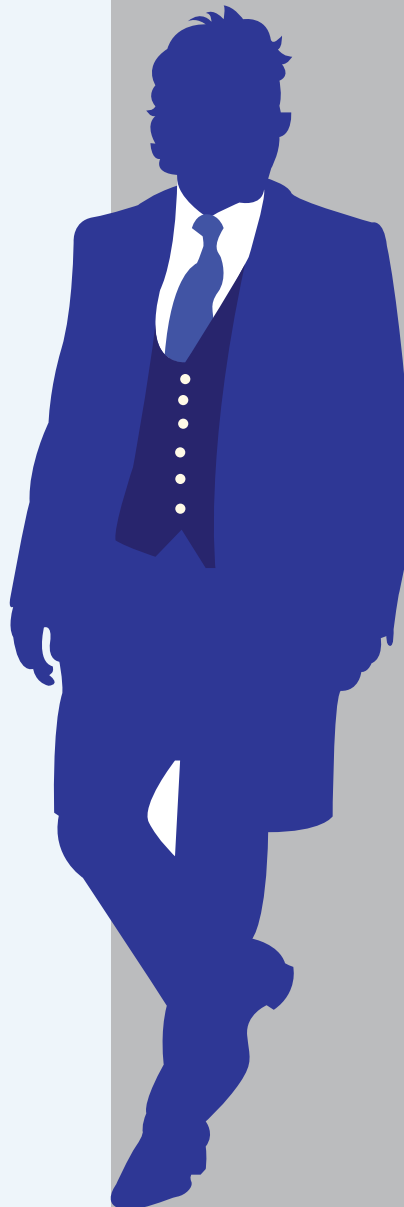
AOT manages supply chain which covers the operations of airport and others related operations to manage risk, and protect AOT from the effect of business operations as well as strengthening business capability and the supply chain to be agile on the context of sustainability. AOT has published and distributed "Sustainable practices of AOT's trading partners" under the content and scope consideration to be in relevant to the laws and international standards covering three dimensions: economic, social and environment to ensure the trading partners of transparency, ethics, human rights and safety of the employees, with no negative impacts on the community or the environment through three areas of management: good governance, good employment with human rights and environmental management. AOT's business partners have to sign for acknowledgement and strict practice.

In addition, AOT has set "Procurement Manual" as a guideline for efficient development of procurement process on the principle of transparent, accountable, and fair business in every step. AOT specifies the practical steps for the contractors focusing on lessees or operators in the airport area to operate under the relevant regulations. Channels for complaints and comments are provided to facilitate the operators when more information is needed. A "Guide for safety for contractors" has been prepared to supervise all the contractors to be aware of safety while working in the airport area and the completion of work as per the regulated law.

AOT has disclosed the five groups of traders' list, auction process, medium prices and clear announcement of the results of the supply on the AOT website and set up checking process as well as conduct the procurement process in accordance with standard procedures, including clear identification in considering the complaints from companies participated in the auction to ensure that the management of the AOT's supply chain is effective, clear and accountable.



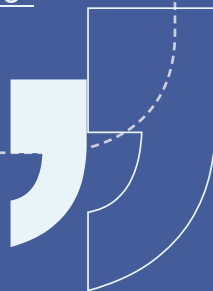
## AOT Traders List





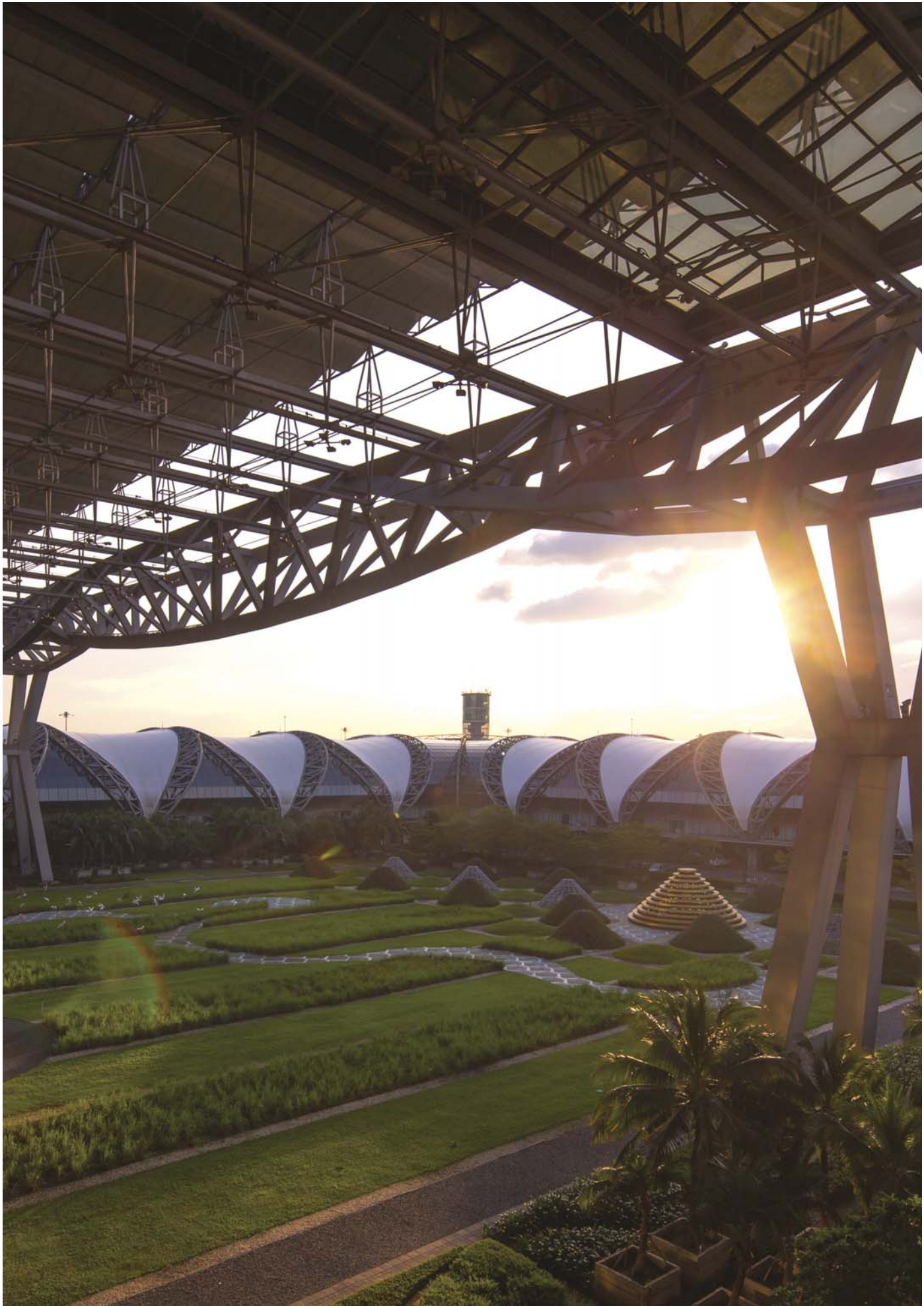
## Going on to the Destination with care

Realizing that Human Resource is the most important part of driving the organization to sustainable achievement, AOT always values and offers deep concern to its employees or “Our People” with good quality of life and happiness in the workplace as well as encourages them to continually develop their competency for being efficient people who can push forward the organization. Not only does the AOT pay respect to the employees’ humanity but offers them equity of opportunities along with safety and occupational health while working.









## Achieving the Goal of Sustainability with Attention

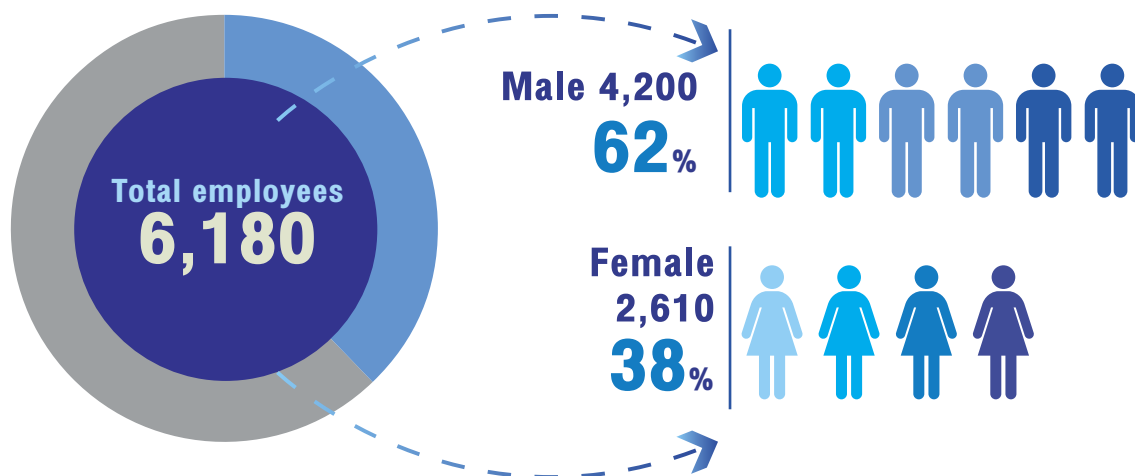


### Valuable Human Resource

AOT believes that human resource plays an important role in driving the organization and supporting continuous growth. In order to keep pace with the dynamic business and promote steady the development directions of the organization in the long run, AOT has set up Strategic Human Resource Management strategy to build skillful, experienced and motivated employees for the future.

AOT realizes the importance of attraction, development and retaining qualified employees of all levels on continuous sustainability basis. It is necessary for them to attend training programs to be specialised, creative and skillful according to individual specific field so as to efficiently drive the organization.





### Employees classified by levels

2.22%	74.92%	2.69%	20.18%
<b>Management Level</b> (Level 9 up) Male 99 Female 52 Total 151	<b>Operation Level</b> (Below level 8) Male 3,143 Female 1,959 Total 5,102	<b>5-year contract temporary staff members</b> Male 66 Female 117 Total 183	<b>1-year contract temporary staff members</b> Male 892 Female 482 Total 1,374





### Numbers of Employees by Sites (Exclude Temporary Staff)



### Numbers of Employees by Sites (Temporary Staff)



### Ratio of AOT Internal Transferred Staff

Internal Transferred employees **105** or **2%**  
 Terminated staff **139**  
 Terminated temporary employees **294**



## Labor relations and better quality of life in the workplace

AOT focuses on the continuous implementation of labor relations activities by establishing the mutual agreement between the management and the working levels. The agreement was designed to manage the organization to be in respond to the internal and external context in order to foster the organization for the growth of the set forth in the AOT corporate plan. Labor standard in compliance with labor laws and potential personnel attraction are key factors in growing and driving the organization.

AOT provides channels of communication between the staff and the administration, such as a meeting between the management and working levels and a meeting of representatives of each side. AOT supports the participation and interaction from lower levels up by arranging a meeting between management sectors and labors regularly every month to listen to the workers' needs including complaints, for example, AOT announces the transfer of positions for all AOT employees to acknowledge.

### Employee Activities



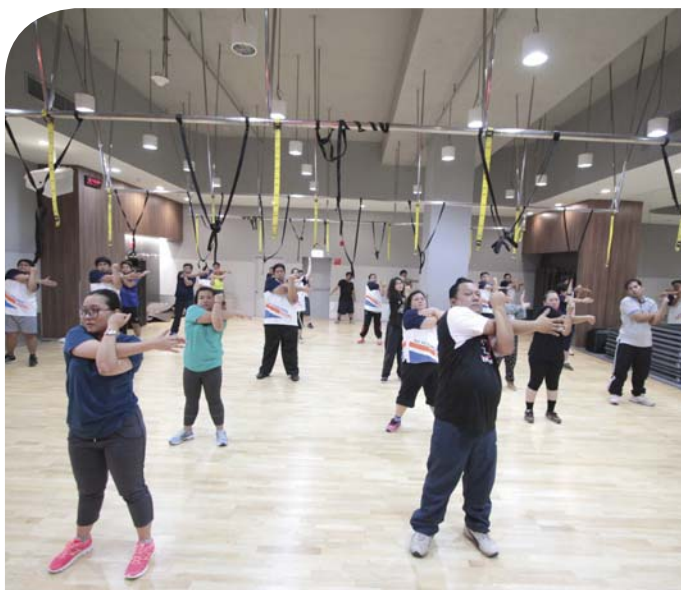
AOT provides awards for outstanding employees on the occasion of AOT 37 year anniversary of the implementation.



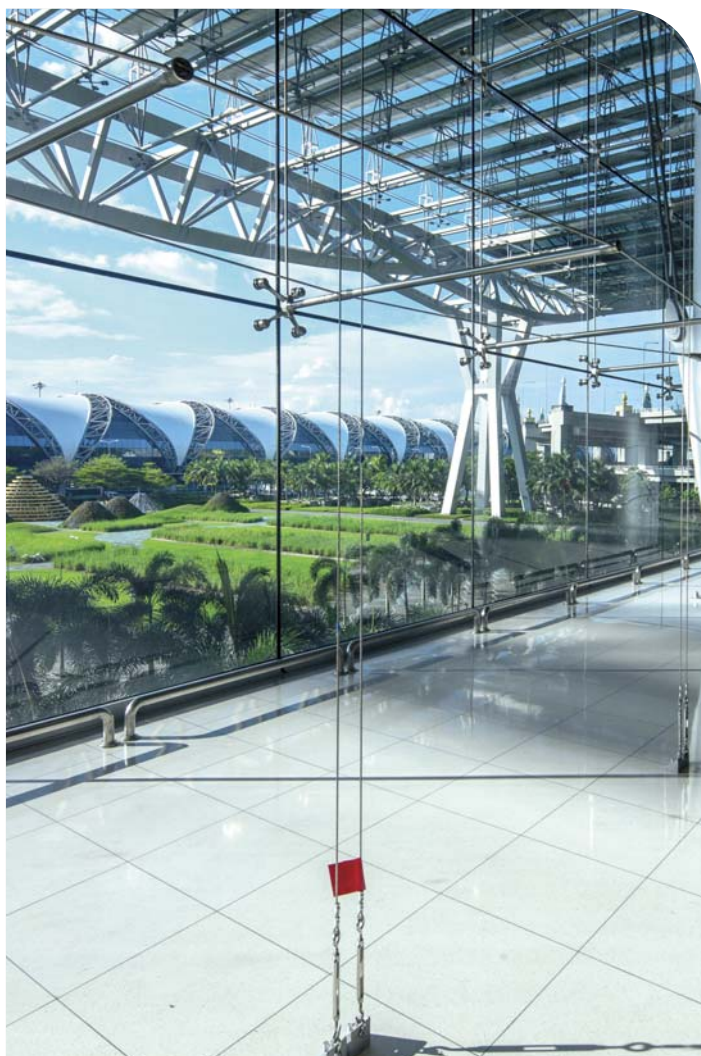
AOT's exhibition for "The 2<sup>nd</sup> Health Week" was organized with lectures on good health to provide employees with the knowledge, understanding and awareness of their own health care for strong and healthy body as well as giving information on health promotion.

### Activities to create a betterment in the workplace.





AOT arranged an activity of “The 5<sup>th</sup> AOT Tummy’s Fat Loss, Sickness Loss” to give knowledge, understanding and awareness of the effects of the diseases from being overweight to the participants and to be in good health with low cost on medical expenses as determined in the Ministry of Transport’s Policy as per Health Strategic Plan V of Thailand from 2011 to 2020.



With the commitment, AOT, as the world’s leading airport operator, has performed the work under the sustainability international standards with social responsibility and concern for the environment and the community in terms of creating a better life in the workplace. AOT understands and appreciates the importance of having a good lifestyle of its employees and related personals.

AOT has implemented an ongoing campaign to promote and improve the working conditions of employees with physical health and good mental health through the promotion of activities related to health awareness, including sports for all employees at all six airports including AOT’s business partners and contractors. In addition, AOT motivates and recognizes the value of the employees in creating an excellent corporate culture with AOT’s 5 core values for good health with medical care, such as employees’ annual checkups, knowledge of health, nutrition, and health promotion activities. In addition, the corporate management considers it important for the employees to have secured life in the workplace and so Occupational Health, Safety and Environment Policy have been set.



## Human Resource Development and Potentials Retention

### Performance on Human Resource Development.



Promoting the development of human resources to grow together with an organization is AOT's commitment. Each year, our staff has been trained on average more than 41 hours/person/year which is higher than the target set at 35 hours/person/year. The AOT Academy is committed to enhancing AOT's employees' knowledge, skills and competency to ensure that airport management and operations are in line with air transport standards set by local and international organizations, such as the Civil Aviation Department, the International Civil Aviation Organization (ICAO) and the Federal Aviation Administration (FAA). To equip the organization with capability to drive sustainable corporate development, AOT has drawn the AOT Training Roadmap for all employees from level 1 - 11 in the areas of Aviation Industry or Functional Industry and the area of Selective/Management. In the year 2016, AOT provided more than 1,000 courses designated to fit with an individual age and responsibilities. The various trainings are in line with international standards defined by the International Civil Aviation Organization as a crucial tool for evaluation the strategic organization growth according to AOT Strategic Challenges and Needs Plan.

In terms of retaining and attracting personnel, AOT's male and female employees are treated equally and paid at a rate that is appropriate for their duty and responsibility. The remuneration includes salaries, wages, bonuses and allowances such as the reimbursement of medical expenses from government and private hospitals that are in contact with AOT. For the welfare, AOT saving corporate has been set up for its employees to deposit or withdraw and loan money and an Airport Club to promote

other welfare such as per diem allowances on accommodations and trips. Apart from that AOT provides educational grants and provident fund every year.

**AOT Board Remuneration:** The meeting is held at least once a year for the AOT Board to review the remuneration and benefits for the AOT Board of Director. The criteria or procedures are focused on fairness and reasons, including the assigned performances and the results of operation. The objectives of the practice are to maintain qualified employees and to motivate others to efficiently work for the company. AOT also takes current economic conditions into consideration to compare with remunerations offered by other counterpart businesses registered in the Stock Exchange of Thailand.



## AOT's Training Roadmap

Experience (year)	Level	Main Courses	Scholarship/P.3	Functional: P.1, P.2
10 UP	<p><b>Top Management</b> (L. 10 - 11) <b>Vice Present</b> (L. 9)</p>	<ul style="list-style-type: none"> <li>- CSR</li> <li>- Business Ethics</li> <li>- English Proficiency</li> <li>- Leadership Program (Top Management)</li> <li>- Public Aerodrome Manager</li> </ul>	<ul style="list-style-type: none"> <li>- AMPAP</li> <li>- Management Program</li> <li>USA: Wharton, Kellogg, Harvard</li> <li>Europe: INSEAD</li> </ul>	<ul style="list-style-type: none"> <li>- DAP/DCP</li> <li>- Courses for Senior Executives from external institutions e.g. various ministries/King Prajadhipok Institute, etc.</li> </ul>
7 - 10	<p><b>Director</b> (L. 7 - 8)</p>	<ul style="list-style-type: none"> <li>- CSR</li> <li>- English Proficiency</li> <li>- Business Ethics</li> <li>- AAMP</li> <li>- High Potential Program: AMDP/IST/AODP</li> <li>- Leadership Program (Middle)</li> <li>- Mini MBA: Airport Management</li> <li>- Senior Airport Management</li> </ul>	<ul style="list-style-type: none"> <li>- Professional Certificate</li> <li>Courses: ACI/IATA/SAA</li> <li>Sister Airport</li> </ul>	<ul style="list-style-type: none"> <li>- Vocational Courses</li> <li>- Courses for Middle Management from external institutions e.g. various ministries/King Prajadhipok Institute, etc.</li> </ul>
5 - 7	<p><b>Supervisor</b> (L. 5 - 6)</p>	<ul style="list-style-type: none"> <li>- CSR</li> <li>- Business Ethics</li> <li>- English Proficiency</li> <li>- Intermediate Airport Management</li> <li>- Junior Airport Management</li> </ul>	<ul style="list-style-type: none"> <li>- Operational &amp; Regulatory</li> <li>Courses: ACI/IATA/SAA</li> <li>Sister Airport</li> <li>- Master' degree</li> </ul>	<ul style="list-style-type: none"> <li>- Vocational Courses</li> </ul>
1 - 5	<p><b>New entry/ Staff</b></p>	<ul style="list-style-type: none"> <li>- English Proficiency</li> <li>- CSR</li> <li>- Business Ethics</li> <li>- Safety &amp; Security</li> <li>- Airport Operations</li> <li>- Airport Business</li> <li>- Core Value</li> <li>- Orientation</li> </ul>	<ul style="list-style-type: none"> <li>- Operational &amp; Regulatory</li> <li>Courses: ACI/IATA/SAA</li> <li>Sister Airport</li> <li>- Master' degree</li> </ul>	<ul style="list-style-type: none"> <li>- Vocational Courses</li> </ul>

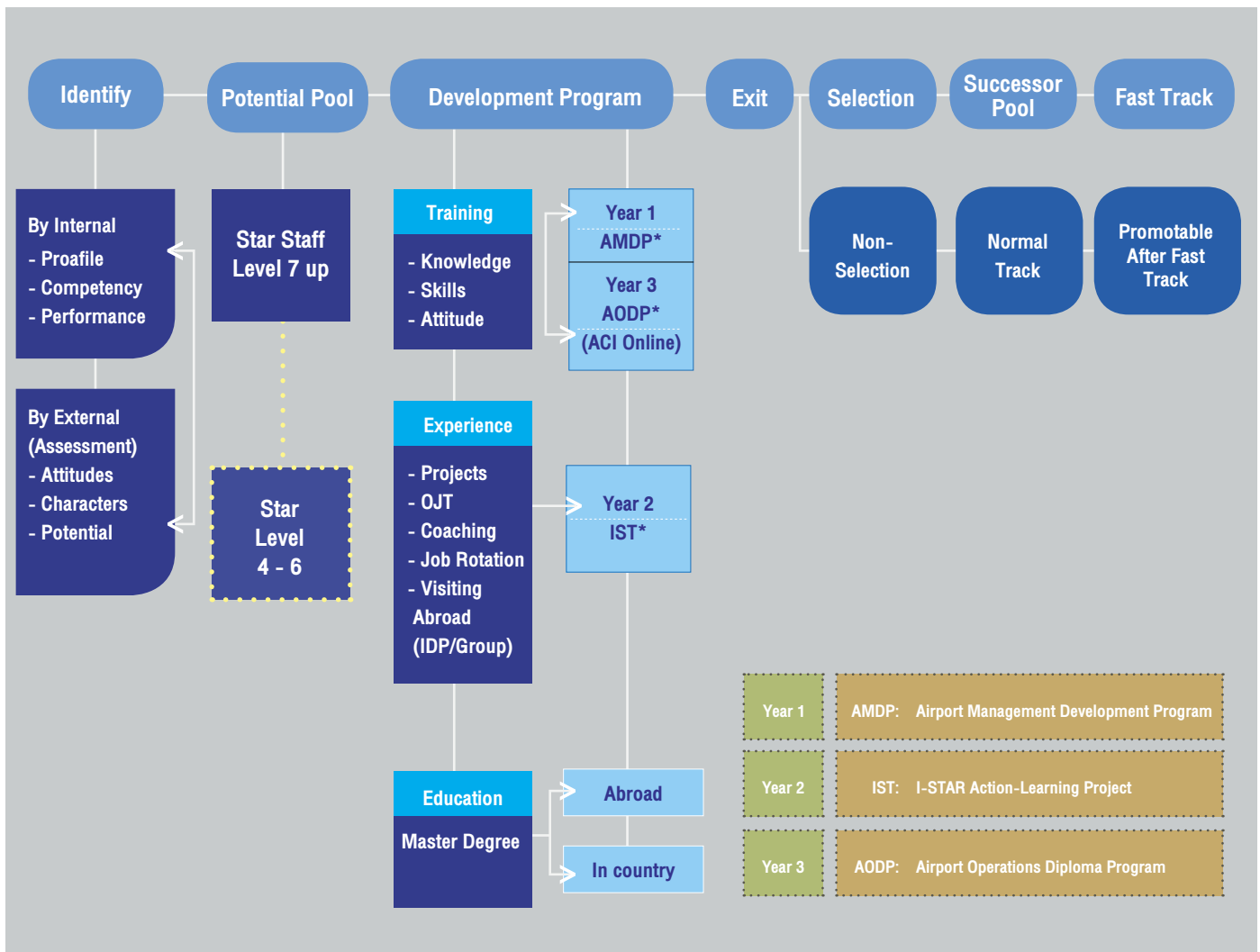
### Developing knowledge of social responsibility for sustainable development for employees



In 2016, AOT organized training courses on the principles of social responsibility and guidelines for sustainable development for approximately 150 people ranging from senior executives, middle management, executives to employees working level. The objectives are to provide AOT employees with knowledge, understanding and social responsibility as guided in Sustainability Development Plan. This is in accordance with the guidelines of the Stock Exchange of Thailand and International Standards in promoting behavior improvement modification of employees considering 3-dimension effects (economy, social and environment) for corporate sustainability.



## AOT Potential Management Program



## Diversity and Equity of Opportunity

AOT believes that diversity and equal opportunity means not to discriminate but to realize the differences in backgrounds, educations, cultures and experiences that make AOT be distinguished organization. In 2016, AOT Board of Directors supported the corporate visions by providing more equal opportunities to its employees, business partners and contractors which is the implementation of the guidelines of diversity and equity at world class standard level. The practice is in line with policy set by the Board of Directors in terms of recruitment, employment, development and support for potential operations. The qualifications are considered without discrimination of gender, race, class, ethnic, skin color, age, disability, religion, mental status or political concept.



The cost of recruiting new employees including expenses on parcels, computer is **27,200 Baht/person**





## Occupational Health, Safety and Environment Management in the workplace

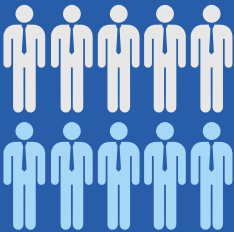
With a focus on the operation and management of the airports, as in global standard and core value of society and community including health care, safety and ambience in the workplace, AOT prioritizes security, occupational health and good environment for all officers and employees by designating operation with law abiding, risk assessment, protection of health, improvement, accident prevention measures at work and processes revision for the continuity in the corporation progress. Working with various parties, AOT implemented the standards set out in the Act on Safety, Health and Environment at Work 2011, other Safety Law and Technical Safety and Health at Work.

The Safety Committee comprises members as follows:



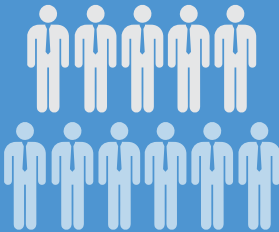
Chairman of the Safety Committee

**1** person



Employees' representatives

**10** person



Employers representatives

**11** person



Safety expert

**1** person as a member and secretary

AOT Board has determined a committee of safety, health and environment in the workplace to set out the policy and plan of Safety in the workplace, to prevent and reduce accidents, injuries, or illness at work, to report and recommend to the Board with suggestions to improve the measures of safety for employees, contractors and those who do business in the airport including environment check, accidents from training and seminars and activities on safety.

In 2016, what AOT operated continuously as planned is to get certified for two airports: Chiang Mai International Airport and Hat Yai International Airport the Occupational Health and Safety OHSAS 18001-2007/TIS.18001: 2011. It has now been evaluated and certified successfully. The certification of the two international airports elevated the implementation of the headquarters. Phuket International Airport and Mae Fah Luang - Chiang Rai International Airport were already certified in 2014. AOT has made an action plan to obtain a certification in the year 2017 for Occupational Health and Safety OHSAS 18001-2007/TIS.18001: 2011 for Suvarnabhumi Airport and Don Mueang International Airport. That will make it possible for AOT to have the same form and standard of administration and management on safety, occupational health and environment at work to achieve sustainability development.



## The Occupational Safety Policy and the Environment

Airports of Thailand (AOT) is committed to running business to be operated by the smartest airport management of the world by serving with heart, sense of social responsibility and concern for the community and environment protection, health, safety and ambience at work of the staff and all employees.





## Training, seminar, study to promote safety in the workplace

To comply with the policy on safety, health and environment in the workplace, as well as enhancing the operational safety and occupational health, consistently, AOT has provided training programs for employees on a regular basis to build a culture of safety and a good working environment. The training courses of safety in the work premises are as follows:

### 1. Legal Action Courses:

- 1.1 General Safety at Work (E.) for chief executive level
- 1.2 General Safety Committee
- 1.3 The course of fire initially
- 1.4 Security programs on electricity
- 1.5 Standard equipment, personal protection, security and storage, and maintenance
- 1.6 Safety at work for new employees.
- 1.7 First aid

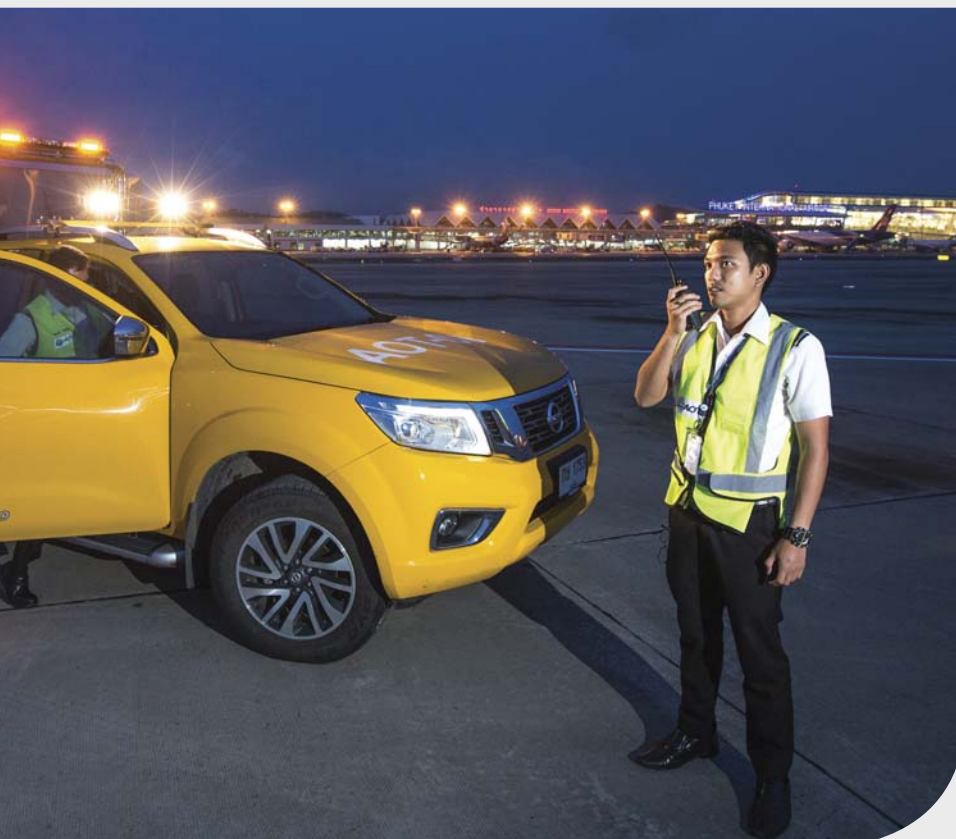


### 2. Knowledge and Performance Efficiency Courses:

- 2.1 Management systems, occupational health and safety standard OHSAS. 18001: 2007/ISO.18001-2011
- 2.2 General Identification and Assessment in compliance with Risk Management Systems, Occupational health and Safety
- 2.3 Audition System OHSAS 18001: 2007/ ISO. 18001-2011
- 2.4 Safety in a Sustainable Operation of Loss Control
- 2.5 Physical Science for Safety
- 2.6 Professional Safety Survey and Check
- 2.7 Safety Law for Executives
- 2.8 General Safety Officers at Work, advanced level

### 3. Emergency Exercises

- 3.1 Fire Exercise Plan
- 3.2 Disaster Exercise Plan





## Awards and Results of Safety, Health and Environment in the workplace

In 2016, the AOT headquarters, Phuket International Airport and Mae Fah Luang Chiang Rai International Airport and has participated in the “International Workplace Excellence Model of Security Health and environment at work” contest organized by the Department of Labour Protection and Welfare, Ministry of Labour. All won the best corporation awards, 2016 with the headquarters being awarded for 10 years in a row (2007 - 2016), Phuket International Airport for 13 years in a row and Mae Fah Luang - Chiang Rai International Airport for 7 consecutive years (2010 - 2016)



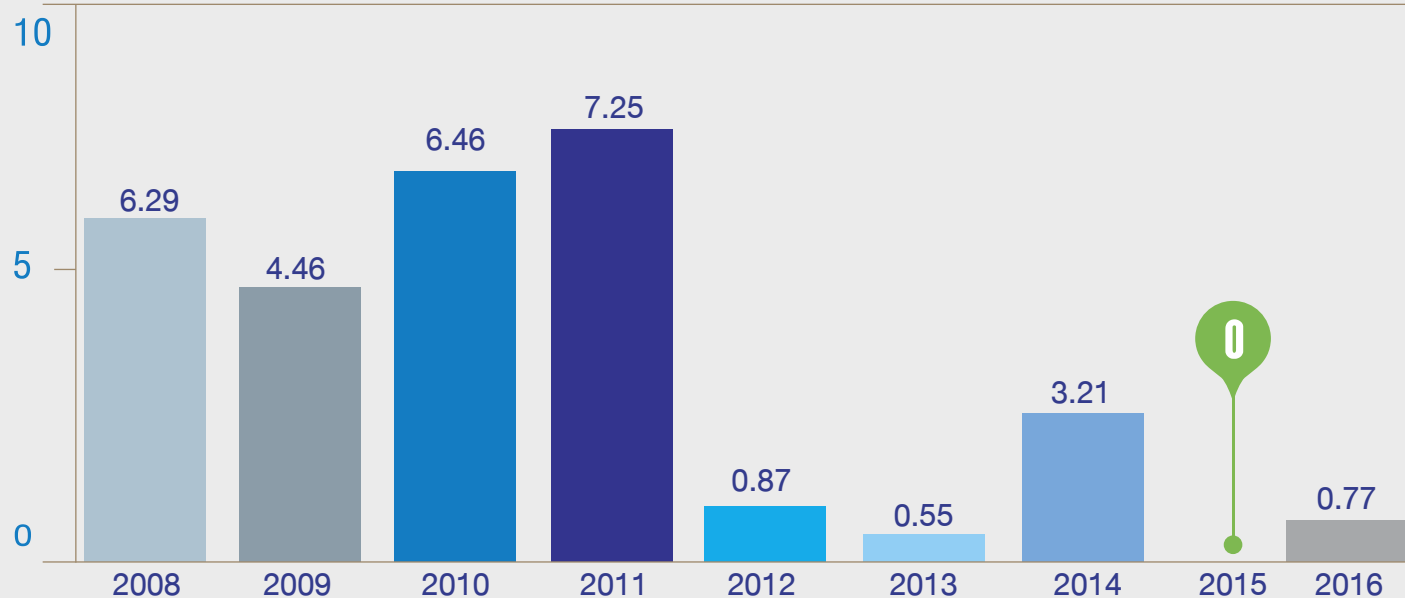
## Records of Work Accident

Accident records occurred to the employees, permanent and temporary employees (with the period of five years employment) suggested that in the year 2014 there were three cases, one at Phuket International Airport, another at Don Mueang International Airport and the other at the AOT headquarters and again in 2015 at the AOT headquarters. In 2016 there were another 2 cases that could reflect the AOT commitment to operate under safety system complying with the law and the development of occupational safety, health and environment at work as awarded an excellent enterprise every year since 2007.





Injury Severity Rate (ISR) of AOT's staff members and employees



Unit: day (day - off)

Injury Frequency Rate (IFR) of AOT's staff members and employees



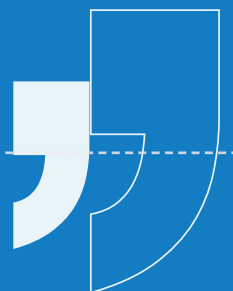
Unit: case (number of employees from work injuries)



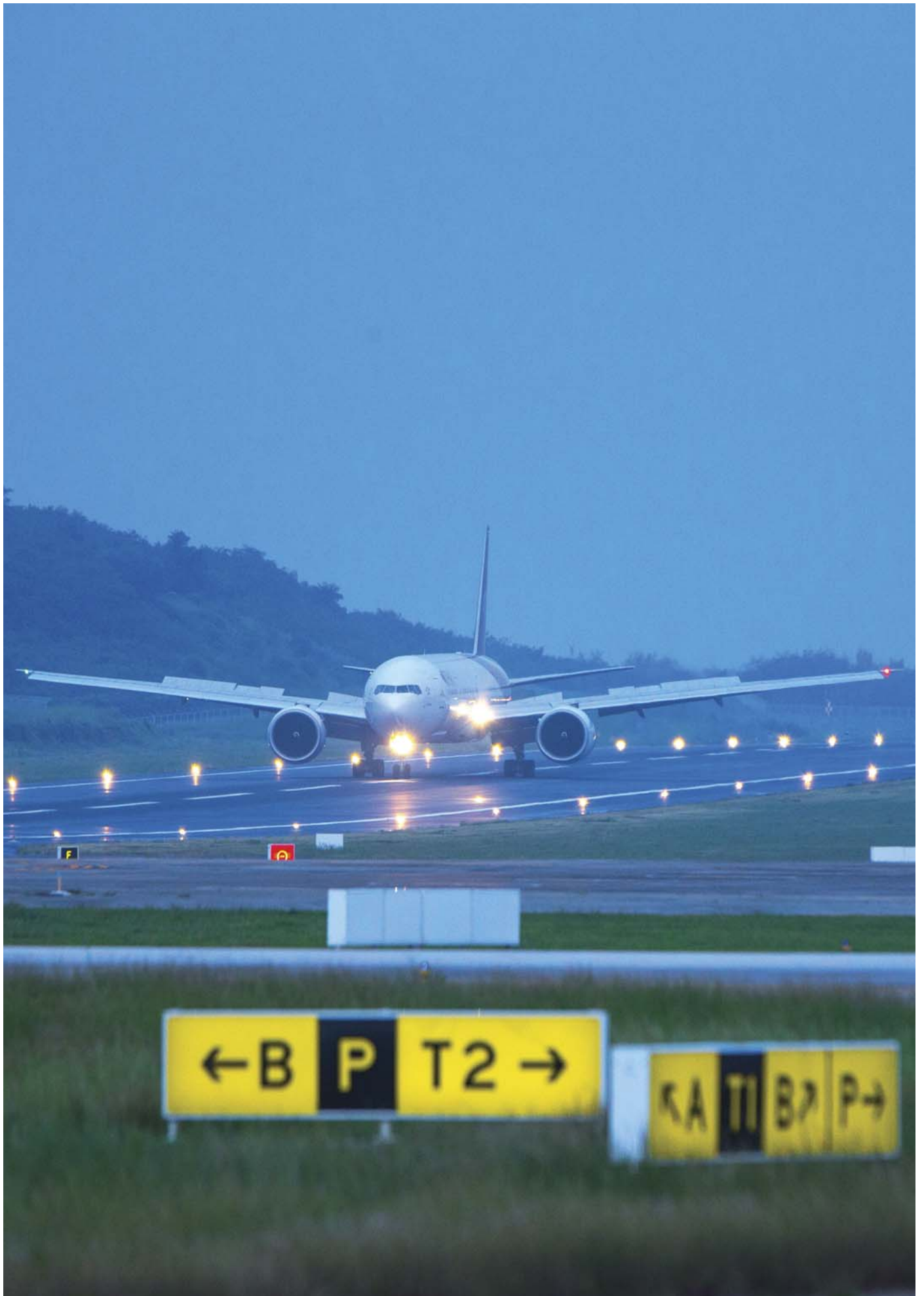


## Going on to the Destination with Responsibility

AOT is committed to operating the business based on responsibilities for society and community, resulting a good acceptance from both. Realizing negative impacts from the airport business operation, AOT has determined on continually reducing them while at the same time increasing positive impacts under the environmental management aiming for environmental friendly airports to deliver good quality of life to the surrounding communities and excellent airport services to the public. All actions must be taken under the principle of customers' stability and safety.









## Airports and Commitment to Sustainable Values for the Society



AOT is committed to creating sustainable value in collaboration with societies and communities for over 34 years. AOT's main focus is on a close engagement with the communities through the implementation of activities under its Corporate Social Responsibility Plan number 2 by fiscal year 2015 - 2019. AOT has exploited the strategic position of the six airports, responsibility of the personnel, and the basic characteristics of each airport to set plans for the society. AOT is preparing to evaluate the social activities (Social Value Assessment) reflecting the concrete result of operation. The assessment will be implemented in year 2017 together with the feedback of social activities from stakeholders is done through questionnaires. The result will be set for guidelines and forms of activities that can meet their needs and help them develop social context that is unique to each area as set in the strategic framework.



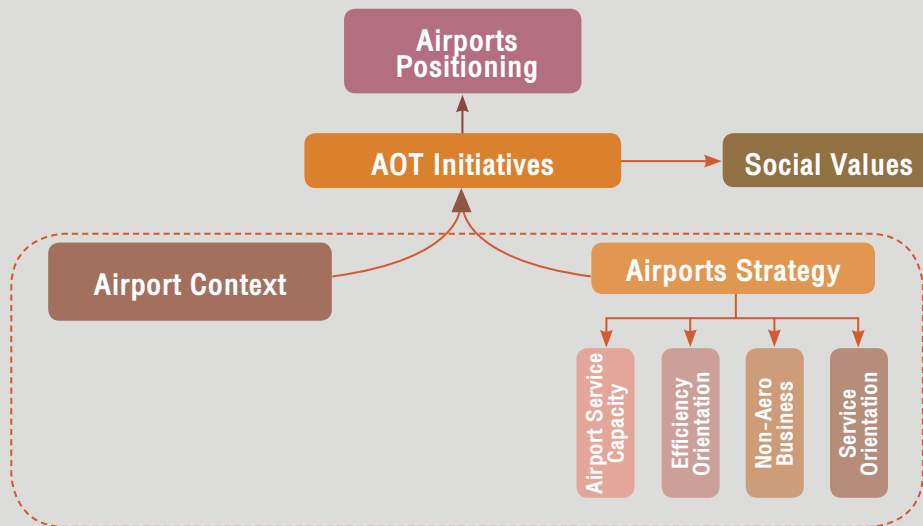
## Pathways to Sustainable Society with AOT

The development of AOT's operation for society to create social value consists of 3 levels of implementation for the attainment of staying with the society as follows:





## Social Values Creation Framework



## Operational framework to deliver AOT social value

AOT has formulated an operation framework to deliver value to the society including the community in the vicinity of the airport by means of considering the context and needs with the AOT's 4 strategic guidelines



### 1. To build relationships between AOT and the community (Community Engagement & Social Participation)

To encourage community to participate in creating unity which leads to strong community and sustainable growth.

### 2. To promote and develop the local economy (Local Economic Development)

To take part in supporting the growth of local economies, AOT promotes economic growth through tourism, local products and related services

### 3. To develop Human Capital

To build knowledge, skills and abilities for local people, AOT operates together in corporation with the quality of life of the community with the retaining of culture and tradition or local wisdom.

### 4. To preserve Ecosystem

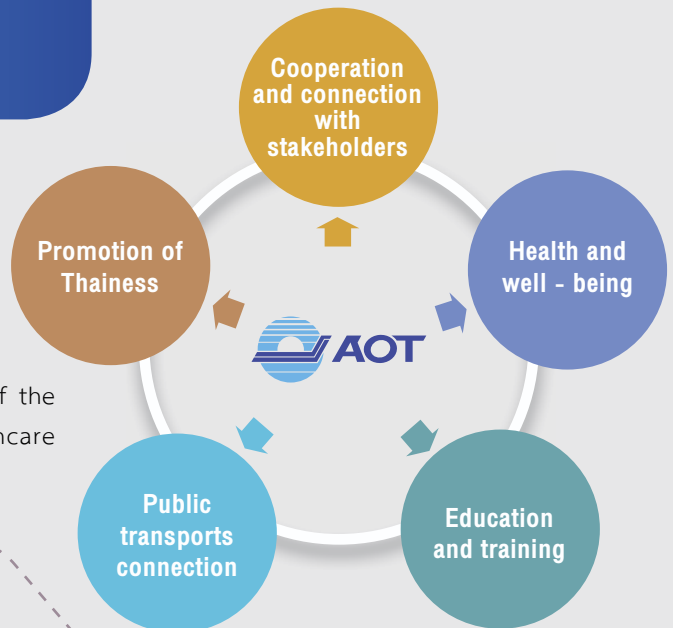
AOT collaborates with local communities in promoting the conservation and restoration of the ecosystem in neighboring communities to be more plentiful but still safe to fly.

## Framework for social and community of each airport

B K K

### Suvarnabhumi Airport

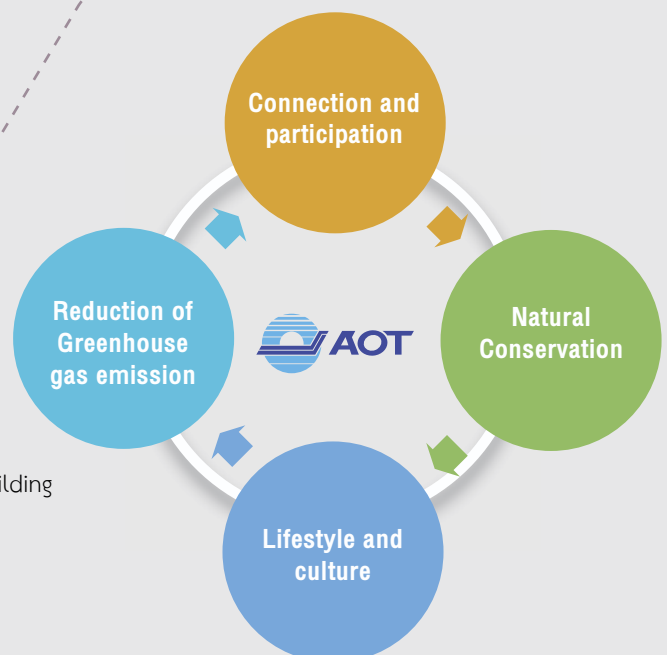
Collaboration to promote national identity, development of the society, transportation development systems and healthcare as well as safety.



D M K

### Don Mueang International Airport

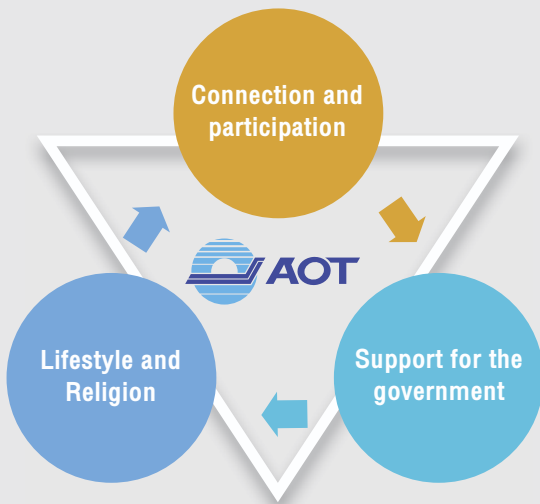
Collaboration with business partners to enhance service, human resource investment in aviation and management to reduce environmental impact.



C N X

### Chiang Mai International Airport

Conservation of Ecology Lifestyle of living of the community and building a network of knowledge and development.



HDY

### Hat Yai International Airport

Promotion of Lifestyles and faiths, Social Development Network for a better quality of life.

HKT

### Phuket International Airport

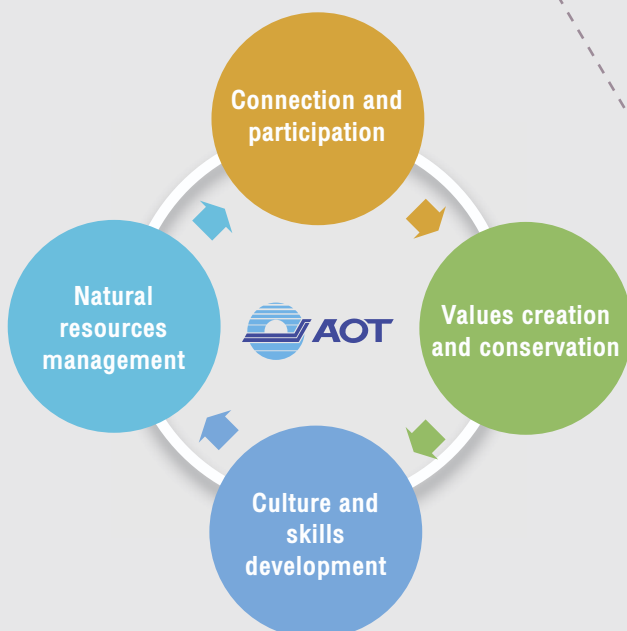
Conservation of marine ecosystems, promotion of culture, art, tourism in the country and the commitment to human resource investment development.



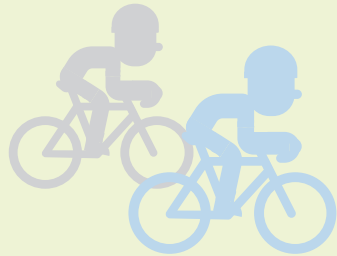
CEI

### Mae Fah Luang-Chiang Rai International Airport

Restoration of natural resources and water resources surrounding the airport and participation in the community's lifestyle of living.







### ● The “Sky Lane”

From “green field” in 2014 to “Sky Lane” in 2015, the bike lanes at the airport remain one of the substantial goals of those who love cycling and exercising. They have been well accepted by all cyclists as one of the top bike lanes in the country and the world’s first nighttime bike path in the airport area.

The current Sky Lane can accommodate approximately 14,000 customers per week, which has risen double from the year 2014. The number is still rising steadily with a standardized spinning track throughout 23.5 kilometers, the running track for those who love to run, strict rules, the utmost security system and many other amenities.

With the success of Sky Lane, AOT has continued the bike path project at Hat Yai, Phuket And Mae Fah Luang-Chiang Rai International Airports by using the bike path at Suvarnabhumi International Airport as a model to deliver services for those who concern health conscious, and promote the use of transport infrastructure. The construction of bike path at Mae Fah Luang-Chiang Rai International Airport will be completed in 2017.



### ● “AOT Volunteers”

AOT has been conducting the “AOT Volunteers” project since 2010 with the objectives of enhancing the knowledge of basic fire fighting and rescue, in theory and practice and the knowledge of safety to the youths, schools and communities around the six airports. The lecturers and trainers are Fire Fighting and Rescue Department officers from each airport.



### ● “Learning Airport” Project

The “Learning Airport” project has been carried out since 2013 up to the present time. In 2016, AOT invited air transport units under the Ministry of Transport which are the Department of Airports, Thai Airways International Public Company Limited, Aeronautical Radio of Thailand Limited (the BS.) and the Institute of civil Aviation (CATC) to join hands in organizing exhibitions and events. The objective was to promote knowledge and understanding of air transportation business to students of upper secondary school level in the neighborhood of Suvarnabhumi Airport and Don Mueang International Airport. The number of students participating in the project was 490 from 14 schools with 35 students per school.

A lot of activities were arranged at the exhibition e.g. Q&A concerning aviation, and the discussion among representatives from five units suggesting each department’s mission including transportation careers. In addition, students could also bring what they learned to apply for choosing the field of study for their future careers.

An interview with representatives from every unit participating in the project revealed that all agreed that the activities were good and useful to young students. It also helped to promote a positive image of each department in terms of knowledge enhancement and potential development of the Thai youth.

## The Impact on Community and Society.

During the past decade, the air transport industry in Thailand has constantly developed in order to raise the level of service that responds to the economic growth, investments and increasing demands of service users. However, the air transport industry is a large and important infrastructure of the nation that can directly affect the community and the environment unless the preventive measures and management are in place. AOT realizes the importance of airport management with responsibility for preventing and reducing the negative impact that may happen to the communities and societies especially those in the vicinity of the airport. AOT, therefore is doing the best to improve structures and systems such as using new technologies and inventions to help reduce Greenhouse Gas Emissions and enhancing AOT. Environmental Management Master Plan comprises 4 main areas which are Natural Resources, Energy, Pollution, and Local Communities. AOT has also undertaken activities to engage participation of the surrounding communities continuously to seek their opinions which will be used for establishing airport business development plans and developing various activities for further participations of the communities.

## The Environmental Impact Assessment

AOT is striving to create the balance between its airport operations and the environmental management of all 6 existing airports to achieve being Environmentally Friendly (Green Airport) airports with the implementation of environmental policies in comply with all entirely applicable environmental-related laws and regulations which are the Environmental Impact Assessment: EIA according to the 2535 (1992) Requirement of the Ministry of Natural Resources and Environment regarding the determination of the projects' types and scales. Appointed by AOT the Protective Measures to prevent and resolve environmental impact have been practiced and carried out continuously as per specified in the EIA Report and other related International Standards. In addition, AOT is on the process of preparing EIA Reports to cover all possible consequences for the Development Master Plan of Mae Fah Luang-Chiang Rai International Airport, Don Mueang International Airport, and Chiang Mai International Airport to prevent and minimize such effects which will be mentioned later on.

## Noise Pollution Impact Management

AOT strongly gives precedence to the Noise Pollution Impact resulting from business operations by taking into consideration complying with legal requirements and environmental standards.



### Noise Pollution Impact Prevention & Reduction Measures

**AOT determines Noise Pollution Impact Prevention & Reduction Measures in accordance with Suvarnabhumi International Airport Noise Pollution Impact Assessment.**

- 01 To prevent the noise pollution especially to the places that require the least amount of noise pollution such as educational institutions, religious venues, hospitals, and governmental offices, etc.
- 02 To increase the use of the runways that are likely to cause less noise pollution impact.
- 03 To limit the use of aircraft engines with loud noises by collecting noise pollution fees or other related fees.
- 04 To require every airline to follow the lowest noise procedures for take-offs and landings.
- 05 To require every pilot to strictly follow the takeoffs and landings guidelines provided by the ICAO.
- 06 To propagate the airports' operation and receive complaints and suggestions from related departments.

## Airport Noise Pollution Impact Solutions Report

The solution of noise impact problem from Suvarnabhumi Airport		Construction in 2001			Duration of the construction from 1 <sup>st</sup> January 2011 to 28 <sup>th</sup> September 2006		
		The number of buildings	Compensation (Baht)	Progress (percentage)	The number of buildings	Compensation (Baht)	Progress (percentage)
NEF>40 Local Voice line	Purchase land and buildings that have been legally transferred	188	1,124,537,542.16	96.54	4	34,643,710.06	57.89
	In case the owners do not want to sell, AOT offers renovation and construction support	426	115,232,145.22		29	11,582,519.88	
NEF 30-40 Local Voice line	Construction & Renovation Support	14,797	2,979,452,125.34	96.79	861	199,375,061.61	38.92
Noise-sensitive Venues*	Building Renovation Support	23	303,600,392.25		2	10,586,474.02	

\* Noise-sensitive venues are educational institutions, hospitals, religious values, and governmental offices.

### Annual Audio Health Checkup for directly-affected residents from Suvarnabhumi Airport Operations 2016

AOT gives precedence to the Audio Health Checkup for residents who have been directly affected by Noise Pollution Impact from airports' operations for consecutive 4 years. There have been communities, villages, and educational institutions participating in the total of 3,040 residents at 38 Checkup stations.



AOT recognizes the importance of communications to build the external stakeholders' awareness of the operation through Stakeholder Relations activities as well as site visits by expert technicians who understand and can provide answers to the questions. The data collected will be used in analysis and action plan. In addition, AOT has provided channels for stakeholders such as Hot Line Call Center and letters of complaints and will coordinate with related departments to proceed the sound level measurement in the complaint areas and solve the problems as set in the noise pollution impact solutions.



## Equitable Services

Currently, the world is entering an aging society and the global population is rising steadily. The service is not limited to the ability of accommodating passengers but it covers quality and attention. AOT recognizes that providing international standard-level service with sufficiency, safety and equity is the key to a world-class airport. The design of the building structure, the utmost convenience, and proficient staff members are prepared to facilitate the best service and safety to all types of customers including the aged, the disabled, the pregnant and unaccompanied child and others who need special assistance.

In 2013, AOT attended The Provision of Facilities and Services for the Disabled Pilot Project arranged by the Ministry of Transportation under the theme of “Convenient, Safe, Modern Transportation, Care for the Disabled” at Don Mueang International Airport as a pilot project. AOT has collaborated with the Ministry of Transport, representative from the Redemptorist Foundation for the Disabled Developmental, and the Association of Siamese Architects under Royal Patronage to improve facilities and services for disabled travelers as well as to create participation of people with disabilities and all stakeholders to acknowledge the problems and join hands in finding the resolutions.

AOT has applied the universal design, which emphasizes the cost-benefit equation, to provide the continuity of service development in all 6 airports. For example, a ramp for disabled passengers in front of the terminal has been improved; more parking spaces are provided; signs have been installed; PR counters with special service for the disabled are added; a sign language has been installed; folding rails and SOS button in the toilets are installed; and light-weight sliding doors have been put to replace pushing doors.



### TTRS Installation for the Hearing Impaired



National Broadcasting Telecommunications Commission (NBTC.) in collaboration with the International Foundation for the Disabled run the project of Thai Telecommunication Relay Service or TTRS to support those with hearing and speech impairment to be able to get telecommunications services in terms of communication with the public. One of the main services of TTRS kiosk, which provides public internet to help the hearing impaired and the speech impaired to communicate via an interpreter in two forms: 1. when a hearing impaired person is in front of the TTRS kiosk alone and 2. When the hearing impaired stands in front of the TTRS kiosk with other people. AOT stresses on offering equality of service to each and everyone who comes to the airport. AOT has had the TTRS kiosks installed at Don Mueang, Chiang Mai, and Phuket International Airports. In addition, a space at Suvarnabhumi Airport has been provided to have one installed so as to facilitate and create a seamless experience for all customers.

## Sustainability Environment Management

Current global climate is changing and becoming more severe than in the past. This causes damage to business sectors and affects the stability of the country. In recent years, various countries all over have been alert to such conditions, thus pushing the cooperation of strengthening the ability to respond to climate change.

In 2015, Thailand has entered into a partnership agreement in Paris (Paris Agreement) under the United Nations Framework Convention on climate change (UNFCCC, COP 21) which focuses on collaboration with other countries to maintain the average global temperature rise of no more than 2 degrees Celsius in 2116.

The International Civil Aviation Organization (ICAO) has announced its intention to take Global Market-based Measure (GMBM) by assigning the aviation industry worldwide to participate in emission measures through market mechanisms under the agreement of Carbon Offset and Reduction Scheme for International Aviation (CORSIA).

AOT, as a state enterprise managing the six airports of the country, is one of the important keys to gain the state success through the Road Map towards a low carbon society. Moreover, AOT provides support to various sectors in the airport industry to be ready for the changes in the global carbon management mechanism namely, the International Civil Aviation Organization, airlines and business partners.

Another major breakthrough was in 2016 when AOT adopted sustainable development goals (SDGs) number 13 regarding the urgent action to combat climate change and its impact to set the strategies and guidelines for the implementation of AOT as part of the administration to reduce greenhouse gas emissions and manage resources effectively.

To respond to various situations both inside and outside the organization that are steadily changing, AOT announced a policy of environmental management, 2015 revised edition, and Green Airport Master Plan for fiscal year 2013 - 2017, which has been used as a framework for resource management and for the impact that may arise from operating the system.

In addition, AOT has committed to continuously developing the Environmental Management System in all six of the airports as per the international standards of ISO 14001:2015.

### Airports that are friendly to environment (Green Airport)

Since 2013 up to the present time, AOT has participated in the Airport Carbon Accreditation Program. The project which supports the Airport Carbon Footprint assessment and orients the operations to reduce carbon emissions. AOT aims to reduce carbon per passenger by 20 percent by the year 2019 (a decrease of 2 percent per year compared to the year 2013), Suvarnabhumi Airport will reduce 18 percent by the year 2020 (compared to 2011).

In addition, AOT has managed greenhouse gases under the ISO 14064-1, which Suvarnabhumi Airport, Don Mueang International Airport, Chiang Mai International Airport, Hat Yai International Airport, and Mae Fah Luang-Chiang Rai International Airport were certified as completion of level 2 (Reduction) and these five airports are on the process of applying for a certification of level 3 (Optimization). Phuket International Airport has not yet participated in the program due to its under implementation development project (fiscal year 2010 - 2014).



## Airport Carbon Accreditation Certificate 2016 and the targets

	2014/2557	2015/2558	2016/2559	2017/2560
Carbon Footprint				
Engagement activity				
Management and Engagement plans				
Accreditation				





## Resource Appreciation Management

AOT focuses on resource management based on core values. With the operation of the airport complex comprising a variety of activities and requiring a lot of resources, the management systems based on international standards is what AOT aims to continuously make use of valuable resources in an environmentally friendly way in both the airports and the surrounding community.

AOT also emphasizes the awareness of its employees in maintaining the quality of the environment with the recognition that all employees are regarded as an important key to push forward the organization to be the leading international airports that are friendly to the environment and community (Moving toward International Leading Eco-Airports).

## Energy Management

Energy Committee set up at each of the 6 airports as energy conservation is one of the key policies AOT takes as top priority. Each airport has its own energy management plan that is suitable for specific situation at an individual airport. AOT has implemented a storage source of power in five airports, except for Hat Yai International Airport, which will begin collecting data in 2017. AOT also plans to reveal information on the energy consumption plan for the main building in 2017 and onwards.

### A long-term goal of energy saving



**Suvarnabhumi Airport**  
reduces energy consumption  
by **18** percent by the year 2020  
compared to 2011.



**Don Mueang International Airport,  
Chiang Mai International Airport,  
Hat Yai International Airport and  
Mae Fah Luang - Chiang Rai  
International Airport**  
reduce energy consumption  
by **20** percent by the year 2023  
compared to 2013.



## Green Life Smart Life

On World Environment Day, AOT organized a special lecture on “Green Life Smart Life” for 300 AOT employees on 7<sup>th</sup> June, 2016 by a special guest speakers, Mr. Apinan Pansai and Mr. Anuchit Pueng-glom, both are experts in buildings for energy conservation and environmentally friendly (Green Building) from SGS (Thailand) Ltd.



## Waste Management


AOT has collected data on waste storage from the six airports. The information from Suvarnabhumi Airport will be divided into types of waste, from general waste, hazardous waste to infectious waste. For other airports, the information is stored in the form of combined sewage in kilograms. AOT has planned to store waste information by types at Don Mueang International Airport and the headquarters in the same format as at Suvarnabhumi Airport beginning in the year 2017. For waste treatment and transfer out of the airport sites, AOT has partnered with outsourced companies who have a license to dispose sewage and solid waste and municipal authorities to ensure that the AOT's practice on waste management is efficient, hygienic and causes no negative impact on communities.

Volume of Sewage 	General waste 	Hazardous waste 	Infectious waste 
Suvarnabhumi Airport	16,979,390	76,990	1,280
Don Mueang International Airport	4,930,000	3,430	-
Chiang Mai International Airport	497,598	-	-
Hat Yai International Airport	262,500	-	-
Phuket International Airport	3,617,604	-	-
Mae Fah Luang - Chiang Rai International Airport	76,570	-	-

Unit: kilograms

## Water management

Recognizing that water resource is of valuable and important resource for living, AOT has planned water management. Water and wastewater systems are based on the 3Rs (Reduce Reuse Recycle) starting the campaign with AOT staff and those who come to the airport area to use water sparingly and to have water-saving sanitary changed. Water and wastewater systems for maximum efficiency are also implemented not to affect the lives of the communities surrounding the airport. AOT has stored the information covering using of water categorized by its source and the amount sent to treatment.

The use of water and amount of wastewater treatment digested by each airport in 2016			
	Water Resources	Consumed water (MCM)	Wastewater to treatment (MCM)
Headquarters	Tap water	43,260	-
Suvarnabhumi Airport	Tap water	6,124,003	2,771,925
Don Mueang International Airport	Tap water	1,324,368	1,231,232
Chiang Mai International Airport	Ground water	198,769	139,138
Hat Yai International Airport	Ground and Tap water	337,414	146,000
Phuket International Airport	Tap water	505,914	201,448
Mae Fah Luang - Chiang Rai International Airport	Ground water and Surface water	57,402	26,495

## Airport Management for Safety and Stability

Realizing that security is a major factor in the service of the airport which is complex and prone to accidents, AOT puts the top priority on the management of safety and security in comply with international standards both inside and outside the airport to strengthen the confidence of service users. This will lead to damage to life and property unless Safety and Stability is rigorously managed. AOT focuses on proactive measures and operational procedures through innovations, seeking for modern technology, promoting AOT personnel and contractors to be experts and creating safety awareness for airport's customers.

## Airport Security Standards

AOT has orientated an operation to be in line with the requirements of the Office of Civil Aviation and the International Civil Aviation Organization (ICAO) providing the monitoring and evaluating for the implementation of the framework on a regular basis. The 6 airports have been certified with Public Aerodrome Certification and have been inspected by the state-based programs of ICAO e.g. Universal Safety Oversight Audit Program (USOAP), Universal Security Audit Program (USAP).

Driven an operation for safety is substantial; therefore, AOT has established a safety committee with the director as a chairman who plays a significant role in the policy to supervise an operation to meet the standards and consider the cases that have an effect on security and cannot be solved at airport level.

AOT has prepared an Airport Operation Manual (Aerodrome Manual) and Safety Management System (SMS) for all airports. These two manuals are provided according to the ICAO standard and they are certified by the Civil Aviation Authority of Thailand. This is a tool for monitoring and controlling risk factors. That could pose a safety in flight operations consists of four main components: 1. Safety Policy 2. Safety Risk Management 3. Safety Assurance 4. Safety promotion.

Element and operating system based on SMS				
Elements	Safety Policy	Safety Risk Management	Safety Assurance	Safety Promotion
Description	The policies and organizational structures, risk management procedure to promote safety	Identify potential critical situations that could cause accidents or incidents and get the information on risk assessment to determine prevention measures	<ul style="list-style-type: none"> <li>➔ The form check with form guide (SMS)</li> <li>➔ Random check the aviation area</li> <li>➔ Construction check during the airport maintenance</li> <li>➔ A check in the aviation area during activities</li> </ul>	<ul style="list-style-type: none"> <li>➔ Training</li> <li>➔ Campaign</li> <li>➔ Media on Security</li> </ul>



## The Implementation of Security Standards

AOT has completed security solutions which consist of three main activities:

1. Standard-based security state regulations, consistent with international standards of ICAO 2. Training programs and 3. Performance checking covering the safety of passengers, airline crews, customers and those working in the area of the airport to prevent them from carrying weapons, explosives or other dangerous objects that can be used in unlawful interference to the civil aviation (Unlawful Interference) e.g. the aircraft seized by unlawful sabotage, etc.

In addition, AOT also gives priority to cooperation with other agencies both in and outside the country to elevate the information and knowledge exchange that is beneficial to security operation. To practice as such, AOT cooperates with the National Intelligence Agency and the Court action against international terrorism.



### 01

Define security measures and supervision in the same direction for all the six airports

- ✈ Preventive security measures
- ✈ Security of information
- ✈ Safety in emergency measures, such as surveillance and epidemic control such as the preparedness for emergency and disasters, etc.

### 02

Implement training and staff development programs to enhance expertise in the operation and instill Safety Culture in the organization. In 2016, AOT organized the total of 18 training courses, safety courses, such as Security Supervisor Management Course for team leaders or supervisors.

### 03

Determine the level of security both at the airport and corporate levels, covering audit, inspection, security survey and security measures test.

## Emergency Exercise

With the expansion of the aviation business industry, there are the increasing of activities in the aviation area and they are likely to intensify respectively. The incidents of terrorisms and disasters occur around the world that is becoming more strenuous. Airports are required to be more alert, well prepared and able to make the airport safe (Aviation Safety). AOT has provided all six airports with emergency exercise which covers Aviation Safety and Aviation Security which are recommended by ICAO. ICAO specifies that each of the airports should provide training plans in various forms so that all relevant departments will be ready for integrating communications among departments effectively. The assistance to the passengers in emergencies can be facilitated to bring them the utmost safety and satisfaction.

### Full Scale Emergency Exercise

 BKK	 <b>Suvarnabhumi Airport bomb threat</b>	
 DMK	 <b>Don Mueang International Airport bomb threat</b>	
 CNX	 <b>Chiang Mai International Airport Natural disasters: earthquake and collapsed building</b>	
 CEI	 <b>Mae Fah Luang – Chiang Rai International Airport aircraft accidents at the airport</b>	

### Partial Emergency Exercise

 HDY	 <b>Had Yai International Airport Aircraft accidents at Had Yai Airport</b>	
 HKT	 <b>Phuke International Airport bomb threat</b>	

## Prevention of Danger from Wildlife Strikes

In 2016, AOT appointed a committee to set measures to prevent risks and aircraft accidents from bird strikes in all six AOT airports with the mission of determining the same standard practice and seeking for appropriate equipment and technologies that can support the measures of prevention of bird strikes.

Besides, AOT already set a department supervising prevention of bird strikes (Bird Control Unit-BCU) in accordance with the government regulations and standards of International Civil Aviation Organization (ICAO) to systematically solve the bird strike problems. Currently, AOT is on the process of developing bird strike data collection system, the result of which is different from 2015 Sustainability Report. The disclosure of the bird-strike statistics will be presented in the following sustainability development report.

### Measures to prevent aircraft from bird strike



Supplying equipment and technologies to prevent dangers from birds and other animals from causing dangers.

- ➔ Repelling equipment (Cashing and Scared) including BB gun/frequency sound wave/disturbance sound to repel birds in the ground of the airport
- ➔ Data Collection is a tool used to conduct such cameras, binoculars, and laser range finders
- ➔ Alarm system equipment (Monitoring/Detect/warning) is to be used in protection and surveillance for major airport systems including bird radar detector and foreign object debris detector (FOD Detector) on taxiways.



Structuring the protection of birds both at the corporate level (AOT) and at the airport level by means of taking responsible for managing animals and floating objects in the air that are harmful to aviation.



Managing the airport environment according to the government's standard regulations, and an airport operation manual which focus on the getting rid of habitat and food sources for birds and other dangerous animals. For example, cutting tall grass, managing water resources, cutting down trees, cleaning, removing waste, reconditioning the area, and tackling non-functioning buildings are depending on the physical conditions of each airport.









## Awards and Accolades

### AOT's Path of Success

MEMBER OF

# Dow Jones Sustainability Indices

In Collaboration with RobecoSAM

#### 1. DJSI 2016

The Dow Jones Sustainability Indices or DJSI is an international sustainable index. AOT was officially selected to be a member of the 2016 DJSI Emerging Markets for the 2<sup>nd</sup> consecutive years and under the category of Transportation and Transportation Infrastructure (TRA). AOT has therefore become the Asia's first airport operator and the first Thai company among the selected companies under the category of TRA.

#### 2. ESG 100

AOT became one of the top 100 listed companies that have outstanding Environment, Social and Governance (ESG) performance, publicly disclosed by the Thaipat Institute, with a total of 621 companies being assessed in this program.

#### 3. Thailand Sustainability Investment (THSI)

AOT was selected for Thailand Sustainability Investment (THSI), a list of stocks with outstanding performance on Economic, Social and Environment aspects. The Stock Exchange of Thailand developed a list of stocks that passed the assessment criteria on economic, social and environment aspects according to the good governance principles. The selected companies would be role models for other listed companies and attract both local and foreign investors.

#### 4. AOT received the Prime Minister's Plaque of Honor for EIT-CSR Awards 2016.

Mr. Wisanu Krue-Ngam, Deputy Prime Minister, chaired the EIT-CSR Awards 2016 Granting Ceremony. Initiated by the Engineering



Institute of Thailand under HM the King's Patronage, the awards were aimed at promoting CSR activities of state enterprises and organizations. In this event, AOT was selected for EIT-CSR Awards 2016 with Mr. Montri Mongkoldaow, Senior Executive Vice President (Human Resources and Administration), as AOT's representative received the Prime Minister's Plaque of Honor on 30 November 2016 at Centara Grand Hotel at Central World.

#### 5. AOT was granted "Outstanding" Sustainability Report Awards 2016

AOT was granted "Outstanding" Sustainability Report Awards 2016 at the Sustainability Report Awards 2016 Ceremony, jointly organized by the Securities and Exchange Commission, the Thai Listed Companies Association by CSR Club, and the Thaipat Institute on 15 December 2016 at the Stock Exchange of Thailand building. There were 124 companies in total that submitted their sustainability reports for annual contest. AOT was 1 out of 23 companies winning the outstanding awards.





## Achievements during the fiscal years 2015 - 2016



Mr. Prasong Poontaneat, Chairman of AOT Board of Directors and Mr. Nitinai Sirismatthakarn, AOT President and executives attended the Outstanding State Enterprise Award 2016 Ceremony at Centara Grand Hotel at Central World.



On 13 October 2016, Police Lieutenant Colonel Piti Trikalnon, Vice President of Landside Operations Department, Suvarnabhumi Airport was a representative of Suvarnabhumi Airport to receive a plaque of honor for the excellence in CSR performance award 2016 from Police General Adul Sangsingkeo, Minister of the Social Development and Human Security in the event of the 14<sup>th</sup> Anniversary of the Ministry of Social Development and Human Security.

Outstanding performance of Suvarnabhumi Airport included the support of the foundations and charitable organizations, the provision of social assistance such as the support of the Thai Red Cross Society, the assistance to the elderly, the disabled and the underprivileged children, the narcotics suppression, the consolation to soldiers and policemen, the treatment of the impoverished persons and the animal conservation. Also, Suvarnabhumi Airport provided assistance to society and the communities surrounding the airport through different annual activities, which contributed to the receipt of this year's award granted by the Ministry of Social Development and Human Security.

The Award Giving Ceremony held at the Meeting Room, 2<sup>nd</sup> Floor, Department of Social Development and Welfare Building, the Ministry of Social Development and Human Security, was attended by both public and private organizations.



Group Captain Samai Chanthon, Senior Executive Vice President (Regional Airports), received Thailand's Top Corporate Brands 2016 Award in Transport and Logistics for the Year 2016 at the Stock Exchange of Thailand.





**AOT was awarded in Thailand Friendly Design Expo 2016, chaired by General Thanasak Patimaprakorn, Deputy Prime Minister and Minister of Foreign Affairs and Police General Adul Sangsingkeo, Minister of Social Development and Human Security.**

In Thailand Friendly Design Expo 2016, friendly design products, goods, technologies and innovations were displayed and certificates of appreciation were granted for places, organizations and persons in recognition of friendly design benefits for the disabled, the elderly and the general public. The certificate of appreciation for “Friendly Design Building” was granted to Phuket International Airport with Mrs. Monrudee Gettuphan, General Manager of Phuket International Airport, as AOT’s representative receiving the certificate. AOT was also granted the certificate of appreciation for “Friendly Design Supporting Organization” with Mr. Anan Wangchingchai, Executive Vice President (Engineering and Construction), as AOT’s representative receiving the certificate and the certificate of appreciation for “Friendly Design Restroom” with Mr. Phet Chancharoen, General Manager of Don Mueang International Airport, as AOT’s representative receiving the certificate. The event was held on 30 November 2016, at Hall 6, IMPACT Muang ThongThani.



Group Captain Visutr Chantana  
General Manager of Chiang Mai International Airport  
and Mr. Ittipol Boonaree, General Manager of  
Mae Fah Luang – Chiang Rai International Airport  
received the Outstanding Individual Award for the  
Promotion of Solutions to Narcotics Problem  
for the year 2016.



On 26 October 2016, Squadron Leader Monthanik Rakngam, General Manager of Hat Yai International Airport received the OHSAS 18001: 2007 and TIS 18001-2008 Occupational Health and Safety Management System Following Certificate of Hat Yai International Airport at 7<sup>th</sup> Floor, AOT Board Meeting Room.



Wing Commander Ronakorn Chalernsanyakorn, Vice President of Welfare Safety and Occupational Health Department, together with General Manager of Phuket International Airport, and General Manager of Mae Fah Luang - Chiang Rai International Airport, received the National-Level Outstanding Award for Safety, Occupational Health and Working Environment for the Year 2016 at the Bangkok International Trade and Exhibition Centre (BITEC), Bangna, Bangkok.



On 3 December 2015, Mrs. Monrudee Gettuphan, General Manager of Phuket International Airport, along with the executives and employees of Phuket International Airport received the Award of Outstanding Philanthropic Workplace for People with Disabilities at Excellent Level for 2 consecutive years and the Honor Awards at the Royal Jubilee Ballroom, Challenger Hall, IMPACT Muang Thong Thani, Nonthaburi Province.

On 30 June 2016, Mrs. Monrudee Gettuphan, General Manager of Phuket International Airport, received the Outstanding Role Model Award for Safety, Occupational Health and Working Environment at Gold Level for over 10 consecutive years from M.L. Puntrik Smiti, Permanent Secretary of the Ministry of Labour in the 30<sup>th</sup> National Workplace Safety Week held at Grand Hall 201-203, the Bangkok International Trade and Exhibition Centre (BITEC), Bangna, Bangkok.





Mae Fah Luang - Chiang Rai International Airport received the Outstanding Business Unit Award of Airports of Thailand Public Company Limited.



Mae Fah Luang - Chiang Rai International Airport was granted the Outstanding Award for Safety, Occupational Health and Working Environment at Gold Level for 7 consecutive years (2010 - 2016).



Mae Fah Luang - Chiang Rai International Airport was accredited at Level 1 'Mapping' and Level 2 'Reduction' under the Airport Carbon Accreditation Program established by the Airport Council International (ACI).



Mae Fah Luang - Chiang Rai International Airport passed the assessment and certification of business continuity management system according to the standards of ISO 22301:2012 and TIS 22301:2013.



Page	Row	Category	Scenario
FD 344	1	1	W1111 1
SL 700	1	1	W1111 2
FD 340 2	1	1	W1111 2
CO 312 2	1	1	W1111 2
CO 341 1	1	1	W1111 2
FD 334 1	1	1	W1111 2
CO 144 1	1	1	W1111 2
SL 810	1	1	W1111 2
SL 886	1	1	W1111 2
FD 320 1	1	1	W1111 2
CO 354 1	1	1	W1111 2
W 541	1	1	W1111 1
W1100	1	1	W1111 1
FD 334 1	1	1	W1111 2
SL 634	1	1	W1111 2
CO 314 1	1	1	W1111 2
FD 302 1	1	1	W1111 2
FD 323 1	1	1	W1111 2
SL 744	1	1	W1111 2
CO 521	1	1	W1111 2
FD 340	1	1	W1111 1

Time	Airline	Destination	Flight Number	Gate
13:00	AirAsia	เชียงใหม่	DD	1
13:10	NOK AIR	หาดใหญ่	AK 883	1,2
13:10	NOK AIR	หาดใหญ่	FD 572	6
13:10	AirAsia	กัวลาลัมเปอร์	XW 088	14,15
13:10	AirAsia	หัวหิน	DD 9316	9,10
13:20	NOK AIR	หนานจิง	FD 3005	1,2
13:20	NOK AIR	อุบลราชธานี	FD 355	1,2
13:25	AirAsia	ภูเก็ต	FD 614	1,2
13:25	AirAsia	สิงคโปร์	DD 7506	14,15
13:30	AirAsia	เสียมราฐ	DD 8406	14,15
13:35	NOK AIR	ภูเก็ต	SL 712	11,12
13:40	NOK AIR	พิษณุโลก	SL 756	11,12
13:40	Thai Lion Air	หาดใหญ่	FD 3223	9,10
13:45	Thai Lion Air	ภูเก็ต	FD 552	1,2
13:50	AirAsia	กระบี่	FD 654	1,2
13:50	AirAsia	นงชี้้ง	FD 3425	9,10
13:50	AirAsia	โฮจิมินห์	WE 054	1,2
13:55	AirAsia	เชียงใหม่	DD 9212	14,15
14:00	Smile	ขอนแก่น		
14:00	NOK AIR	อุดรธานี		

Thu 27 Oct 2016

## Operational Performance

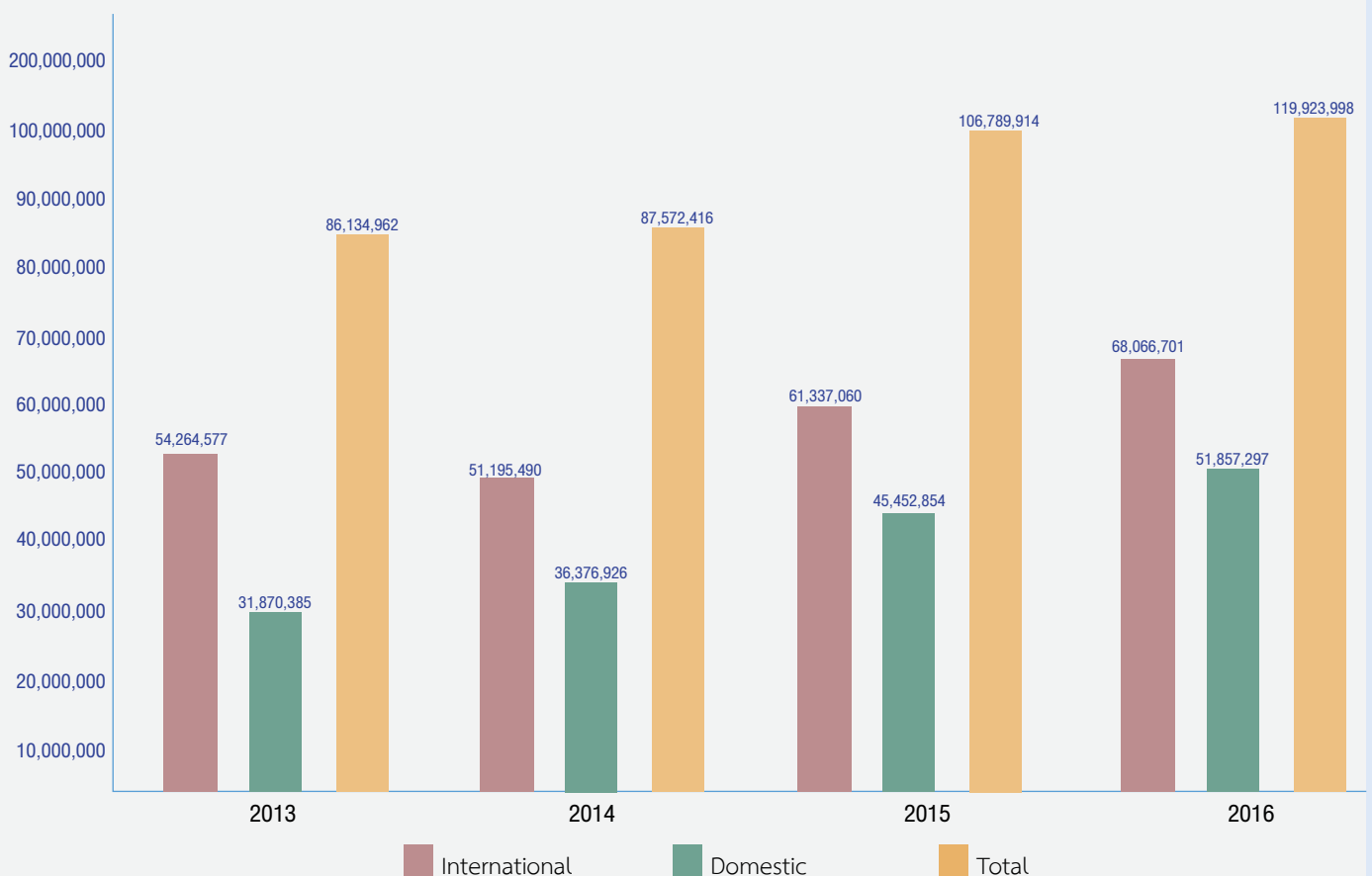
### Economy

#### Total Passenger Volume, Fiscal year 2016 (October 2015 – September 2016)

GRI	Airport	Unit	International			Domestic			Total		
			Arrival	Departure	Transit	Arrival	Departure	Transit	Arrival	Departure	Transit
G4-AO1	Suvarnabhumi Airport	persons	22,595,706	22,570,729	819,657	4,787,414	4,684,528	14,987	27,383,120	27,255,257	834,644
	Don Mueang International Airport	persons	5,829,370	5,827,849	99,180	11,477,801	11,450,457	5,233	7,307,171	17,278,306	104,413
	Chiang Mai International Airport	persons	1,055,722	1,028,343	14,320	3,493,289	3,614,857	1,725	4,549,011	4,643,200	16,045
	Hat Yai International Airport	persons	134,347	127,394	268	1,805,640	1,802,094	1,725	1,939,987	1,929,488	1,993
	Phuket International Airport	persons	3,955,984	3,976,922	3,550	3,395,957	3,388,166	1,431	7,351,941	7,365,088	4,981
	Mae Fah Luang - Chiang Rai International Airport		14,962	12,397	1	971,820	959,649	524	986,782	972,046	525
	<b>Total</b>		<b>33,586,091</b>	<b>33,543,634</b>	<b>936,976</b>	<b>25,931,921</b>	<b>25,899,751</b>	<b>25,625</b>	<b>59,518,012</b>	<b>59,443,385</b>	<b>962,601</b>

GRI G4-AO1  
Unit : Persons

#### Total Passenger Volume 6 airports, Fiscal year 2013 – 2016



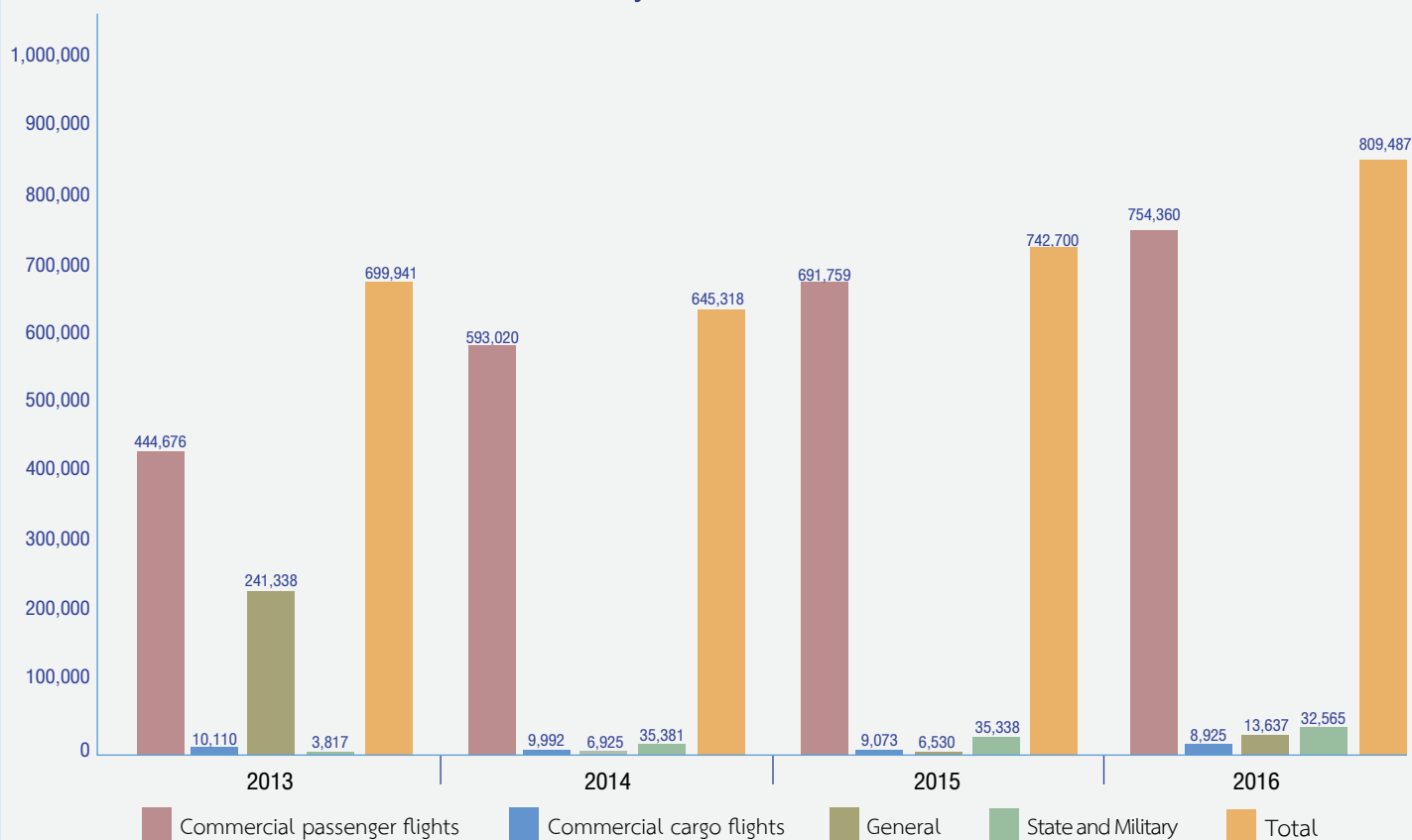
## Aircraft movements by type of flights and period, Fiscal year 2016 (October 2015 – September 2016)

GRI	Type	Unit	International				Domestic				Total
			From		From		From		From		
			06.00 - 17.59 hrs.		18.00 - 05.59 hrs.		06.00 - 17.59 hrs.		18.00 - 05.59 hrs.		
			Arrival	Departure	Arrival	Departure	Arrival	Departure	Arrival	Departure	
G4-AO2	Commercial passenger flights	flights	104,293	106,107	90,195	88,587	120,176	139,580	62,527	42,895	754,360
	Commercial cargo flights	flights	2,286	2,603	2,171	1,865	-	-	-	-	8,925
	General	flights	1,361	1,738	975	540	2,860	3,609	1,623	931	13,637
	Total	flights	218,388		184,333		266,255		107,976		776,922
	State and Military	flights									32,565

Remarks: State flights AOT received such information from the Aeronautical Radio of Thailand Ltd.

## Aircraft movements by type of flights 6 airports, Fiscal year 2013 – 2016

GRI G4-AO2  
Unit : Flights



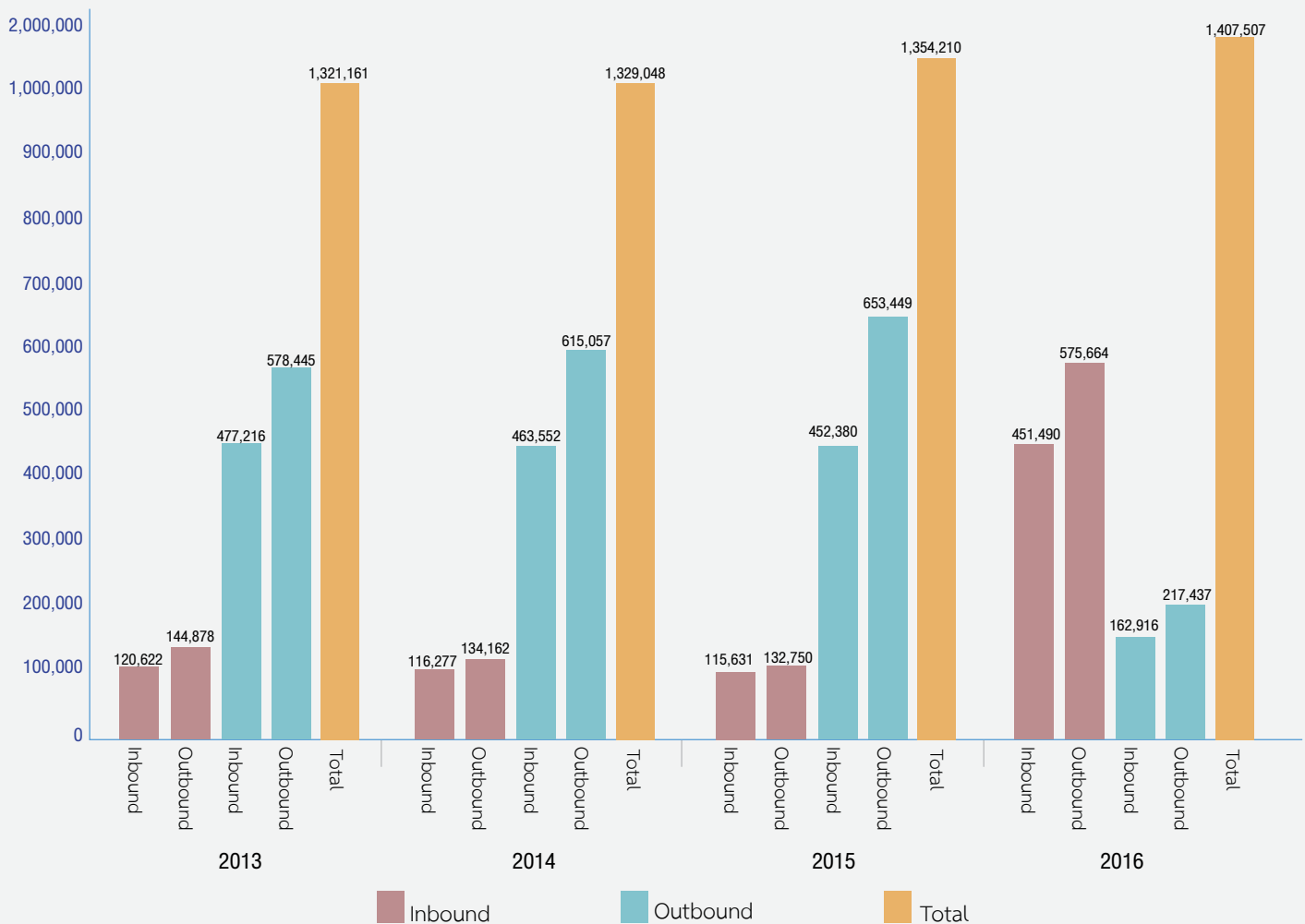


## Cargo and Postal Parcels

GRI	Type	Unit	2013		2014		2015		2016	
			Inbound	Outbound	Inbound	Outbound	Inbound	Outbound	Inbound	Outbound
G4-AO3	Cargo flights	Tons	120,622	144,878	116,277	134,162	115,631	132,750	451,490	575,664
	Cargo passenger flights	Tons	477,216	578,445	463,552	615,057	452,380	653,449	162,916	217,437
	Total	Tons	1,321,161		1,329,048		1,354,210		1,407,507	

### Cargo and Postal Parcels

GRI G4-AO3  
Unit : Tons



## Social

## Employees

GRI	Employees	Unit	2013		2014		2015		2016	
			Male	Female	Male	Female	Male	Female	Male	Female
G4-10	Total Employees Volume									
	Total	persons	3,418	1,885	3,594	2,093	3,688	2,356	4,200	2,610
	By type of employment contract									
	- Contracted Executive	persons	-	-	1	-	1	-	1	-
	- Employees	persons	2,832	1,656	2,918	1,755	3,082	1,887	3,242	2,011
	- Temporary Staff	persons	586	229	675	338	605	469	958	599
G4-LA12	By types of employees									
	- Board of Directors	persons	11	2	10	7	13	2	11	2
	- Employees Management level (Level 9 upward)	persons	72	41	88	47	93	52	99	52
	- Employees Management level (Level 7 - 8)	persons	366	323	531	492	517	502	530	516
	- Employees Operational level (Level 6 and below)	persons	2,394	1,292	2,966	1,548	3,085	1,800	2,613	1,443
G4-LA1	New Employment (Employee)									
	Total	persons	163	85	82	34	329	203	250	169
	By types of age									
	- Under 30 years	persons	172		199		317		316	
	- 30 - 50 years	persons	76		60		214		103	
	- Over 50 years	persons	-		-		1		-	
	The rate of new employment	% Total number of employees	5.53%		5.54%		10.71%		8%	
	New Employment (Contractual Staff)									
	Total	persons	162	142	-	4	175	210	485	144
	By types of age									
	- Under 30 years	persons	279		4		322		582	
	- 30 - 50 years	persons	25		-		63		47	
	- Over 50 years	persons	-		-		-		-	
	The rate of new employment	% Total number of employees	37.30%		0.39%		35.85%		40.40%	
	Resignation (Employees)									
	Total	persons	46	18	82	34	84	44	91	48
	By types of age									
	- Under 30 years	persons	4		10		8		8	
	- 30 - 50 years	persons	19		24		23		16	





## Occupational Health and Safety

GRI	Occupational Health and Safety	Unit	2013	2014	2015	2016
G4-LA6	<b>Lost Time Injury Frequency Rate (LTIFR)</b>					
	- Employee	persons/ total employee	0.17%	0.05%	0.01%	0.03%
	<b>Fatalities</b>					
	- Employee	persons	-	-	-	-
	- Contractor	persons	-	-	-	-

## Environment

GRI		Unit	2013	2014	2015	2016
G4-EN3	Electricity Consumption	MWh	247,129.21	240,428.79	250,784.81	-*
G4-EN8	Water consumption	cubic meter	2,817,562.00**	8,221,440.00	7,970,712.80	8,591,130.00
G4-EN10	Treated wastewater	cubic meter	1,243,530.00	3,734,307.20	4,272,011.73	4,516,238.00
G4-EN23	Wastes	kg	24,053,550.50	25,736,020.50	29,083,449.00	26,445,362.00

Remarks: \* Data is still being reviewed

\*\* Excluding Suvarnabhumi Airport

## Greenhouse Gas Emission, the fiscal year of 2012 - 2015

GRI		Unit	2012	2013	2014	2015
G4-EN15	Direct Emissions (Scope1)	kgCO <sub>2</sub> e	1,951,755.00***	2,450,606.00	2,596,442.00	2,506,271.00
G4-EN16	Indirect Emissions (Scope2)	kgCO <sub>2</sub> e	86,487,576.00***	138,738,735.00	139,875,779.00	145,913,175.00

Remarks: \*\*\* Specifications Suvarnabhumi Airport

## Greenhouse Gas Emission, the fiscal year of 2012 – 2015 by airports

GRI	Greenhouse Gas Emissions	Unit	2012	2013	2014	2015	Change
G4-EN15	<b>Direct Emissions (Scope1)</b>						
	Suvarnabhumi Airport						
	Total Emissions	kgCO <sub>2</sub> e	1,951,755	1,878,871	1,863,742	1,782,821	-4.34%
	- Per Aircraft Movement	kgCO <sub>2</sub> e	6.212	6.313	6.436	5.623	-12.63%
	- Per Passenger	kgCO <sub>2</sub> e	0.037	0.037	0.040	0.034	-15.00%
	Don Mueang International Airport						
	Total Emissions	kgCO <sub>2</sub> e	-	375,623	422,619	375,682	-11.11%
	- Per Aircraft Movement	kgCO <sub>2</sub> e	-	2.61	2.45	1.68	-31.43%
	- Per Passenger	kgCO <sub>2</sub> e	-	0.023	0.020	0.012	-40.00%
	Chiang Mai International Airport						
	Total Emissions	kgCO <sub>2</sub> e	-	106,966	110,751	120,813	9.09%
	- Per Aircraft Movement	kgCO <sub>2</sub> e	-	2.467	2.104	1.892	-10.08%
	- Per Passenger	kgCO <sub>2</sub> e	-	0.020	0.017	0.014	-17.65%
	Hat Yai International Airport						
	Total Emissions	kgCO <sub>2</sub> e	-	74,546	84,804	94,993	12.01%
	- Per Aircraft Movement	kgCO <sub>2</sub> e	-	4.247	3.800	3.860	1.58%
	- Per Passenger	kgCO <sub>2</sub> e	-	0.029	0.027	0.026	-3.70%
	Mae Fah Luang - Chiang Rai International Airport						
	Total Emissions	kgCO <sub>2</sub> e	-	14,600	114,526	131,962	15.22%
	- Per Aircraft Movement	kgCO <sub>2</sub> e	-	15.96	10.43	9.85	-5.56%
	- Per Passenger	kgCO <sub>2</sub> e	-	0.105	0.083	0.076	-8.43%
G4-EN16	<b>The Indirect Emissions (Scope 2)</b>						
	Suvarnabhumi Airport						
	Total Emissions	kgCO <sub>2</sub> e	86,487,576	83,214,282	82,082,947	86,492,325	5.37%
	- Per Aircraft Movement	kgCO <sub>2</sub> e	275.264	279.603	283.467	272.790	-3.77%
	- Per Passenger	kgCO <sub>2</sub> e	1.632	1.620	1.768	1.635	-7.52%

GRI	Greenhouse Gas Emissions	Unit	2012	2013	2014	2015	Change
G4-EN16	Don Mueang International Airport						
	Total Emissions	kgCO <sub>2</sub> e	-	42,154,483	43,850,293	44,834,563	2.24%
	- Per Aircraft Movement	kgCO <sub>2</sub> e	-	292.52	253.94	200.09	-21.21%
	- Per Passenger	kgCO <sub>2</sub> e	-	2.56	2.04	1.48	-27.45%
	Chiang Mai International Airport						
	Total Emissions	kgCO <sub>2</sub> e	-	8,348,089	8,672,531	8,837,051	1.90%
	- Per Aircraft Movement	kgCO <sub>2</sub> e	-	192.503	164.745	138.418	-15.98%
	- Per Passenger	kgCO <sub>2</sub> e	-	1.528	1.308	1.056	-19.27%
	Hat Yai International Airport						
	Total Emissions	kgCO <sub>2</sub> e	-	2,838,555	2,993,025	3,301,799	10.32%
	- Per Aircraft Movement	kgCO <sub>2</sub> e	-	161.732	134.102	134.181	0.06%
	- Per Passenger	kgCO <sub>2</sub> e	-	1.112	0.951	0.907	-4.63%
	Mae Fah Luang - Chiang Rai International Airport						
	Total Emissions	kgCO <sub>2</sub> e	-	2,183,326	2,276,983	2,447,437	7.49%
	- Per Aircraft Movement	kgCO <sub>2</sub> e	-	304.04	207.28	182.62	-11.90%
	- Per Passenger	kgCO <sub>2</sub> e	-	2.00	1.65	1.40	-15.15%



## GENERAL STANDARD DISCLOSURES

General Standard Disclosures		Description	Page/Link/Comment
Strategy and Analysis	G4-1	Message from the Chairman, Message from the President	SR 10-13, AR 12
	G4-2	Key Impacts, Risks, and Opportunities	SR 28-35, AR 28-29
Organizational Profile	G4-3	Name of the organization	SR 20, AR 11
	G4-4	Primary brands, products, and services	SR 14-15, AR 31-32
	G4-5	Location of organization's headquarters	SR 20, AR 35
	G4-6	Countries of operation	SR 15
	G4-7	Nature of ownership and legal form	SR 15, AR 36
	G4-8	Markets served	SR 15
	G4-9	Scale of the reporting organization	SR 17
	G4-10	Total workforce by type	SR 130
	G4-11	Percentage of total employees covered by collective bargaining agreements	All AOT employees have a right to participate a collective bargaining agreements
	G4-12	Describe the organization's supply chain	SR 36-37, AR 31
	G4-13	Significant changes during reporting period regarding the organization's size structure, ownership, or supply chain	No significant changes regarding the organization's size structure, ownership, or supply chain in 2016
	G4-14	Report whether and how the precautionary approach or principle is addressed by the organization	SR 12, 112-113
	G4-15	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or endorses	SR 12, 22, 69-70, 112
	G4-16	List memberships of associations and national or international advocacy organizations in which the organization is part	SR 27
Identified Material Aspects and Boundaries	G4-17	List all entities included in the organization's consolidated financial statements or equivalent documents, and whether any entity is not covered by the report	SR 15, AR 31
	G4-18	Explain the process for defining report content and the Aspect Boundaries, and how the organization implements the Reporting Principles for Defining Report Content	SR 17-20
	G4-19	List all the material Aspects identified in the process for defining report content	SR 19
	G4-20	Report the Aspect Boundary within the organization for each material Aspect	SR 20
	G4-21	Report the Aspect Boundary outside the organization for each material Aspect	SR 20
	G4-22	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements	No significant changes from previous reporting periods
	G4-23	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries	No significant changes from previous reporting periods

General Standard Disclosures		Description	Page/Link/Comment
Stakeholder Engagement	G4-24	List of stakeholder groups engaged by the organization	SR 21
	G4-25	Basis for identification and selection of stakeholders	SR 22-25
	G4-26	Organization's approach to stakeholder engagement	SR 22-25
	G4-27	Key topics and concerns raised through stakeholder engagement, and how the organization has responded	SR 22-25
Report Profile	G4-28	Reporting period	SR 17
	G4-29	Date of the most recent previous report	SR 17
	G4-30	Reporting cycle	SR 17
	G4-31	Contact point for the report	SR 20
	G4-32	GRI Content Index for "in accordance" option the organization has chosen	SR 17
	G4-33	Report the organization's policy and current practice regarding external assurance for the report	No external assurance for the report in 2016
Governance	G4-34	Governance structure of the organization	SR 62, AR 39
	G4-35	Process for delegating authority for economic, environmental, and social topics	SR 62
	G4-36	Appointment of an executive-level position or positions with responsibility for economic, environmental and social topics	SR 62
	G4-38	Composition of the highest governance body and its committees	SR 62
	G4-39	Report whether the Chair of the highest governance body is also an executive officer	SR 62
	G4-40	Nomination and selection processes for the highest governance body and its committees	AR 100-101
	G4-45	Role of the highest governance body in identifying and managing economic, environmental, social impacts, risks and opportunities	SR 67
	G4-46	Role of highest governance body in reviewing the effectiveness of the organization's risk management processes for economic, environmental, and social topics	SR 67
	G4-47	Frequency of the highest governance body reviewing economic, environmental, social impacts, risks and opportunities	SR 67
	G4-48	Highest committee or position that formally reviews and approves the organization's sustainability report and ensures all material Aspects are covered	SR 67
Ethics and Integrity	G4-56	Organization's values, principles, standards and norms of behavior	SR 14
	G4-58	Internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity	SR 65

## SPECIFIC STANDARD DISCLOSURES AND UN SDGs

Specific Standard Disclosures		Description	Page/Link/Comment	SDGs
CATEGORY: ECONOMIC				
Economic Performance	G4-DMA	Disclosure on Management Approach	SR 41-46	-
	G4-EC1	Direct economic value generated and distributed	SR 27	-
Market Presence	G4-AO1	Total number of passengers annually	SR 27,127	-
	G4-AO2	Total annual number of aircraft movements	SR 27,128	-
	G4-AO3	Total amount of cargo tonnage	SR 27,129	-
Indirect Economic Impacts	G4-DMA	Disclosure on Management Approach	SR 103-108	Goal 11
	G4-EC7	Development and impact of infrastructure investments and services supported	SR 103-108	Goal 11
	G4-EC8	Significant indirect economic impacts	SR 103-108	Goal 11
CATEGORY: ENVIRONMENTAL				
Energy	G4-DMA	Disclosure on Management Approach	SR 114	Goal 13
	G4-EN3	Direct energy consumption	SR 132	Goal 13
Water	G4-DMA	Disclosure on Management Approach	SR 115	Goal 13
	G4-EN8	Total water withdrawal by source	SR 132	Goal 13
	G4-EN10	Percentage and total volume of water recycled and reused	SR 132	Goal 13
	G4-AO4	Quality of storm water by applicable regulatory standards	www.airportthai.co.th	-
Emissions	G4-DMA	Disclosure on Management Approach	SR 112	Goal 13
	G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	SR 132-133	Goal 13
	G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	SR 132, 134	Goal 13
	G4-AO5	Ambient air quality	www.airportthai.co.th	Goal 13
Effluents and Waste	G4-DMA	Disclosure on Management Approach	SR 115	-
	G4-EN22	Total water discharge by quality and destination	www.airportthai.co.th	-
	G4-EN23	Total weight of waste by type and disposal method	SR 115, 132	-
Noise	G4-DMA	Disclosure on Management Approach	SR 109-110	-
	G4-AO7	Number and percentage change of people residing in areas affected by noise	SR 110	-
CATEGORY: SOCIAL				
Employment	G4-DMA	Disclosure on Management Approach	SR 85-89	Goal 8
	G4-LA1	Total number and rates of new employee hires and employee turnover	SR 130-131	
	G4-LA2	Benefits provided to full-time employees	SR 88-92	
	G4-LA3	Return to work and retention rates after parental leave	SR 131	



Specific Standard Disclosures		Description	Page/Link/Comment	SDGs
Occupational Health and Safety	G4-DMA	Disclosure on Management Approach	SR 93-99	-
	G4-LA6	Types of injury and rates of injury, occupational diseases, lost days, absenteeism, and total number of work-related fatalities	SR 99, 132	
Training and Education	G4-DMA	Disclosure on Management Approach	SR 90-92, 96	Goal 8
	G4-LA9	Average hours of training per year per employee	SR 90, 131	
	G4-LA10	Programs for skills management and lifelong learning	SR 90-92, 96	
Diversity and Equal Opportunity	G4-DMA	Disclosure on Management Approach	SR 92	Goal 8
	G4-LA12	Composition of governance bodies and breakdown of employees per employee category	SR 130	
SUB-CATEGORY: SOCIETY				
Local Communities	G4-DMA	Disclosure on Management Approach	SR 104-108	Goal 11
	G4-SO1	Percentage of operations with local community engagement, impact assessments, and development programs	SR 109	
Anti-Corruption	G4-DMA	Disclosure on Management Approach	SR 63-66	Goal 8
	G4-SO4	Communication and training on anti-corruption policies and procedures	SR 64-65	
Grievance Mechanisms for Impacts on Society	G4-DMA	Disclosure on Management Approach	SR 65	-
SUB-CATEGORY: PRODUCT RESPONSIBILITY				
Customer Health and Safety	G4-DMA	Disclosure on Management Approach	SR 116-117	-
Product and Service Labelling	G4-DMA	Disclosure on Management Approach	SR 75-80	-
	G4-PR5	Results or key conclusions of customer satisfaction surveys	SR 78	-
Business Continuation and Emergency Preparedness	G4-DMA	Disclosure on Management Approach	SR 70, 118	-
Provision of Service or Facilities for Persons with special needs	G4-DMA	Disclosure on Management Approach	SR 111	-

SDGs	Chapter	Page
Goal 8	Going on to the destination with care	SR 82-100
Goal 9	Our strategy to the destination	SR 39-57
Goal 11	Going on to the destination with responsibility	SR 101-111
Goal 13	Going on to the destination with responsibility	SR 112-115
Goal 17	Our strategy to the destination	SR 48-52

## Opinion Survey of Readers

### Sustainability Report 2016 of Airports of Thailand Public Company Limited or AOT

Data obtained from this opinion survey will be used for further improvements of content and form of information disclosure in the AOT's Sustainability Report 2017

Thank you very much for your cooperation

Please mark **X** in the circle ☐ and express your opinions in the blank space

#### 1. Gender

- ☐ Male ☐ Female

#### 2. Education

- ☐ Below Bachelor's degree  
☐ Bachelor's degree  
☐ Master's degree  
☐ Above Master's degree

#### 3. What kind of reader are you?

- ☐ Shareholder/Investor ☐ Customer (Passenger/Airline) ☐ Community around the premises  
☐ Employee ☐ Business partner ☐ Scholar  
☐ Government Agency ☐ Media ☐ Student/Undergraduate  
☐ Others, please specify \_\_\_\_\_

#### 4. How can you get the AOT's sustainability report?

- ☐ AOT's website ☐ Seminar/Lecture/Exhibition ☐ AOT's internal units  
☐ Other websites ☐ Annual General Shareholders' Meeting ☐ Others, please specify \_\_\_\_\_

#### 5. You are reading the sustainability report 2016 to

- ☐ Get to know AOT  
☐ Support investment decision making  
☐ Research/Study  
☐ Prepare your own report  
☐ Others, please specify \_\_\_\_\_



## 6. Completeness and Credibility of the Sustainability Report 2016

- |   |                            |                              |                           |                               |
|---|----------------------------|------------------------------|---------------------------|-------------------------------|
| - How much do you understand the AOT's sustainability issues?   | <input type="radio"/> High | <input type="radio"/> Medium | <input type="radio"/> Low | <input type="radio"/> Improve |
| - How much does the sustainability performance be in line with the AOT's strategy for sustainability? | <input type="radio"/> High | <input type="radio"/> Medium | <input type="radio"/> Low | <input type="radio"/> Improve |
| - How suitable and credible is the content?   | <input type="radio"/> High | <input type="radio"/> Medium | <input type="radio"/> Low | <input type="radio"/> Improve |
| - How much does the content respond to what you need to know?   | <input type="radio"/> High | <input type="radio"/> Medium | <input type="radio"/> Low | <input type="radio"/> Improve |

## 7. What are the sustainability issues you are interested in?

- |   |   |  |
|---|---|--|
| <input type="radio"/> Development to accommodate expansion of aviation industry | <input type="radio"/> Access to airport services                          | <input type="radio"/> Formation of business partnership                                      |
| <input type="radio"/> Innovations for sustainable future governance principles  | <input type="radio"/> Implementation of good and respect for human rights | <input type="radio"/> Compliance with business ethics  |
| <input type="radio"/> Risk management   | <input type="radio"/> Customer relationship management                    | <input type="radio"/> Supply chain management  |
| <input type="radio"/> Labour relations and good quality of work life            | <input type="radio"/> Human resources management and talent retention     | <input type="radio"/> Diversity and equal opportunities for employees                        |
| <input type="radio"/> Safety and occupational health management                 | <input type="radio"/> Stakeholder and community participation             | <input type="radio"/> Reduction of impacts of airport operation on the community and society |
| <input type="radio"/> Universal and equal access to services                    | <input type="radio"/> Environmental management for sustainability         | <input type="radio"/> Safety and security  |
| <input type="radio"/> Others, please specify _____                              |   |  |

## 8. Do you think that the content of the report covers all AOT's sustainability issues? ☐ Yes ☐ No

If you do not think that it covers all AOT's sustainability issues, please specify the issues that should be added?

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Please specify recommendations for further improvements of the next issue of sustainability report

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