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

Sustainable Development Report 2017





AOT

AIRPORTS OF THAILAND PLC.
บริษัท ท่าอากาศยานไทย จำกัด (มหาชน)

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CONTENTS

6

Message from
the Chairman

8

Message from
the President

10

Vision/ Mission/
Core Values

12

AOT at
a Glance

15

Sustainability
Journey at AOT

26

Delivering Values
to Stakeholders

28

Sustainability
Highlights in 2017

30

**Beyond
Excellent Operations**

31

Becoming the
World Smartest Airport

46

Offering Exceptional
Experience

54

Aspiring to be the
Most Innovative Airport

58

**Beyond
Trusted Airport**

59

Good Corporate
Governance and
Risk Management



81

Upholding High Standards in Safety and Security

96

Beyond Responsible Business

97

Growing in a Sustainable Manner

110

Caring for All

134

Beyond Employer of Choice

135

Meaningful Journey at AOT

146

About this Report

154

Sustainability Performance

164

Awards and Accolades

169

GRI Content Index

175

Reader Survey

BEYOND THE SKY



Business



Robust Business



Society



Benevolent Society



Environment



Bright Environment





3

The Road towards
Sustainable Development



“ AOT has formulated core plans and policies that will guide business operations with the strategic goal of connecting air transport and enhancing the Thai economy in a sustainable manner ”

Message from the Chairman

Airports of Thailand plc. (AOT) is responsible for managing 6 main international airports in Thailand. These are Suvarnabhumi Airport, Don Mueang International Airport, Phuket International Airport, Chiang Mai International Airport, Hat Yai International Airport, and Mae Fah Luang-Chiang Rai International Airport. AOT provides air transport infrastructure which serves as the impetus for Thailand's economic growth in transportation, tourism, and service sectors. The fiscal year 2017 proved to be another year of accelerating performance for AOT, with increasing numbers of flights, passengers, and air cargo services from the past year by 6%, 7.73% and 11.89%, respectively.

In the meantime, AOT has formulated core plans and policies that will guide future business operations; namely the AOT Corporate Plan (Fiscal years 2017 - 2021), with the strategic goal of connecting air transport and enhancing the Thai economy in a sustainable manner; the Airport Development Master Plans at the 6 airports for future capability and capacity expansion to accommodate forecast air traffic; the AOT Innovation Strategy, serving as a guidance for innovation development at AOT; AOT's Governance Policy, to demonstrate our commitment by operating within the principles of good governance, transparency, and accountability to achieve corporate governance best practice at the international level, as well as the sustainability policy to demonstrate our commitment in running the business with social responsibility in accordance with sustainable development principles and to drive Thai economic development. These aforementioned plans and policies have been formulated to ensure consistency with the 20-year National Strategy, the Thailand

4.0 Development Plan, the 12th National Economic and Social Development Plan, and the Digital Development Plan for Economy and Society, as well as fulfilling the UN Sustainable Development Goals (SDGs) to operate the business with social and environmental responsibility and laying a foundation for becoming a reputable and sustainable company in the future. The implementation of all these plans and policies, therefore, is proof of AOT's commitment to grow the business with economic, social, and environmental responsibility to deliver value and benefits to customers, investors, society, and all stakeholders.

On behalf of AOT, I would like to express my appreciation to all stakeholders for their trust, collaboration, and understanding in the business operations of AOT, as well as employee dedication which is an important driver for the company's success. I believe that collaborative effort from all sectors coupled with AOT's commitment to operate the airport business for the maximum benefit of the air transport industry will be an important mechanism to drive sustainability and wealth for the country. Moreover, this will reinforce our stakeholders' confidence in AOT for adhering to good governance while delivering world-class services to the broader society and enjoying sustainable growth for the future.



(Mr. Prasong Poontaneat)
Chairman
Airports of Thailand PLC.



“ This is another year of exhibiting AOT’s success in sustainable development. Our effectiveness in sustainability implementation is reflected in our status as a member of the Dow Jones Sustainability Indices (DJSI) for the third consecutive year. ”

Message from the President

This is another year of exhibiting AOT's success in sustainable development. Our effectiveness in sustainability implementation is reflected in our status as a member of the Dow Jones Sustainability Indices (DJSI) for the third consecutive year. Moreover, AOT has also been included in the FTSE4Good Index which appraises companies' performance in environmental, social, and governance dimensions, including their practices in raising the quality of life, environment, and communities as well as fulfilling the UN Sustainable Development Goals.

Nevertheless, to achieve AOT's mission in running a sustainable business there are many challenges to face in the current global context, ranging from global economic conditions and trends, and the competitive environment of the air transport industry including technology advancement to incidental risks which are always present. Despite these challenges, AOT is determined to build on our strength in world-class airport management under the concept of a state-owned enterprise with 3 aspects of excellence: namely, services, standards, and return on business. The company systematically reviews the environmental context to keep abreast of current situations and to promptly address issues and impacts that may arise from these challenges.

For services, AOT has improved airport capability and provided a range of enhanced facilities to meet the international airport standards, including offering a wide range of service choices for customers. Moreover, AOT collaborates with public and private operators in the airports to ensure standards are maintained with a view to continuous improvement. AOT has enhanced the effectiveness of both airport and organizational

management by applying information technology and innovative ideas for raising the safety and security standards. As for the management of the environment and the impacts from climate change, AOT has received the Airport Carbon Accreditation at the Level 3 Optimization, which is an internationally recognized standard for airport greenhouse gas emission.

In relation to financial performance and results, AOT strengthens aeronautical businesses by expanding passenger and flight handling capacities, as well as supporting the proactive marketing for route development and non-aeronautical businesses both domestically and internationally. This approach is showcased by developing commercial spaces and activities inside and outside passenger terminals as well as developing new businesses.

In addition, in the fiscal year of 2017, AOT has implemented the Sustainable Development Master Plan by integrating the strategic roles of each airport with the database on community identities in the vicinity of the airport to create community development programs to fulfil AOT's role in social and environmental responsibilities. Moreover, AOT gives priority to good corporate governance principles so that the company can move forward steadily and create value with every stakeholder.



(Mr. Nitinai Sirismatthakarn)
President
Airports of Thailand PLC.

AOT operates its business with corporate social responsibility according to the guidelines for sustainable development under the concept of **“Corporate Citizenship Airport.”**

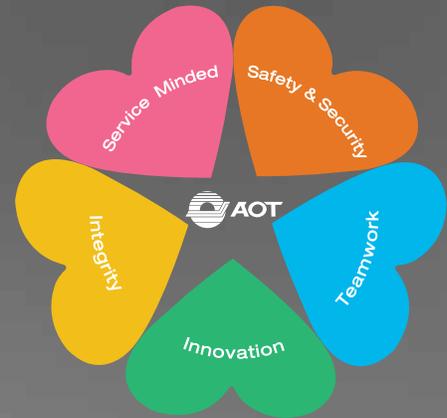
Vision

"AOT OPERATES THE WORLD'S SMARTEST AIRPORTS"

Mission

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





Core Values

Service Minded

Safety & Security

Teamwork

Innovation

Integrity



Providing services beyond customers' expectation

Excellence in security and safety standards

Respect different opinions and collaboration

Constant development

Adhering to the organizational benefit



AOT at a Glance

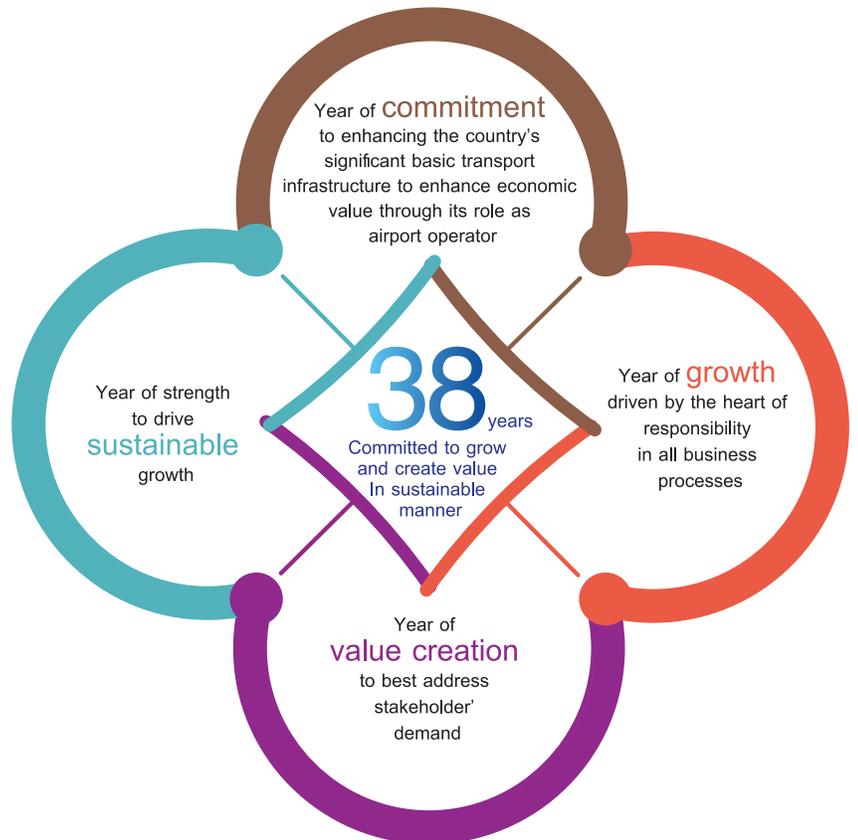


AOT at a Glance



Airports of Thailand Public Company Limited or AOT is a state enterprise under the Ministry of Transport with the Ministry of Finance as a major shareholder. AOT is a public company limited listed on the Stock Exchange of Thailand with the stock trading symbol "AOT".

AOT operates Thai airports with the total of six airports under its responsibility. The company also runs other airport-related businesses that constitute airport management and development.



B E Y O N D T H E S K Y

DMK

Don Mueang International Airport
Fast and Hassle-free Airport



HDY

Hat Yai International Airport
Gateway to Southern-most Thailand



CEI

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



BKK

Suvarnabhumi Airport
International Gateway



CNX

Chiang Mai International Airport
Gateway to Lanna Heritage



HKT

Phuket International Airport
Gateway to the Andaman



Sustainability Journey at AOT

AOT Corporate Plan (Fiscal Years 2017 - 2021)

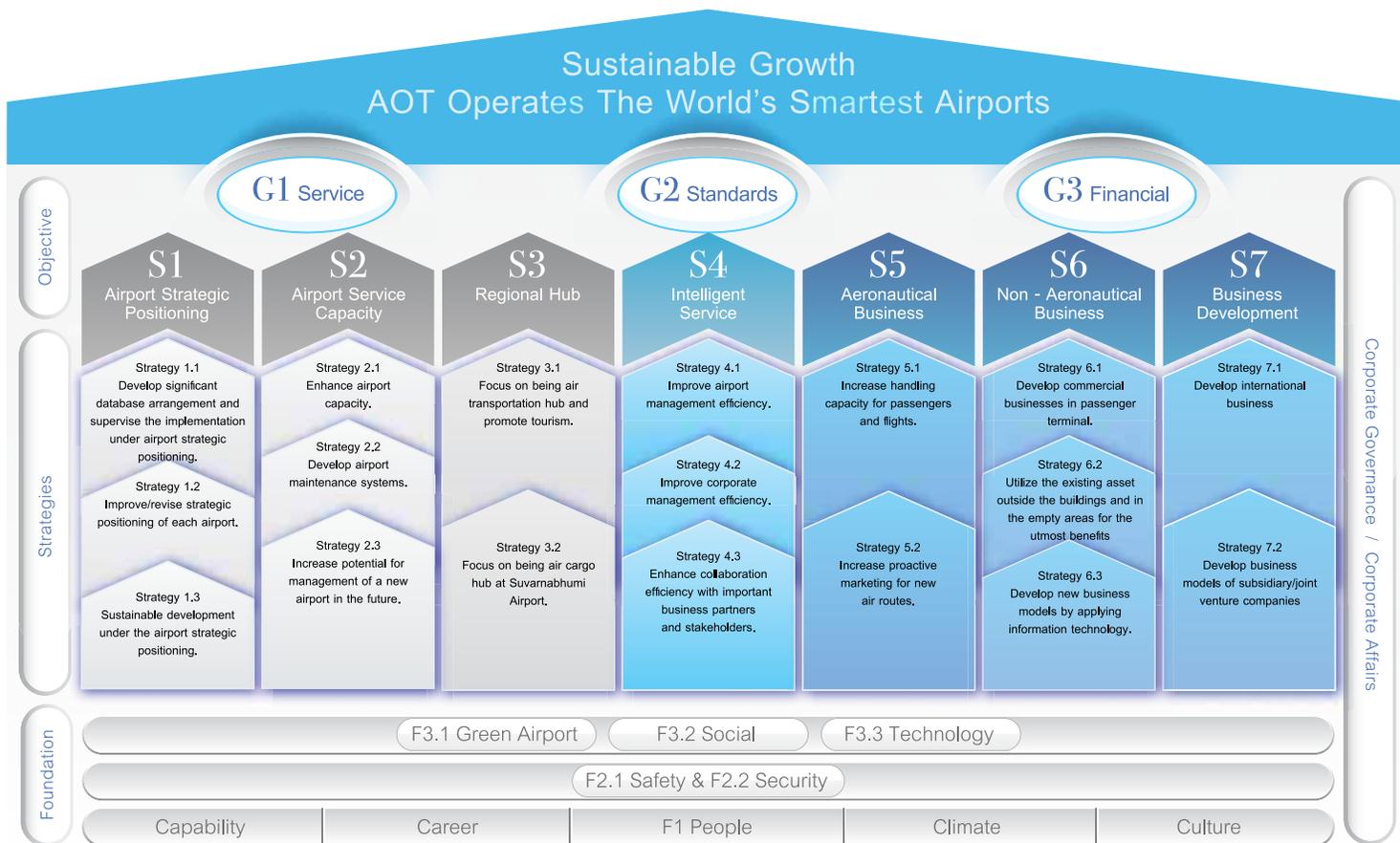
AOT sets the organizational direction for the AOT Corporate Plan (fiscal years 2017 - 2021) through joint consideration and approval by related committees which include the AOT Policy, Corporate Plan, and Budget Committee; the Corporate Governance Committee, and AOT's Board of Directors. The approval process occurs annually to assess the business approach as well as formulating strategies for the enterprise plan to ensure that AOT's business adheres to the vision: "AOT operates the world's smartest airports: passion for high service quality with balanced consideration for safety and profit." The company considers relevant factors, both external and internal, that affect the operations, such as sufficiency economy philosophy, the 20-year national strategic framework (2017 - 2036), and Thailand 4.0 development plan. Other factors include global trend, economic condition, and changes in the aviation industry, such as higher demand for air travel and air cargo, a trend for international joint ventures in the airline business, or innovation and technology in airport management.

AOT, as an organization that promotes connection in air transport and sustainably drives Thai economy, sets the management strategy framework (called AOT Strategy House) to integrate operations and support state enterprise



roles. AOT must strike a balance between state and commercial dimensions to achieve three strategic objectives which are service, standards, and financial through the implementation of seven main strategies, which are (1) Airport Strategic Positioning, (2) Airport Service Capacity, (3) Regional Hub, (4) Intelligent Service, (5) Aeronautical Business, (6) Non-Aeronautical Business, and (7) Business Development.

Specifically, the key foundation of AOT's business operations consists of good governance, environmental and social management, maintaining safety and security standards, technology development, and human capital development. These components help driving the organization to reach its goals and create future sustainability.



Long-term Targets in 2021

AOT Corporate Plan (fiscal years 2017 - 2021)

sets the 5-year targets under 3 strategic objectives which are;



Develop infrastructure and facilities to maintain service quality at international standards.

Set Airport Service Quality (ASQ) key performance indicators.



Enhance airport management and operation efficiency to align with airport safety and security standards.

Set safety and security key performance indicators.



Develop financial growth in regard to aeronautical revenue and non-aeronautical revenue.

Set key performance indicators in regard to revenue stability and growth.

Sustainable Development Master Plan

AOT's Sustainable Development Master Plan (2016 - 2019) sets operational guidelines for sustainable development under the "Corporate Citizenship Airport" concept with the goals of delivering economic, social, and environmental values as well as building engagement and trust with every group of stakeholders. Another objective is to ensure continuous improvement in sustainability performance by implementing corporate social responsibility strategy and policy under the supervision of the Corporate Governance Committee, the Corporate Social Responsibility Committee, and the Airport-based Corporate Social Responsibility working groups.



Corporate Social Responsibility towards Sustainability Development Policy

AOT's corporate social responsibility policy towards sustainability development policy provides guidelines for the business to sustainably deliver values to AOT, society, and environment in a balanced and sustainable manner in line with national and internationally recognized standards. This policy covers the following areas:



Good Governance

complying with regulations, being transparent, and maintaining balance in the sustainability dimension



Ethical Operating Practices

fighting against corruption and running the business responsibly



Human Rights

and Employee Benefits ensuring equitable employee benefits and promoting social contribution activities



Responsibility towards Users and Innovation Development

developing technology to reduce negative impact on stakeholders and improve operation efficiency



Involvement in Community Development

delivering economic, social, environmental values and safety to communities



Information Disclosure Guideline

disclosing management and performance information to establish transparency and credibility

Sustainable Development Structure and Governance



AOT has a governance structure to ensure sustainable development with the Corporate Governance Committee taking the role of setting policies for good governance and social responsibility as well as making business recommendations according to AOT's sustainable development strategy. The Corporate Social Responsibility Committee is responsible for setting operating guidelines, monitoring, and evaluating performance on an annual basis. Lastly, the Airport-based Corporate Social Responsibility working teams at the six airports are responsible for implementing corporate social responsibility projects with related stakeholders, communicating project outcomes to the public, and reporting outcomes to the Corporate Social Responsibility Committee and the Corporate Governance Committee for review and setting operating guidelines annually.

Corporate Social Responsibility towards Sustainability Development Policy

Corporate Governance Committee



- sets AOT's policies for good governance and corporate social responsibility

Corporate Social Responsibility Committee



- supervises, sets operating and communication guidelines on corporate social responsibility according to international standards and other relevant guidelines, and periodically reports results to the Corporate Governance Committee

Corporate Social Responsibility Working Group (airport-based)



- implements corporate social responsibility projects with stakeholders, communicates project outcomes
- reports outcomes to the Corporate Social Responsibility Committee

AOT's Sustainable Development Framework

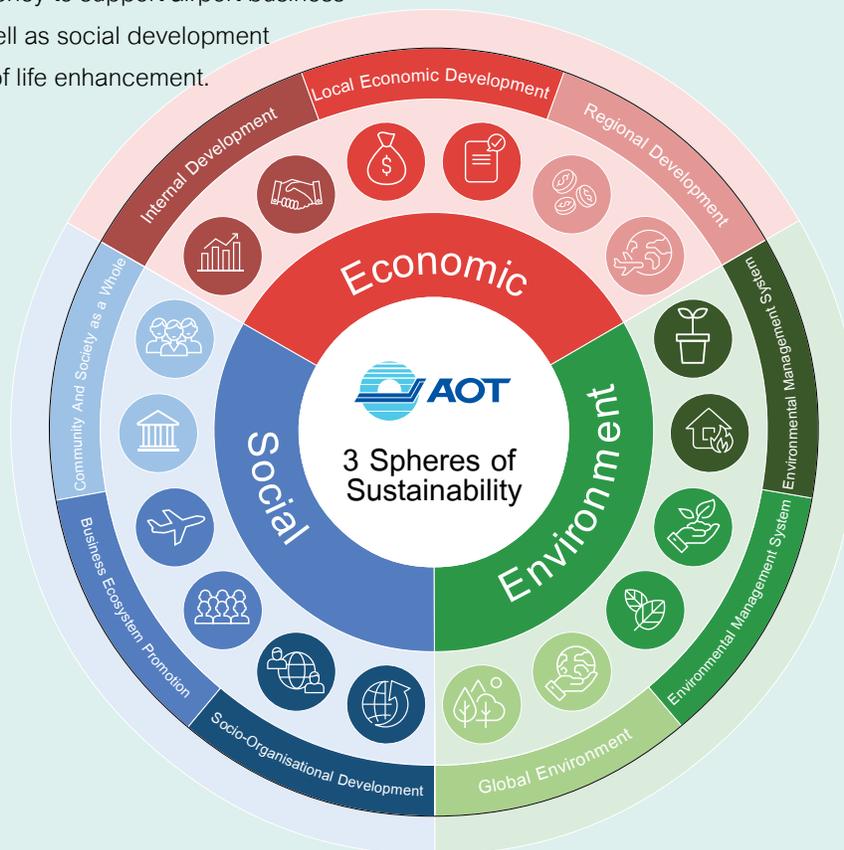


Social

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.

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.



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.

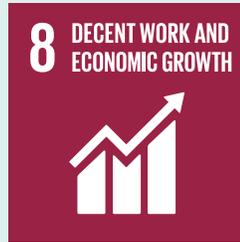
Sustainable Development Goals (SDGs)

The United Nations has announced 17 Sustainability Development Goals (SDGs) on September 15, 2016, which Thailand has signed and agreed to strive for achieving such targets.



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THE SKY

In 2017, AOT has aligned total of eight Sustainable Development Goals (SDGs) with Corporate Sustainability Development Strategy as follow.



AOT is committed to deliver sustainable values according to the eight UN Sustainable Development Goals (SDGs) that are relevant to AOT business which are Quality Education (Goal 4); Decent Work and Economic Growth (Goal 8); Industry, Innovation, and Infrastructure (Goal 9); Sustainable Cities and Communities (Goal 11); Climate Action (Goal 13); Life below Water (Goal 14); Life on Land (Goal 15); and Partnerships for the Goals (Goal 17). These goals are consistent with AOT's material sustainability issues and are reported performance in 2017 as mentioned in this report.



Sustainable Development Goals

Chapter(s) in the Report

 <p>4 QUALITY EDUCATION</p>	<p>Goal 4 Quality Education</p>	<p><input type="radio"/> Caring for All</p>
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>Goal 8 Decent Work and Economic Growth</p>	<p><input type="radio"/> Offering Exceptional Experience <input type="radio"/> Meaningful Journey at AOT</p>
 <p>9 INNOVATION AND INFRASTRUCTURE</p>	<p>Goal 9 Industry, Innovation and Infrastructure</p>	<p><input type="radio"/> Upholding High Standards in Safety and Security <input type="radio"/> Aspiring to be the Most Innovative Airport</p>
 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>Goal 11 Sustainable Cities and Communities</p>	<p><input type="radio"/> Becoming the World's Smartest Airports <input type="radio"/> Caring for All</p>
 <p>13 CLIMATE ACTION</p>	<p>Goal 13 Climate Action</p>	<p><input type="radio"/> Growing in a Sustainable Manner</p>
 <p>14 LIFE BELOW WATER</p>	<p>Goal 14 Life below Water</p>	<p><input type="radio"/> Caring for All</p>
 <p>15 LIFE ON LAND</p>	<p>Goal 15 Life on Land</p>	<p><input type="radio"/> Caring for All</p>
 <p>17 PARTNERSHIPS FOR THE GOALS</p>	<p>Goal 17 Partnerships for the Goals</p>	<p><input type="radio"/> Good Corporate Governance and Risk Management</p>

Sustainability Journey at AOT



2554
2011

GREEN
AIRPORTS



2555
2012

GREEN
COMMUNITY



2556
2013

GROWTH
TOGETHER



2557
2014

THE HEART
OF AOT

BEYOND
THE SKY

BEYOND THE SKY



2558
2015

2559
2016

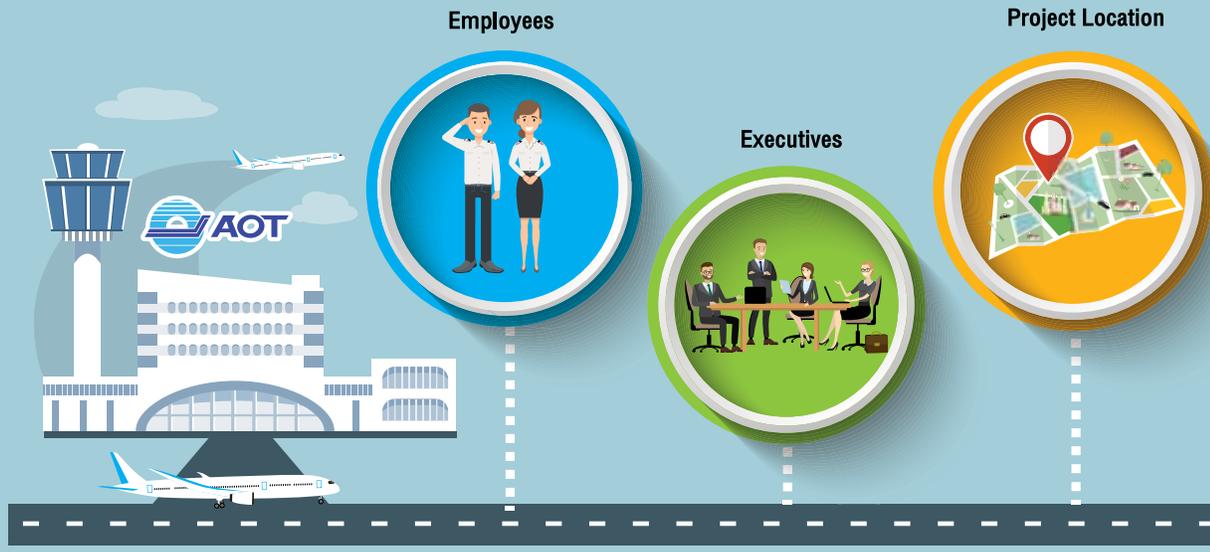


TAKE-OFF FOR
SUSTAINABILITY

GO ON
TO DESTINATION

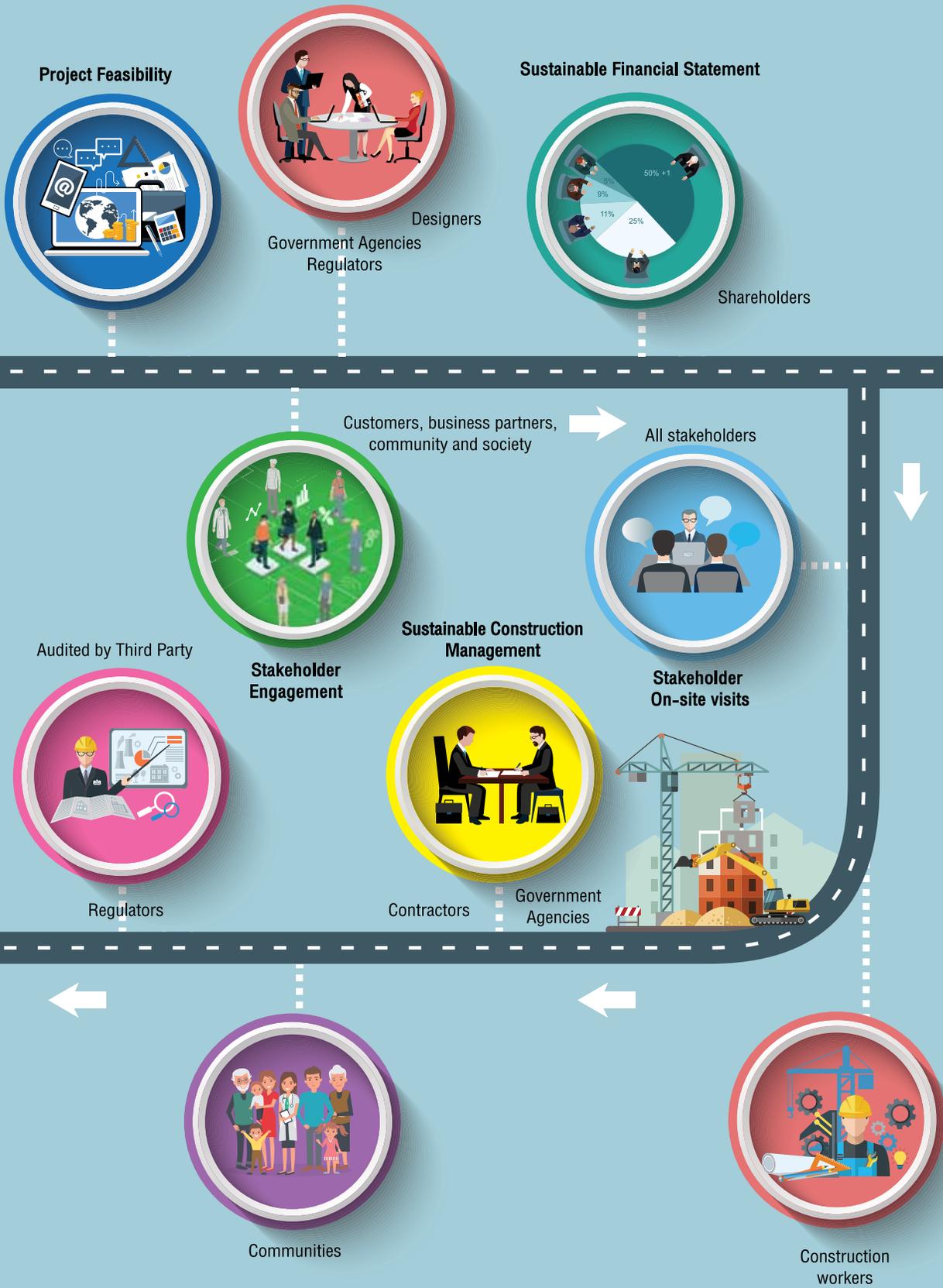


Delivering Values to Stakeholders



Stakeholder Engagement
All stakeholders

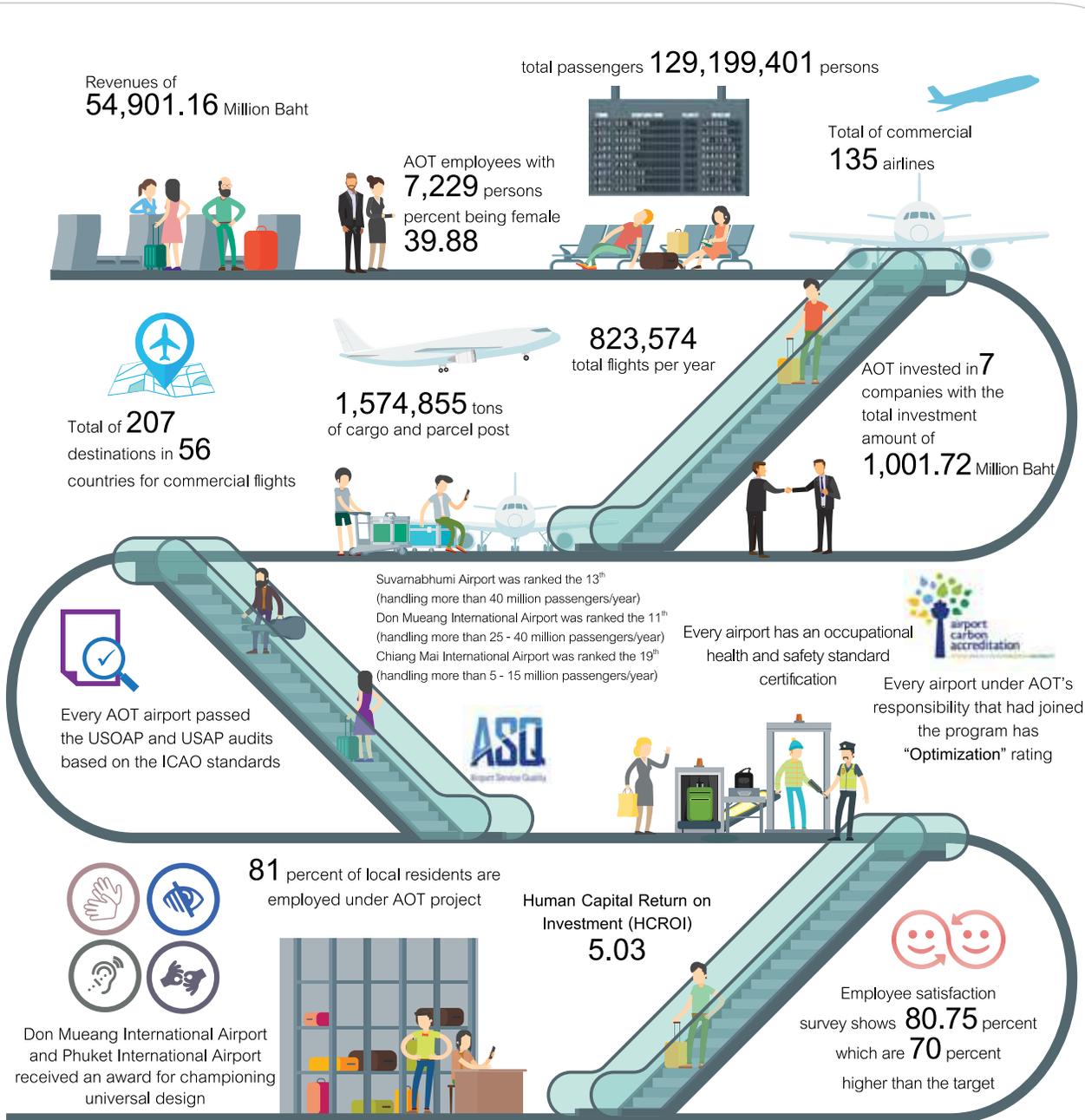
Sustainable Design Concept



Sustainability Highlights in 2017



Sustainability Highlights in 2017



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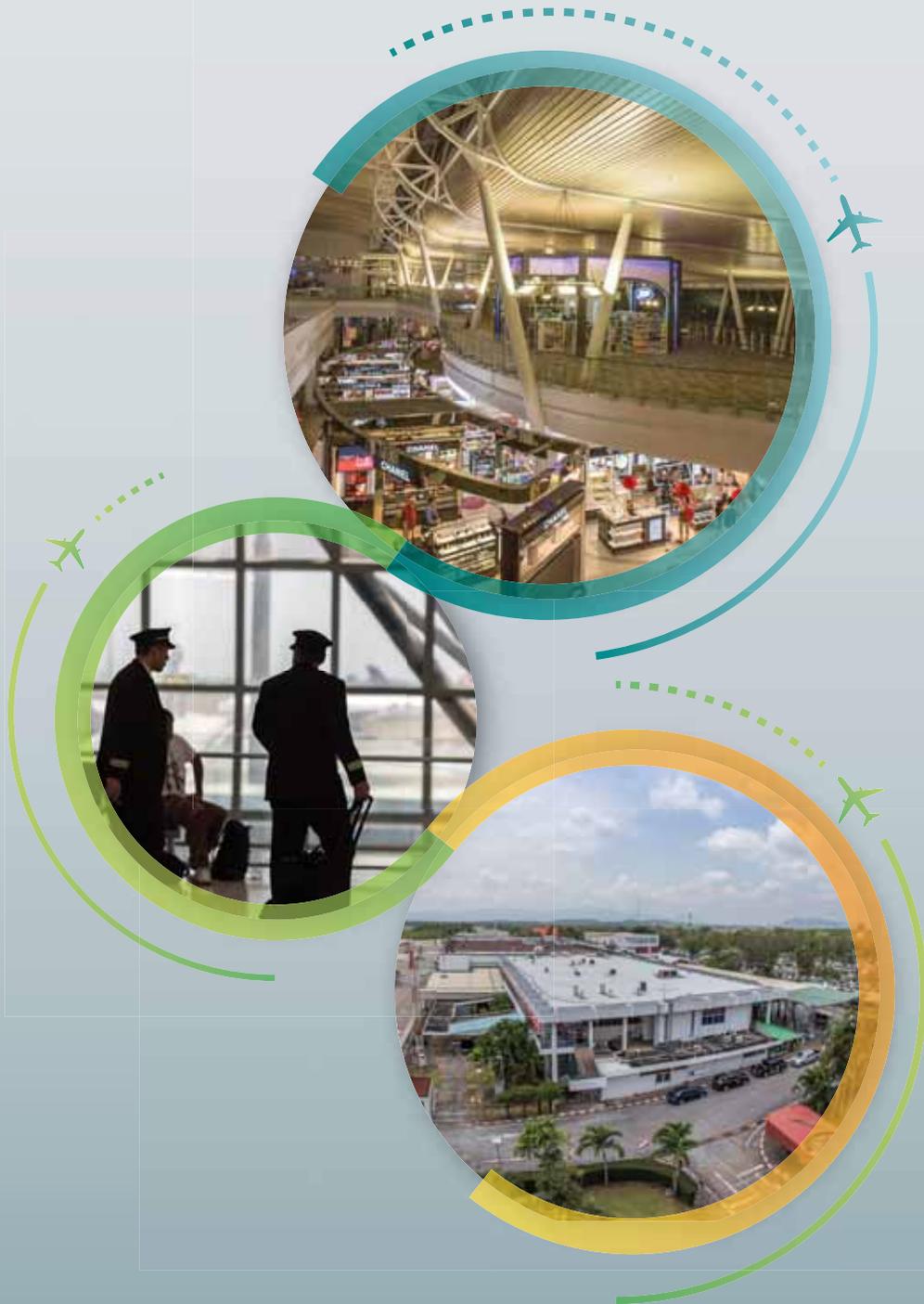
AOT maintains its listing in the Dow Jones Sustainability Indices 2017 for the transport and transport infrastructure industry for the third consecutive year.



FTSE4Good

AOT was selected for inclusion in the FTSE4Good Index which measures environmental, social, and governance (ESG) performance of various companies.

Beyond Excellent Operations



Beyond Excellent Operations

Becoming the World's Smartest Airport

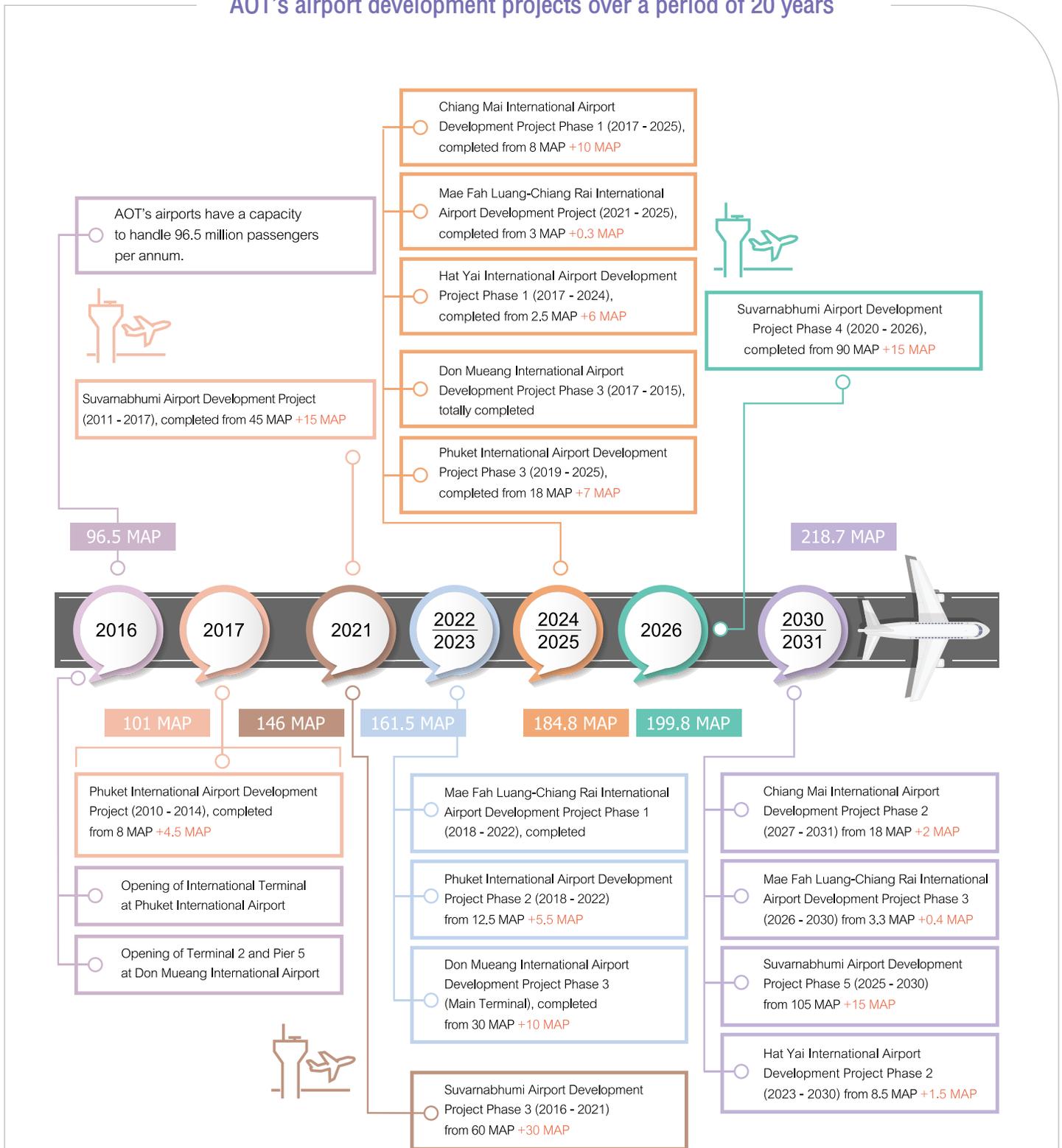
Airport is a gateway for all passengers around the world. AOT, as an airport service provider with six airports in Thailand, is committed to improve airport services to achieve the company's visions and objectives through collaboration with global business partners and to drive Thai economy, society, and environment with the goal of becoming the world's smartest airport.

B E Y O N D
T H E S K Y



Business Capacity Enhancement

AOT's airport development projects over a period of 20 years



MAP = Million Annual Passenger

Remark: Determined values in this section are estimated for the future and could be readjusted as deemed appropriate.

AOT's Airport Development

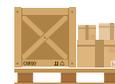
AOT has formulated the Airport Development Master Plan to expand the capacity aiming to accommodate more passengers, as well as optimizing space utilization within the airports. Airport General Managers are responsible for supervising and reviewing the implementation progress at the six airports, ranging from providing transportation infrastructure to facilitate passengers' access to and within the airports to renovating office buildings and terminals to accommodate long-term passenger and air traffic volume which has been increasing with economic expansion. The maximum target of the Airport Development Plan is to accommodate more than 218 million passengers per year, 1.5 million flights per year, and 2.1 tons of postal parcels per year from all airports combined in 2035.



218 million
passengers
per year



1.5 million
flights
per year



2.1 tons
per year

Performance and Progress of AOT's Airport Development Plan



Suvarnabhumi Airport Development Plan

The objective is to accommodate 120 million passengers per year and at least 99 flights per hour by 2035 with the implementation plan divided into 5 phases ending in 2035.

Performance in 2017

AOT is under the phase 2 (2011 - 2017) implementation of Suvarnabhumi Airport Development Plan.

Passenger capacity in
2017



45 million
per year

Passenger capacity
targeted for 2017



45 million
per year

Maximum passenger capacity
targeted for 2035 according
to the Development Plan



120 million
per year

Implementation Plan for 2018

In the fiscal year 2018, AOT will continue the implementation through the following projects:

1. Suvarnabhumi Airport Development Project Phase 2
2. Designing the third runway
3. Designing the second terminal building



DMK

Don Mueang International Airport Development Plan

To accommodate 40 million passengers per year and 40 - 50 flights per hour by 2025 with the implementation plan divided into 3 phases.

Performance in 2017

AOT is in the process of preparing Don Mueang International Airport Development Project Phase 3 to be presented for approval.

Passenger capacity in
2017

Passenger capacity
targeted for **2017**

Maximum passenger
capacity targeted for **2025**
according to the
Development Plan

Implementation Plan for 2018

AOT will design Don Mueang International Airport Development Project Phase 3.



30 million
per year



30 million
per year



40 million
per year

Chiang Mai International Airport Development Plan

In 2017, Chiang Mai International Airport did not have the capacity to accommodate the anticipated number of passengers, resulting in inadequate facilities. AOT, therefore, rolled out the Chiang Mai International Airport Development Plan to improve services with the objective of accommodating 20 million passengers per year and 34 flights per hour by 2035 with a 2-phase implementation plan commencing in 2017.



CNX

Performance in 2017

AOT is in the process of preparing details of Chiang Mai International Airport Development Project Phase 1 proposal to be requested per approval.

Passenger capacity in
2017

Passenger capacity
targeted for **2017**

Maximum passenger
capacity targeted for **2030**
according to the
Development Plan

Implementation Plan for 2018

Designing Chiang Mai International Airport Development Project Phase 1.



8 million
per year



8 million
per year



20 million
per year



Hat Yai International Airport Development Plan

The objective is to improve parking pits, the runway system, and terminal buildings to accommodate 10 million passengers per year and 30 flights per hour by 2035 with the implementation plan divided into 2 phases.

Performance in 2017

Hat Yai International Airport Development Plan Phase 1 has been implemented in 2017 with the goal of improving services.

Passenger capacity in 2017

Passenger capacity targeted for 2024

Maximum passenger capacity targeted for 2030 according to the Development Plan

Implementation Plan for 2018

Preparing Hat Yai International Airport Development Project Phase 1, proposal to be requested for approval.



2.5 million per year



8.5 million per year



10 million per year

Phuket International Airport Development Plan

The implementation project is divided into 3 phases which commenced in 2010 and ending in 2025. The target is to accommodate 25 million passengers per year and 34 flights per hour by 2025.



Performance in 2017

In 2017, AOT study land acquisition procedure to purchase land on the northern part of Phuket International Airport for phase 3 development plan implementation.

Passenger capacity in 2017

Passenger capacity targeted for 2017

Maximum passenger capacity targeted for 2025 according to the Development Plan

Implementation Plan for 2018

Preparing Phuket International Airport Development Project Phase 2, proposal to be requested for approval.



6.5 million per year



12.5 million per year



25 million per year



Mae Fah Luang - Chiang Rai International Airport Development Plan

The objective is to allocate space and improve facilities prior to implementing the plan for capacity expansion to accommodate 3.7 million passengers per year and 30 flights per hour by 2035. The implementation plan is divided into 3 phase and will commence in 2018.

Performance in 2017

Made preparation to expand aircraft parking stands and allocate space in the terminal building according to Mae Fah Luang - Chiang Rai International Airport Development Plan Phase 1, aiming to enhance services.

Passenger capacity in 2017

Passenger capacity targeted for 2021

Maximum passenger capacity targeted for 2025 according to the Development Plan



3 million per year



3 million per year



3.3 million per year

Implementation Plan for 2018

Preparing Mae Fah Luang - Chiang Rai International Airport Development Project Phase 1, proposal to be requested for approval.

Air Traffic Statistics of AOT

The overall air traffic statistics in 2017 consisted of passenger and cargo flight statistics and details on the number of flights, passengers, and cargo and postal parcel volume. Air traffic statistics as follows:

Overall

Air Traffic Statistics of AOT in 2017

135
Airlines (Number of airlines)



Passenger and Cargo
125 Airlines
(Number of airlines)



Cargo
10 Airlines
(Number of airlines)



Number of flights



823,574 flights

International

415,338 flights

Change from 2016 in Percentage

3.13%

Domestic

408,236 flights

Change from 2016 in Percentage

9.10%

Number of passengers



129,199,401 passengers

International

72,539,940 passengers

Change from 2016 in Percentage

6.57%

Domestic

56,659,461 passengers

Change from 2016 in Percentage

9.26%

Cargo and postal parcel volume (tons)



1,547,855 tons

International

1,456,682 tons

Change from 2016 in Percentage

13.47%

Domestic

118,173 tons

Change from 2016 in Percentage

- 4.47%

Airport Access and Services

Airport Transportation Structure Development Plan

AOT enhances the capability in airport access by connecting and improving transportation structure according to the Airport Development Master Plan in collaboration with other government agencies, such as Office of Transport and Traffic Policy and Planning (OTP) to increase access to airport areas and to better address customer needs.

Implementation Plan to Develop Transportation Structure for Airport Access



Don Mueang International Airport

Inside the Airport

During 2020 - 2023, Don Mueang International Airport has a plan to renovate the road system within the airport and to develop an automated system for passenger transportation in order to accommodate at least 3,000 passengers per hour per direction. Moreover, there is also a plan to build Junction Building which will connect to a Bang Sue - Rangsit suburban rail project (red line) station with facilities for self check-in and security screening, as well as a plan for an additional parking building.

Outside the Airport

Department of Highways has a plan to improve access to airport terminals by changing main traffic lanes and upgrading the surrounding infrastructure to reduce traffic on the outbound direction of Vibhavadi Rangsit Road to ensure convenience, speed, and safety for all road users. Moreover, there is also the Bang Sue - Rangsit suburban rail project (red line) under the Mass Rapid Transit Master Plan in Bangkok Metropolitan Region (M-MAP) which is currently being implemented.



Chiang Mai International Airport

Currently in progress according to the Chiang Mai International Airport Development Plan Phase 1 with a focus on renovating taxiways, buildings, parking space, and public transport area, etc.



Inside the Airport

During 2020 - 2025, Chiang Mai International Airport plans to renovate the road system within the airport by increasing the number of traffic lanes, constructing a parking building and a new terminal building. In addition, there are plans for renovating the existing terminal building as well as preparing space to accommodate Chiang Mai mass transit system.

Outside the Airport

Plan to develop a Light Rail Transit System (LRT) to connect Chiang Mai city area to Chiang Mai International Airport. This system can be both a mixed over-ground and under-ground network or entirely over-ground which can then be integrated with the bus system in Chiang Mai city.



Hat Yai International Airport

Currently implementing Hat Yai International Airport Development Plan Phase 1 by focusing on building Hat Yai Airport transportation center and renovating airport access routes.



Inside the Airport

During 2021 - 2024, Hat Yai international Airport has a plan to improve the routes to in and out of the airport, security screening center, and the overpass system including construction of additional parking buildings and Hat Yai International Airport transportation center.



Phuket International Airport

Currently preparing to implement the Phuket International Airport Development Project Phase 2 starting in 2018 by focusing on the design and construction of an overpass connecting the monorail station to Phuket city area and on renovation of the road system within the airport.

Inside the Airport

During 2020 - 2022, Phuket International Airport has a plan to renovate the road system within the airport which consists of elevated platforms and ground-level roads to connect with the road in front of the platforms. Moreover, there is a plan to build an additional parking building for domestic passengers and develop an elevated walkway from the monorail station in front of the airport to the international terminal.



Outside the Airport

Plan to develop a Light Rail Transit System (LRT) from Phangnga province to the airport and from the airport to Hayaek Chalong Intersection to accommodate 2,000 passengers per hour. Construction is expected to begin in 2018 and complete in 3 years.



Mae Fah Luang - Chiang Rai International Airport

Inside the Airport

During 2021 - 2022, Mae Fah Luang-Chiang Rai Airport has a plan to improve and develop road access in and out of the airport, entrance gate, as well as a plan to create additional parking space and parking buildings.



Business Partners Engagement

Tourism Destination Promotion

In 2017, AOT organized exhibits to promote important tourism destinations in collaboration with 3 airport operators signed sister airport agreement with AOT. This program helped promote tourism and created a positive image of AOT.

Lao Airports Authority (LAA) from Lao People's Democratic Republic



Flughafen Munchen GmbH from Federal Republic of Germany



Beijing Capital International Airport Co., Ltd (BCIA) from People's Republic of China



Collaboration among Airports

AOT builds engagement with business partners by sharing knowledge and expertise among airports. The Office of Foreign Affairs, is responsible for the implementation by following AOT's International Business Development Master Plan (2018 - 2024) with the main objective of expanding the scope of AOT's business internationally. To achieve this objective, AOT engages in various programs, such as joining the Airports Council International (ACI) to discuss

airport management trends, organizing AOT Sister Airport CEO Forum, or working under cooperative agreement as called Sister Airport Agreement (SAA) to exchange knowledge and technology which can be applied to improve AOT's operations to match leading airports as prescribed in the AOT Corporate Plan (2017 - 2021). In 2017, AOT had sister airport agreements with 11 airport operators in 8 countries with the total of 15 airports under the agreements.

Collaborative Framework under SAA



Regular Meetings

Organize executive meetings to set out plans and activities between airports



Exchange of Information

Share information, news, and best practices via email



Joint Marketing and Promotion

Create business opportunities and promote tourism through advertisements and public relations



Joint Work Activities

Share experiences and on-the-job training (OJT) at airports under SAA

AOT Sister Airport CEO Forum



AOT organized the AOT Sister Airport CEO Forum under the topic “Collaboration towards Successful Future” with more than 260 participants including CEO and executive from organizations under SAA, state representatives, airlines,



and relevant stakeholders to discuss present and future challenges and trends in airport management, such as safety and security technologies, artificial intelligence, and preparing for aging society.

Supply Chain Management

Training Program to Comply with the Public Procurement and Inventory Management Act 2017

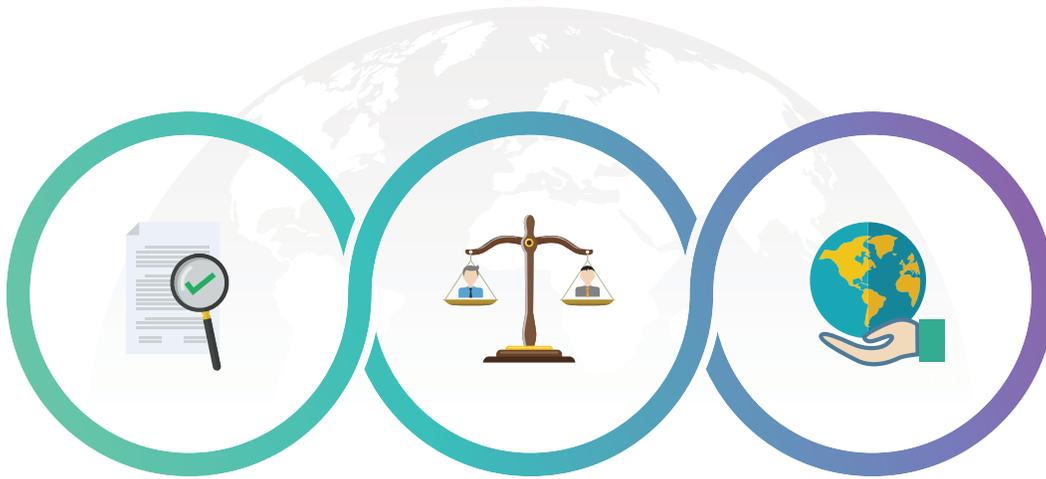
Sustainability Guideline for AOT's Suppliers

AOT manages the supply chain for sustainability and continuous business operations by preparing the Sustainable Code of Conduct of AOT Supplier, Procurement Rules and Regulations and Procurement Manual B.E.2554 (2011). AOT has an annual review to encourage AOT's suppliers to conduct businesses with transparency, business ethics, respect for human rights, and attention to workplace health, employees' safety, and impacts on communities and environment. In 2017, AOT has reviewed the procurement process to ensure compliance with the Public Procurement and Inventory Management Act 2017.



Sustainability Guideline for AOT's Suppliers

AOT conducts the business with suppliers by following the Sustainability Guideline for Suppliers which covers every economic, social, and environmental dimension.



Good Governance

Comply with regulations, maintain confidentiality, discourage conflict of interests, and no monopoly.

Respect for Human Rights

Take care of labour force appropriately and allow for freedom of employment, no child labour, equal and humane treatment.

Environmental Management

Manage the environment and pollution in accordance with regulations and international standards.

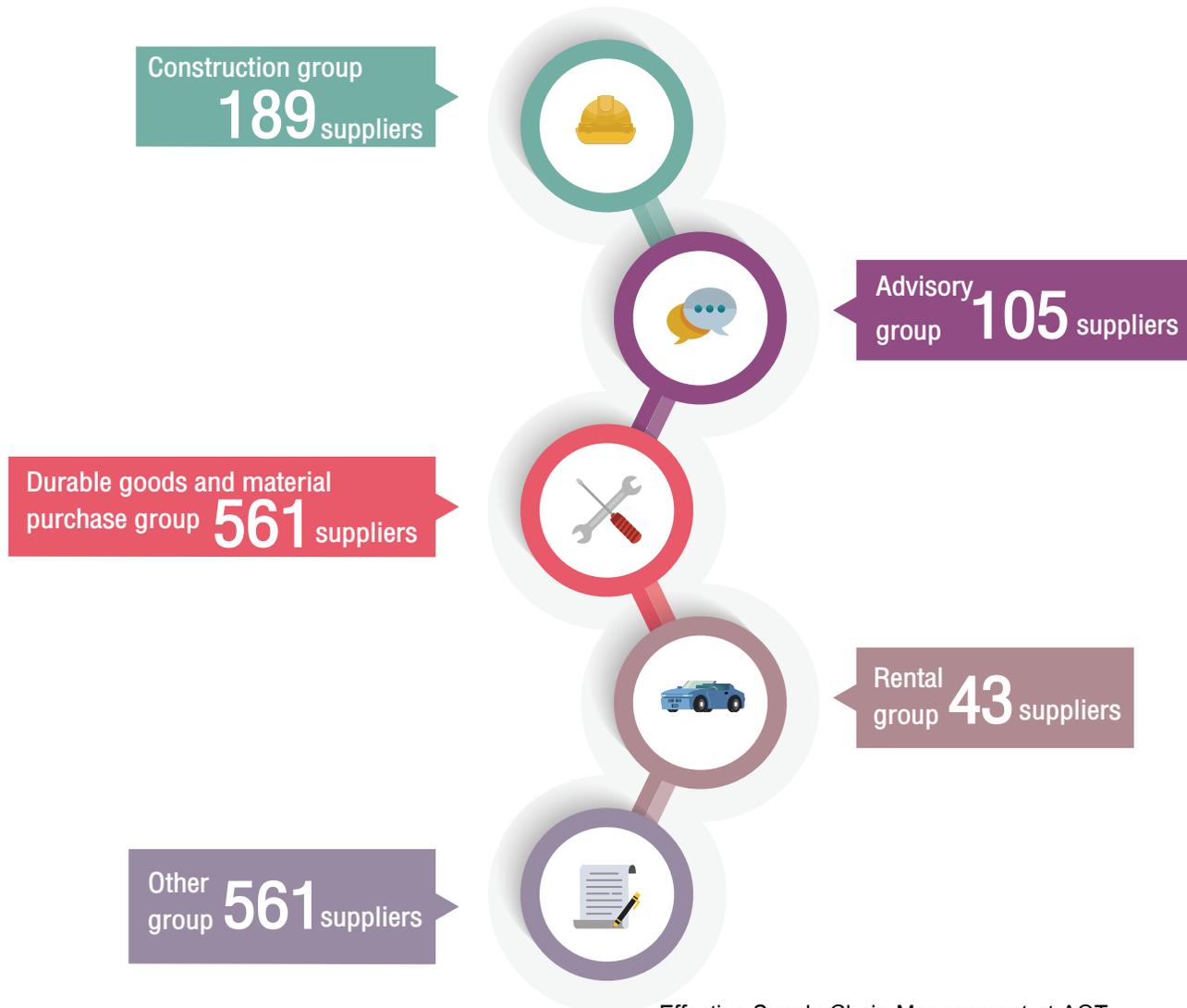
To effectively manage the supply chain and ensure compliance with state regulations, AOT has organized training for 366 AOT employees. Furthermore, every AOT supplier must sign an acknowledgement of the Sustainability Guideline for Suppliers.



Training Program Total
366 employees

AOT Supplier Registry

Suppliers are categorized by their activities and are divided into 5 main groups: construction, advisory, durable goods and material purchase, rental, and other contractors. In 2017, AOT had 1,459 suppliers.



Effective Supply Chain Management at AOT

New suppliers wishing to do business with AOT must possess the required qualifications and follow the supplier registration process as specified in the handbook for business owners when contacting AOT's procurement unit, along with acknowledging AOT's Sustainability Guideline for Suppliers prior to entering starting the approval process for supplier registry.

AOT evaluates all suppliers to develop a supplier management plan based on the risk level by using a supplier assessment form that covers operations, product and service quality, ethics, and compliance with labor laws which includes safety and labor treatment. Suppliers must pass the minimum requirement criteria and have worked with AOT continuously to maintain the registered supplier status.

Offering Exceptional Experience

Delivering values through service excellence is vital to the air transport industry especially with today's intense industry competition coupled with rapid and continuous growth in the aviation business. The direction of the global economy driven by factors such as emerging markets, technological advancement, demographic change, and urbanization, has a significant influence on the business landscape and changing customer needs. The scope of these changes ranges from continuous growth of low-cost airlines, consumer behavior in the digital age with increasing preference for online shopping, and new technology development to facilitate better service experience. Therefore, organizations should quickly adapt their strategies to increase their capabilities in business competitiveness, differentiation, and value proposition for all customer segments in a sustainable manner.

Customer relationship management is a tool for organizations to accurately understand the needs of every customer segment and deliver memorable experiences along with creating business alliances. AOT, as a service provider of 6 airports, recognizes the importance of continuous development in



products and services to become a leading organization with a modern and efficient customer relationship management system. AOT has established the Customer Relationship Management Master Plan 2014 - 2019 to serve as a framework for formulating business unit strategies and developing work systems to ensure that customer relationship management functions at 6 airports toward the same direction. This uniformity will lead to fewer budget and operational overlaps and ultimately fulfilling the key service objectives of the organization and AOT's mission of sustainable growth.



Customer Relationship Management

SKYTRAX and AOT's Standard Rating



SKYTRAX, an airport and international airline rating agency, has published the list of the World's Top 100 Airports 2017 based on an opinion survey of 14 million airport and airline users worldwide from 105 nationalities. The survey covers 39 topics on services, security, travel comfort, and others. In 2017, Suvarnabhumi Airport was ranked at 38 from 550 airports worldwide.

AOT's Customer Relationship Management Strategies

AOT has formulated strategies to implement the Customer Relationship Management (CRM) Master Plan 2014 - 2019 with the Executive Vice President (Business Development and Marketing) as the head of CRM Working Group to supervise initiatives under the Master Plan. AOT is committed to creating customer relationship management standards with a unified direction across business units to address the needs of 3 customer segments: commercial entrepreneurs, airlines, and passengers or airport users, to create the highest satisfaction and a positive corporate image.

In 2017, AOT had developed database infrastructure for customer relationship management in a digital format which helps facilitate the design and implementation of a customer relationship management process with seamless integration throughout the organization. The goal of this initiative is to



Suvarnabhumi Airport
was ranked at **38th**




foster customer loyalty which will enable AOT to maintain and add values to the existing customer base as well as expanding the new customer base effectively. The system manages customer databases from multiple sources with a wealth of information on customer behavior, customer needs and expectations (Customer Knowledge). AOT will analyze data on customer needs, satisfaction, suggestions, complaints, and subsequently present findings to executives and related business units to be used as inputs into marketing and implementation planning, leading to a concrete improvement in service quality.

Strategies based on AOT's Customer Relationship Management Master Plan



Enhance effectiveness in delighting customers

Gain insights into consumer behavior by conducting satisfaction and loyalty surveys and developing customer databases to be used in designing a customer relationship management program that can accurately address the needs of each customer segment



Increase operational efficiency to be on par with a comparative industry

Improve processes, promote innovation, and develop product and service quality at AOT to match the needs of each customer segment as closely as possible



Create incentives and strengthen customer relationships sustainably

Design customized programs for each customer segment to make customers feel special and highly valued by the organization



Build a positive corporate image

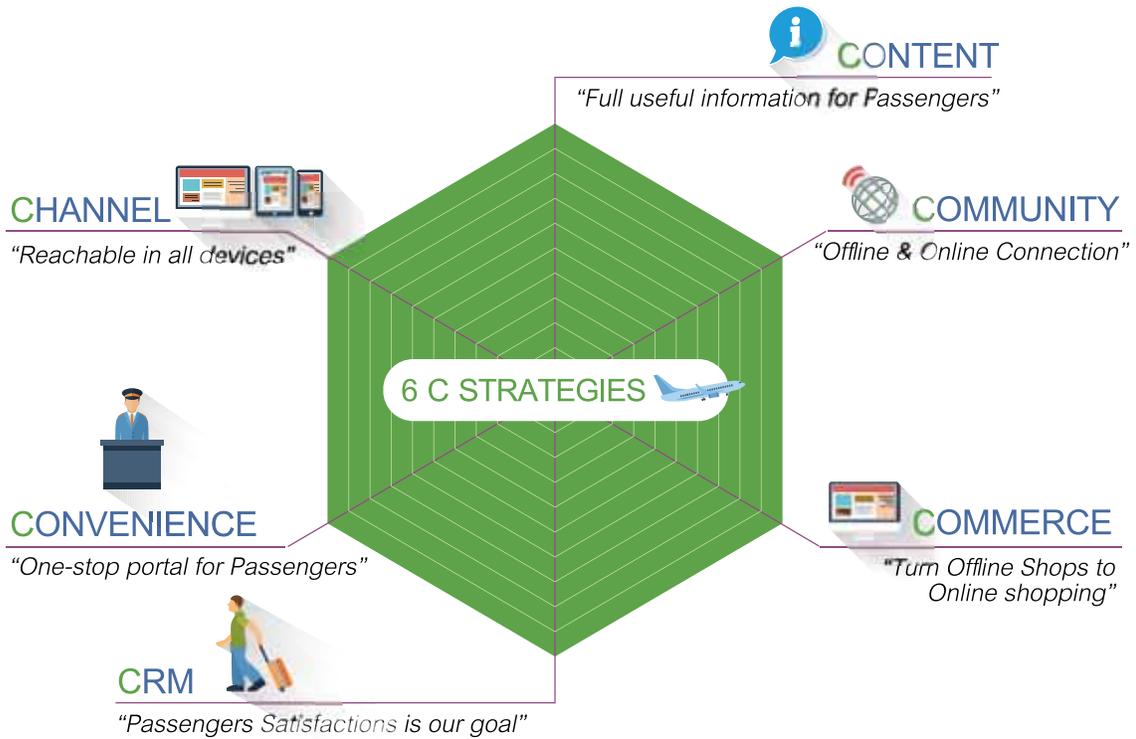
Foster knowledge and understanding within the organization through employee trainings and communication on customer relationship management as well as raising service quality standards of external operators to match the quality level set by AOT

Making Impression in the Digital Age

AOT has established the 6C online strategy to guide its online system development with the goal of raising revenues from the non-aeronautical businesses. AOT is committed to introducing new products and services to better serve customers in the digital age through a variety of channels, such as website and mobile applications. In 2017, AOT launched a membership loyalty program, called AOT SKY Reward, as part of the strategy to create incentives and strengthen customer relationships sustainably. This membership program in which customers receive various benefits, such as promotions and rewards points, will strengthen engagement among customers, entrepreneurs, and AOT. Moreover, this program also enriches AOT's customer database with valuable data on customer behavior and consumption patterns in products and services, enabling AOT to enhance marketing effectiveness with additional insights.



6C Online Strategy



AOT SKY Reward Program

Membership Card

Member identification tool which allows access to the award redemption or accrual system after registration



Mobile Application

To register, check news, benefits, and membership activities



Membership Verification System

To verify and redeem points at participating airport stores



AOT SKY Privilege System

AOT's membership account system that calculates accrued AOT points and serves as database for analytics related to member behavior



Satisfaction Survey of AOT's Services

In 2017, AOT implemented initiatives to gain insights into customer needs particularly on the level of satisfaction/dissatisfaction, needs or expectations, and loyalty to AOT's products and services. These initiatives include a survey on passenger satisfaction benchmarked against other international airports participating in the Airport Service Quality (ASQ) ratings; and the customer satisfaction survey using sampling techniques, F2F and in-depth interviews. These were implemented to study customer needs/expectation, satisfaction/dissatisfaction, and customer loyalty based on the Net Promoter Score (NPS). Survey findings from multiple sources which portray a broader picture of customer satisfaction, dissatisfaction, and loyalty will help shed light on customer needs and their differences more accurately and comprehensively. Moreover, the

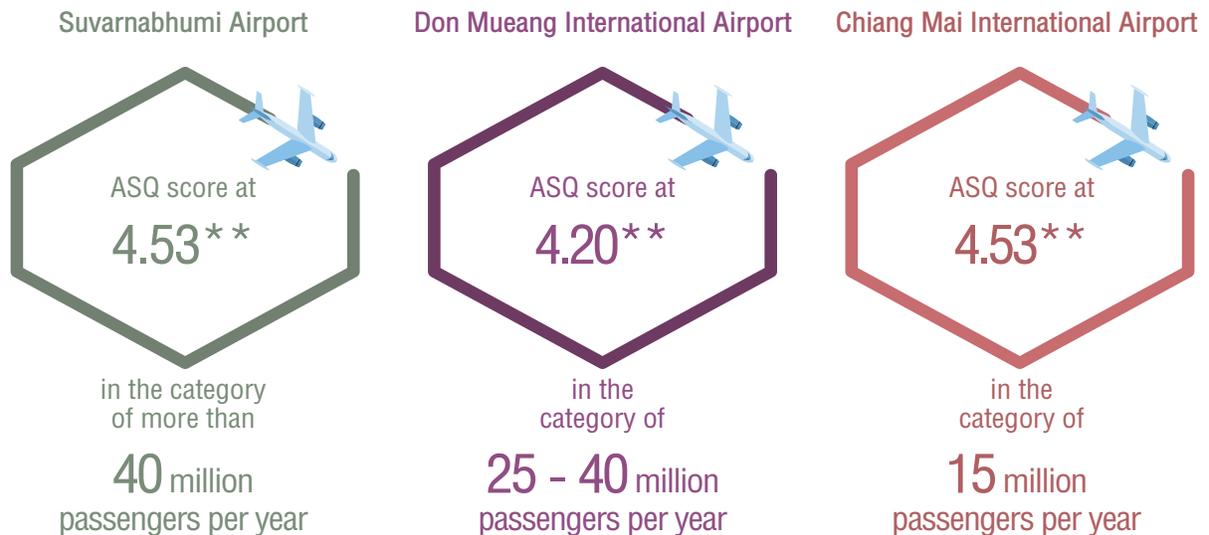


findings can be used as inputs into strategy and service quality development planning as well as enhancing efficiency in AOT's operational processes.

Airport Service Quality (ASQ) Ratings Program

In 2017, Suvarnabhumi Airport, Don Mueang International Airport, and Chiang Mai International Airport participated in a service quality assessment called the Airport Service Quality (ASQ) Ratings Program organized by the Airport Council International (ACI). AOT plans to extend the assessment to all airports by 2019.

ASQ Scores for the 3rd Quarter 2017*



Remark : *ASQ scores are announced quarterly on a calendar year basis.
**from total score of 5

Airport / Customer segment	Level of loyalty to airport (NPS: Net Promoter Score values)*			
	Positive feedbacks	Suggestions for improvement	Continue using service	Branch expansion in other AOT airports**
Suvarnabhumi Airport (Passengers)	38.49%	34.43%	32.99%	
Suvarnabhumi Airport (Entrepreneurs)	-5.15%	8.33 %	14.28%	22.62%
Suvarnabhumi Airport (Airlines)	1.25%	9.37%	13.75%	13.75%
Don Mueang International Airport (Passengers)	29.73%	26.24%	30.27%	
Don Mueang International Airport (Entrepreneurs)	7.38%	63.09%	3.81%	-6.25%
Don Mueang International Airport (Airlines)	-15.78%	65.00%	-25.00%	55.00%
Chiang Mai International Airport (Passengers)	41.88%	41.09%	44.67%	
Chiang Mai International Airport (Entrepreneurs)	-22.13%	4.70%	-36.58%	-15.98%
Chiang Mai International Airport (Airlines)	9.43%	13.21%	-7.55%	-11.32%
Hat Yai International Airport (Passengers)	5.50%	3.70%	13.99%	
Hat Yai International Airport (Entrepreneurs)	71.50%	59.59%	70.55%	33.07%
Hat Yai International Airport (Airlines)	4.17%	37.50%	12.50%	78.26%

Remark : *Net Promoter Score (NPS) = %Promoters - %Detractors

**Expansion of entrepreneurs' businesses and airlines to other airports under responsibility of AOT.

Airport / Customer segment	Level of loyalty to airport (NPS: Net Promoter Score values)*			
	Positive feedbacks	Suggestions for improvement	Continue using service	Branch expansion in other AOT airports**
Phuket International Airport (Passengers)	18.08%	39.83%	26.07%	
Phuket International Airport (Entrepreneurs)	-37.95%	-41.13%	-48.36%	-29.32%
Phuket International Airport (Airlines)	-50.00%	12.50%	-41.07%	-3.57%
Mae Fah Luang- Chiang Rai International Airport (Passengers)	30.55%	9.65%	27.77%	
Mae Fah Luang- Chiang Rai International Airport (Entrepreneurs)	-37.95%	-41.13%	-23.18%	-29.32%
Mae Fah Luang- Chiang Rai International Airport (Airlines)	-65%	35.00%	-80.00%	33.75%

Remark : *Net Promoter Score (NPS) = %Promoters - %Detractors

**Expansion of entrepreneurs' businesses and airlines to other airports under responsibility of AOT.

Voice of Customers (VOC) Management



Currently, AOT has 2 categories of VOC sources: complaints and survey data on customer satisfaction and needs (the Customer Insights Program). The Business Development and Marketing Department initiated an approach to manage VOC more effectively with the VOC Integration Program for a more concrete implementation as follows.



Development Approach for Complaints

Categorize or update categories of complaints appropriately, coordinate with employees responsible for complaint filing to record details in a systematic manner, and rank complaint management according to the severity of impacts on the organization in order to prioritize further remediation



Development Approach for Satisfaction

Conduct an impact analysis on the topics in the satisfaction survey to prioritize issues for further management



Communication Approach

Communicate information to related units and summarize the priority of issues to be addressed/ managed



Evaluation Approach

The Business Development and Marketing Department monitors the implementation of AOT's action plans functions on areas related to service quality improvement (in accordance with the 2nd strategy of AOT's Customer Relationship Management Master Plan).



Complaint Management at AOT



AOT has a process to manage complaints and suggestions from various sources. The Customer Relations and Complaint Administration Division will process and filter complaints. In the case of an urgent complaint, the Customer Relations and Complaint Administration Division will notify related units within 3 business days and respond to the customer immediately. For general complaints, suggestions, or positive feedbacks, related units must provide a response to the Customer Relations and Complaint Administration Division within 10 business days. The Customer Relations and Complaint Administration Division is obligated to report the statistics on complaints and remediation outcomes to the Customer Relationship Management Master Plan Working Group and AOT's Corporate Governance Committee on a quarterly basis to ensure that the complaint management approach achieves maximum effectiveness.

Aspiring to be the Most Innovative Airport

AOT's Innovation Strategies



Technology transformation and digital lifestyle has caused the air transport industry to arrive at a critical turning point. With the business context that demands delivery of high quality services under time pressure to impress customers, innovation development is at the heart of building business competitiveness. AOT is determined to be the most innovative organization in internal management by encouraging employees at all levels to be people of innovation with an ability to effectively incorporate innovative ideas into the management system. Moreover, AOT puts a high emphasis on innovation in services by applying state-of-the-art technology to enhance convenience for service users at all airports.

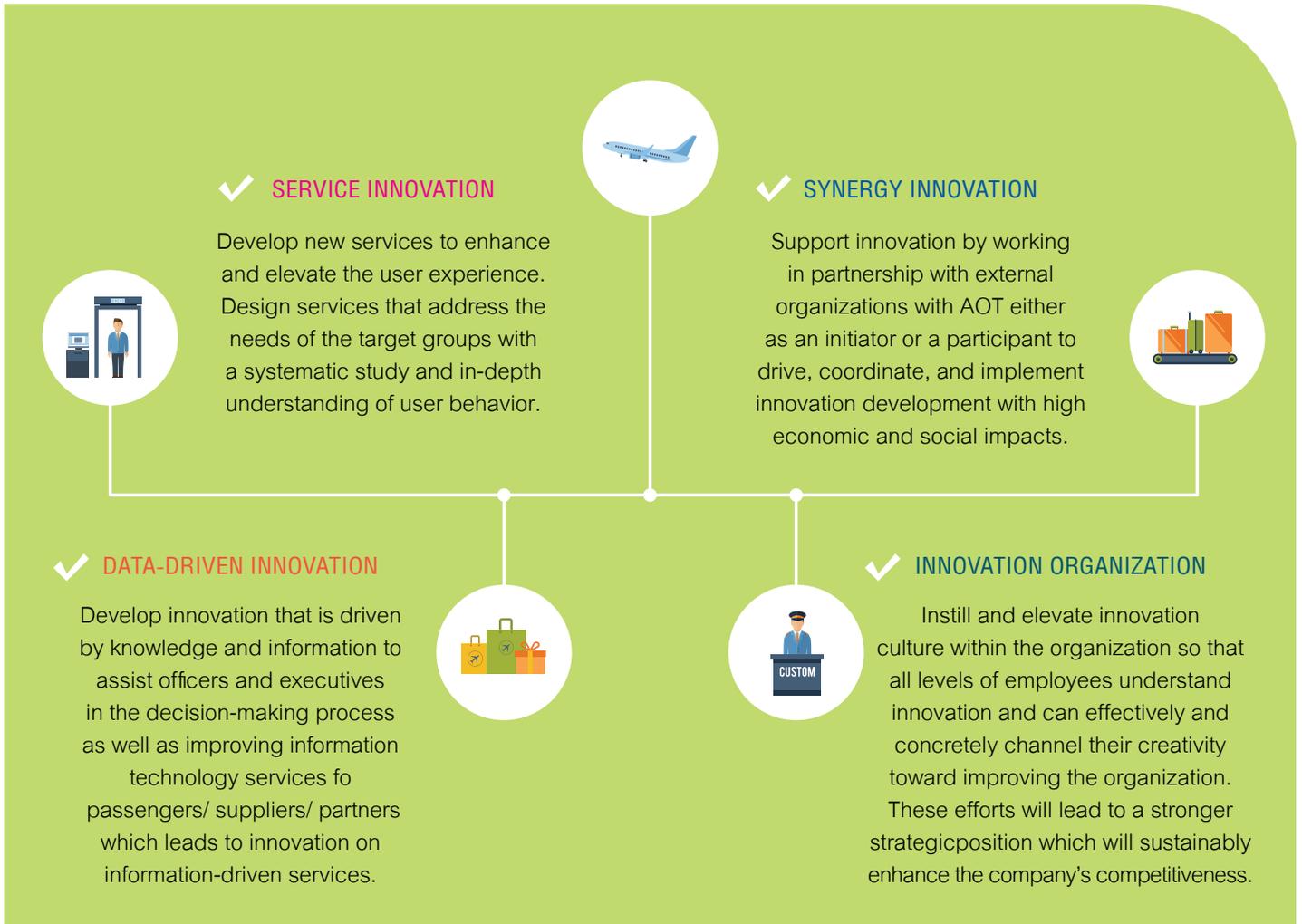
The structure of AOT's innovation management comprises the Innovation Management Committee and the Innovation Development Working Group performing an important role in formulating innovation strategy, goal, policy, and implementation guideline. Particularly, AOT's Innovation Strategies consist of 4 key strategic plans in partnership with the National Innovation Agency (Public Organization) or NIA to make concrete progress in becoming an innovative organization and bolstering the company's competitiveness.



B E Y O N D
T H E S K Y



AOT's Innovation Strategies



Specifically, AOT involves employees in the implementation of these strategies by having activities to develop employee innovative skills and confidence. These activities are categorized into 3 main areas which are: training to develop employees on innovation, supporting innovation or R&D projects, and conducting public relations through various media channels. Highlights of innovation initiatives and projects in 2017 are as follows.

Highlights of AOT's Innovation Projects

Common Use Self Service - CUSS

Fast automatic self check-in kiosks for passengers. Currently, passengers can access at the total of 16 self check-in points from all airports.



Common Use Bag Drop - CUBD

Self baggage drop-off points with barcode luggage tags for effective tracking and management. Currently, there are 2 service points available at each airport.

Passenger Baggage Reconciliation System - PBRS

Baggage tracking system to ensure that checked baggage matches with passenger flights which is part of the ICAO Annex 17 standards. This system allows baggage tracking both within the passenger terminal and at airside through the barcode system. At present, the implementation at Suvarnabhumi Airport has been completed with a plan to extend this system to every airport in the future.





Advance Passenger Processing System - APPS

This system allows airlines to check and screen passengers in advance with information on passengers and crew members according to the international standards. The system will send information of passengers on international flights for departure, arrival, or on transit to verify with the Immigration Bureau database. If a passenger is on a blacklist, the system will send an alert in real time that the passenger is not allowed to enter or exit the country.



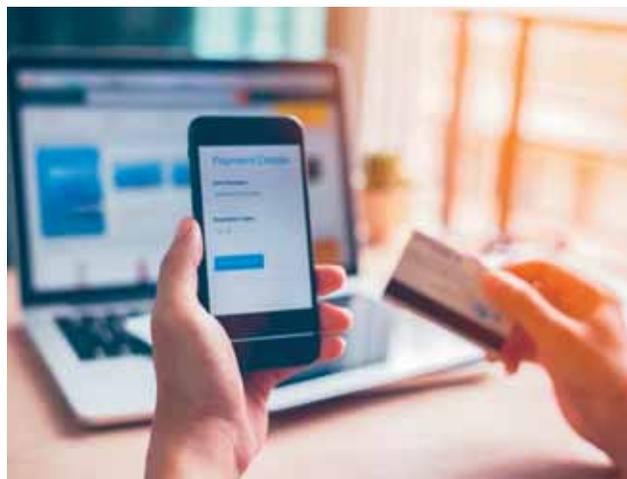
AOT Mobile Application

Airport Thai application on smartphone will notify flight information and real-time flight status for passengers prior to their scheduled flights as well as providing information on shops and restaurants in the airport, hotels or accommodations near the airport, and information on public transportation.

Moreover, AOT has also developed an application for employees to access work-related news and information as well as personnel data, such as holidays and leaves, which will enhance AOT's operational efficiency conveniently and quickly .

Online Payment System for Airport Service Fees (E-payment)

An airport-fee payment system for entrepreneurs to view invoices and other support documents online and to make online payment through AOT's partnered banks.



Beyond Trusted Airport



Beyond Trusted Airport

Good Corporate Governance and Risk Management

AOT is committed to establishing sustainable corporate governance and risk management as well as managing the business with transparency at international standards which are critical factors for competitiveness. AOT's commitment extends to avoid conflicts of interest by

upholding integrity and governance principles as well as managing risk effectively. AOT aims to set current and future goals, strategies, and business plans to achieve best practices at national and international levels to foster trust among all groups of stakeholders.

Good Corporate Governance and Code of Business Conduct



“Excellent” assessment level on the 2017 Corporate Governance Survey of Thai Listed Companies conducted by the Thai Institute of Directors (IOD).



สมาคมส่งเสริมการลงทุน
THAI INVESTORS ASSOCIATION

“Excellent” assessment level on the 2017 Quality of Annual General Meetings of Shareholders Assessment conducted by the Thai Investors Association (TIA)



Rated “Exceptional” on integrity and transparency on the 2017 Integrity and Transparency Assessment for Government Agencies (ITA) conducted by the National Anti-Corruption Commission (NAAC)

AOT's Board Training to Comply with Corporate Governance Code

In 2017, the Securities and Exchange Commission (SEC) issued the Corporate Governance Code for Listed Companies 2017 to serve as guidelines for boards of directors of listed companies. AOT organized training to inform and prepare its board of directors for compliance with this new regulation.

Training on “Roles, Duties, and Responsibilities of Board Members and Executives Mandated by the New Securities and Exchange Act”



This training is necessitated by the Securities and Exchange Act (No.5), B.E. 2559 (2016) effective on December 12, 2016 which was enacted to modify the characteristics of a wrongful act and enforcement measures to be more effective and in line with international standards. The new law has some provisions pertaining to boards of directors and executives, such as insider trading. AOT, therefore, organized a training

program on “Roles, Duties, and Responsibilities of Board Members and Executives Mandated by the New Securities and Exchange Act” by inviting Mr. Somchai Pongpattanasin, Assistant Secretary-General of the Securities and Exchange Commission (SEC) and Mr. Anek Yooyuen, Director of Enforcement Department from the SEC as guest speakers to give a talk for AOT's Board of Directors and executives



on August 18, 2017 at Cattleya Room 2, Rama Gardens Hotel. The objective of the training was to inform board members and executives on the roles, duties and responsibilities of Board of Directors and executives as specified in the new Securities and Exchange Act so that they would understand legal risk and guidelines to prevent breach of duty.

Lecture on “Corporate Governance Code for Listed Companies 2017”

In 2017, the Securities and Exchange Commission (SEC) issued the Corporate Governance Code for Listed Companies 2017 (CG Code 2017) to serve as guidelines for Boards of Directors of listed companies. AOT, therefore, organized a lecture on “Corporate Governance Code for Listed Companies 2017” with Mr. Rapee Sucharitkul, Secretary-General of the SEC as a speaker to give a talk for AOT’s Board of Directors and senior executives on September 4, 2017, at Cattleya 3 Room, Rama Gardens Hotel. The objective of the talk was for Boards of Directors and senior executives to develop a thorough understanding on the





Corporate Governance Code for Listed Companies 2017 to manage the business and fulfill their roles, duties, and responsibilities in accordance with the corporate governance code and practices specified by the SEC. The talk underscores AOT's commitment and priority on running the business with transparency and good governance as well as reflecting the determination of AOT's Board of Directors and senior executives to uphold and comply with the Corporate Governance Code.



**Corporate
Governance Committee**

AOT's Corporate Governance Structure as of September 30, 2017



(Additional details on AOT's corporate governance structure are available on www.airportthai.co.th/corporate/en)

AOT's corporate governance structure comprises 15 directors, 12 of which are independent directors, and 5 sub-committees responsible for setting the business direction with the President as the chief executive

Board of Directors



15 persons

Independent Directors



12 persons

Sub-Committees Responsible



5 Teams

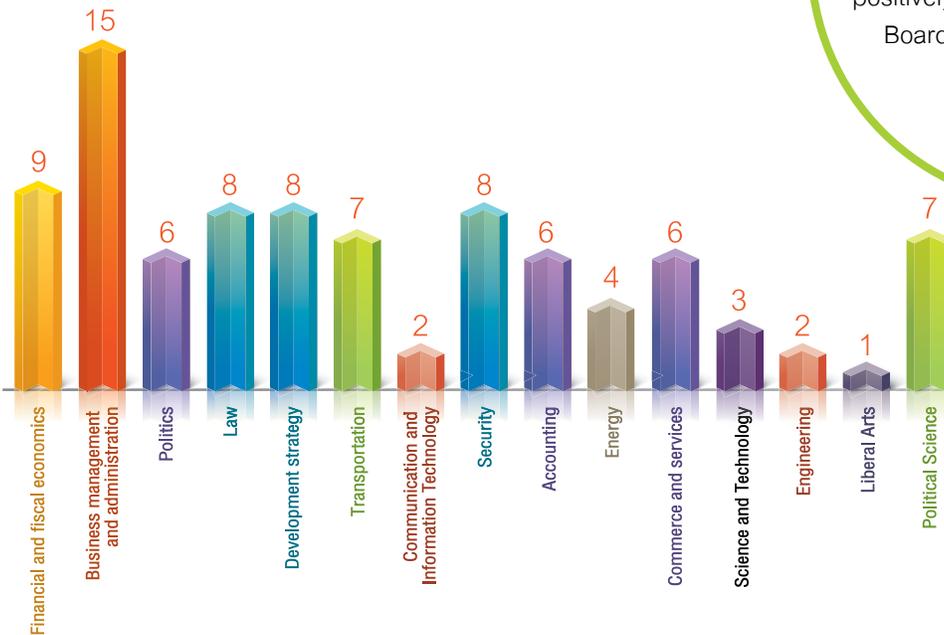
(Additional details on AOT's board of directors can be found in the Annual Report.)

The selection process for AOT's Board of Directors follows the Corporate Governance policy and the Code of Ethics which specify important details, such as shareholder and stakeholder treatment, information disclosure and transparency, directors' responsibilities, performance assessment of directors, and code of ethics for directors and all employees. Specifically, AOT's director selection will take into account skills necessary for operating the airport business, such as management and business development strategy, law, safety and security maintenance, science and technology, and political science, with no discrimination against gender, nationality, race, or religion. Moreover, consideration is also given to support environmental, social and governance sustainability.



(Additional details on AOT's Corporate Governance Policy and Good Governance Handbook are available on <http://airportthai.co.th/corporate/en/643-gcg1>)

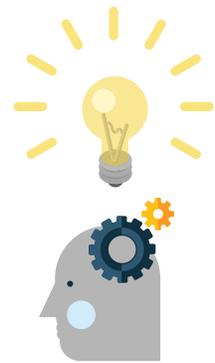
Board Skill Matrix



AOT has constructed and reviewed the Board Skills Matrix to facilitate a director selection for a candidate who possesses the right qualifications and can contribute positively to the overall balance of the Board Skills Matrix for continuity of business strategy implementation.



AOT's Board of Directors highly values continual skill and capability development. In 2017, Board of Directors attended various training courses, such as the Director Accreditation Program (DAP) and the Director Certificate Program (DCP) run by the Thai Institute of Directors (IOD), as well as courses offered by other leading institutions, such as the Senior Executive Course by Capital Market Academy and the Corporate Governance Course for Directors and Senior Executives of State Enterprises and Public Organizations by King Prajadhipok's Institute.



To evaluate the board's performance, Board of Directors completed self-assessment forms annually. The Corporate Governance Committee is responsible for preparing self-assessment forms for the board and sub-committees and reporting findings at a board meeting to identify an action plan for further improvement of board performance. In 2017, the board's assessment result was at an "Excellent" level.

(Additional details for AOT's board training and self-assessment are available in the 2017 Annual Report.)

Code of Ethics



AOT requires Board of Directors, executives, and employees at all levels to strictly abide by the Code of Ethics and the Corporate Governance Policy to ensure transparency in the business operations. AOT also fosters awareness on good governance through a variety of communication channels, such as requiring acknowledgement signatures and offering training on good governance policy and handbook, frequent communication via letters or AOT's website, setting up a complaint channel, and having an effective corrective measure.

Anti-corruption, AOT is committed to fighting corruption and reinforcing anti-corruption practices as the top priority. In 2016, AOT announced the Anti-Corruption Policy with a written notification to AOT's directors, executives, and employees for acknowledgement and compliance as well as communicating the policy to AOT's associations, subsidiaries, stakeholders, and the public through a variety of communication channels, such as letters, AOT's website at www.airportthai.co.th, and AOT intranet system.

Furthermore, AOT has also established guidelines for suppliers' anti-corruption measures as a requirement in the Terms of Reference (TOR) to which suppliers must adhere. During the New Year's festivity, AOT prohibited all employees, divisions, and every group of stakeholders from accepting gifts to prevent exploitation of power for self-benefits and potential conflicts of interest.

As part of building a transparency network to make Thai society corruption-free, AOT has signed a memorandum of 3-way cooperation among the NACC, the State Enterprise Policy Office, and state enterprises to implement the National Anti-Corruption Strategy phase 3 (2017 - 2021). For the private sector, AOT has declared its intention to join Thailand's Private Sector Collective Action Coalition Against Corruption (CAC). At present, AOT has submitted a request to be certified as a CAC member and is awaiting a decision from the Thai CAC Council.



Good Governance and Anti-Corruption Training Program

In 2017, AOT organized training on good governance and anti-corruption for all levels of employees. This training was incorporated in the New Employee Orientation Program, the Airport Operation Training Program, and the Airport Management Training Program. Moreover, AOT also encouraged employees to attend outside training programs, such as the Director Accreditation Program (DAP) and the Director Certificate Program (DCP) run by Thai Institute of Directors (IOD), and the Advance Anti-Corruption Strategist Program (“Nor Yor Por Sor”) run by Office of the National Anti-Corruption Commission.

New Employee Orientation Program

810 participants



Airport Operation Training Program

458 participants



Junior Airport Management Training Program

254 participants



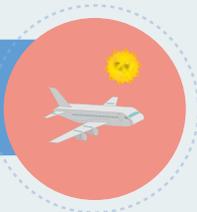
Intermediate Airport Management Training Program

146 participants



Advance Airport Management Training Program

35 participants



Other Training Programs

- DAP
- DCP
- “Nor Yor Por Sor”
- CG Code 2017
- “From NASA to a Search for Good Governance”
- Roles, duties, and responsibilities of directors and executives based on the new Securities and Exchange Act)



Total of 328 participants



AOT Organized a Talk to Promote Good Governance and Ethics in 2017 with the title: “From NASA to a Search for Good Governance”

AOT organized a talk to promote good governance and ethics in 2017 with the title: “From NASA to a Search for Good Governance” with Dr. Vorapat Poocharoen, a former-NASA engineer, as the speaker. The intended audience included directors, executives, employees, airline operators, state and private agencies who are AOT’s internal and external stakeholders.



The objective of the talk was to foster integrity and ethics in the organization, promote anti-corruption efforts, and share knowledge on governance and ethics among both internal and external participants. The talk was held on August 29, 2017 at the AOT Auditorium.



AOT participated in the 2017 Anti-Corruption Day under the theme: “New Government! Old Corruption?”



AOT participated in the 2017 Anti-Corruption Day on September 6, 2017 spearheaded by the Anti-Corruption Organization of Thailand (ACT). The objective of AOT's participation was to publicly reaffirm AOT's standpoint as an ethical organization with sustainable anti-corruption measures.

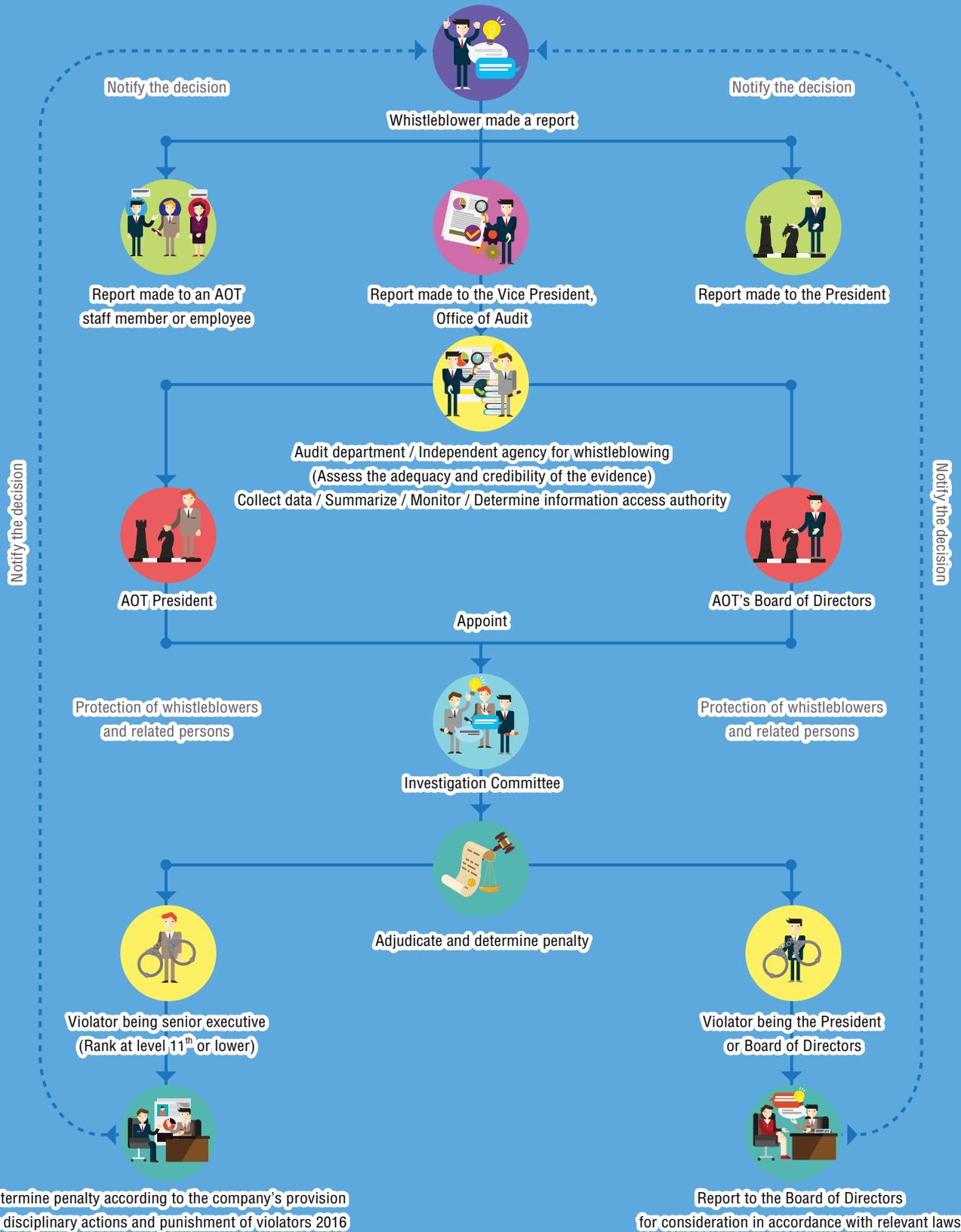
Complaint Management at AOT

AOT has set up channels for communication, suggestion, complaint, and whistleblowing for reporting potential violations of the Code of Ethics. The Corporate Communications Department under the Legal Group and the Corporate Secretary are responsible for compiling the information and reporting to the Corporate Governance Committee on a quarterly basis to determine corrective and preventive measures against such violations.



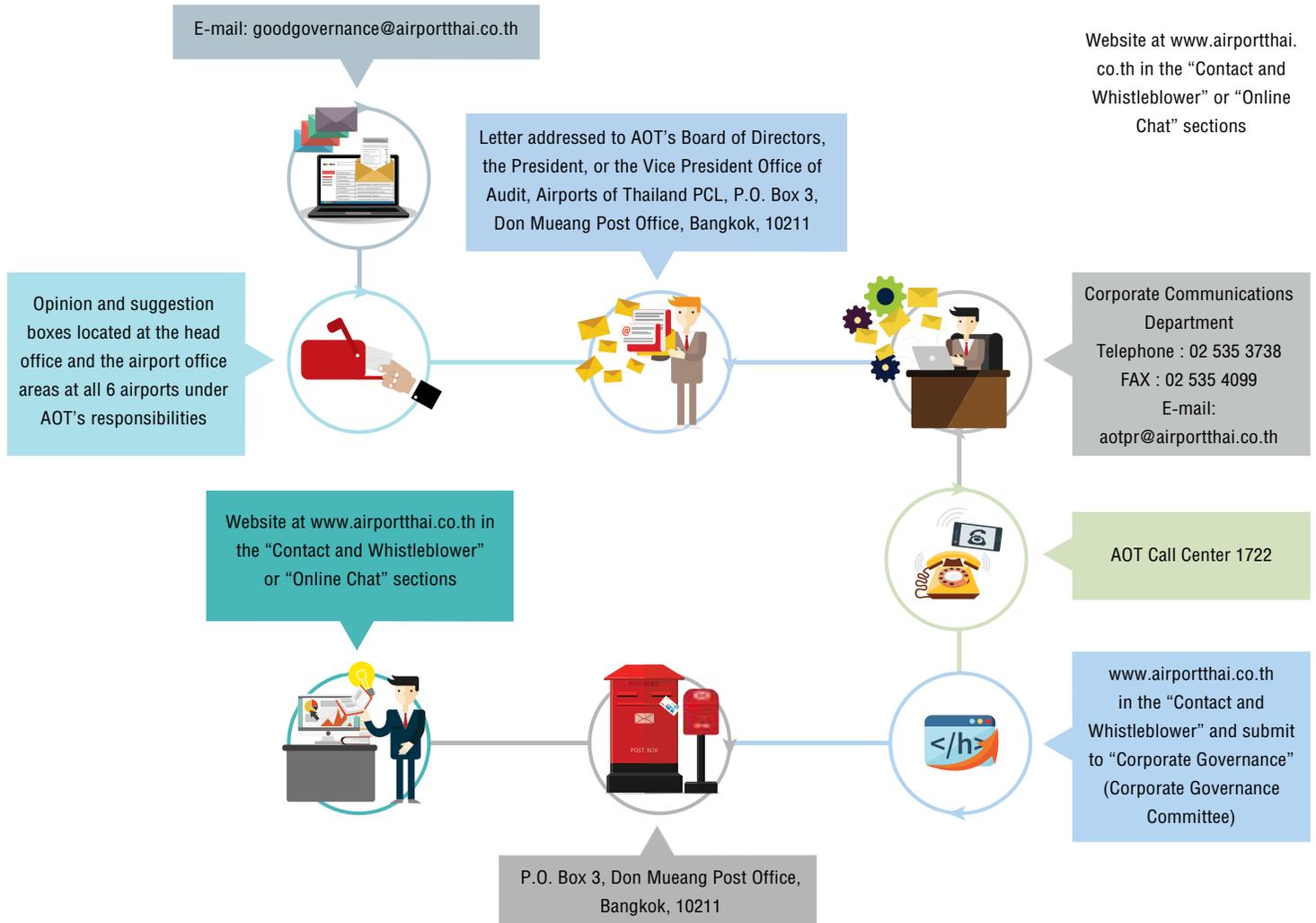
AOT has a complaint and whistleblowing procedure which encompasses a complaint channel, an investigation process, and punishment with strict adherence to relevant laws and regulations. Moreover, to build confidence with employees and other stakeholders, AOT pledges to offer protection for employees, other whistleblowers, and related persons who report acts of violation or assist with the investigation in good faith against intimidation or threat. In addition, AOT will not terminate or suspend employment, pursue disciplinary action, threaten, or retaliate against employees or related persons who report wrongdoing. Details of AOT's complaint and whistleblowing process are as follows:

AOT's Complaint and Whistleblowing Procedure



Suggestion and Complaint Channels

AOT's stakeholders can voice their opinions, suggestions, or complaints through the following channels:



In 2017, AOT's complaint management showed no confirmed case of a violation of the Good Governance Handbook. Nonetheless, AOT is in the process of developing a database system to collect data by types of complaints more systematically in the future.

Risk and Crisis Management

AOT puts a great emphasis on regularly managing risk that may affect the business and controlling the damage from any potential risk, as well as meeting stakeholders' expectation on transparency of corporate risk management process. To accomplish these goals, AOT puts in place an operational framework and a risk management system that meet international standards with a governance structure to ensure strict adherence to the risk management policy. Moreover, AOT has set up work teams and infrastructure to ensure effective risk and crisis management.

AOT has set up a risk management system to achieve the objectives laid out in the AOT Corporate Direction and formulated a risk management policy (Risk Policy) to demonstrate AOT's commitment on risk management. Moreover, AOT's organizational structure was designed to support and encourage an effective risk management by establishing reporting structure, scope of authorization and responsibility as well as specifying a risk owner responsible for managing the assigned risk. The Risk Management Department is the main function responsible for developing and monitoring AOT's risk management.



Awards for Promoting Risk Culture and Internal Control at AOT



AOT gave the **Excellence in Risk Management and Internal Control Award** to promote risk culture in parallel with developing risk management and internal control network with 2 award categories. The **Individual Category Award** was given to **Mrs. Patcharin Naktongkaew** (Director of Risk Management, Aerodrome Standard and Occupational Health Division, Phuket International Airport) for her work on overseeing entrepreneurs' commercial space usage within the airport. This led to an improvement in the internal control process which enabled Hat Yai International Airport to make its rental fee collection more comprehensive. While **Baggage Handling System Department (Suvarnabhumi Airport)** won the **Division Category Award** for reducing equipment breakdown which, during the 1st to 3rd quarter of the 2017 fiscal year, had helped reduce expenses for purchasing replacement parts in the amount of 144,110 Baht as well as reducing lost time from conveyor belt replacement. Such control has enabled Suvarnabhumi Airport to maintain baggage handling service at the TBT building at the rate of 4,000 pieces/hour as well as making the baggage handling system capable of operating round the clock without any disruption.

The ceremony for presenting the aforementioned outstanding risk management and internal control award was held on September 11, 2017 at the AOT Auditorium, AOT head office.

Risk Management Policy and Structure



AOT set up the Risk Management Committee (RMC) to oversee risk management and business continuity with the role of setting the company's policy and direction on risk management. While the Risk Management Working Group comprises the President as the head of this working group, the Airport Emergency Planning Committee, the Business Continuity Management (BCM) Working Group and the Business Continuity Planning (BCP) Working Group for the overall organization as well as from each of the 6 airports. The Risk Management team is responsible for ensuring that the company's risk management and business continuity process follows the COSO-ERM guidance and the ISO 22301:2012 standards (or "Mor Or Gor 22301 – 2556" standards) for the head office and all 6 airports. As a result, AOT has been able to consistently maintain certification from the above standards.

(Additional details on AOT's risk management structure are available on <http://rib.airportthai.co.th/risk-management/risk-structure>)

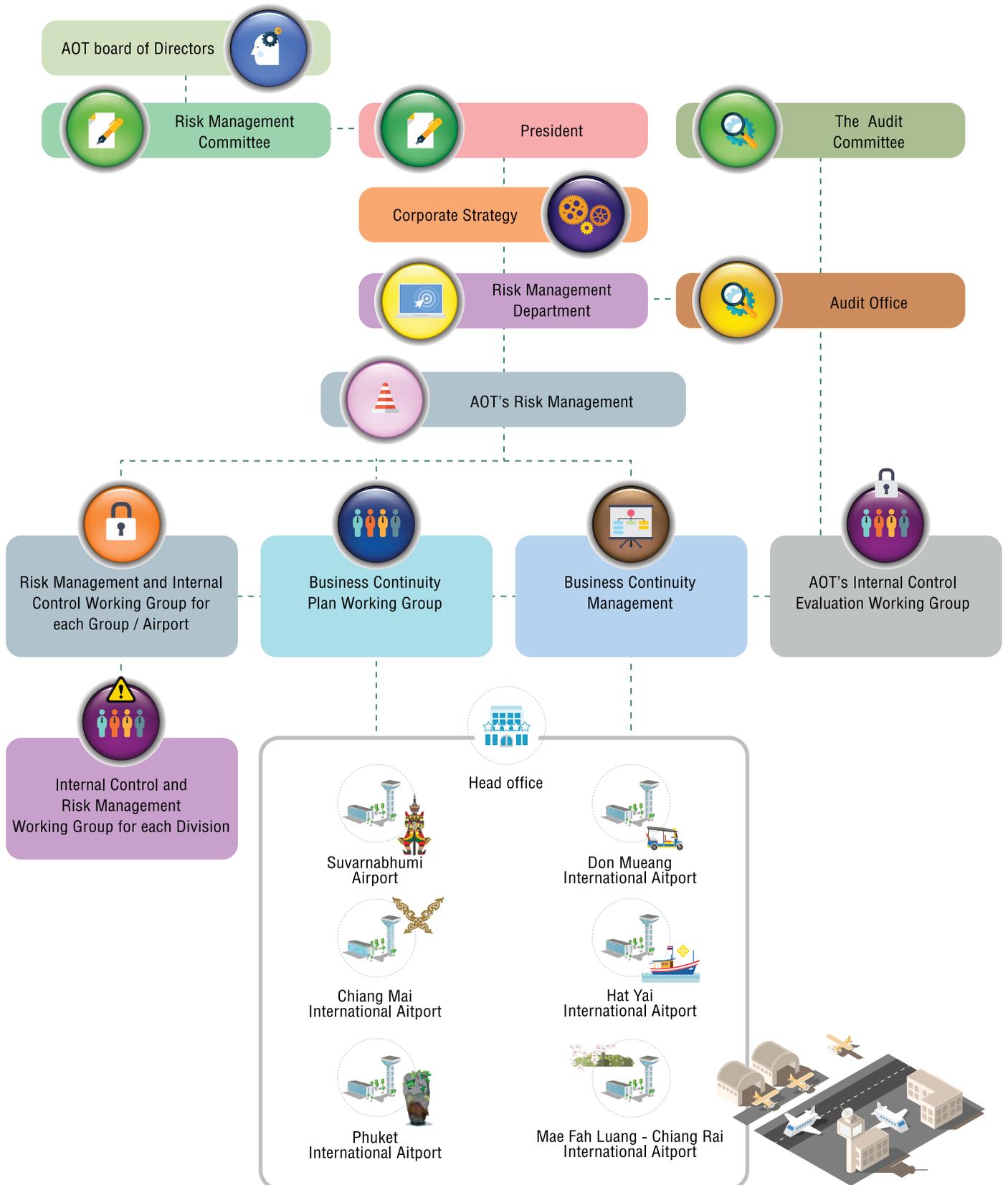


Risk impact assessment is reported to the Risk Management Committee and AOT's Board of Directors to set directions and impact mitigation measures for each type of risk. Monthly reporting is required for risk incidents with high business impact while monitoring of risk factors, both present and emerging risk, is reported annually. Moreover, AOT has set up an airport-level risk management function to effectively manage airport-specific risk for the first year.

In 2017, AOT has made an improvement on the risk management system by setting up a risk management function at each of the six airport. This new structure is a decentralization of risk management power to individual airport to create efficiency and appropriate management tailored to suit specific environment at each airport. Moreover, AOT also formulated the Corporate Risk Management Plan and the Airport Risk Management Plans for the 6 airports. This was the first year that AOT had a risk management plan at the airport level, enabling more specific risk analysis on idiosyncratic risk facing each airport.

In formulating AOT's Corporate Risk Management Plan for the 2017 fiscal year, the Risk Management Committee focused on corporate risk factors that have been selected through the identification and severity assessment process. Consideration was given to three potential impacts from risk factors: impact on strategic objectives, impact on operational processes, and impact on other risk factors that share a common root cause.

Risk Management Structure at AOT



AOT's Risk Management Policy



Manage corporate risk and business continuity in accordance with the COSO-ERM guidance and ISO 22301: 2012 standards.



Incorporate risk management process into the AOT Corporate Direction and important project management.



Executives and employees at all levels have risk management and business continuity roles in an integrated, adequate and appropriate manner.



Executives and employees at all levels are required to use the risk management system to evaluate and review corruption risk measures.



Develop of the risk management and business continuity management system continually as well as utilize information technology to support risk reporting.



Promote a risk culture within the organization with an open access to information on risk management and business continuity management.

AOT's Risk Factors



One of the steps in AOT's risk management process is to identify corporate risk factors by considering their impacts on the business and investment risk. The 3 areas of business impact to be considered for identifying key risk factors are strategic objective, operational process, as well as other risk factors that share a common root cause.

AOT's Risk Factors in 2017



(See additional details on AOT's risk factors in the Annual Report)



Furthermore, AOT has also analyzed emerging risk which may affect AOT along economic, social, and environmental dimensions by considering global trend together with industry-related trend with details as follows:



Emerging Risk



Principle and Rationale

Current statistics on passenger and cargo air traffic show a dramatically increasing trend. Therefore, AOT has utilized information technology to provide services and manage database for further improvement in providing efficient services to customers. Nonetheless, AOT recognizes the importance of preventing cybercrime that has become increasingly more complex in recent time. If AOT's database is hacked, it will lead to a tremendous amount of damage to all stakeholders including AOT, such as potential lawsuits if the airline system fails or international security risk in the case of a terrorist act that exploits data leak on airline flight routes.

Cyber Security



AOT's Prevention Measure

AOT has developed a system to handle cyber security risk in accordance with the ISO 22301: 2012 standards and will be in the certification process in 2018. AOT has also incorporated data security measures as part of the corporate risk assessment process, installed firewalls in the IT system, as well as limiting IT access to authorized persons. Furthermore, AOT has organized training for related employees to foster awareness and knowledge on IT security which has become part of the corporate risk culture as well as internally broadcasting news of information technology threats on a regular basis.



Emerging Risk



Principle and Rationale

Global demographic structure has been undergoing a constant change with a future trend of increasing aging and middle-class population. An expansion of the low-cost airline business and a more convenient visa application process require the tourism and the aviation industries to come up with a plan to meet the continually increasing demand for air travel as a result of this new passenger segment. Therefore, AOT must be prepared to provide adequate facilities for every group of passengers and develop the airport infrastructure to accommodate the passenger volume and elderly passengers, including flight volume which is likely to rise in the future. If AOT cannot provide adequate facilities to passengers or the airport structure cannot accommodate increasing passenger and flight volume, AOT will potentially lose its business competitiveness and jeopardize its long-term business growth.

Demographic Change - Aging Society & Emerging of Middle Class



AOT's Prevention Measure

AOT has implemented the airport development project according to each airport's master plan by using the forecast of passenger statistics which shows an increasing trend until 2035 from reliable external organizations, such as the International Air Transport Association (IATA) and the International Civil Aviation Organization (ICAO). Furthermore, AOT has incorporated universal design into the Airport Development Master Plan to facilitate every group of passengers as well as organizing employee trainings to continually develop capability to provide services to elderly and people with disabilities.

Supporting Corporate Risk Management

AOT recognizes the importance of risk and business continuity management by organizing trainings to foster awareness and knowledge on risk management among employees at all levels. Examples of AOT's training courses are Risk Management Program for Corporate Leaders (RCL) and Monitoring the System of Internal Control and Risk Management (MIR) training program for boards of

directors. Moreover, AOT also invited experts to give special lectures on internal control, risk management, and business continuity for executives and employees, as well as setting up a communication channel for corporate risk through AOT's website or R.I.B network. Specific details risk trainings in 2017 are as follows:

(Details on R.I.B network and related policies are available on <http://rib.airportthai.co.th/>)

Business Continuity Management Representative Leadership Training Program (BCMR Leadership)



In 2017, AOT organized the BCMR Leadership workshop for business continuity management representatives (BCMR), executive successors of BCME from the head office and all six AOT's airports with the total number of 20 participants. The workshop aims to inform participants on their roles and responsibilities as well as AOT's principle on business continuity management to ensure that the business abides by the ISO 22301: 2012 (or "Mor Or Gor: 22301 - 2556") standards.

Airport Risk Management Workshop

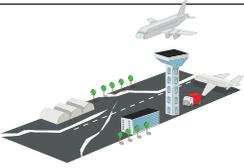
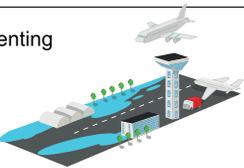
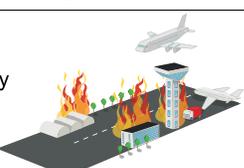
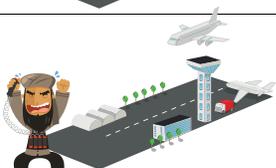
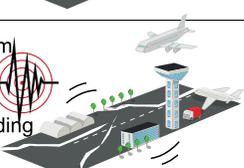


AOT organized workshops for employees with risk responsibilities at the six airports to provide participants with knowledge on risk management and internal control best practices and to ensure internal consistency within the organization. Furthermore, these workshops also provided knowledge on an early warning system in which AOT's key risk indicators are required to include both leading and lagging indicators to ensure efficient risk monitoring and timely risk management planning.



Emergency Plan and Business Continuity Plan Practice Program

AOT organized practice sessions to test its emergency plan and business continuity plan with external participants, such as the Royal Thai Air Force representatives, Metropolitan Police Representatives, District Office representatives, the Aeronautical Radio of Thailand representatives, Customs representatives Service, Immigration representatives, Quarantine representatives, Thai Airways International Public Company Limited, PTT Public Company Limited and airline representatives. The practice trainings cover both aviation safety and aviation security in accordance with ICAO guidance and consist of both table-top scenario exercise and partial scenario exercise formats. Details on scenarios and practice evaluation are as follows:

Location	Scenario	Number of Participants	Assessment Score
 Head office	Fire at AOT's Head office building 	 34 people	Excellent  97%
 Suvarnabhumi Airport	Damaged runway preventing aircrafts from take-off and landing 	 46 people	Excellent  97.4%
 Don Mueang International Airport	Flooded runway preventing aircrafts from take-off and landing 	 49 people	Excellent  98.9%
 Chiang Mai International Airport	Aircraft on fire during take-off on the runway 	 30 people	Excellent  90.55%
 Hat Yai International Airport	Aircraft bomb threat 	 33 people	Excellent  100%
 Phuket International Airport	Damaged runway from Tsunami preventing aircrafts from take-off and landing 	 27 people	Excellent  100%
 Mae Fah Luang – Chiang Rai International Airport	Damaged runway from an earthquake preventing aircrafts from take-off and landing 	 30 people	Excellent  98.7%

Upholding High Standards in Safety and Security



Terrorism has become increasingly more violent in recent time. Since an airport is a densely populated place, there is a risk for an unexpected event. AOT, as a service provider of six airports, places the highest priority on safety and security management to build stakeholders' trust.

AOT recognizes that the airport business is inextricably linked to national security, including welfare and safety of everyone throughout AOT's supply chain which covers operations within and outside the airfield. Specifically, AOT has developed a safety and security management process in conjunction with regularly raising safety awareness among employees, entrepreneurs, airlines, and passengers or airport users to ensure that all areas of AOT operations are safe and managed with strict adherence to national and international standards.

Airport Safety and Security

Workshop on Airport Safety Management System (SMS)

AOT supports collaboration on safety maintenance in running the airport business. Last year, AOT sent 7 are safety experts to jointly conduct a workshop and exchange knowledge on Airport Safety Management System (SMS) with the Lao Airport Authority (LAA) under the Sister Airport Agreement (SAA), at Wattay International Airport, the Lao People's Democratic Republic. Workshop topics were Bird Strike Control, Safety Management System (SMS), and Airport Emergency Plan.



Policy and Management on Airport Safety Standards



AOT establishes the Aerodrome Safety Policy to serve as a framework for safety management of the six airports under responsibilities. There are Safety Management Committees both at the corporate level, with the President as the chairman, and at the airport level to oversee AOT's safety operations and ensure compliance with the safety policy. Furthermore, AOT has prepared the Aerodrome Manual and the Safety Management System (SMS) supervised by the Airport and Aviation Standard function to ensure compliance with the safety standards.

operations to minimize disruption, maximize aviation safety, and adhere to international standards. These audits cover a variety of issues, such as progress on corrective actions identified by the Civil Aviation Authority of Thailand, airfield suitability, and compliance with the Airport Operation Manual.

In addition, AOT also sets safety audit procedures in the form of self-audit, internal audit, and external audit to assess and manage safety risk. The objective is to ensure that risk level stays within the boundary of airport

Aerodrome Safety Policy



Develop airport safety standards and management in parallel with growth in the air transportation business under the ICAO standards



Provide human resource and budget support for implementing the Safety Management System (SMS)



All levels of executives are responsible for airport safety to ensure compliance with regulations, indicators, and goals



All staff members and employees must acknowledge and cooperate with airport safety rules



Organize training, reviews, and communication to ensure adequate knowledge and understanding to comply with the Safety Policy



Campaign, promote, and incentivize related people to practice and internalize safety culture



Monitor and assess safety performance and the SMS system for continual development



Support independent and non-punitive safety reporting and investigation

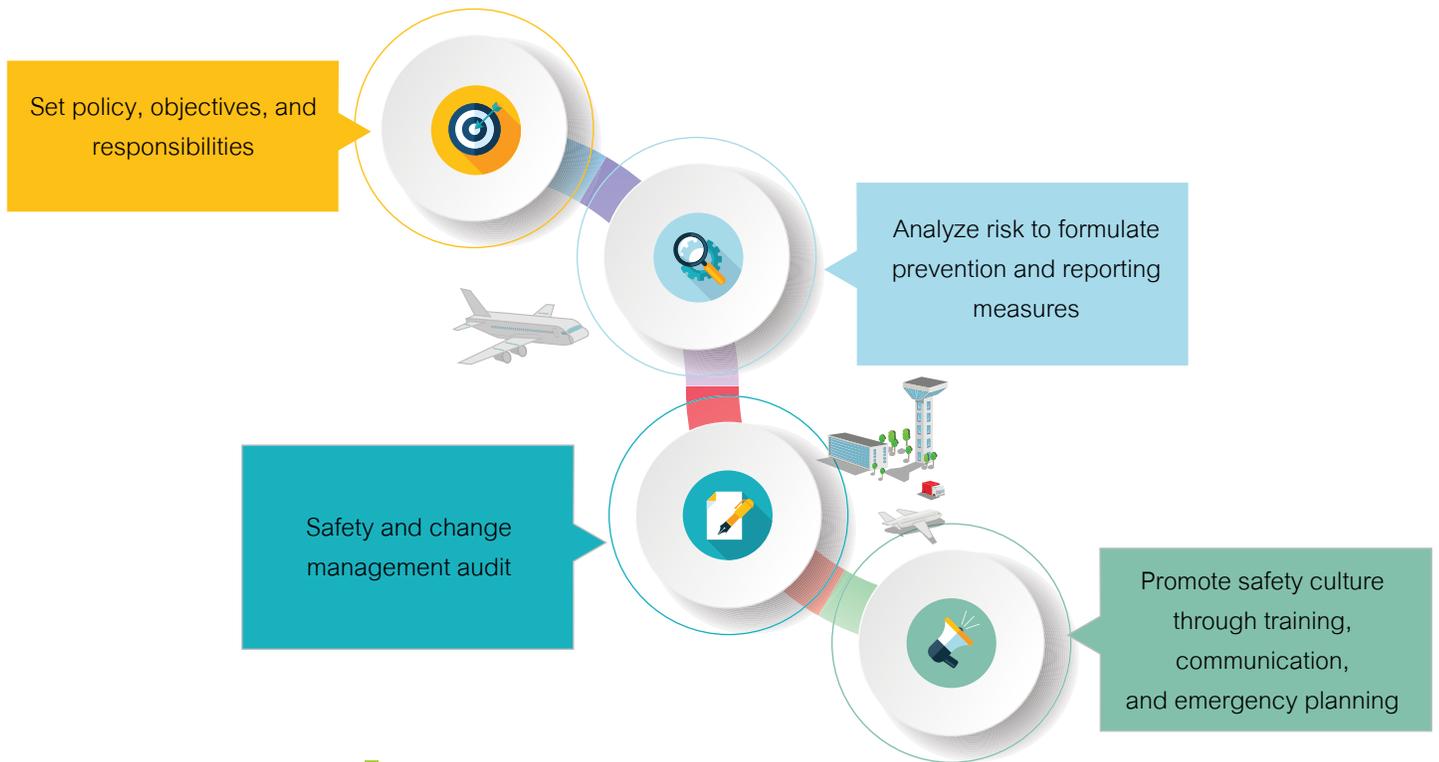


Support coordination and integration of related safety systems

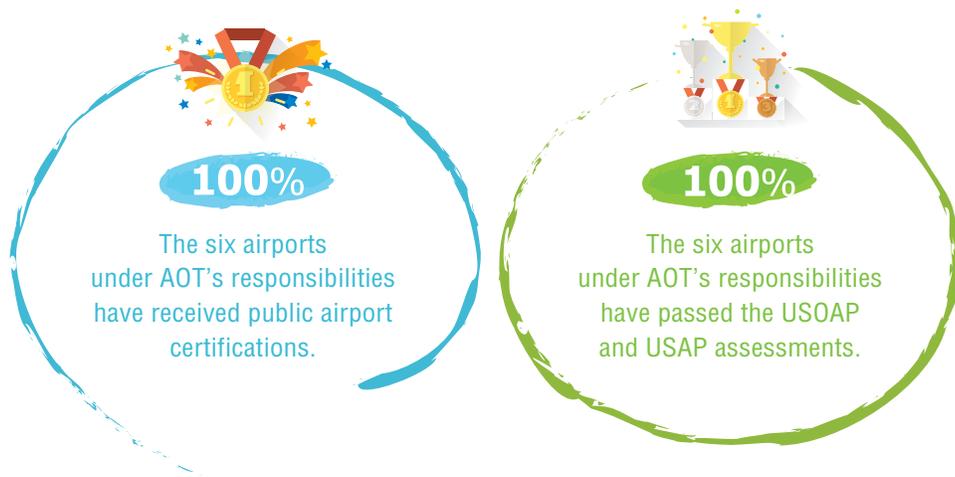


Investigate causes of safety incidents

Safety Management System – SMS



AOT's Safety Audit



Promoting a safety culture within AOT

Building a safety culture within an organization is the key to operating at maximum efficiency. In 2017, AOT had a collaborative initiative to exchange safety knowledge among experts from various airports under the Sister Airport Agreement or SAA, including emergency response training, aerodrome wildlife control and reduction, as well as employee training on "GNS 4: Working with ICAO Annex 14."

Aerodrome Wildlife Control and Reduction Training Program



In 2017, AOT organized an aerodrome wildlife control and reduction training program. The objectives are to equip employees with knowledge and capability for planning of bird strike control effectively as well as complying with ICAO regulations and other relevant standards. There were 40 employees participating in this training.



Airport Standards and Safety Training Program

AOT organized an airport standards and safety training on “GSN 4: Working with ICAO Annex 14” by the Airports Council International (ACI) to develop knowledge on physical standards, safety, and airport maintenance so that participants can apply the knowledge effectively. There were 28 employees participating in this training.



Certificate Sample



Information Security

AOT is Committed to Upholding International Standards in Information Technology and Communication



In 2017, AOT organized a lecture for 796 AOT's executives and employees to cultivate awareness and understanding on Information Security Management System (ISMS). Another objective of the lecture is to get ready for obtaining the ISO 27001 certification on information technology security



by 2018 with the scope covering support systems and facilities of AOT's main and backup computer centers.



AOT Information Technology Management Approach

Maintaining corporate and customer data security is crucial for building trust in an organization. Therefore, to ensure a secure information technology system, AOT has established policies, guidelines, standards, and procedures in line with the ISO/IEC 27001 standards. The Executive Vice President (Information and Communication) Technology Group is responsible for supervision, monitoring, control, and audit as well as providing advice and suggestion on compliance with the ICT Security Policies and Guidelines which AOT employees at all levels and relevant parties working with AOT must acknowledge and strictly follow.

Furthermore, AOT has also developed an Information Security Management System or ISMS to manage information security as well as formulating Business Continuity Plan for IT services, Disaster Recovery Plan, and Business Recovery Plan to support the operations during unusual circumstances, such as cyber attack, natural disaster, fire, etc.

ICT Security Policies and Guidelines



AOT's Management Objectives for ISMS



AOT's Management Structure for ISMS



ISMS Committee with 7 members

and Executive Vice President
(Information and
Communication Technology
Group) as the chairman for
overseeing and management

ISMS Team with 16 members

and Vice President of
Computer and Network
System as the team leader
for implementation within
the scope of ISMS

ISMS Audit with 6 members

to conduct internal
assessment/ audit within
the scope of ISMS

Occupational Health and Safety in Workplace

Workplace Occupational Health and Safety in workplace Campaign

AOT launched a campaign for occupational health and safety in workplace with various projects to raise awareness on safety, promote safety culture, and build employee engagement. Examples of such projects are:

- Safety at Work Days and Campaign during the Thai New Year (Songkran) celebration on April 4 - 5, 2017 at the AOT head office building, with 370 participants.
- Safety Week at Phuket International Airport on April 12, 2017, at the passenger terminal, Phuket International Airport, with 300 participants.
- Safety Week at Suvarnabhumi Airport during September 5 - 7, 2017, at the BFZ building, with 421 participants.

AOT Head Office



Suvarnabhumi Airport



Safety, Occupational Health, and Working Environment Management Approach

AOT places high importance on safety at work and an appropriate working environment by requiring every staff member and employee to strictly comply with the Safety, Occupational Health, and Working Environment Policy. Moreover, AOT requires every airport to set up Safety, Occupational Health, and Working Environment Committee (SHE Committee) which comprises a safety committee chairman (employer appointed), representative of employers at the executive level (employer appointed), representative of employees from all levels (elected), and a security officer at the professional level (Professional Security Officer) to serve as a committee member and secretary.

All staff members and employees are under the supervision of the AOT Safety Committee to ensure maximum efficiency in the operations. Moreover, AOT also provides regular trainings on occupational health and safety for employees to raise awareness and to provide applicable knowledge. Details of the trainings are as follows

AOT's Safety Management Structure

Airport	Number of SHE Committee	Chairman of SHE Committee	Employer Representative	Employee Representative	Secretary (Professional Security Officer)
 Head Office	23	1	10	11	1
 Suvarnabhumi	45	1	21	22	1
 Don Mueang	23	1	10	11	1
 Chiang Mai	13	1	5	6	1
 Hat Yai	25	1	11	12	1
 Phuket	11	1	4	5	1
 Mae Fah Luang-Chiang Rai	13	1	5	6	1

Safety, Occupational Health, and Working Environment Policy



(See additional details of Safety, Occupational Health, and Working Environment on <http://www.airportthai.co.th/corporate/en/1918-airport-safety-and-security-and-occupational-health-and-safety-management>)



AOT's Occupational Health and Safety Training



Total Training
729 hours



46 training courses

In 2017, AOT completed safety trainings for 2,416 staff members with the total of 729 training hours. There were 46 training courses offered with a variety of topics, such as:

AOT's Occupational Health and Safety Training

Legal Safety Training



Contractor Supervisor Training



Security Staff Capability Development seminar



Emergency Practice Training



Occupational Health and Safety OHSAS 18001: 2007 Standards Training



Hazard Identification and Risk Assessment Training



Safety, Occupational Health, and Working Environment Training for New Employee



Training for SHE Committee, Security Staff Members at the Management Level, the Leader Level, and the Advance Technical Level



Firefighting and Fire Evacuation Practice Training Program

In 2017, AOT organized firefighting and fire evacuation practices at all six airports under AOT's responsibilities for 4,200 employees in 13 days to raise safety awareness and prepare employees to handle potential emergency situations.



 Head Office





△ Suvarnabhumi Airport



△ Don Mueang International Airport



△ Chiang Mai International Airport



△ Hat Yai International Airport

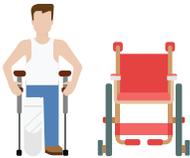


△ Phuket International Airport



△ Mar Fah Luang-Chiang Rai International Airport

AOT Occupational Health and Safety Performance Indicators 2017

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

(See details of occupational health and safety performance indicators on <http://www.airportthai.co.th/corporate/th/1918-airport-safety-and-security-and-occupational-health-and-safety-management>)

AOT assesses working environment for staff members and employees twice a year. The safety related departments at each airport is responsible for conducting the assessment which includes, measuring radiation at security check areas, humidity, temperature, lighting, and indoor air quality.

Safety Performance at All Airports 2017



97.38% legal compliance and **2.61%** in the process of implementing corrective actions



71%

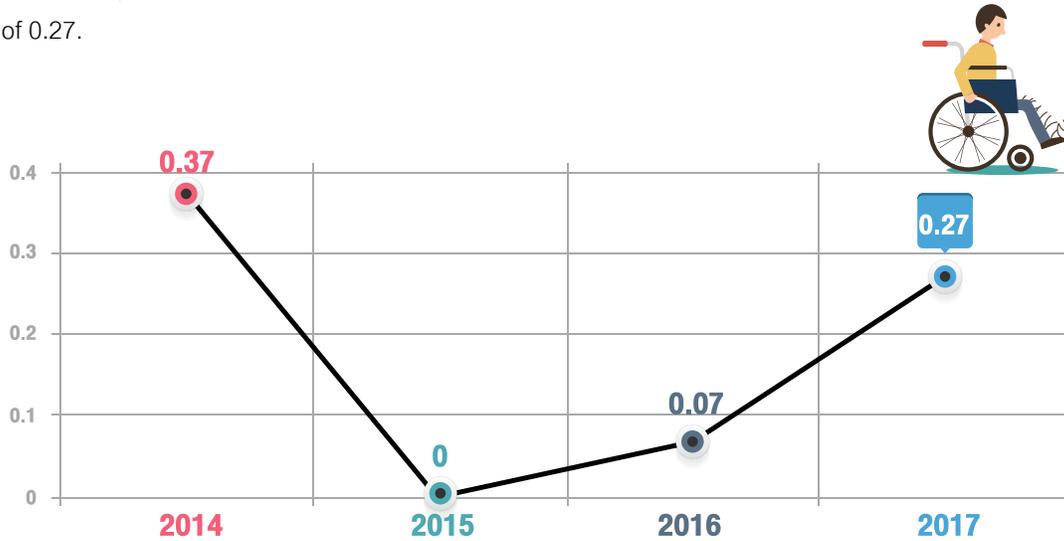
- Head office, Chiang Mai International Airport, Hat Yai International Airport, Phuket International Airport, and Mae Fah Luang – Chiang Rai International Airport have maintained the OHSAS/TIS 18001 certification for occupational health and safety management standards.
- In 2017, Suvarnabhumi Airport and Don Mueang International Airport were certified by the OHSAS/TIS 18001.

Safety Statistics and Action Plan

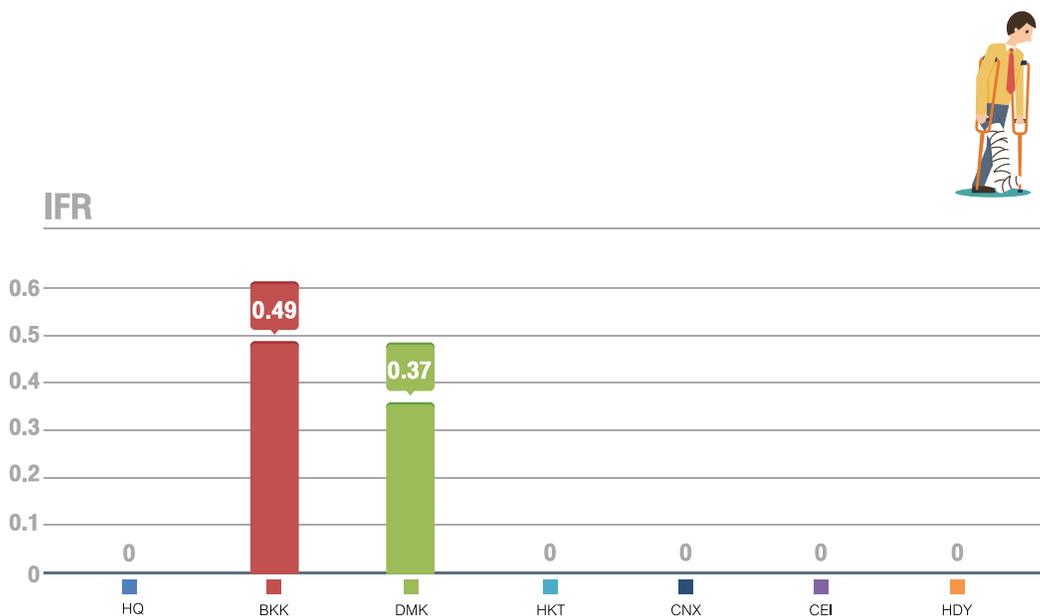
Safety statistics in 2017 showed no fatality from work of employees and contractors in the areas under AOT's responsibilities. Lost Time Injury Frequency Rate (LTIFR) statistics at AOT are as follows:

Lost Time Injury Frequency Rate (LTIFR) of AOT employees

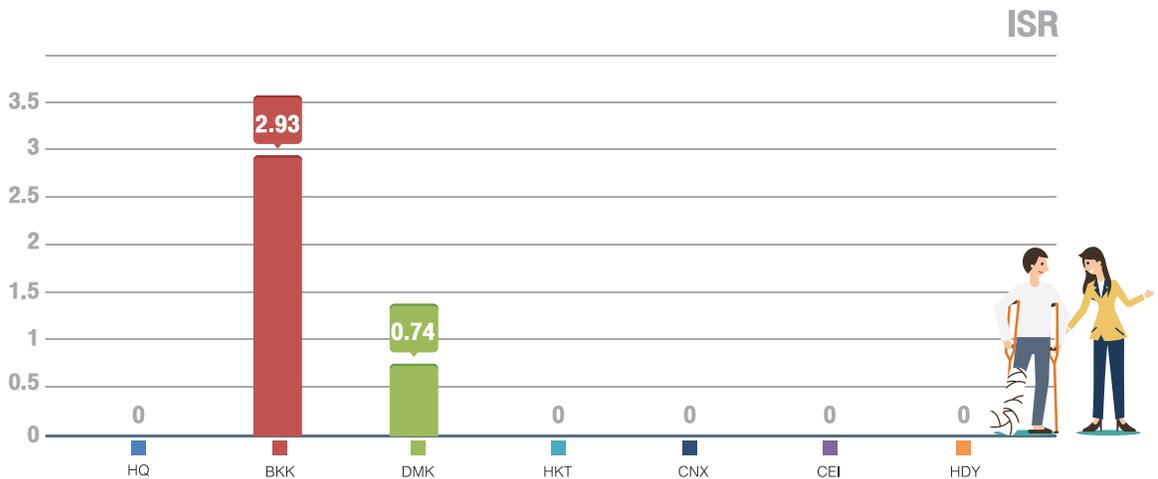
In 2017, AOT's safety performance is reflected in the LTIFR indicator of 0.27.



Lost Time Injury Frequency Rate (LTIFR) of Employees by Airport



Lost Time Injury Severity Rate (LTISR) of Employees by Airport



AOT is in the process of developing a database system for contractor’s safety with the use of an information technology system to facilitate the work on occupational health and safety as well as airport security. AOT is committed to working with contractors by requiring contractors to report safety statistics and performance in the form of a written report.

Content of a Contractor Safety Report

AOT requires contractors to report safety statistics and performance in the form of a written report which contain the following details:

Report work-related accidents and unusual circumstances verbally to AOT supervisors

Allow and facilitate AOT employees to investigate causes of accidents or unusual circumstances

Submit a summary of work - related accidents or sickness and work hours to AOT every month



Identify measures to prevent, track, and report progress on corrective actions according to the given timeline and communicate learnings from an incident to AOT and related persons

Comply with all related workplace safety laws

Beyond Responsible Business



Beyond Responsible Business

Growing in a Sustainable Manner

AOT prioritizes sustainability and environmental impact mitigation in operating the airport business by complying with environmental policies and environmental supervision. These serve as a framework for programs related to energy conservation, greenhouse gas emission reduction, noise pollution impact mitigation for surrounding communities, and resource optimization in the airport operations. Our success in environmental management is the impetus for AOT's sustainable growth.



Green Airport



Environmental Governance

“Green Airport” is AOT's goal for mitigating impact from providing services at all airports under our supervision. The Environmental Department is responsible for environmental management, monitoring and control, as well as efficiently implementing projects based on the directions set forth in the Airport Environmental Management Policy and the Environmental Master Plan.



Airport Environmental Management Policy

AOT is committed to managing airport environment in accordance with the Airport Environmental Management Policy to become leading airports that are friendly to the environment and communities. The specific details of our environmental commitment are as follows:



Manage resources and energy consumption
to maintain the environmental quality both in and around the airports



Comply with environmental laws and regulations



Adhere to measures
to prevent, remedy, and mitigate environmental impacts




Foster understanding and engagement with communities and stakeholders to maintain and improve the environmental quality




Instill eco-consciousness in employees to pay attention to environmental quality and sustainable energy consumption



(Details of Airport Environmental Management Policy at http://service.airportthai.co.th/ewtadmin85_aot/ewt/aot_web/download/article/article_20170530163948.pdf)

B E Y O N D
T H E
S K Y

Green Airport Master Plan

AOT created the Green Airport Master Plan 2016 - 2017 to provide operational guidance for the vision of becoming the leading international airports which are environmentally and community friendly in a sustainable way. To achieve the missions in resource, environmental, and energy management as well as stakeholder engagement building, AOT sets out the following strategies:



Environmental Management at the National Level
control, monitor, and maintain the environmental quality to meet national standards and to receive domestic awards and recognitions



Environmental Management at the International Level
enhance the capability for resource and environmental management of the airports to achieve internationally accepted standards



Employee Capability Enhancement
increase employee capability in resource and environmental management to achieve the goal of being environmentally and community friendly

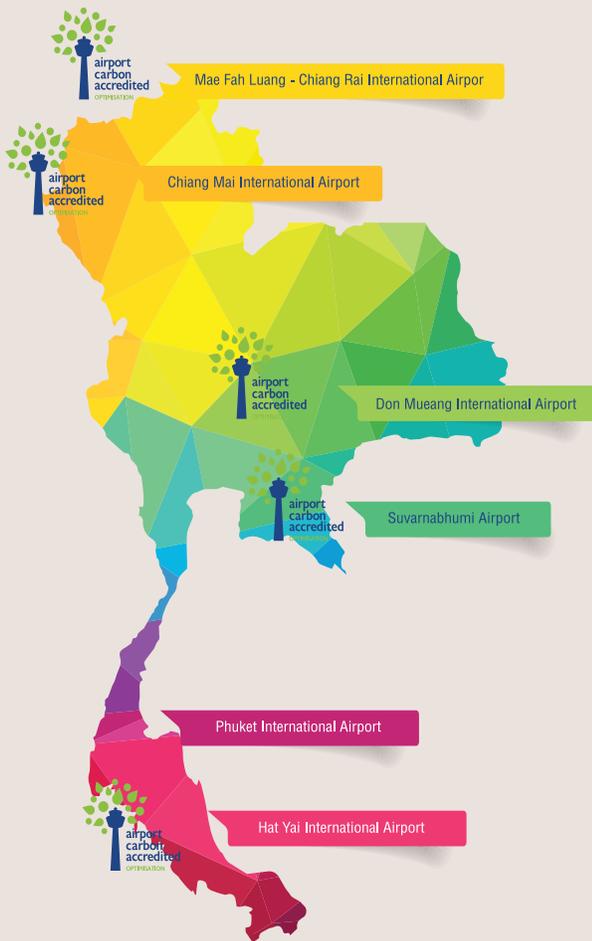


Gaining Engagement and Support from Stakeholders
proactively manage the environment to win engagement and support from stakeholders





AOT's environmental performance in 2017 focuses on assessment and audit according to procedures set forth in the Environmental Impact Assessment (EIA) Report which covers noise, water, waste, and air quality management to support the airport development plans of Suvarnabhumi Airport, Don Mueang International Airport, Chiang Mai International Airport, and Mae Fah Lunag - Chiang Rai International Airport, which are being implemented. The overall AOT's operations have been in compliant with environmental regulations, and there has been no lawsuit against the company for violations of environmental laws or regulations.



Environmental Management Efficiency at AOT

Low-carbon Airports and Energy Efficiency

Proof of Our Commitment to Become Low-carbon Airports

In 2017, all AOT's airports that participated in the Airport Carbon Accreditation (ACA) program have been certified for greenhouse gas management at the "optimization" level



(Phuket International Airport will participate in the assessment in 2019)

AOT manages energy and greenhouse gas emission according to the Green Airport Master Plan with airports' general managers taking the role of Carbon Managers in conjunction with the Energy Conservation Committee to drive the implementation. AOT set targets for lowering greenhouse gas emission intensity per passenger at various airports with the following environmental performance results for the 2016 fiscal year:

	 Target for Suvarnabhumi Airport			Reduction of 10% by 2020 from the 2015* level * 
Airports	 Target for Don Mueang International Airport, Chiang Mai International Airport, Hat Yai International Airport, Mae Fah Luang – Chiang Rai International Airport			Reduction of 20% by 2023 from the 2013 level 
	Tons CO ₂ eq (Scope)  1	Tons CO ₂ eq (Scope)  2	Kilograms intensity of CO ₂ eq per passenger	Operational Status against Set Target
Total Emissions	2756.61	211,570.06	2.01	On Track
Suvarnabhumi Airport	1,925	140,063**	2.54	On Track
Don Mueang International Airport	465	56,288	1.61	On Track
Chiang Mai International Airport	130	9,172	0.98	On Track
Hat Yai International Airport	99.61	3,564.06	0.91	On Track
Mae Fah Luang – Chiang Rai International Airport	137	2,483	1.29	On Track

(See additional statistics on greenhouse gas emission along with scope 3 greenhouse gas at the end of the report in the Environmental Performance section)

*Changing the base year from 2011 with the opening of the transfer baggage terminal and adding cooling water as part the origination source

** Emission of scope 2 CO₂ eq at Suvarnabhumi Airport including cooling water

	 Target for Suvarnabhumi Airport			Reduction of 18% by 2020 from the 2011 level 
Airports	 Target for Don Mueang International Airport, Chiang Mai International Airport, Hat Yai International Airport, Mae Fah Luang – Chiang Rai International Airport			Reduction of 20% by 2023 from the 2013 level 
	Electricity Consumption (Kilowatt hour - kWh)			Operational Status against Set Target
Total Emissions	334,310,353			On Track
Suvarnabhumi International Airport	153,586,524			On Track
Don Mueang International Airport	102,777,661			On Track
Chiang Mai International Airport	15,757,217			On Track
Hat Yai International Airport	6,122,766			On Track
Mae Fah Luang – Chiang Rai International Airport	4,266,337			On Track
Phuket International Airport	51,799,848			On Track

(See additional statistics on electricity consumption at the end of the report in the Environmental Performance section)

Ground Powering and Cooling System for Aircraft



AOT installed Fixed Ground Power Units and Fixed Pre-Conditioned Air units (PC AIR) for 51 parking bays at Suvarnabhumi Airport to provide power supply and cooling for aircraft. This technology enables AOT to reduce air polluting emission and extend the life of aircraft equipment by eliminating the need to keep engines running. AOT is planning to install additional units at all parking bays at Suvarnabhumi Airport and other airports in the future.

Special sharing session to Build Environmental Awareness among Employees

AOT organized a special sharing session on “Airport Growing Green” for 200 employees on June 5, 2017 to commemorate World Environment Day. The lecture aimed to educate employees on AOT’s environmental policy and guideline as well as to build awareness on the importance of engagement from all relevant parties to become sustainable airports.



Air Quality Control

The Environmental Department monitors air quality at all six airports based on air quality indices which measure the concentration of total suspended particles (TSP), nitrogen dioxide (NO₂), carbon monoxide (CO), suspended particulates smaller than 10 microns (PM 10), and total hydrocarbon (THC) for legal compliance to prevent any potential impacts on the environment and surrounding communities. The details on air quality measurement in 2017 are as follows:

Airports	Measured Air Quality	Trends relative to ²⁰ 16
 Suvarnabhumi International Airport	Legal complied	Not above the required standards
 Don Mueang International Airport	Legal complied	Not above the required standards
 Chiang Mai International Airport	Legal complied	Not above the required standards
 Hat Yai International Airport	Legal complied	Not above the required standards
 Phuket International Airport	Legal complied	Not above the required standards
 Mae Fah Luang - Chiang Rai International Airport	Legal complied	Not above the required standards

Noise Pollution Control

AOT manages noise impacts on the surround communities to comply with relevant laws and regulations with the use of the airport noise monitoring system (ANMS) and setting out measures for noise impact prevention and reduction.



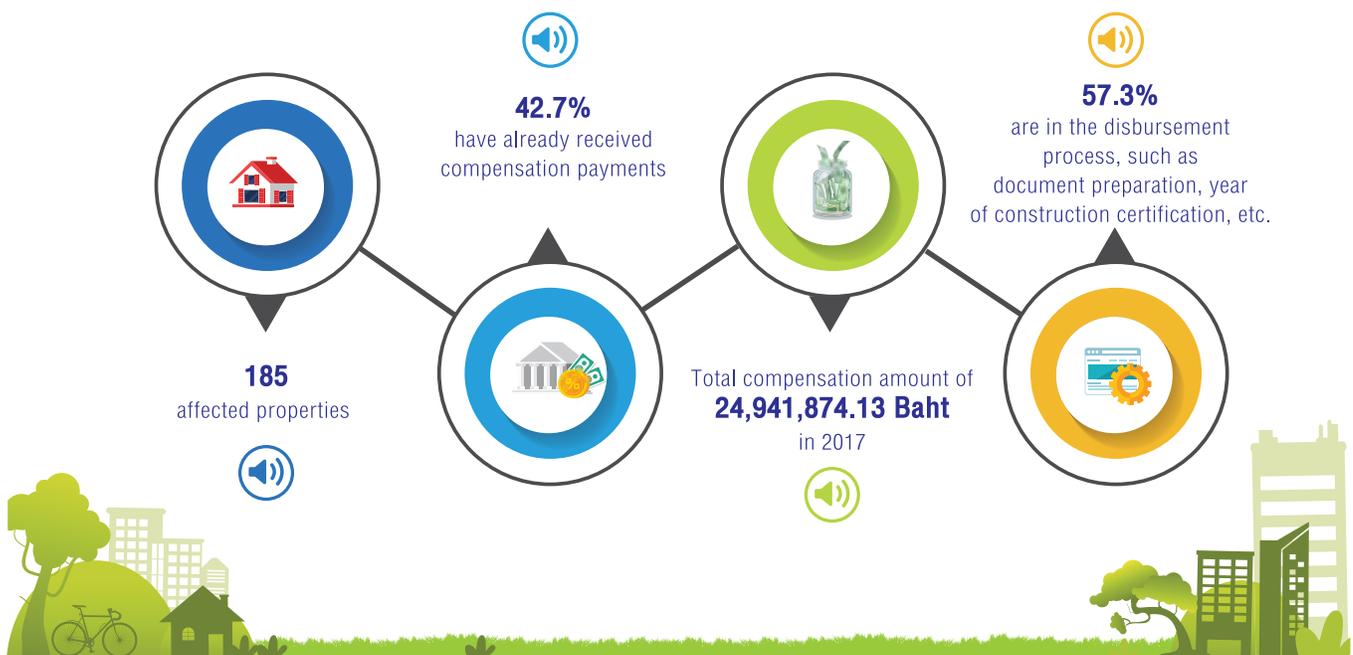
AOT Noise Impact Prevention, Remediation, and Mitigation Measure

AOT has a noise impact prevention, remediation, and mitigation measure for Suvarnabhumi Airport. Other AOT airports are based on the same principle as follows:



Implementation of Noise Impact Remediation at Suvarnabhumi Airport according to Suvarnabhumi Airport Development Plan (Phase 2)

AOT is implementing Suvarnabhumi Airport development plan (Phase 2) and has been providing compensation for noise impacts on communities in the surrounding areas with 30 - 40 NEF (Noise Exposure Forecast.)

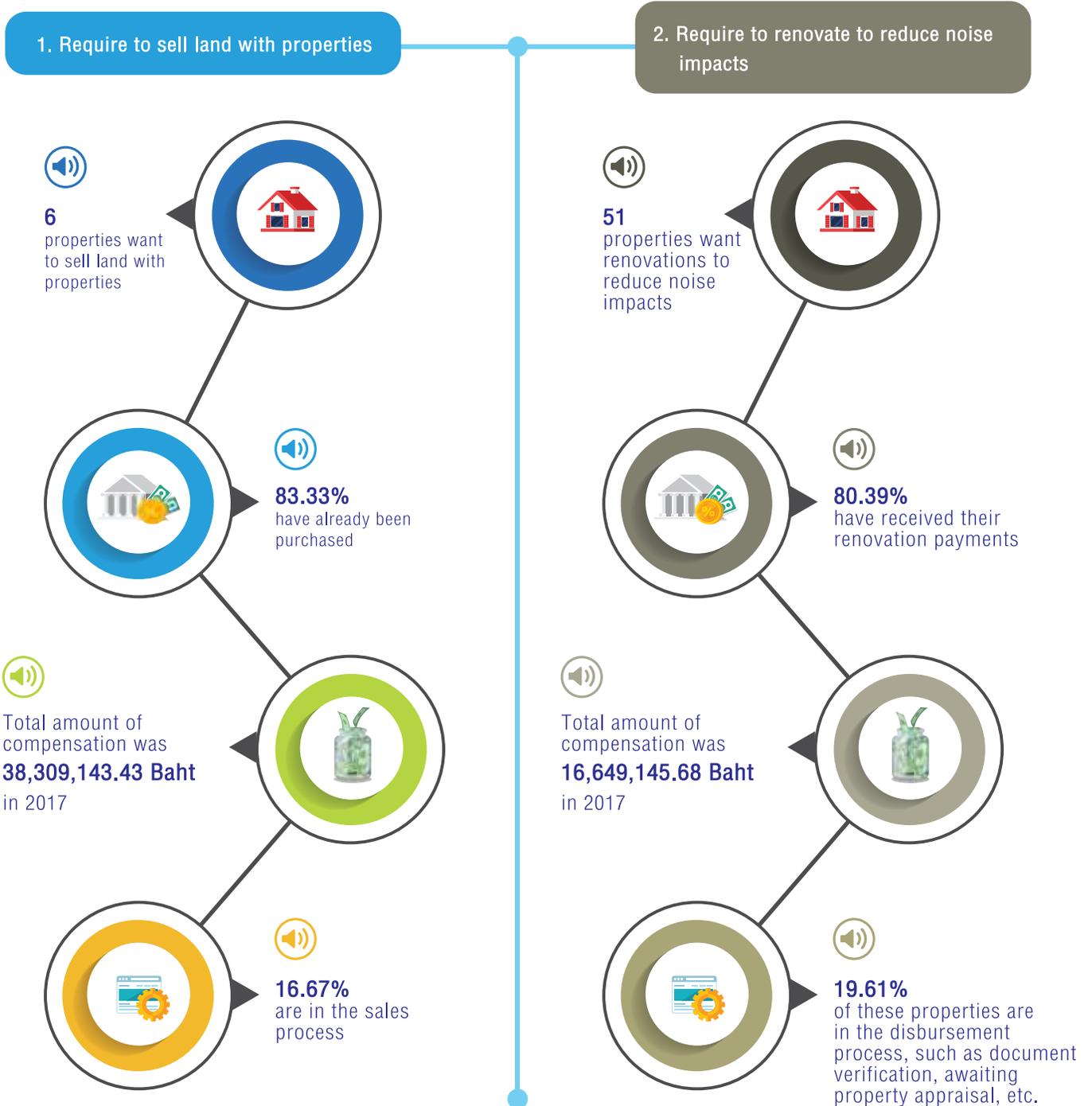


Implementation of Noise Impact Remediation at Suvarnabhumi Airport

For properties built during January 1, 2001 - September 28, 2006, carry out compensation measures for noise impacts on surrounding communities by dividing into two groups based on NEF (Noise Exposure Forecast)



Areas with more than 40 NEF (Noise Exposure Forecast) are separated into 2 categories:

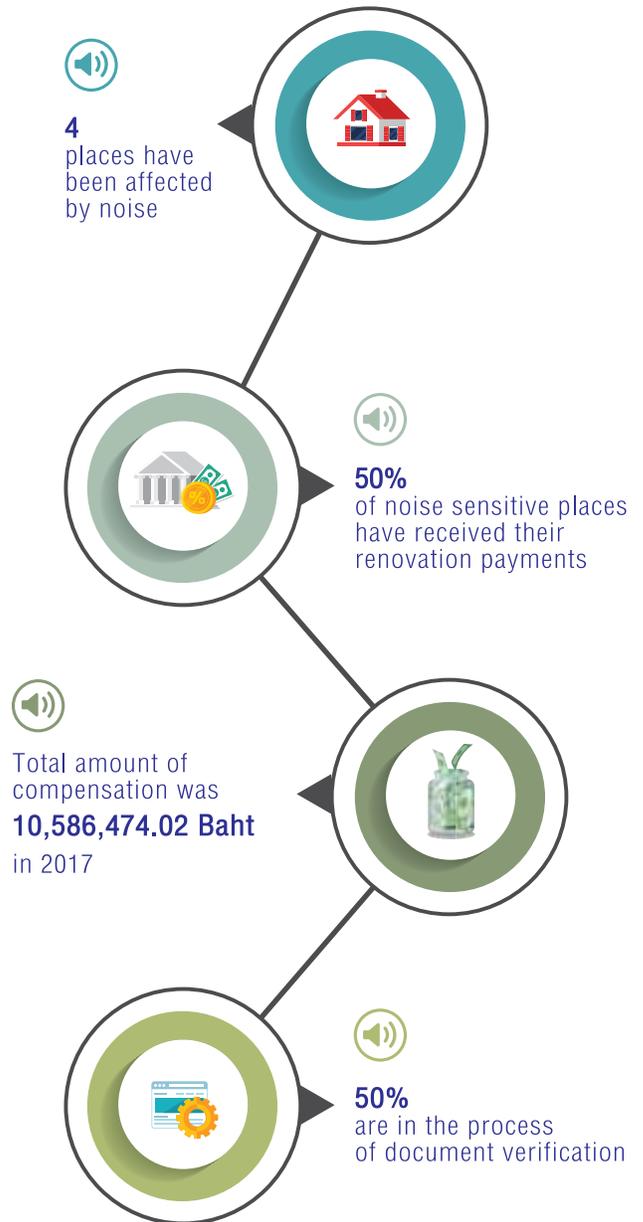
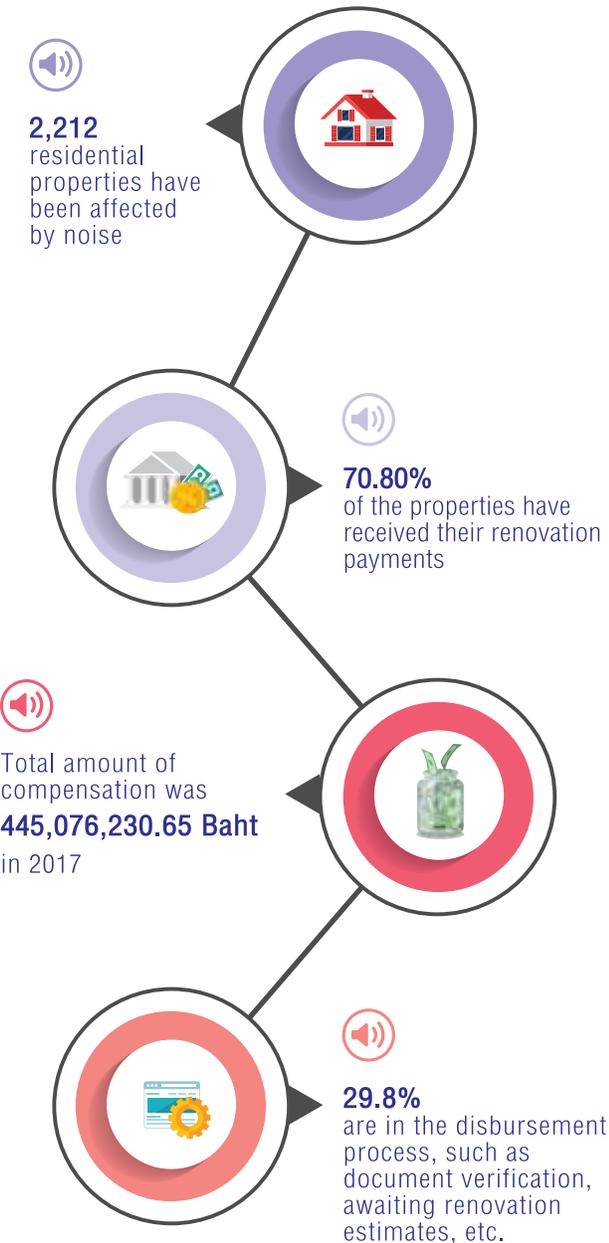




Areas with NEF 30 - 40 (Noise Exposure Forecast) are separated into 2 categories:

1. Residential

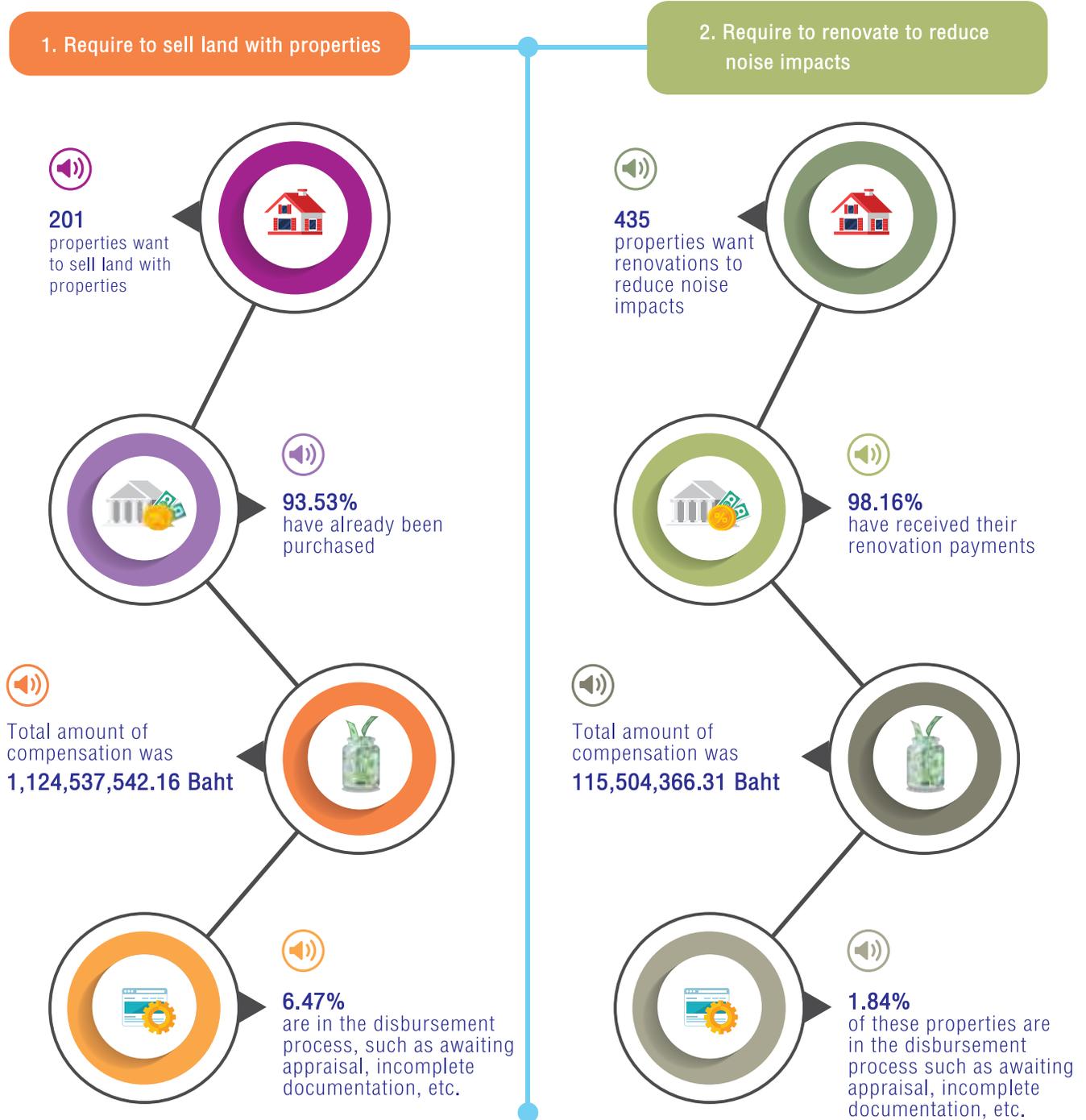
2. Noise Sensitive Places such as schools, hospitals, and houses of worship



For properties built during January 1, 2001 – September 28, 2006, carry out compensation measures for noise impacts on surrounding communities by dividing into two groups based on NEF (Noise Exposure Forecast).

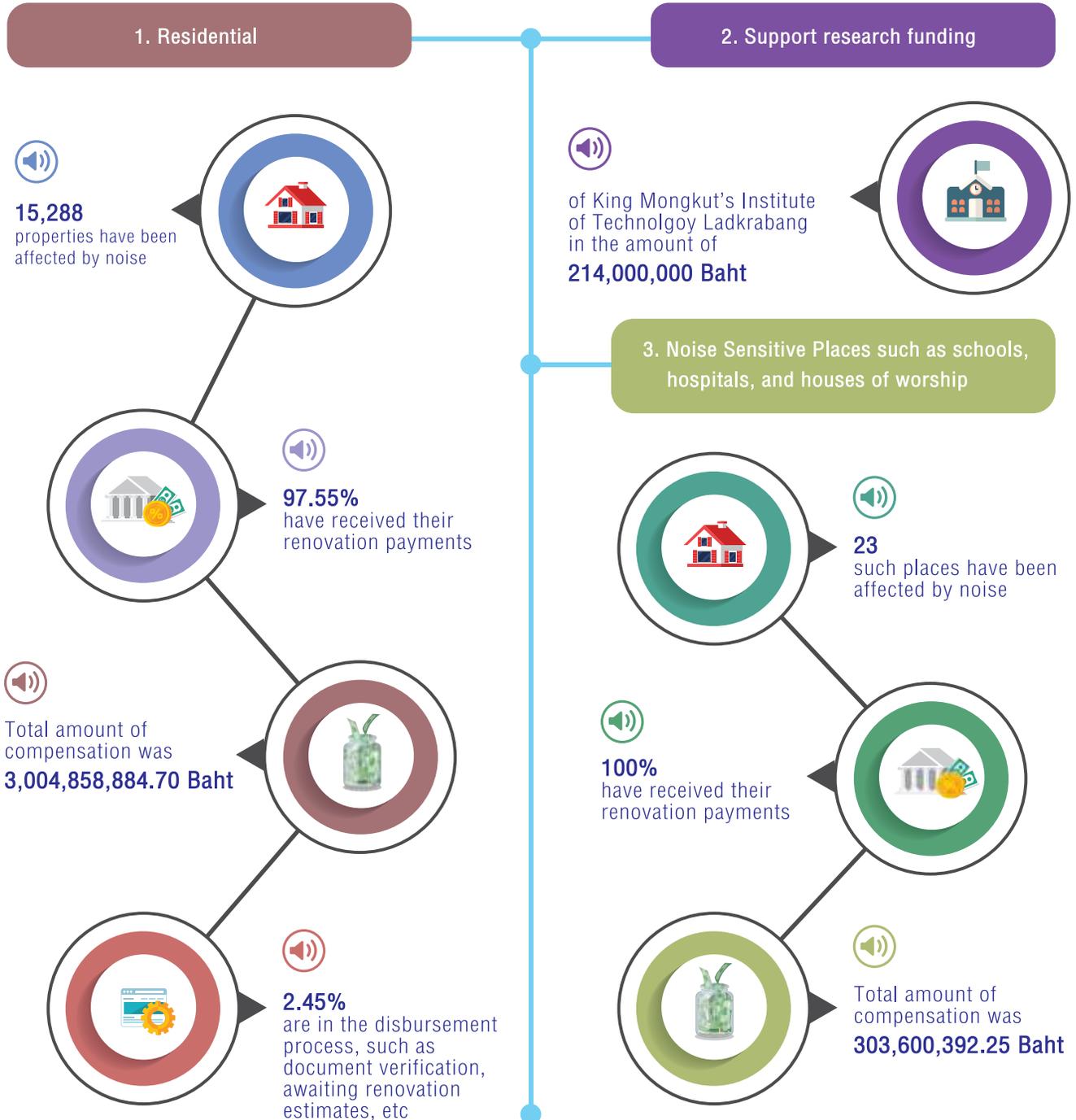


Areas with more than 40 NEF (Noise Exposure Forecast) are separated into 2 categories:





Areas with 30 - 40 NEF (Noise Exposure Forecast) are separated into 3 categories:



Audio Health Checkup Program

The Environmental Department conducted an Audio Health Checkup program for residents around Suvarnabhumi Airport as a way of taking responsibility for the communities affected by noise from the operations. There were 2,982 people receiving the audiometry or audiometric test, 1,099 of which were found to have hearing difficulty. The main reason was age-related hearing loss with no evidence of the hearing difficulty being caused by AOT's operations. In addition, AOT provided 19 hearing aid devices costing more than 475,000 Baht for people with hearing difficulty.



Water Resource Management

AOT optimizes airport water usage and controls the quality of water discharge to comply with the standards and regulations with the following performance:



Business units	Water sources	Water usage (cubic meter)	Volume of treated water (cubic meter)
Headquarters	Tap water	55,480	47,158
Suvarnabhumi Airport	Tap water	6,864,869	2,794,527
Don Mueang International Airport	Tap water	1,477,954	1,184,835
Chiang Mai International Airport	Ground water	131,457	92,019
Hat Yai International Airport	Ground water	283,066	182,500
	Tap water	48,341	
Phuket International Airport	Tap water	553,499	285,897
Mae Fah Luang - Chiang Rai International Airport	Ground water	59,271	24,408
	Surface water		

(See additional water usage statistics at the end of the report in the Environmental Performance section)

Water Reclamation Program at Phuket International Airport

In 2017, AOT set up a reclaim water system for wastewater treatment at Phuket International Airport based on the multimedia filtration method and reuse treated wastewater in the international terminal and the domestic terminal buildings. This program has reduced tap water usage on average by 280 cubic meters per month.



Waste Management

AOT manages general waste and hazardous waste in the airports by hiring service providers with environmental management and waste management processes that meet the regulated standards. AOT's performance on waste management is as follows:

Business units	General waste (ton)	Hazardous waste (ton)	Infectious waste (kg)
Headquarters	-	-	-
Suvarnabhumi Airport	22,168.29	118.54	1.51
Don Mueang International Airport	5,822	3.41	235.5
Chiang Mai International Airport	3,258.3	-	0.047
Hat Yai International Airport	273,750	-	-
Phuket International Airport	3,009.664	-	0.25
Mae Fah Luang - Chiang Rai International Airport	92.223	-	-



(See additional statistics on waste volume at the end of this report in the Environmental Performance section)

Caring for All

“Caring for All” is AOT’s motto for creating sustainable benefits with every group of stakeholders, especially the society and the community, as AOT believes that stable growth cannot be attained without social support. AOT aims to be a “Corporate Citizenship Airport” through engagement initiatives with surrounding communities based on the 3rd sustainability strategy (Sustainable initiatives) under

AOT Sustainable Development Master Plan 2016 - 2019. Furthermore, AOT also places an emphasis on service inclusively for every group of passengers, including people with special needs, as well as on human rights practice to demonstrate our determination to respect and care for all with equality.

Proportion of AOT’s social development initiatives

 In 2017, AOT organized **33** social development projects amounting to **14,515,693.54 Baht** 

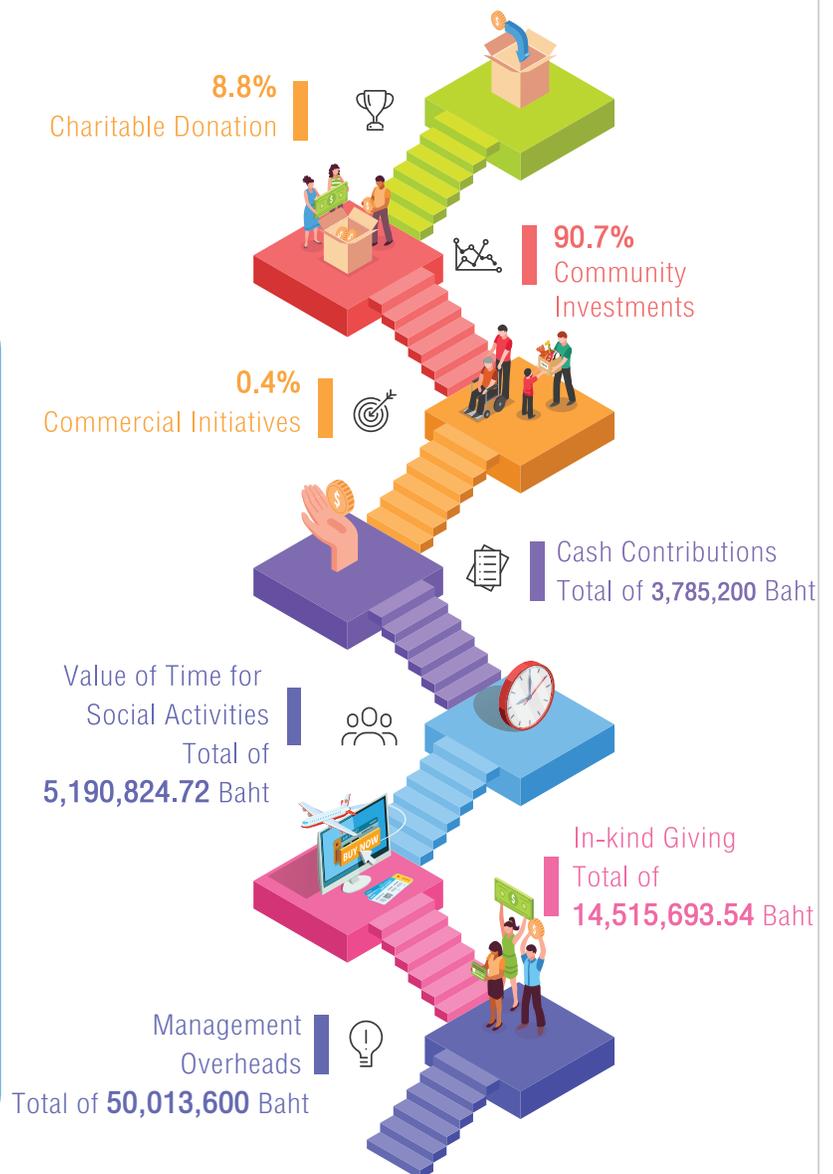
 with **55** executives

and **980** employees participating in the projects which

was equivalent to **8,429** hours 

or **4,383,641.60 Baht** 

*Corporate Social Responsibility Projects of the AOT head office



Delivering Social Value

AOT separates community and social development activities into 3 levels: Airport Corporate Context level under the “Learning Airport” concept, Airport Positioning level, and Airport Initiative level. AOT has guidelines for delivering social value at the company level as well as for each of the six airports. AOT’s Corporate Social Responsibility Committee and the Airport Corporate Social Responsibility working teams are responsible for ensuring that the implementation follows the Master Plan and the launched strategy.

In 2017, AOT implemented the Sustainable Development Master Plan by focusing on two aspects of sustainability initiatives which are project design at both the corporate level and the airport level to create a sustainable brand; and assessment of social value and social return on investment. Details are as follows:

Corporate Sustainability Initiatives



BEYOND
THE SKY

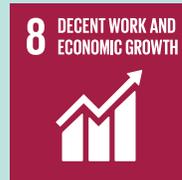
Community Engagement & Social Participation

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



Local Economic Development

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



Human Capital Development

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



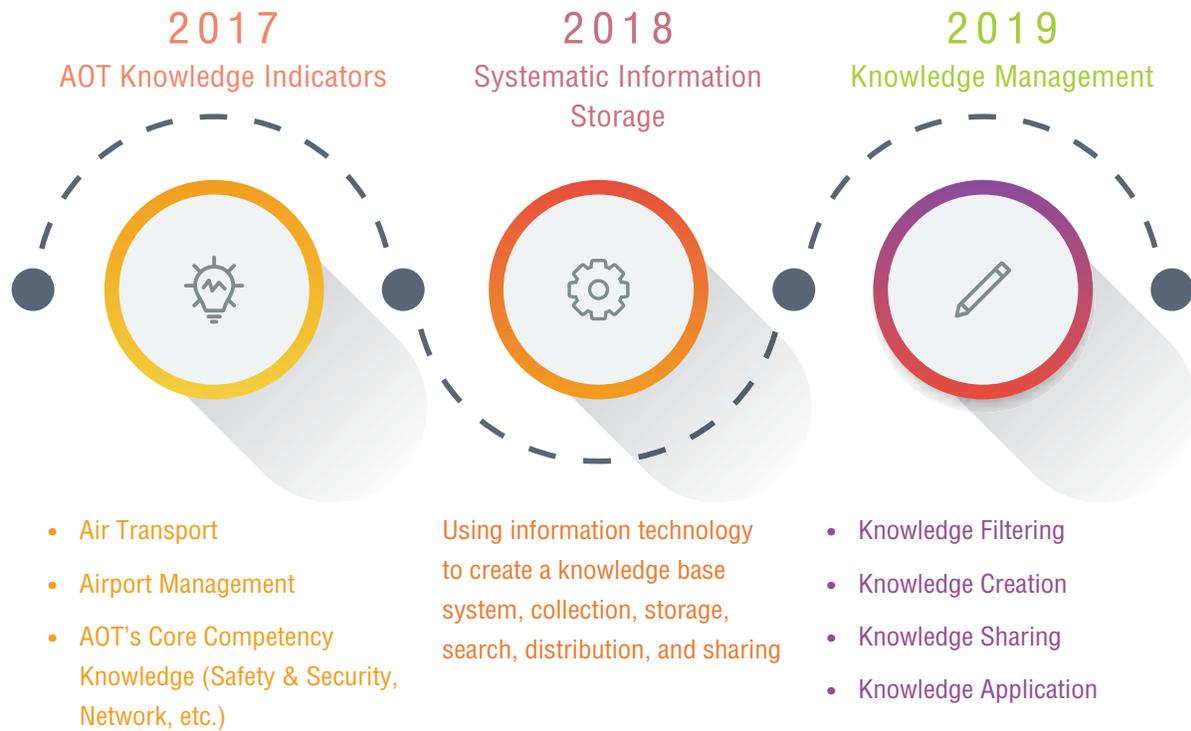
Ecosystem Preservation

Help local communities restore and conserve ecosystems in AOT site areas and encourage ecosystem conservation in nearby communities without compromising the aviation safety.



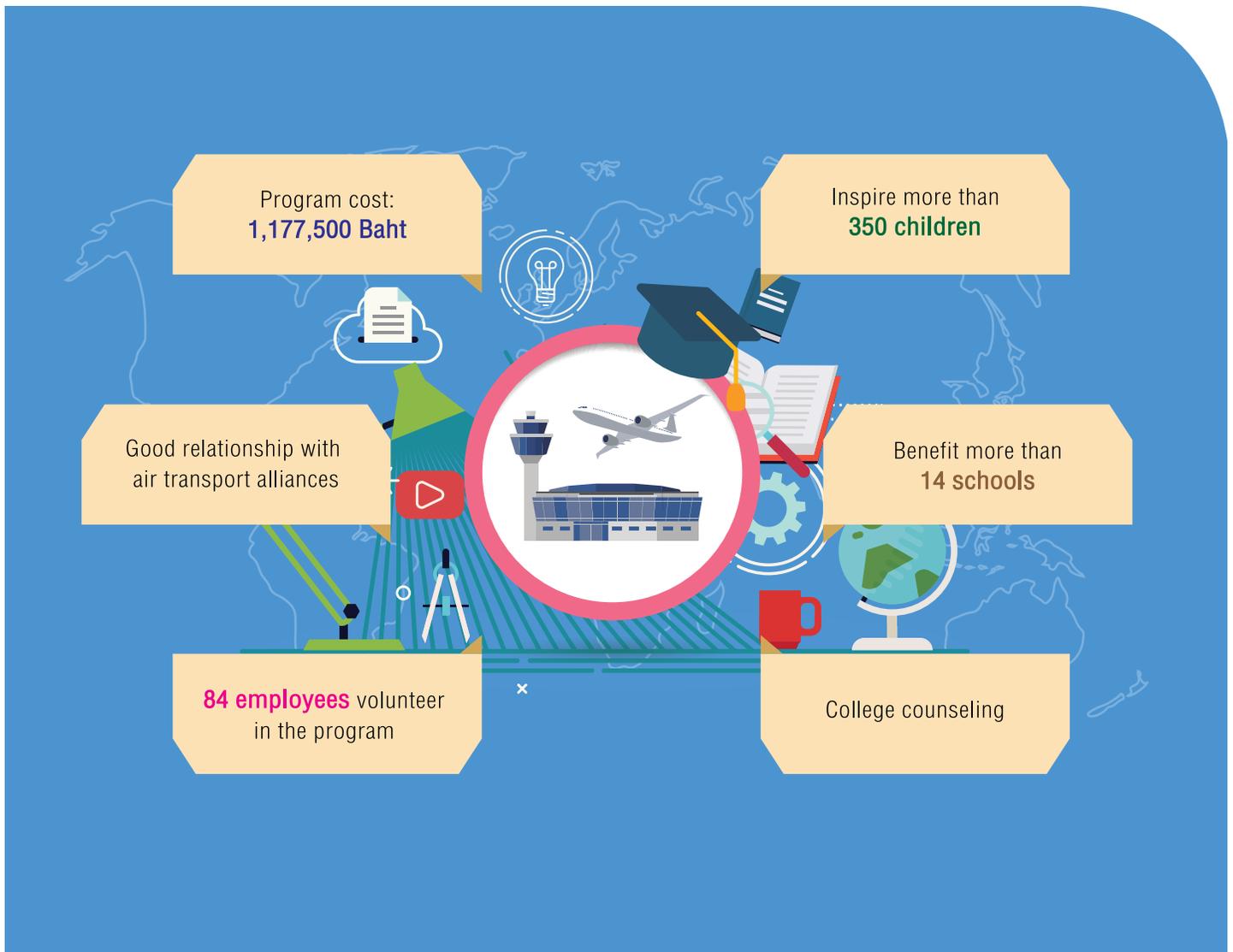
AOT is a corporate citizenship airport with a commitment to develop human capital by serving as the “Learning Center” for air transport business and airport management as well as being the “Knowledge Center” for improving the quality of life of community members in the airport vicinity and society at large. AOT has incorporated the Sustainable Development Goals (SDGs) into the Framework for Delivering Social Value with details as follows :

Corporate Sustainability Initiative Implementation Plan



Learning Airport Program

Learning Airport Program is an AOT's corporate social responsibility initiative in partnership with various air transportation organizations under the Ministry of Transport which are Department of Airports, Thai Airways International Public Company Limited, Aeronautical Radio of Thailand Ltd., Civil Aviation Training Center, and the Civil Aviation Authority of Thailand. This program focuses on educating high school students in surrounding schools on air transportation industry and the roles of related agencies, as well as inspiring students to further their studies in areas related to air transport which will ultimately lead to additional human resources for the industry.

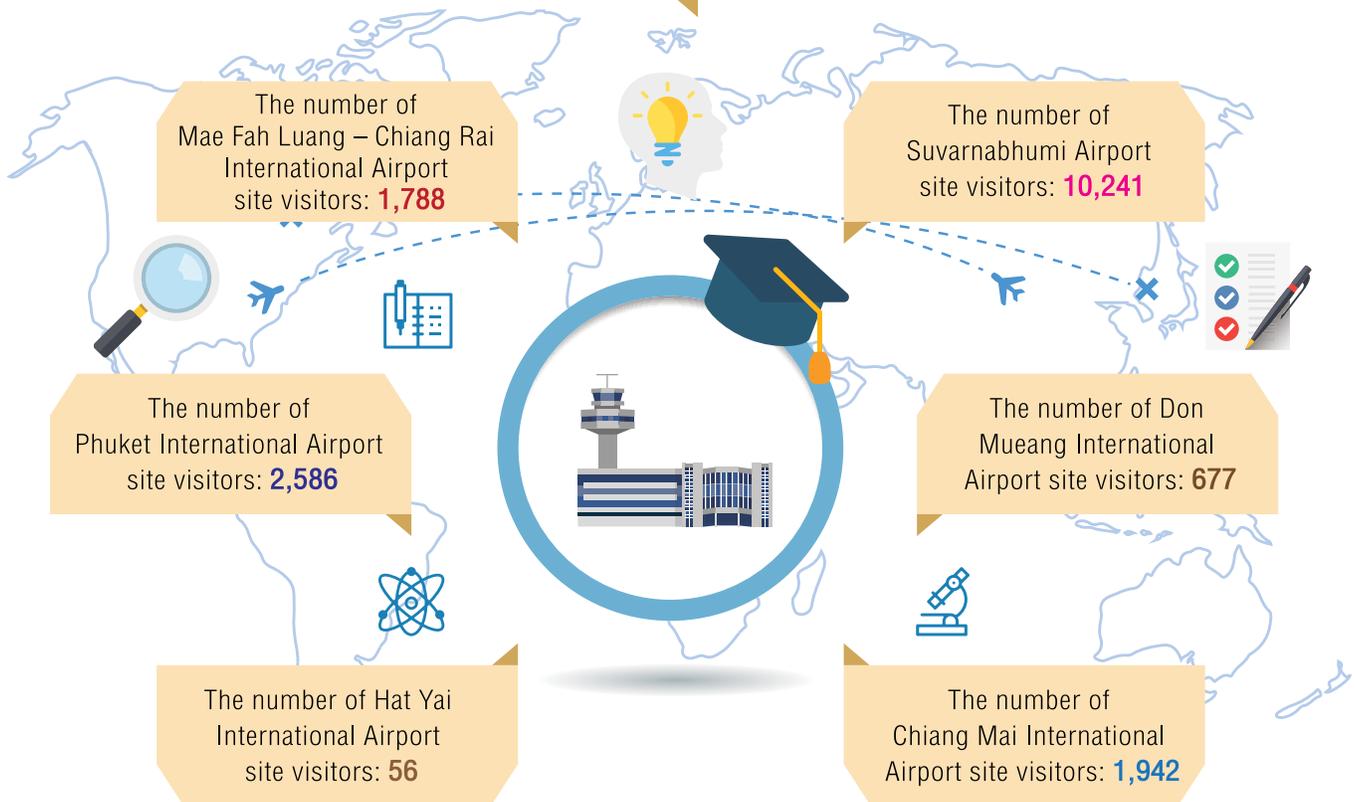


Airport Site Visit Program

AOT focuses on being a learning center on airport management by delivering knowledge to organizations and educational institutions on areas such as security management and public shuttle bus management. The numbers of visitors at all airports are as follows:



Airport management knowledge for interested organizations and educational institutions



AOT Volunteer Program

AOT focuses on creating knowledge centers on areas that will improve the quality of life for communities and society at large through the implementation of the AOT Volunteer Program at every airport. There are currently 2 initiatives under this program:



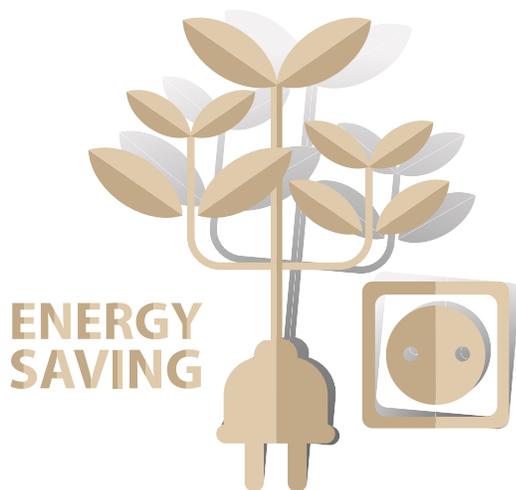
Basic Firefighting Training

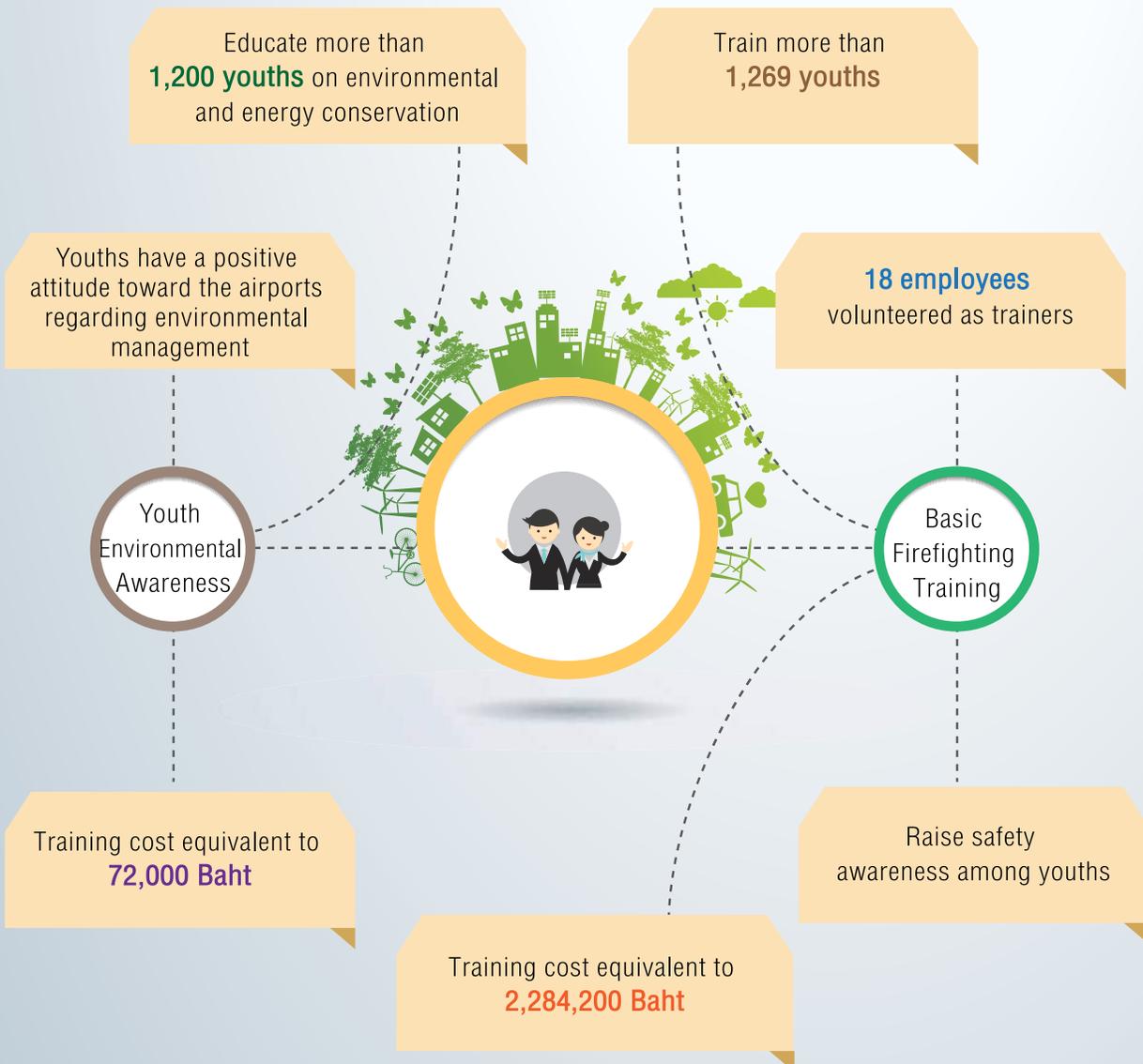
The program aims at educating youths, schools, and communities surrounding the 6 airports under AOT's management including the head office on basic firefighting in theory and practice as well as safety by AOT employees;



Youth Environmental Awareness

The lectures are delivered for more than 1,200 secondary school students in schools around AOT's 6 airports on environmental and energy conservation so that knowledge can be applied to save electricity at schools and in other areas of students' daily lives. The program also awards participating schools that have successfully reduced their electricity usage. The objective of this program is for youths to have a positive attitude toward the airports on environmental management and to have correct knowledge and understanding on energy saving to help mitigate the climate change problem.





¹ Compared with the Energy Conservation Training Program in general

Airport Sustainability Initiatives



Suvarnabhumi Airport

Taking part in promoting the national identity, developing people for the society, developing the transportation system, and maintaining health and safety



Action Plan for Social and Community Development Initiatives at Suvarnabhumi Airport



Improve

Improve and restore water sources to increase water flow and water quality.



Develop

Leverage water sources to create jobs in both agriculture and fishery.

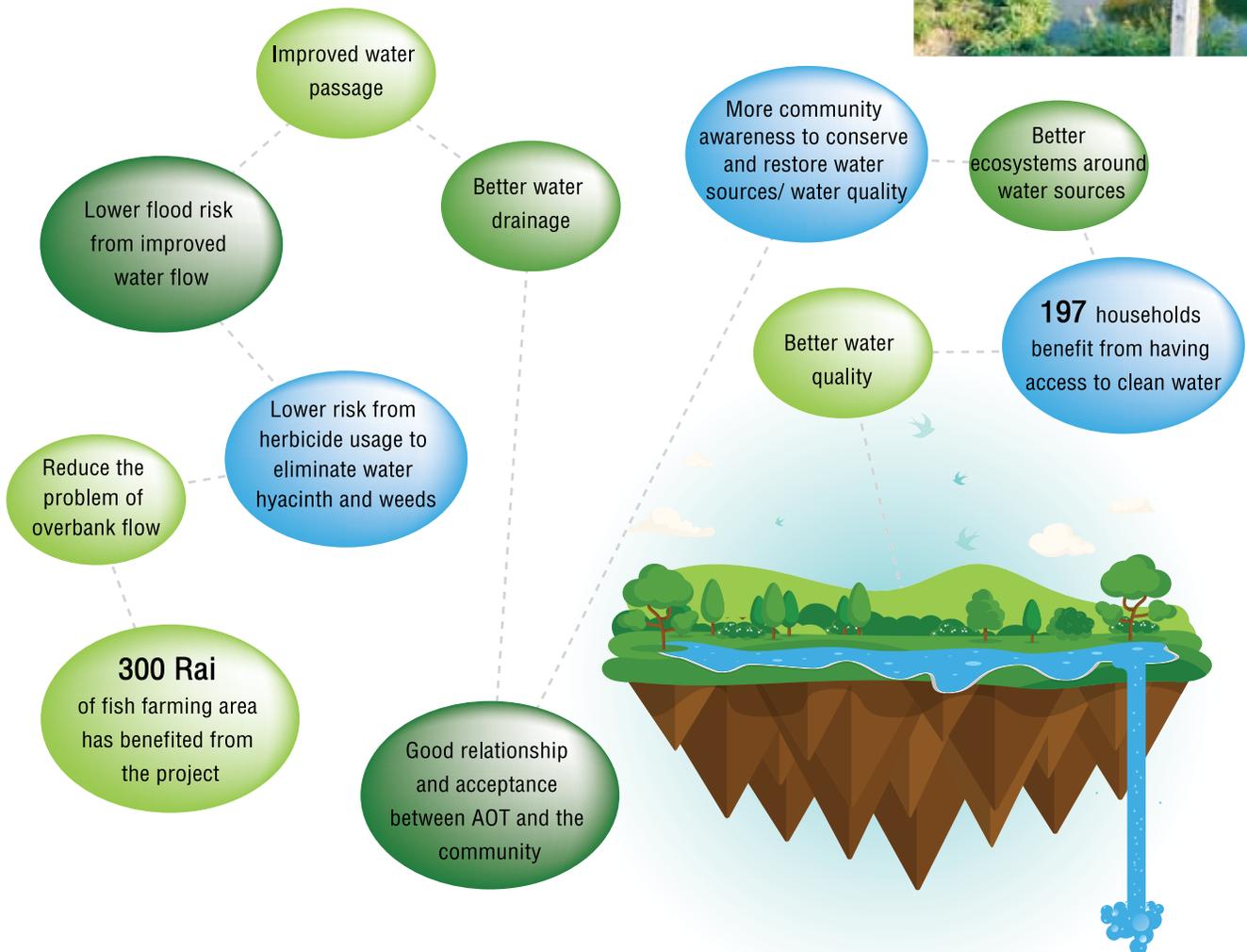


Expand

Expand the project to create jobs and income for other nearby communities as well as leveraging the airport commercial space for sale channels and public relations.

Suvarnabhumi Airport Ecosystem Development Pilot Project

In 2017, Suvarnabhumi Airport launched the Suvarnabhumi Airport Ecosystem Development Pilot Project to build engagement and connection with stakeholders. This project supports local public organizations in dredging, removing water hyacinth, weeds, and other waste materials that block water passages to increase water flow, improves the quality of fresh water, and reduces the environmental and health risk from using herbicide to get rid of water hyacinth and weeds. Moreover, this project also builds community awareness on environmental conditions for their daily lives and their occupations.



BEYOND
THE SKY

DMK

Don Mueang International Airport

Working with business partners in services, creating aviation human capital in aviation, and managing for lower environmental impacts



Action Plan for Social and Community Development Initiatives at Don Mueang International Airport

2017

Develop

Installation of solar panels, water surface aerators, and automatic watering systems, talks on alternative energy.

2018

Apply

Integrate the knowledge into STEM (Science, Technology, Engineering and Mathematics) education and curriculum.

2019

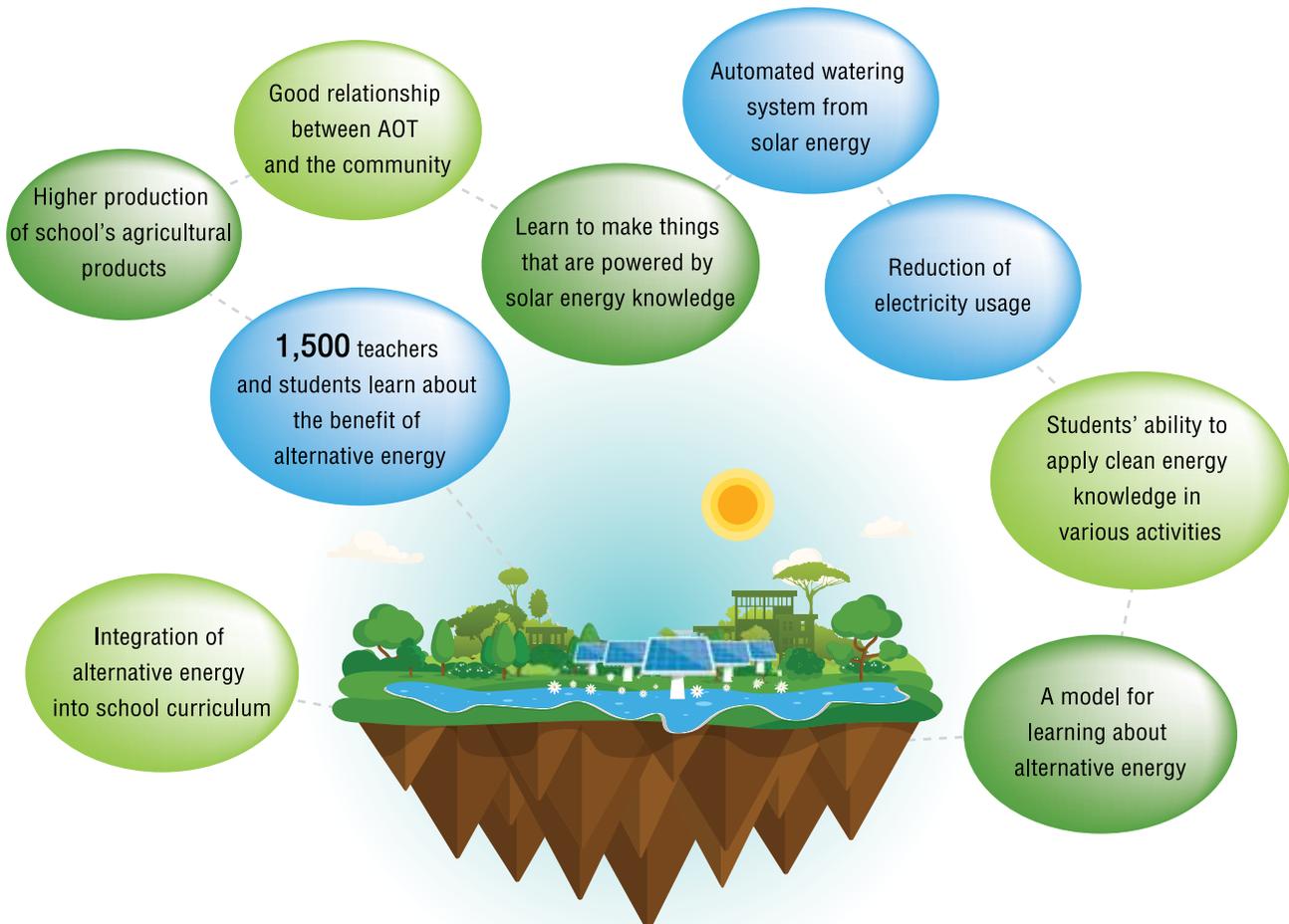
Impact on the Community

Develop the model for learning and extend to other schools.

Clean Energy Learning Project



Don Mueang International Airport creates human capital and manages environmental impacts through the Clean Energy Learning Project which installs solar panels to generate solar energy to replace electricity usage for equipment and appliances at Bumrung Rawiwan Withthaya School which is located near the airport. Moreover, the installed solar panels also serve as educational materials on clean energy both formally and informally. Formally, this knowledge will be integrated into the STEM education and the 8 areas of school curriculum while the knowledge will be transferred informally by using solar energy to power an automatic watering system for vegetable gardens and water surface aerators in fish farming.





Chiang Mai International Airport

Conservation of ecosystems, community's way of life, and building a learning network



Action Plan for Social and Community Development Initiatives at Chiang Mai International Airport



Restore and Maintain

Improving the ecosystem by building a public reservoir for Baan Chom Chaeng community.



Develop and Achieve Self-Reliance

Expand ecosystem development effort through human resource development in conjunction with creating a nature recreation ground to be a learning center on rare local plants and herbs.

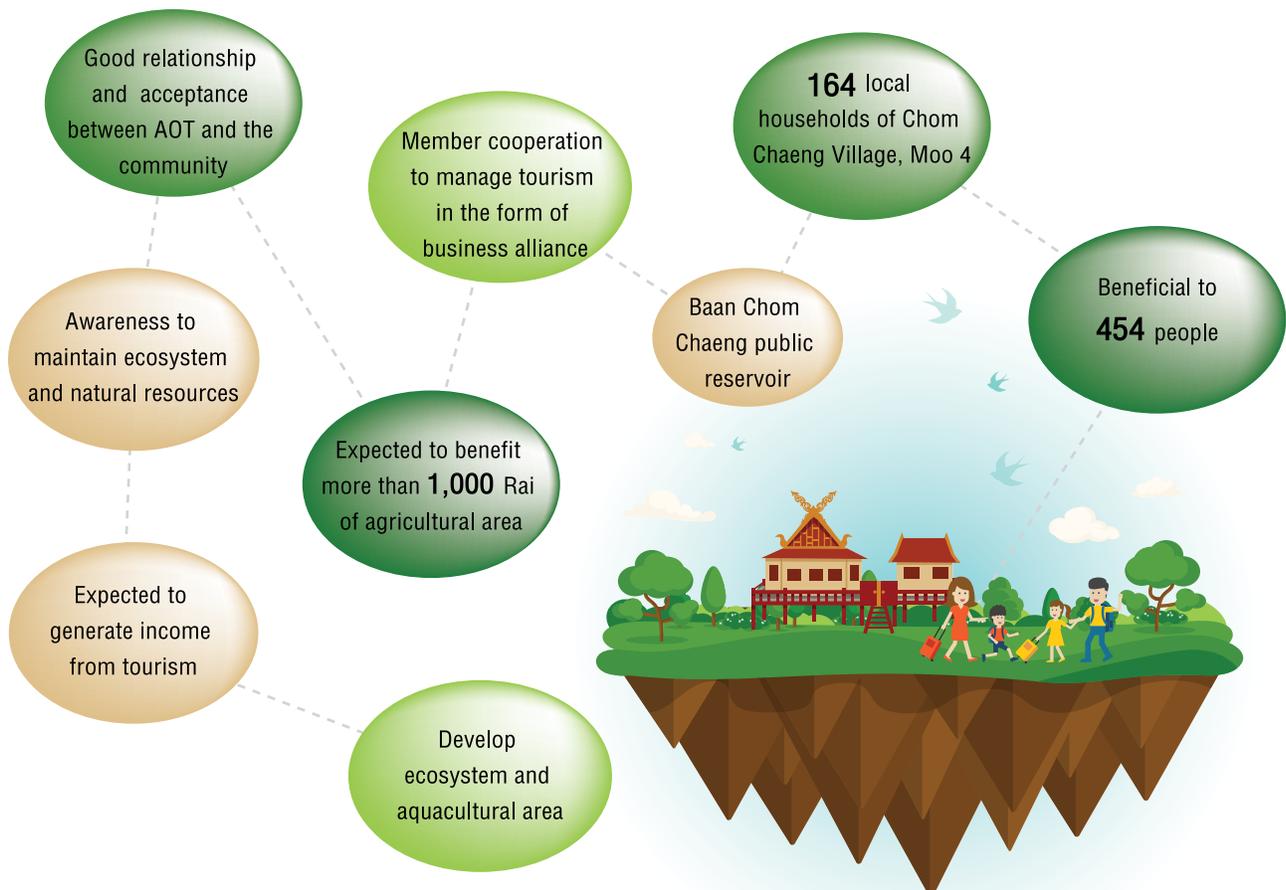


Toward Community Enterprise

Developing ecosystems and shared economic value between AOT and the community through community tourism.

Baan Chom Chaeng Tourism Promotion Project

Chiang Mai International Airport conserves ecosystem and community's way of life by implementing the Baan Chom Chaeng Tourism Promotion Project. The project starts with funding a reservoir construction for the community's usage, consumption, and occupations during a drought period to achieve an ecological balance facilitated by having adequate water. The project will extend to other areas of ecosystem and community development by way of indirect learning through local tourism management.

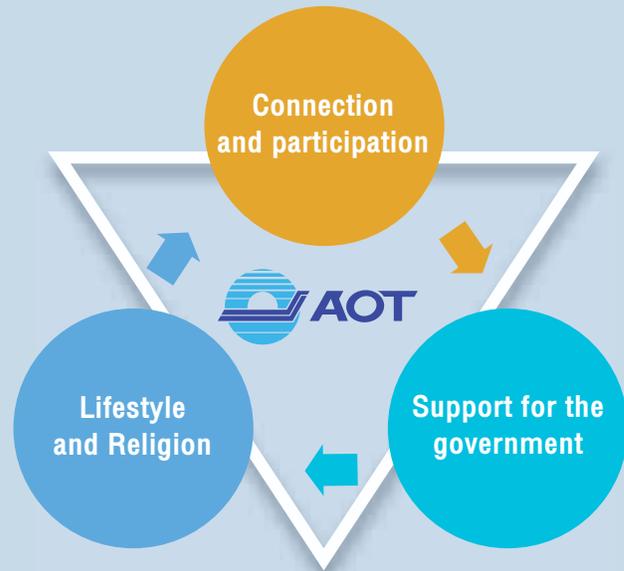


BEYOND
THE SKY

HDY

Hat Yai International Airport

Promoting indigenous way of life and beliefs, building a social development network to raise the quality of life for people in the society.



Action Plan for Social and Community Development Initiatives at Hat Yai International Airport



2017

Building strong communities

- Explore resources in the areas such as natural resources, culture, arts, house and community profiles and agricultural way of life
- Enhance knowledge and understanding with the villagers and try new activities



2018

Communicate and expand the opportunity

Expand knowledge base of local people, partial communication, and create a learning opportunity for local people by experimenting with tourism routes and management.



2019

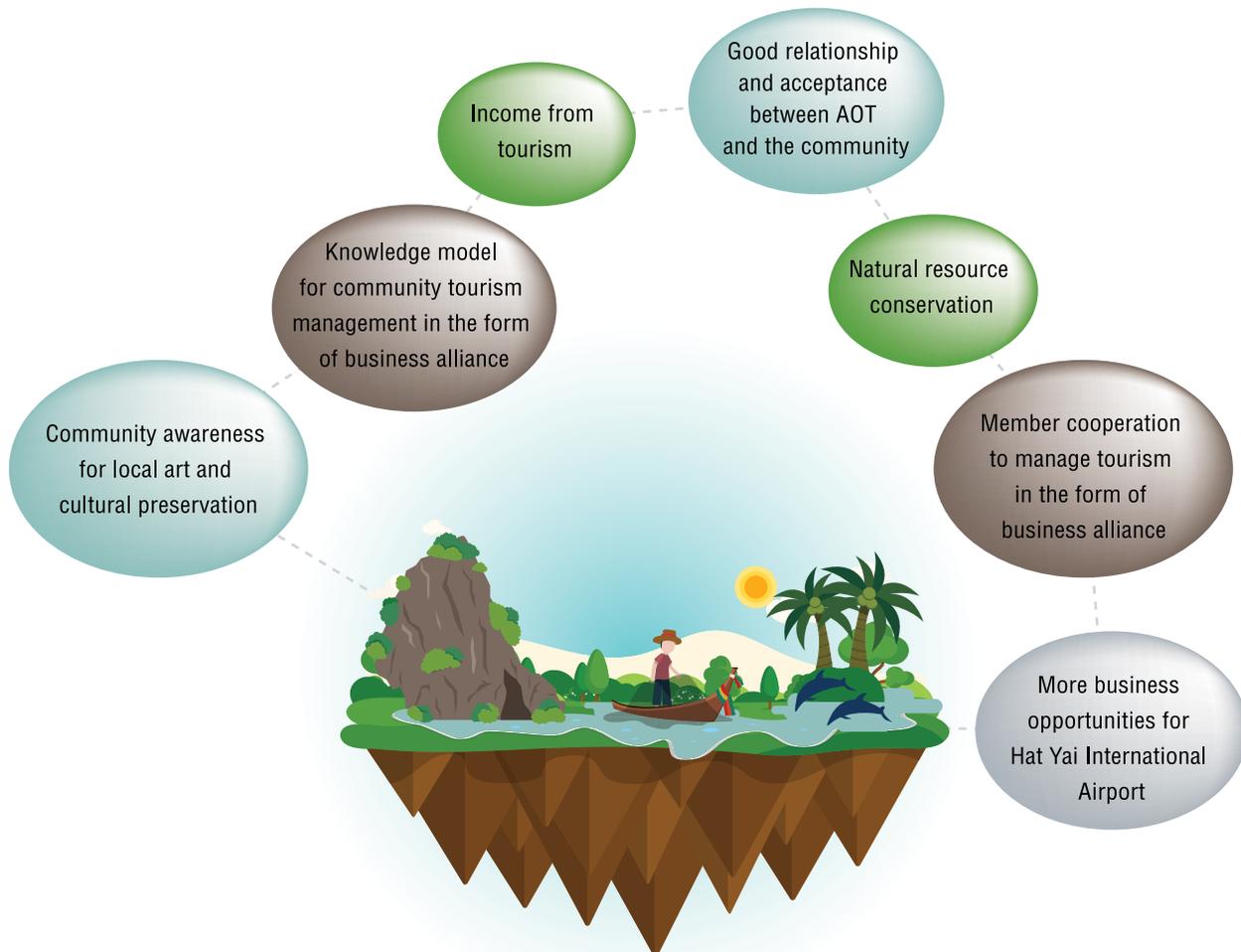
Develop into tourism site

Turn the selected routes into tourism attractions with a full scope of management system.

Community Tourism Development Project at Khlong Hoi Khong District



Hat Yai International Airport promotes community's way of life and beliefs as well as supports the development of eco-community living by leveraging tourism with the implementation of the Community Tourism Development Project at Khlong Hoi Khong District. The project begins with surveying resources in the area and developing human capital to make local people appreciate the value of existing resources and raise conservation awareness. This appreciation and awareness can be extended to people outside the community by way of community tourism which will lead to further environmental improvement and ultimately better quality of life and additional income.





Phuket International Airport

Conservation of marine ecosystems, arts, culture; Promotion of national tourism; Dedication to human capital development.



Action Plan for Social and Community Development Initiatives at Phuket International Airport



Conserve and Restore

Develop human capital in marine conservation and awareness.



Communicate and expand the opportunity

Expand the project by creating a partnership network with other organizations.

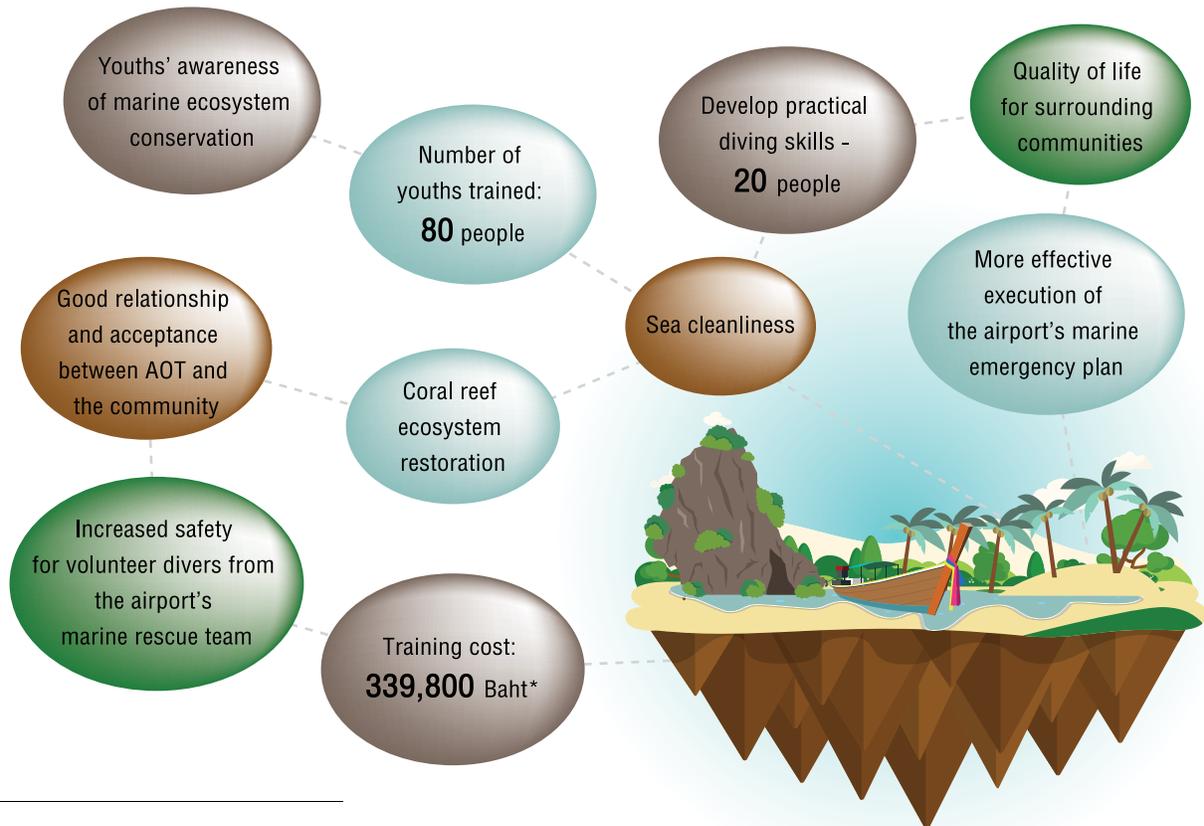


Connect

Building connection at the provincial level and creating a volunteer network for a concrete marine emergency plan.

HKT Loves Andaman Sea Project

As Phuket International Airport borders with sea and beaches, the airport conserves marine natural resources and the coastal environment by implementing the HKT Loves Andaman Sea Project. This project consists of 3 sub-initiatives which build engagement for all airport employees, communities, and youths in the surrounding area: 1) Coral Nurseries and Sea Clean-Up Activity (*Support building coral nurseries and collecting underwater trash around the coral nurseries at the same time*). 2) HKT Junior Conservationist Activity (*Organize youth camps for elementary school students from schools nearby the airport to provide knowledge on marine resources and raise marine conservation awareness*). 3) Diver Training Activity (*Organize diver training to create volunteer divers for the marine conservation effort and to enhance the skills of divers in the Airport Marine Rescue team*).



² Compared with the Diving Training Program in general

BEYOND
THE SKY

CEI

Mae Fah Luang – Chiang Rai International Airport

Restoring resources and water sources around the airport and engaging in community's way of life.



Action Plan for Social and Community Development Initiatives at Mae Fah Luang – Chiang Rai International Airport

2017

Project Selection

Developing human capital (young children, working age people, elders).

2018

Project Extension

- Developing human capital related to air transportation business
- Developing other capital (such as intellectual properties and natural resources)
- Engage with stakeholders in the event of flight volume increase and on their roles in promoting the aviation business.

2019

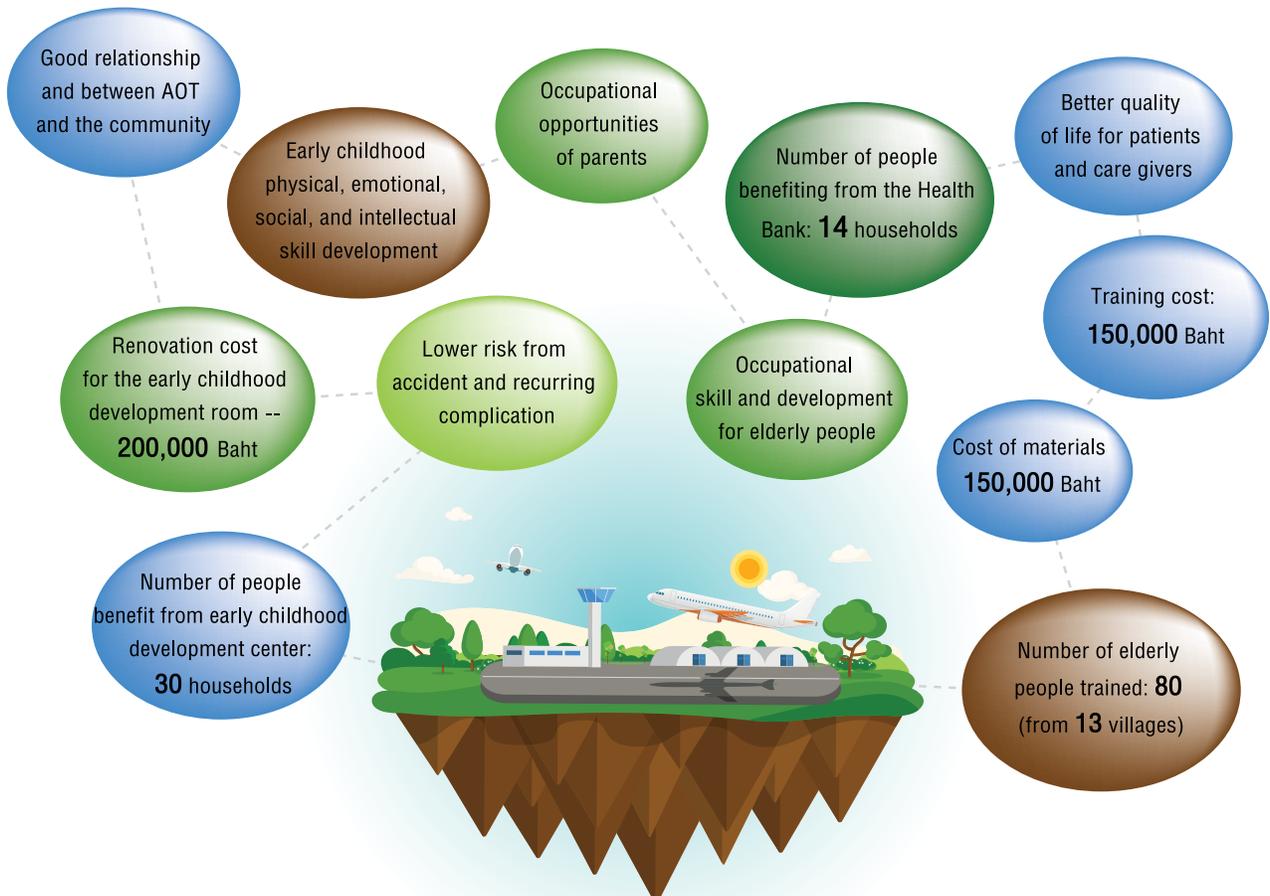
Create Shared Values

- Creating shared economic value between AOT and the community through promoting aviation-related occupations
- Designing projects to reduce impacts from flight volume and projects to create value from the aviation business.

Human Capital Development Project



Mae Fah Luang – Chiang Rai International Airport builds connection and engagement with the community through the implementation of Human Capital Development Project for all ages from young children to elders. This project consists of 3 sub-initiatives: 1) Building an early childhood development room at Baan Pang Lao Child Development Center (*Make monetary contribution to build the room and procure equipment and materials for developing a variety of skills of pre-school children as well as to prepare them for entering the main educational system*) 2) Health Bank Activity (*Procure and donate equipment for patient care (hospital beds, wheelchairs, blood pressure monitors.) for a better quality of life of patients and their care givers.*), and 3) Learning and Development Center for elderly people (*Make monetary contribution to cover training expenses and training materials for elders in Tha Sai sub-district to encourage participation in joint activities and build knowledge and skills which can further develop into a hobby or an additional income source*).



AOT Social Initiative Highlights

In 2017, AOT employees worked in collaboration with Community Relation functions of all airports to build engagement with local communities around the airports. Highlight of the activity is as follows:

The 5th Suvarnabhumi Airport Job Fair in 2017

AOT ran the Job Fair Project at Suvarnabhumi Airport for airport-based entrepreneurs to encourage local employment along with increasing career opportunities and job offers for job applicants. The project provides training for freelance opportunities such as terrarium making, decorating coins with ribbons for almsgiving, camphor packaging. Results of this project are as follows:



(Additional details on social projects and initiatives are available on <http://www.airportthai.co.th/corporate/en/1923-external-societ>)

Promoting Airport Service Accessibility and Human Rights Initiatives

AOT and the Annual Universal Design Award

In 2017, Don Mueang International Airport received the Universal Design Award for the “Friendly Design Restroom” category and Phuket International Airport received the award for the “Friendly Design Building” category at the 1st Thailand Friendly Design Expo. These awards reflect the attentiveness of airport designs to ensure service accessibility for every group of passengers and airport users.



Providing Services to Passengers Requiring Special Assistance

AOT delivers value by attending to rights and equality of airport users in every form of services for both general passengers and passengers requiring special assistance, such as people with disabilities and elderly people who have diverse needs and require different types of assistance. All 6 airports under AOT's management take this requirement seriously and are equipped with facilities to provide the needed services from airport entrance to passenger terminal, such as parking space, pick up-drop off points, elevators, escalators, restrooms, etc.

Furthermore, AOT also places an emphasis on providing both classroom and on-the-job training for all service providers, such as AOT employees, airline officers, government agency officers, cleaning crews, and security crews, to ensure that they have the knowledge, understanding, and skills to correctly assist disabled and elderly people by following the same practice standard. To achieve this goal, AOT has invited experts to give lectures on a yearly basis.

Implementation of Assistance for People with Disabilities and Elders at the Airports



AOT arranges the facilities for people with disabilities. For example, all signs and counters are set at an appropriate height for wheelchair access. Airports are equipped with TTRS kiosks to assist hearing-impaired persons as well as having different tactile patterns for the visually impaired to access and get assistance from public relations officers.

Training Program for Airport Operators to Assist People with Disabilities and Elders

AOT ran an annual training program for airport operators on how to assist people with disabilities and elders. In 2017, there were 243 participants in the training program, of which 77 were AOT employees, 39 government officers, 91 airline officers, 36 outsourced contractors who provide services and assistance to people with disabilities at various locations, such as screening checkpoints, public relations, security areas, or areas under airline responsibilities. The training program has both theory and practice components, such as how to use wheelchairs, carry mobility-impaired persons, communicate with hearing-impaired persons, to ensure competency in actual situations.



“Taking care of people with disabilities is part of the national plan. The training provides knowledge and understanding on different types of disabilities. Particularly, the realistic practice training enables participants to apply the knowledge in actual situations.”

*Sriwan Thakuengsaksiri
(Duty Station Manager, PRM Services,
Lufhansa Services (Thailand) Ltd.)*

“The training makes airlines, officers understand the correct process and limitation in assisting people with disabilities and senior people. The on-the-job practice and role playing make us empathize with people with disabilities or elders and motivates us to provide better services.”



*Khusak Komkham
(Ramp Duty Manager, Thai AirAsia)*



Human Rights Initiatives at AOT

AOT respects and complies with human rights principles and laws at both the national and the international levels which include the Constitution of the Kingdom of Thailand, the 3rd National Human Rights Plan (2014 - 2018), and the Empowerment of Persons with Disabilities Act, B.E. 2550. AOT’s human rights practice is described in the AOT Code of Ethics and the Code of Conduct for suppliers which require strict compliance from employees and suppliers. AOT

is in the process of assessing human rights risk from its operations throughout the value chain to set a monitoring and control guideline for risky operational sites and to define remedial measures for impacted parties.

Examples of AOT’s human rights practices



Provide employment opportunities for people with disabilities and make contribution to the Empowerment of Persons with Disabilities Fund

in compliance with the Empowerment of Persons with Disabilities Act, B.E. 2550



Maintain customer and supplier confidentiality with fair and equal treatment

in accordance with the AOT Code of Conduct



AOT suppliers must ensure labor safety, no child labor, and respect for labor rights

in accordance with the Sustainable Code of Conduct of AOT Supplier.

(See details of the Privacy Policy on <http://airportthai.co.th/main/en/privacy-policy>)

Beyond Employer of Choice



Beyond Employer of Choice

Meaningful Journey at AOT

Capable employee is essential for driving aviation business. AOT recognizes the importance of investing in employee development along with caring and equal treatment. AOT's continual employee development and employee engagement without discrimination reflect our commitment to creating meaningful career journeys on the road to success together with AOT.

Employee Development at AOT

KM Day 2017

AOT organized KM Day 2017 to serve as knowledge sharing platform for AOT's employees and other relevant organizations. Activities for this event include listening to the "Future Trend of Aviation" speech by the Chairman of Airline Operators Committee (AOC), news update on Airport Technology and Innovation by SITA Group Ltd., and Knowledge Management Expo held by Aeronautical Radio of Thailand Ltd. This event also creates a learning culture for employees to recognize the importance of knowledge management in organizational development.

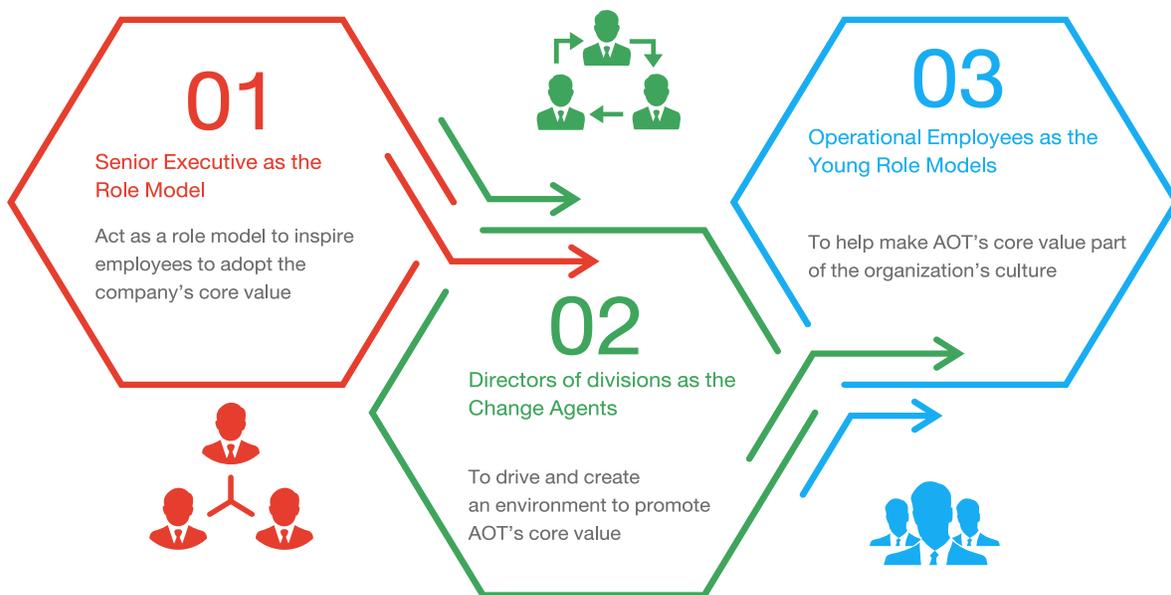


Human Resources Master Plan

AOT develops employee capabilities in conjunction with fostering awareness of the organization’s core values. Human Resources Development Department is responsible for implementing the Human Resources (HR) Master Plan which is centered 3 key areas: Core Values, Knowledge Management (KM), and Core Competency & Functional Competency. There is an annual assessment and reporting of the Master Plan implementation to ensure that AOT’s human resource development is consistent with the organizational practice and complied with AOT’s human resource commitment to continually developing valuable employee to reach their high potential.

Promoting Core Value

AOT organizes several programs to promote AOT core value with an emphasis on employee engagement at all levels within the organization from executives to operation staff as follows:



AOT organized training for 350 employees operating at Don Mueang International Airport’s security checks (touch points) to bring the “Service Minded” value into practice and to be a role model for customer service which will help enhancing customer satisfaction and create a positive image for the organization.



Furthermore, AOT set the Knowledge Management Program (KM) for knowledge application and development for KM experts to create “Smart and Smile” services at AOT’s airports. This program facilitates cross-divisional integration and collaboration to solve problems systematically. Moreover, AOT has also developed the Core Competency & Functional Competency Program that focuses on service quality, safety, cooperation, and innovation, as well as competency commensurate to job levels.

Employee Development Program 2017

AOT strives to develop airport management capabilities of employees at all levels on both operations and management functions to achieve the air transport standards as prescribed by the following national and international organizations: the Civil Aviation Authority of Thailand, International Civil Aviation Organization (ICAO), and the Federal Aviation Administration (FAA). In 2017, AOT offered 946 training courses/ programs with 5,793 participants. Details of selected training programs are as follows:

Training Programs Based on AOT’s Employee Development Plan 2017

Performance on AOT’s Employee Development Plan 2017 and AOT’s Human Capital Development Program which focus on developing competencies of employees at all levels for both operations and management functions.

Employee Development Performance



29.65 Hours

Average hours of employee’s trainings per person per year



30,586.70 Baht

investment in employee’s trainings per person per year



2.64%

of internal job transfers for AOT employees



5.02

Human Capital Return On Investment in 2017

Employee Development Training Courses and Programs



Number of Courses or Programs and Number of Participants Classified by Subject Area

Training Details	Airport Management	General Management	Professions and Operations	General Knowledge
Number of courses or programs	253	187	359	147
Number of participants	1,576	1,070	2,347	800





AOT's Human Resources Development Department has organized 12 training sessions on airport operations and airport management courses at fundamental, intermediate, and advance levels for 893 AOT's employees (16.43% of total employees) and also shared these knowledges to 12 participants from external organizations. Such training programs foster understanding on on-site airport operations and broaden perspectives on airport management as well as advancing toward excellence in airport business.



Preparatory Program for Public Airport Manager Examination



AOT organized the **Preparatory Program for Public Airport Manager Examination 2017** to prepare employees at management levels (Vice President (9th Rank) or higher) for Public Airport Manager Examination administered by the Civil Aviation Authority of Thailand (CAAT). There were 19 employees participating in the program (86.36% of qualified employees) with one employee passing the examination. The training program aims to cover knowledge on standards, laws, and requirements in operating a public airport, including applying the knowledge to day-to-day management to comply with the International Civil Aviation Organization (ICAO) standards.

In addition to developing employee competencies, there is also an annual performance review for every AOT's employee. The individual-level performance assessment enables employees to work more efficiently.

Labor Relations and Employee Satisfaction

Outstanding Employee Program

AOT organized an award ceremony to present the total of 11 awards for people who have made great contributions, outstanding employees, and employee or temporary employees with special recognition. Examples of achievements are risking one's life to save other people in the event of fire and creating inventions that increase departmental productivity and efficiency. Another case was helping a passenger locate his/her lost medical bag which would have been life-threatening had medication intake been delayed. This exemplifies a level of service that is beyond expectation resulting in gaining the highest customer satisfaction. The selection criteria for outstanding employees are composed of 40% demonstration of AOT's core value and 60% supporting evidence, including achievement, contribution to AOT, recognition letters, other awards received from this achievement.



Outstanding Employee



Employee or Temporary Employee Earning Special Recognition



Outstanding Group

Welfare and Labor Relations

AOT puts an emphasis on developing employees' capabilities as well as fostering engagement in the workplace by engaging with every employee to enhance employees' well-being and job satisfaction. The Welfare and Labour Relations Department and the Medical Department are jointly responsible for implementing the Welfare and Medical Policy that focuses on developing people's knowledge as well as good quality of life.

Medical and Welfare Policy for AOT's Employee and Temporary Employees



AOT's employee and temporary employees can voice their opinions on labor relations and welfare through the AOT Relation Affairs Committee which has been set up to promote labour relations. The 19-member Committee consists of an externally-appointed chairman, 8 employer representatives and 8 employee representatives. The Committee convenes monthly to monitor and develop better labour relations. Furthermore, AOT also collaborates with members of AOT to support the rights of all employees to participate in a negotiation. In 2017, State Enterprise Worker Union had 3,509 members and organized an annual general meeting to discuss statuses and appropriate practices on welfare and work conditions.

Employee Well-being

AOT implemented a variety of initiatives to promote health and well-being of employees in accordance with the Medical and Welfare Policy to create good quality of life for employee and temporary employees as well as building employee engagement with AOT. Details of the programs are as follows:

Employee Wellness Programs at AOT

AOT organized a **Basic First-Aid and Basic Life Support (BLS) Program** in accordance with ICAO's regulations to provide first-aid and CPR trainings for 1,060 AOT's employee and temporary employees, entrepreneurs, government agencies to assist passengers or injured persons as well as reinforcing the importance of life-saving skills.



AOT organized **Health Week 2017** featuring healthcare and health product exhibition, as well as health lectures by experts. This event aims to deepen understanding of AOT's employee and temporary employees on maintaining their physical and mental health with practical applications as well as reducing corporate medical expenses.

AOT has set **Wednesday Workout Program** to encourage employee and temporary employee to stay healthy and relaxed. This program runs every Wednesday from 15:00-16:30 at every airport.



AOT has an **Ergonomic Relaxation Program** to provide information for employee and temporary employee on ergonomic principles at work and to adjust working behavior appropriately, as well as information on office syndrome prevention.

AOT has an annual **Health Check-up based on Risk Factors Program** for AOT's employee and temporary employees to promote health, prevent illnesses, and enable early diagnosis. Moreover, this program also prevents and treats illnesses from work-related risk factors in compliance with the Labour Protection Act.



AOT has a **Stress Management Program** by which the Medical Department invited expert physicians to provide knowledge on mental health wellness, especially on stress which is the cause of various symptoms and illnesses. This program aims to provide understanding on stress mechanism and stress management techniques. There were 680 employee and temporary employees participating in the program.



AOT has set **AOT Tummy's Fat Loss, Sickness Loss Program** to foster employees' awareness and knowledge on negative consequences of obesity and overweight. The program encourages employees to keep their weights within a healthy standard and to maintain good health, personality, and relationships with colleagues as well as lowering medical expenses. In 2017, there were 120 participants in a 3-month program.

AOT offers a **Seasonal Flu Vaccination Program** every year to prevent flu infection and outbreak employee and temporary employee as well as reducing treatment expenses and time lost for recuperation.



Furthermore, AOT offers employees' medical benefits at the amount set by the Ministry of Finance and AOT's policy. AOT also has a Scholarship Program for children of employees with 514 scholarship recipients in 2017, as well as a Retirement Preparation Program for employees reaching 60 years of age. In 2017, there were 58 employees participating in the program which offered farewell activities as well as informational sessions on health, benefits, and post-retirement financial planning.

Satisfaction toward AOT

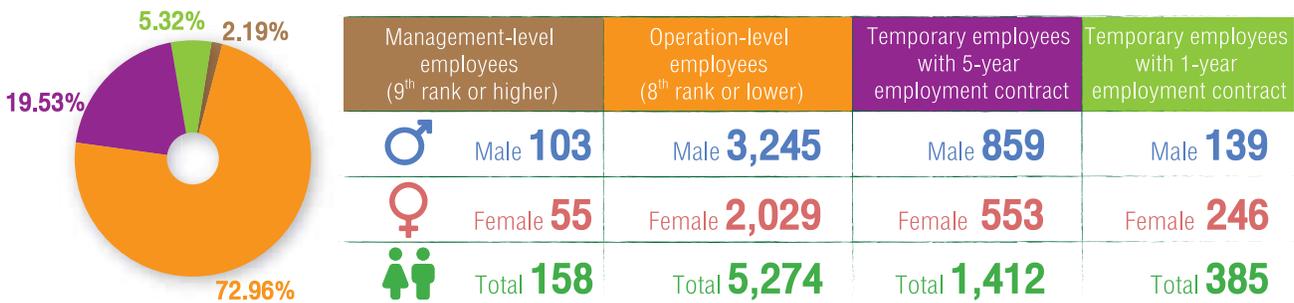
AOT conducts an employee engagement survey for AOT's employee and temporary employees with a questionnaire covering a variety of topics such as responsibility, relationship, recognition, remuneration, workplace environment, and career advancement. The company set a target at 75% which was different from the 2014 target. The survey results showed the average satisfaction score of 80.75% for all employees with the average scores by gender of 82.54% for male employees and 78.12% female employees. The areas with the highest satisfaction were job assignment responsibility, as well as company's expectation of success and participation in goal setting. The area in which employees deemed inadequate was advancement. Data from employee satisfaction survey will be used to prepare an implementation plan to increase employee satisfaction in the future.

Every Employee is Important

AOT's Employees in 2017



Number of Employees by Rank



Number of Employees by Operation Site (Excluding Temporary Employees)

		Head Office	1,251
		Suvarnabhumi Airport	2,254
Don Mueang International Airport	873		
Chiang Mai International Airport	206		
Hat Yai International Airport	177		
Phuket International Airport	530		
Mae Fah Luang – Chiang Rai International Airport	141		
Total	5,432		

Number of Employees by Operation Site (Temporary Employees)

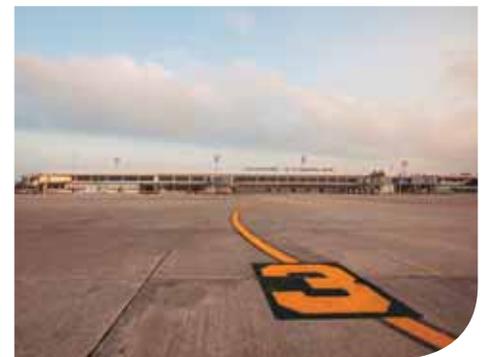
		Head Office	-
		Suvarnabhumi Airport	717
Don Mueang International Airport	484		
Chiang Mai International Airport	142		
Hat Yai International Airport	112		
Phuket International Airport	281		
Mae Fah Luang – Chiang Rai International Airport	61		
Total	1,797		

Returning to Work and Retention Rate of Employees after Maternity Leave

Leave of Absence	♂ Male	♀ Female
Number of employees entitled to parental leave by gender	4,346	2,883
Number of employees took parental leave by gender		5
Total number of employees that returned to work in the reporting period after parental leave ended, by gender		5
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender.		5
Return to work and retention rates of employees that took parental leave, by gender.		100%

(Operating performance of human resource management in 2017 can be found in the last section of this report, Every Employee is Important.)

About this Report



AOT has published the Sustainable Development Report for 7 consecutive years to communicate with stakeholders our progress and commitment on the implementation of the Sustainable Development Master Plan (2016 - 2019) and AOT's Corporate Plan which cover every dimension of sustainability, namely, economic, social, environmental and governance. This report is a continuation of the 2016 Sustainability Report and is available in two languages, both Thai and English, and in a variety of formats: print, CD and electronic.

Information presented in the Sustainable Development Report 2017 spans the period from October 1, 2016 to September 30, 2017, covering all six airports under AOT's responsibility which are Suvarnabhumi Airport, Don Mueang International Airport, Chiang Mai International Airport, Hat Yai International Airport, Phuket International Airport, and Mae Fah Luang - Chiang Rai International Airport. This report adheres to the guidelines set forth in to the Global Reporting Initiative (GRI) Standards at "Core" level, Airport Operators Sector Supplement (AOSS) reporting standards and the UN Sustainable Development Goals (SDGs). Specifically, the content of this report follows four main principles: sustainability context, materiality, completeness, and stakeholder engagement. More details on financial performance can be obtained from the Annual Report 2017.

(Sustainable Development Report and Annual Report are downloadable from the website <http://airportthai.co.th/main/en/752-annual-report-sustainability-report>)

Processes of Report Preparation

01

Step

Identification

Selection of sustainability issues for all 3 dimensions as well as any related issues by considering both internal and external factors, such as the organization's strategic direction, issues with potential organizational impacts, issues of global interest, and issues of stakeholder interest.



02

Step

Prioritization

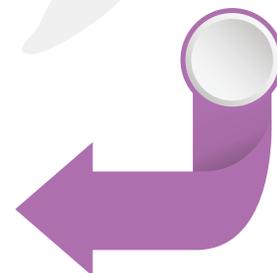
Senior executives and representatives from relevant departments participate in a workshop to rank material issues based on the impact on AOT's business performance and the importance to stakeholders. This step also includes conducting interviews with external stakeholders to understand their perspectives and solicit opinions on sustainability issues as well as on AOT's management approach.

03

Step

Validation

The Corporate Social Responsibility and Corporate Governance department carry out preliminary reviews of materiality ranking prior to submitting for consideration and approval from AOT's President and senior executives.

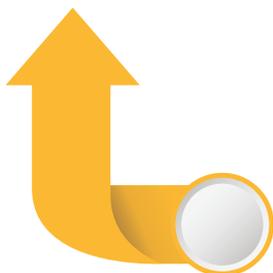


04

Step

Review

AOT repeats Step 1 to 3 every 1 to 2 years to ensure that the company's sustainability performance meets the international standards and stakeholder expectations. AOT also provides channels for stakeholders to voice their opinions and make suggestions on ways for improvement which will be incorporated in the following Sustainability Report for transparency and completeness as well as to demonstrate AOT's commitment on all dimensions of sustainability.



AOT Materiality Matrix 2017



● Economic Dimension

● Environmental Dimension

● Social Dimension

Dimension	Materiality	GRI Framework	Scopes of Impact					
			Internal	External				
			Executives and employees	Customers	Business Partners	Shareholders	Regulators	Community and Society
 Economic	Growth/ Expanding Operation to Meet Demand	- Economic Performance 2016		✓	✓	✓		
	Business Ethic and Integrity	- Governance	✓	✓	✓	✓	✓	✓
	Business Partner Engagement	- Stakeholder Engagement			✓			
	Corporate Governance	- Governance	✓				✓	
	Risk & Crisis Management	- Governance	✓	✓	✓	✓	✓	✓
	Customer Relationship Management			✓	✓			
	Innovation Development		✓	✓	✓			
	Supply Chain Management	- Procurement Practices 2016	✓		✓			
	Information Security	- Customer Privacy 2016	✓	✓	✓		✓	
 Social	Airport Safety and Security	- Occupational Health and Safety 2016	✓	✓	✓		✓	
	Access to Airport Areas			✓				
	Dialogue & Relations with Stakeholders	- Local Communities 2016	✓	✓	✓	✓	✓	✓
	Employee Development and Talent Retention	- Training and Education 2016	✓					
	Labour Relations and Well-being	- Stakeholder Engagement	✓					
	Health and Safety in the Workplace	- Occupational Health and Safety 2016	✓					
	Accessibility in Terminals for Persons with Disabilities or Reduced Mobility			✓				✓
	Diversity and Fair Opportunities	- Diversity and Equal Opportunity 2016	✓	✓	✓			✓
	Human Rights	- Human Right Assessment 2016	✓	✓	✓		✓	✓
 Environment	Waste Management	- Effluents and Waste 2016	✓				✓	✓
	Water Management	- Water 2016	✓				✓	✓
	Air Quality Control	- Emissions 2016	✓	✓	✓		✓	✓
	Energy Efficiency	- Energy 2016	✓				✓	✓
	Noise Pollution Control		✓	✓	✓		✓	✓
	Low Carbon Airport	- Emissions 2016	✓	✓	✓		✓	✓

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

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AOT Stakeholders



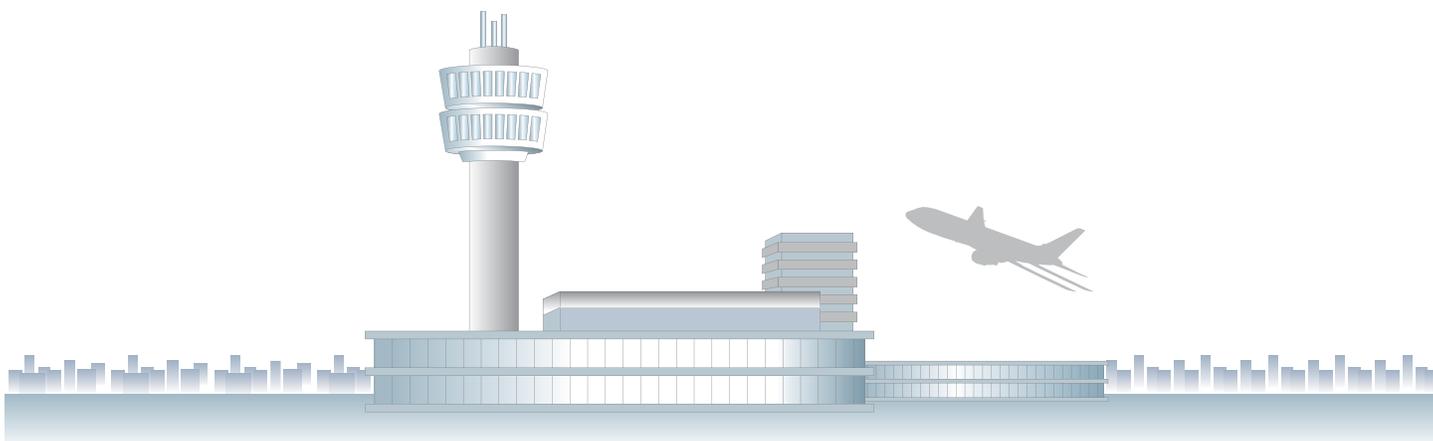
AOT's Stakeholder Engagement Process

Stakeholder engagement process is a crucial process for the airport business. Opinions and suggestions from every group of stakeholders serve as an important motivation and success indicator for AOT to continuously strive for improvement on service excellence, to maintain the international standards, and to address stakeholder exact needs and expectations. Thereby, AOT sets up a variety of engagement channels appropriate for each group of stakeholders to communicate objectives, processes, and performance as well as receiving opinions and complaints in a comprehensive manner. These channels include workshops, satisfaction surveys, and relationship building activities. Information gathered from these channels is collected and analyzed so that any insights can be incorporated into future airport development planning.

Stakeholders		Method	Expectation	Response
1. Customers 	<ul style="list-style-type: none"> - Airlines - Passengers 	<ul style="list-style-type: none"> - Customer satisfaction surveys - Airline conferences - Customer Relation Management (CRM) programs - Call center and other complaint and feedback channels - Airport information counters - Company's electronic communication channels - One-on-one interviews with AOT's executives 	<ul style="list-style-type: none"> - Ensure that occupational health and safety to protect life and property is ready to handle any circumstance and is up to international standards - Support and provide comprehensive and accurate information services, facilities, and equipment - Environmentally and socially friendly airport - Adequately allocate space and facilities to meet the airport business needs to attract customers and create good customer experience - Develop and promote innovation and technology to facilitate passenger flow management - Have a process to manage social media and digital sign in the airports 	<ul style="list-style-type: none"> - Practice the emergency plan in a variety of scenarios to ensure stakeholders' safety - Acquire international certifications for aviation, security, and occupational health and safety, according to international standards - Organize airline conference - Regularly monitor, review and develop airport services and equipment - Ensure comprehensive communication channels with stakeholders - Keep abreast of service innovation and deliver constant service improvement to stakeholders - Initiate programs for stakeholder relationship building
2. Business alliances 	<ul style="list-style-type: none"> - Business partners - State and private organizations operating at the airports - Collaborators - Suppliers 	<ul style="list-style-type: none"> - Business partner meetings - Customer Relationship Management (CRM) programs - Call center and other channels for complaints and feedbacks - One-on-one interviews with AOT's executives 	<ul style="list-style-type: none"> - Better performance - Provide data, equipment, or space to facilitate business partner operations - Provide appropriate facilities with high standards - Attract and retain talents of employees - Leverage innovation and state-of-the-art technology to manage passenger flow and enhance customer experience 	<ul style="list-style-type: none"> - Listen to problems, exchange ideas, and implement changes based on regular meetings - Tailor facilities and services to suit business partner operations - Raise the company's business partnership standards to surpass legal requirements. - Compliance with agreements, contracts and laws - Improve the bidding and procurement processes to be transparent and verifiable - Initiate programs for stakeholder relationship building

Stakeholders		Method	Expectation	Response
3. Shareholders and investors 	<ul style="list-style-type: none"> - Government shareholders - Shareholders and investors 	<ul style="list-style-type: none"> - Analyst meetings - Information dissemination to shareholders, fund managers, and both domestic and foreign investors - Annual general meetings - Call center - Electronic channels - Site visits for shareholders - Conference calls 	<ul style="list-style-type: none"> - Satisfactory and regular dividend payment - Higher return in the form of capital gain - Strong operating performance with consistent, transparent, and robust growth - High level of competitiveness when benchmarked against other international airports - Goals and future directions of the business 	<ul style="list-style-type: none"> - Provide diverse communication channels - Publish information on the overall business, direction, and quarterly performance for shareholders, investors, as well as the interested public to ensure transparency and verifiability - Pay regular dividends commensurate with the business performance - Invite shareholders for site visits and to monitor the company's performance
4. Regulatory agencies 	<ul style="list-style-type: none"> - Office of the National Economic and Social Development Agency - Ministry of Transport - Ministry of Finance - Office of the Auditor General of Thailand - Office of the Securities and Exchange Commission - Stock Exchange of Thailand 	<ul style="list-style-type: none"> - Meetings and conferences with regulatory agencies - Efficient operations and regulatory assessments 	<ul style="list-style-type: none"> - Comply with and surpass legal requirements - Be conscientious of social and environmental responsibilities for sustainability - Efficient management and administration system with high standards - Adhere to good governance principles 	<ul style="list-style-type: none"> - Strictly and transparently comply with various laws, regulations, and rules related to the business - Mitigate or remedy negative environmental impacts to achieve standards that surpass legal requirements and create positive impacts for surrounding communities - Participate in assessments and provide required information to regulatory agencies promptly and accurately - Cooperate with regulatory agencies in promoting environmentally friendly programs - Continuously analyze and improve business processes to be in line with the international aviation practice

Stakeholders		Method	Expectation	Response
5. Community and society 	<ul style="list-style-type: none"> - Surrounding community and society - Community and society at the national level - Mass media 	<ul style="list-style-type: none"> - Field study to survey impacts and community needs - A variety of channels to quickly and accurately disseminate information 	<ul style="list-style-type: none"> - Ensure safe operations through impact management - Address environmental impacts on communities - In case of emergency, the company must communicate and provide support to the community as quickly as possible - Participate in the company's community building activities for higher quality of life in the community, particularly education and youth activities 	<ul style="list-style-type: none"> - Manage environmental impacts on communities - Review and improve impact management processes especially for community environment - Implement CSR projects that cover economic, social and environmental aspects as part of sustainable and long-term community development
6. Executives and employees 	<ul style="list-style-type: none"> - Permanent employees - Temporary employees - Outsource staff 	<ul style="list-style-type: none"> - The President meets with employees and communicates through internal broadcast - Board of directors - Employee engagement and satisfaction surveys - Both direct and indirect communication channels, such as social media and internal electronic channels 	<ul style="list-style-type: none"> - Job security and good benefits in comparison with other companies in the same industry - Reasonable compensation given the prevailing economic condition - Workplace safety - Career development 	<ul style="list-style-type: none"> - Set up workplace occupational health and safety system in line with OHSAS 18001 certification - Prepare individual career development plan to facilitate personnel development and talent retention - Review and ensure that employee compensation is commensurate with business performance and prevailing economic condition, as well as competitive within the industry - Provide long-term benefits for employees and their families - Organize activities to build engagement and motivation for employees



Sustainability Performance

Reporting Scope

Reporting Scope	AOT Business Unit							% Data Coverage 2017
	Headquarter*	Suvarnabhumi Airport	Don Mueang International Airport	Chiang Mai International Airport	Hat Yai International Airport	Phuket International Airport	Mah Fah Luang - Chiang Rai International Airport	
Economy								
Complaints	✓	✓	✓	✓	✓	✓	✓	100
Customer and Passenger Satisfaction Survey	NR	✓	✓	✓	✓	✓	✓	100
Passenger Volume	NR	✓	✓	✓	✓	✓	✓	100
Aircraft Movements by Type of Flights and Period	NR	✓	✓	✓	✓	✓	✓	100
Cargo and Postal Parcel Volume	NR	✓	✓	✓	✓	✓	✓	100
Environment								
Direct Greenhouse Gas (GHG) Emissions (Scope 1)	NA	✓	✓	✓	✓	NA	✓	71.42
Indirect Greenhouse Gas (GHG) Emissions (Scope2)	NA	✓	✓	✓	✓	NA	✓	71.42
Total Energy Consumption Electricity	NA	✓	✓	✓	✓	✓	✓	85.71
- Electricity	NA	✓	✓	✓	✓	✓	✓	85.71
Total Water Consumption	✓	✓	✓	✓	✓	✓	✓	100
- Municipal Water Supplies	✓	✓	✓	NA	✓	✓	NA	71.42
- Surface Water and Ground Water	NR	NR	NR	✓	✓	NR	✓	100
Wastewater to Treatment	NR	✓	✓	✓	✓	✓	✓	100
Non-Hazardous Waste	NA	✓	✓	✓	✓	✓	✓	85.71
Hazardous Waste	NA	✓	✓	NA	NA	NA	NA	28.57
Environmental Investment	NR	✓	✓	✓	✓	✓	✓	100
Environmental Violation	NR	✓	✓	✓	✓	✓	✓	100

NA : Not Available for that business unit

NR : Not Relevant to that business unit

Reporting Scope	AOT Business Unit							% Data Coverage 2017
	Headquarter	Suvarnabhumi Airport	Don Mueang International Airport	Chiang Mai International Airport	Hat Yai International Airport	Phuket International Airport	Mah Fah Luang - Chiang Rai International Airport	
Employee								
Number of Employees	✓	✓	✓	✓	✓	✓	✓	100
Employee Diversity	✓	✓	✓	✓	✓	✓	✓	100
Employment and Turnover	✓	✓	✓	✓	✓	✓	✓	100
Parental Leave	✓	✓	✓	✓	✓	✓	✓	100
Employee Training	✓	✓	✓	✓	✓	✓	✓	100
Human Capital Return On Investment	✓	✓	✓	✓	✓	✓	✓	100
Employee Satisfaction Survey	✓	✓	✓	✓	✓	✓	✓	100
Occupational Health and Safety								
Lost Time Injury Frequency Rate (LTIFR)- Employee	✓	✓	✓	✓	✓	✓	✓	100
Fatalities - Employee	✓	✓	✓	✓	✓	✓	✓	100
Fatalities - Contractor	✓	✓	✓	✓	✓	✓	✓	100

* Remark – Extended sustainability performance data collection to include Head Office.

NA : Not Available for that business unit

NR : Not Relevant to that business unit

Economy

GRI	Units	2014	2015	2016	2017	
201-1	Economic Performance					
	Revenues	Baht	39,770,731,191	45,773,365,440	52,783,338,627	56,744,274,714
	Operating Costs	Baht	24,501,756,327	22,438,150,067	28,358,849,628	30,559,302,559
	Employee Wages and Benefits	Baht	4,984,639,084	5,647,598,796	5,934,090,289	6,499,044,448
	Annual Payments to providers of capital	Baht	7,056,549,560	9,341,919,540	9,756,741,850	*
	Payments to Government	Baht	3,006,770,347	7,415,409,608	4,932,009,049	682,593,637
	Customer and Passenger Satisfaction Survey					
	Airport Service Quality*					
	Suvarnabhumi Airport	Points out of 5	4.48	4.59	4.58	4.53**
	Chiang Mai International Airport		4.31	4.49	4.50	4.53**
	Don Mueang International Airport		-	-	-	4.20**

* Passenger Volume, Fiscal Year 2017 in February 2017

** Remark - Information as per 3rd quarter of 2017 (July - September 2017)

Passenger Volume, Fiscal Year 2017 (October 2016 - September 2017)

GRI	Airport	Unit	International			Domestic			Total		
			Arrival	Departure	Transit	Arrival	Departure	Transit	Arrival	Departure	Transit
G4-AO1	Suvarnabhumi Airport	Passenger	23,696,623	23,587,120	719,341	5,599,878	5,456,381	20,207	29,296,501	29,043,501	739,548
	Don Mueang International Airport	Passenger	6,596,067	6,597,813	84,032	11,955,010	11,945,290	5,405	18,551,077	18,543,103	89,437
	Chiang Mai International Airport	Passenger	1,089,734	1,075,806	18,612	3,829,174	3,954,880	5,243	4,918,908	5,030,686	23,855
	Hat Yai International Airport	Passenger	126,122	123,668	322	2,042,577	2,051,244	3,197	2,168,699	2,174,913	3,519
	Phuket International Airport	Passenger	4,346,055	4,373,046	23,409	3,767,929	3,715,885	4,107	8,113,984	8,088,931	27,516
	Mae Fah Luang - Chiang Rai International Airport	Passenger	43,518	38,651	1	1,155,918	1,146,717	419	1,199,436	1,185,368	420
	Total	Passenger	35,898,119	35,796,104	845,717	28,350,486	28,270,397	38,578	64,248,605	64,066,501	884,295
			72,539,940			56,659,461			129,199,401		

Aircraft Movement by Type of Flights and Period, Fiscal Year 2017 (October 2016 - September 2017)

GRI	Type of Flight	Unit	International				Domestic				Total
			From 06.00 -17.59 hrs.		From 18.00 - 05.59 hrs.		From 06.00 -17.59 hrs.		From 18.00 - 05.59 hrs.		
			Arrival	Departure	Arrival	Departure	Arrival	Departure	Arrival	Departure	
G4-AO2	Commercial Passenger Flights	Flights	109,186	112,672	91,465	88,594	136,362	153,450	66,883	49,210	807,822
	Commercial Cargo Flights	Flights	2,276	2,468	2,179	1,983	-	-	-	-	8,906
	General	Flights	1,311	1,708	976	520	943	1,056	220	112	6,846
	Total	Flights	112,773	116,848	94,620	91,097	137,305	154,506	67,103	49,322	823,574
	State and Military*	Flights									

* Remark - AOT received State and Military Flights information from the Aeronautical Radio of Thailand Ltd.

Cargo and Postal Parcel Volume

GRI	Type	Unit	2014		2015		2016		2017	
			Inbound	Outbound	Inbound	Outbound	Inbound	Outbound	Inbound	Outbound
G4-AO3	Cargo	Tons	116,277	134,162	115,631	132,750	451,490	575,664	112,935	117,115
	Cargo Passenger Flights	Tons	463,552	615,057	452,380	653,449	162,916	217,437	584,594	760,211
	Total	Tons	1,329,048		1,354,210		1,407,507		1,574,855	

Environment

GRI	Greenhouse Gas Emissions	Unit	2014	2015	2016	2017
302-1, 302-3	Resource Efficiency					
	Total Energy Consumption	MWh	240,428.79	250,784.81	376,143.68	334,310.35*
	Energy Consumption Intensity	MWh per Passenger	0.0027	0.0023	0.0031	0.0026
	- Electricity	MWh	240,428.79	250,784.81	376,143.68	334,310,353.00
303-1	Total Water Consumption	Cubic Meter	8,221,440.00	7,970,712.80	8,591,130.00	9,473,937.00
	- Municipal Water	Cubic Meter	7,351,006.50	6,261,464.00	8,052,345.00	9,000,143.00
	- Surface Water and Ground Water	Cubic Meter	454,474.00	1,970,748.00	538,785.00	473,794.00
303-3	Treated Wastewater	Cubic Meter	3,734,307.20	4,272,011.73	4,516,238.00	4,611,344.00
	- % per Total Water consumption	%	45.42	53.59	52.59	48.67
306-2	Non-Hazardous Waste	Kg	25,736,020.50	29,083,449.00	26,445,362.00	308,100.48
	Hazardous Waste	Kg	-	31,490.00	80,420.00	121,950.00
	Environmental Investment					
	Total Investment	Baht	-	1,103,464,006	597,040,830	388,983,120
	- Investment	Baht	-	1,021,829,006	515,519,830	316,686,586
	- Operating Costs	Baht	-	81,635,000	81,521,000	72,296,534

* Remark - Excluding Suvarnabhumi Airport

GRI	Greenhouse Gas Emissions	Unit	2013	2014	2015	2016	Change
305-1	Direct GHG Emissions (Scope 1)						
	Organizational Level						
	Total	kgCO ₂ e	2,450,606.00	2,596,442.00	2,506,271.00	2,755,987.00	+9.96%
	- Per Aircraft Movement	kgCO ₂ e	4.018	3.671	3.226	3.346	+3.73%
	- Per Passenger	kgCO ₂ e	0.028	0.024	0.021	0.021	+2.07%
	Headquarter						
	Total	kgCO ₂ e	N/A*	N/A*	N/A*	N/A*	N/A*
	Suvarnabhumi Airport						
	Total	kgCO ₂ e	1,878,871	1,863,743	1,770,906	1,925,123	+8.7%
	- Per Aircraft Movement	kgCO ₂ e	6.313	6.436	5.585	6.013	+7.66%
	- Per Passenger	kgCO ₂ e	0.037	0.040	0.033	0.034	+2.89%
	Don Mueang International Airport						
	Total	kgCO ₂ e	375,623	422,549	375,866	464,970	+23.71%
	- Per Aircraft Movement	kgCO ₂ e	2.607	2.447	1.677	1.903	+13.5%
	- Per Passenger	kgCO ₂ e	0.023	0.020	0.012	0.013	+6.5%

* N/A = Not Available

GRI	Greenhouse Gas Emissions	Unit	2013	2014	2015	2016	Change
305-1	Direct GHG Emissions (Scope 1)						
	Chiang Mai International Airport						
	Total	kgCO ₂ e	106,966	110,751	120,819	129,532	+7.2%
	- Per Aircraft Movement	kgCO ₂ e	2.467	2.104	1.892	1.872	-1.1%
	- Per Passenger	kgCO ₂ e	0.020	0.017	0.014	0.014	-5.1%
	Hat Yai International Airport						
	Total	kgCO ₂ e	74,546	84,803	94,993	99,607	+4.86%
	- Per Aircraft Movement	kgCO ₂ e	4.247	3.800	3.860	3.545	-8.2%
	- Per Passenger	kgCO ₂ e	0.029	0.027	0.026	0.025	-4.7%
	Mae Fah Luang – Chiang Rai International Airport						
	Total	kgCO ₂ e	114,840	114,525	131,962	136,755	+3.6%
	- Per Aircraft Movement	kgCO ₂ e	15.992	10.426	9.846	9.476	-3.8%
	- Per Passenger	kgCO ₂ e	0.105	0.083	0.076	0.067	-11.3%

GRI	Greenhouse Gas Emissions	Unit	2013	2014	2015	2016	Change
305-2	Indirect GHG Emissions (Scope 2)						
	Organizational Level						
	Total	kgCO ₂ e	138,738,735	139,875,779	145,913,175	215,110,294	+47.4%
	- Per Aircraft Movement	kgCO ₂ e	227.464	197.743	187.809	261.191	+39.07%
	- Per Passenger	kgCO ₂ e	1.584	1.310	1.217	1.665	+36.84%
	Headquarter						
	Total	kgCO ₂ e	N/A*	N/A*	N/A*	N/A*	N/A*
	Suvarnabhumi Airport						
	Total	kgCO ₂ e	83,214,282	82,082,947	86,492,325	140,063,744	+58.4%
	- Per Aircraft Movement	kgCO ₂ e	279.603	283.467	272.790	437.482	+60.4%
	- Per Passenger	kgCO ₂ e	1.620	1.768	1.635	2.506	+53.3%
	Don Mueang International Airport						
	Total	kgCO ₂ e	42,154,483	43,850,293	44,834,563	59,826,877	+33.4%
	- Per Aircraft Movement	kgCO ₂ e	292.52	253.94	200.09	266.73	+33.3%
	- Per Passenger	kgCO ₂ e	2.56	2.04	1.48	1.6995	+14.8%
	Chiang Mai International Airport						
	Total	kgCO ₂ e	8,348,089	8,672,531	8,837,051	9,172,276	+3.8%
	- Per Aircraft Movement	kgCO ₂ e	192.503	164.745	138.418	131.216	-5.2%
	- Per Passenger	kgCO ₂ e	1.528	1.308	1.056	0.971	-8.1%
	Hat Yai International Airport						
	Total	kgCO ₂ e	2,838,555	2,993,025	3,301,799	3,564,062	+7.9%
	- Per Aircraft Movement	kgCO ₂ e	161.732	134.102	134.181	126.844	-5.5%
	- Per Passenger	kgCO ₂ e	1.112	0.951	0.907	0.890	-1.9%

* N/A = Not Available

GRI	Greenhouse Gas Emissions	Unit	2013	2014	2015	2016	Change	
305-2	Indirect GHG Emissions (Scope 2)							
	Mae Fah Luang - Chiang Rai International Airport							
	Total	kgCO ₂ e	2,183,326	2,276,983	2,447,437	2,483,435	+1.5%	
	- Per Aircraft Movement	kgCO ₂ e	304.04	207.28	182.62	246.956	+35.2%	
	- Per Passenger	kgCO ₂ e	2.00	1.65	1.40	1.749	+24.9%	

Social

Employee Diversity

GRI	Employees	Unit	2014		2015		2016		2017	
			Male	Female	Male	Female	Male	Female	Male	Female
102-8	Total Workforce Volume									
	Total	Persons	5,687		6,044		6,809		7,229	
			3,594	2,093	3,688	2,356	4,199	2,610	4,346	2,883
		% Total number of employees	63.20	36.80	61.02	38.98	61.67	38.33	60.12	39.88
	By Age									
	Under 30 years	Persons	1,402		1,458		2,013		2,054	
	30 – 50 years	Persons	3,404		3,647		3,856		4,163	
	Over 50 years	Persons	881		939		940		1,012	
	By Type of Employment Contract									
	Contracted Executives	Persons	1	-	1	-	1	-	1	-
	Employees	Persons	4,673		4,969		5,253		5,432	
			2,918	1,755	3,082	1,887	3,242	2,011	3,348	2,084
	Temporary Staff	Persons	1,013		1,074		1,557		1,797	
			675	338	605	469	958	599	998	799
	By Type of Employment									
	Full time	Persons	2,918	1,755	3,082	1,887	3,242	2,011	3,348	2,084
	Part Time	Persons	-	-	-	-	-	-	-	-
	By Location (Employees)									
	Total	Persons	4,673		4,969		5,253		5,432	
	Headquarter (HQ)	Persons	1,197		1,235		1,231		573	678
	Suvarnabhumi Airport	Persons	2,190		2,222		2,200		1,553	701
	Don Mueang International Airport	Persons	548		654		782		537	336
	Chiang Mai International Airport	Persons	192		204		204		129	77
Hat Yai International Airport	Persons	148		175		142		125	52	
Phuket International Airport	Persons	277		343		516		335	195	
Mae Fah Luang- Chiang Rai International Airport	Persons	121		136		178		96	45	

GRI	Employees	Unit	2014		2015		2016		2017	
			Male	Female	Male	Female	Male	Female	Male	Female
102-8	By Location (Temporary Staff)									
	Total	Persons	1,013		1,074		1,557		1,797	
	Headquarter (HQ)	Persons	0		0		0		0	
	Suvarnabhumi Airport	Persons	415		469		549		360	357
	Don Mueang International Airport	Persons	259		308		513		280	204
	Chiang Mai International Airport	Persons	59		53		111		83	59
	Hat Yai International Airport	Persons	66		52		61		87	25
	Phuket International Airport	Persons	161		153		221		153	128
	Mae Fah Luang- Chiang Rai International Airport	Persons	53		39		102		35	26
405-1	Employee Diversity									
	Board Level									
	Total	Persons	13		14		12		15	
			12	1	12	2	10	2	13	2
		%	92.30	7.70	85.71	14.29	83.33	16.67	86.67	13.33
	Under 30 years in the same Level	Persons	-		-		-		-	
	30 – 50 years in the same level	Persons	1		1		2		2	
	Over 50 years in the same level	Persons	12		13		10		13	
	Top Management Level (Level 9 – 11)									
	Total	Persons	135		145		151		158	
			88	47	93	52	99	52	103	55
		%	65.19	34.81	64.14	35.86	65.56	34.44	65.19	34.81
	Under 30 years in the same Level	Persons	0		0		0		0	
	30 – 50 years in the same level	Persons	19		19		19		22	
	Over 50 years in the same level	Persons	116		126		132		136	
	Management Level (Level 7 – 8)									
	Total	Persons	1,023		1,019		1,046		1,106	
			531	492	517	502	530	516	552	554
		%	51.91	48.19	50.74	49.26	50.67	49.33	49.91	50.09
	Under 30 years in the same Level	Persons	0		0		0		0	
	30 – 50 years in the same level	Persons	585		551		565		603	
	Over 50 years in the same level	Persons	438		468		481		503	
	Operational Level (level 6 and below)									
	Total	Persons	4,529		4,880		4,056		4,168	
			2,975	1,554	3,078	1,802	2,613	1,443	2,693	1,475
		%	65.69	34.31	63.07	36.93	64.42	35.58	64.61	35.39
	Under 30 years in the same Level	Persons	1,390		1,458		882		883	
30 – 50 years in the same level	Persons	2,817		3,077		2,847		2,943		
Over 50 years in the same level	Persons	322		345		327		342		

GRI	Employees	Unit	2014		2015		2016		2017	
			Male	Female	Male	Female	Male	Female	Male	Female
405-1	Right to Freedom of Association									
	State Enterprise Union Employees (Per Total Employee)	Persons	3,049		3,009		3,242		3,509	
		%	65.25		60.56		61.72		64.60	
401-1	Employment and Turnover Rate New Employment (Employee)									
	Total	Persons	116		532		419		300	
			82	34	329	203	250	169	183	117
	Employment Rate per Total Employee	%	2.48		10.71		7.98		5.52	
			1.75	0.73	6.62	4.09	4.76	3.22	3.36	2.15
	By Age									
	Under 30 years	Persons	199		317		316		184	
		%	4.26		6.38		6.02		3.39	
	30 - 50 years	Persons	60		214		103		116	
		%	1.28		4.31		1.96		2.13	
	Over 50 years	Persons	0		1		0		0	
		%	0		0.02		0		0	
	New Employment (Temporary Staff)									
	Total	Persons	4		385		629		366	
			0	4	175	210	485	144	149	217
	Employment Rate per Total Temporary Staff	%	0.39		35.85		40.40		20.36	
			0	0.39	16.29	19.55	31.15	9.25	8.29	12.07
	By Age									
	Under 30 years	Persons	4		322		582		201	
		% Per Total Temporary Staff	0.39		29.98		37.38		11.18	
	30 - 50 years	Persons	0		63		47		136	
		% Per Total Temporary Staff	0		5.87		3.02		7.57	
	Over 50 years	Persons	0		0		0		29	
		% Per Total Temporary Staff	0		0		0		1.61	
	Turnover (Employee)									
	Total	Persons	116		128		139		124	
			82	34	84	44	91	48	79	45
	Turnover Rate (Per Total Employee)	%	2.48		2.58		2.65		2.28	
			1.75	0.73	1.69	0.89	1.73	0.91	1.45	0.83
	Voluntary Turnover Rate (Per Total Employee)	%	0.42		0.34		0.28		0.38	
			0.23	0.19	0.20	0.14	0.22	0.05	0.22	0.16

GRI	Employees	Unit	2014		2015		2016		2017	
			Male	Female	Male	Female	Male	Female	Male	Female
401-1	By Age (Per Total Employee)									
	Under 30 years	Persons	10		8		8		16	
		%	0.21		0.16		0.15		0.29	
	30 – 50 years	Persons	24		23		16		13	
		%	0.51		0.46		0.30		0.24	
	Over 50 years	Persons	82		97		115		95	
		%	1.75		1.95		2.19		1.75	
	Turnover (Temporary Staff)									
	Total	Persons	105		238		294		49	
			64	41	186	52	218	76	36	13
	Turnover Rate (Per Total Temporary Staff)	%	10.37		22.16		18.88		2.72	
			6.32	4.05	17.32	4.84	14.00	4.88	2.0	0.72
	By Age (Per Total Temporary Staff)									
	Under 30 years	Persons	78		112		181		36	
		%	7.70		10.43		11.62		2.0	
	30 – 50 years	Persons	27		126		113		13	
		%	2.67		11.73		7.26		0.72	
	Over 50 years	Persons	0		0		0		0	
%		0		0		0		0		
401-3	Parental Leave									
	Number of Employees eligible for Parental Leave	Persons	4,673		4,969		5,253		5,432	
			2,918	1,755	3,082	1,887	3,242	2,011	3,348	2,084
	Number of Employees on Parental Leave	Persons	0	6	0	5	0	2	0	5
	Number of Employees returning to work after Parental Leave	Persons	0	6	0	5	0	2	0	5
	Number of Employees returning to work for more than 1 year after Parental Leave	Persons	0	6	0	5	0	2	0	5
Rate of Returning to work and existence after Parental Leave	%	0	100	0	100	0	100	0	100	
404-1	Employee Training									
	Average Training hours	Hours per person	39.02		39.12		41.05		29.65	
			37.58	24.56	45.09	29.42	47.30	30.42	34.97	22.48
	Rate of Internal Rotation	% Number of Employees transferred	1.51		1.69		2.00		2.64	
	By Employee Level									
	Top Management Level (Level 9- 11)	Hours per person	18		22.58		23.50		17.37	
Management Level (Level 7 - 8)	Hours per person	34		39.51		41.48		30.66		

GRI	Employees	Unit	2014		2015		2016		2017	
			Male	Female	Male	Female	Male	Female	Male	Female
404-1	By Age									
	Under 30 years	Hours per person	27.76		32.12		33.18		24.53	
	30 - 44 years	Hours per person	37.46		44.13		46.45		34.34	
	45 - 60 years	Hours per person	30.11		36.06		38.27		28.29	
	Human Capital Return On Investment									
	HCROI	-	4.06		5.13		5.12		5.03	
	Employee Satisfaction Survey									
Employee Satisfaction Result	%	84.69		84.69		84.69		80.75		

Occupational Health and Safety

GRI	Occupational Health and Safety	Unit	2014	2015	2016	2017	Target 2017
403-2	Employees						
	Lost Time Injury Frequency Rate (LTIFR)	Cases per 1 million working hours	0.37	0	0.07	0.27	0
	Fatalities	Cases	0	0	0	0	0
	Contractors						
	Lost Time Injury Frequency Rate (LTIFR)	Cases per 1 million working hours	NA*	NA*	NA*	NA*	NA*
	Fatalities	Cases	0	1	1	0	0

* N/A = Not Available

Awards and Accolades



The ASQ Awards Ceremony

Mr. Nitinai Sirismatthakarn, AOT President, received the ASQ Awards 2016 at the 27th ACI Africa/World Annual General Assembly, Conference & Exhibition 2017 held at Le Clos St. Louis, Port Louis, Mauritius. In this event, Chiang Mai International Airport was awarded third place among airports handling 5 - 15 million passengers per year.



Thailand's Top Corporate Brand Value 2017

AOT won an honorary award "Thailand's Top Corporate Brand Value 2017" in transport and logistics business category.



MONEY & BANKING AWARDS 2016

Mr. Nitinai Sirismatthakarn, AOT President, received an honorary award "The Most Outstanding Company 2016" in service industry category at the MONEY & BANKING AWARDS 2016, held at SO Sofitel Hotel, Bangkok.



Mr. Nitinai Sirismatthakarn, AOT President, received the Popular Stock Award in services category from Mr. Pakorn Malakul Na Ayudhya, Chairman of TSFC Securities Public Company Limited, at the Stock Exchange of Thailand.

MEMBER OF

Dow Jones Sustainability Indices

In Collaboration with RobecoSAM

DJSI 2017

The Dow Jones Sustainability Indices or DJSI is an international sustainable index. AOT was officially selected to be a member of the 2017 DJSI Emerging Markets in Transportation and Transportation Infrastructure (TRA) category for 3 consecutive years. AOT has therefore become the Asia's first airport operator and the first Thai company among the selected companies in TRA category.

“Best” Sustainability Report Award 2017



On 14 December 2017, AOT was granted “Best” Sustainability Report Awards 2017 at the Sustainability Report Awards 2017 Ceremony, jointly organized by the Securities and Exchange Commission, the Thai Listed Companies Association by CSR Club, and the Thaipat Institute, held at the Stock Exchange of Thailand. There were 104 companies in total that submitted their sustainability reports for annual contest. AOT was 1 out of 8 companies winning the outstanding awards.



Membership of FTSE4Good Index

In June, 2017, AOT was included in the FTSE4Good Index which is designed to identify companies that demonstrate Environmental, Social and Governance (ESG) practices. FTSE Russell is a stock market index and associated data providing company wholly owned by London Stock Exchange Group. Since 2001, FTSE Russell has developed the FTSE4Good Index, which is one of the global leading indices, as an important tool for investors who are committed to social responsibility and sustainability to enable them to make socially responsible investments (SRI).

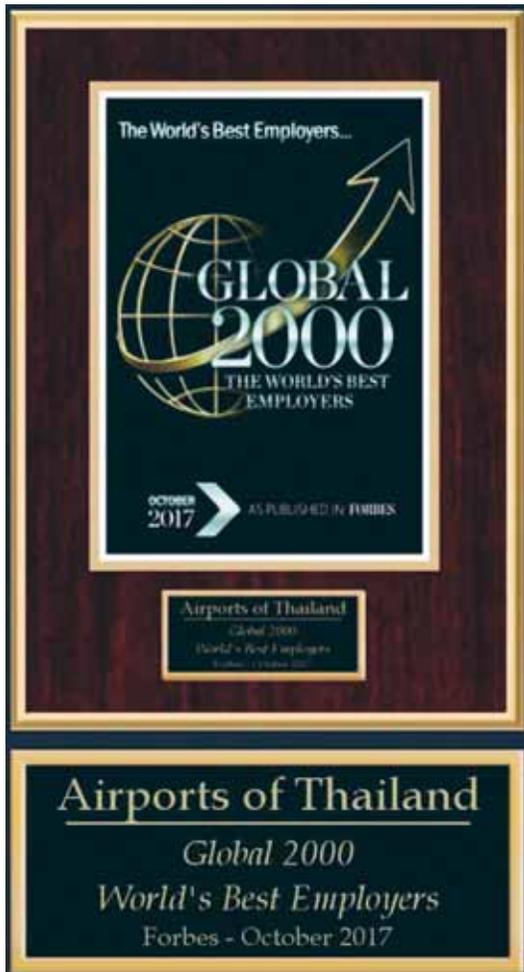
THSI (Thailand Sustainability Investment) 2017

AOT was selected for Thailand Sustainability Investment (THSI), a list of stocks with outstanding performance on Environment, Social and Governance (ESG) aspects. The Stock Exchange of Thailand developed a list of stocks that passed the assessment criteria on environment, social and governance aspects. The selected companies would be role models for other listed companies and attract both local and foreign investors. The award ceremony was held on 8 November 2017 at Professor Sangvian Indaravijaya Auditorium, the Stock Exchange of Thailand.





Suvarnabhumi Airport was selected for the CSR Excellence Award 2016.



According to Forbes, AOT was named one of the top 2,000 companies selected for the World's Best Employer 2017.



Level 3 “Optimisation” of Airport Carbon Accreditation

Don Mueang International Airport, Chiang Mai International Airport, Mae Fah Luang-Chiang Rai International Airport and Hat Yai International Airport. Airport were ranked at level 3 “Optimisation” of Airport Carbon Accreditation by the ACI Asia - Pacific Regional Office. The Airport Carbon Accreditation Program is a global carbon management program for airports that assesses and recognizes airports’ efforts to manage and reduce their carbon emissions. Airports’ efforts to manage and reduce their carbon emissions are recognized with four levels of certification: Mapping, Reduction, Optimisation and Neutrality.

At present, 5 airports under AOT’s supervision joined the program and all were certified at level 3, comprising Suvarnabhumi Airport (certified at level 3 in 2016), Don Mueang International Airport, Chiang Mai International Airport, Mae Fah Luang-Chiang Rai International Airport and Hat Yai International Airport.

General Prayuth Chan-ocha, Thailand's Prime Minister, presided over the Thailand Labour Management Excellence Award 2017 Ceremony, held by the Department of Labour Protection and Welfare, the Ministry of Labour. AOT was given the Outstanding Workplace in Safety, Occupational Health and Working Environment Award 2017 at the national level for up to 10 consecutive years (Platinum Level). In this event, Mrs. Monrudee Gettuphan, Senior Executive Vice President (Airport and Aviation Standard) as AOT representative, received the award from M.L. Pundarik Samiti, Permanent Secretary of Labour, at Grand Diamond Ballroom, IMPACT Exhibition and Convention Center, Muang Thong Thani.



AOT Headquarters won the Outstanding Workplace Award at the national level for 11 consecutive years (Platinum Level).



Mr. Sirote Duangratana, General Manager of Suvarnabhumi Airport, was selected for the 5th "Thailand Headlines Person of The Year Awards 2016-2017" in politics news and became one of the most popular Thai people in the Chinese social media. The award was presented by Mr. Ning Fukui, Chinese Ambassador to Thailand, to honor and acknowledge outstanding performance of Thailand's recognized persons in enhancing China-Thailand relationship in the past year at Grand Ballroom, 22nd Floor, Centara Grand & Bangkok Convention Centre at CentralWorld, Bangkok.



Don Mueang International Airport, with Mr. Sakchai Arunrukthavon, Deputy General Manager of Don Mueang International Airport as AOT representative, received the Government Easy Contact Center (GECC) trophy and certification symbol 2017 from Mr. Wissanu Krea-ngam, Deputy Prime Minister at Santi Maitree Building, Royal Thai Government House. The information center at Don Mueang International Airport passed the assessment criteria and was certified for GECC and named as the Most Outstanding Agency in ministry/department category.



Mr. Phet Chan-charoen, General Manager of Don Mueang International Airport, together with Mr. Wisoot Khamyod, General Manager of Mae Fah Luang-Chiang Rai International Airport, were awarded honorary plaques for Outstanding Workplace and Environmental Management 2016 at Rama Gardens Hotel.



Phuket International Airport received the National Disability Award on the International Day of People with Disability 2016.



On 5 October 2017, Mr. Wisoot Khamyod, General Manager of Mae Fah Luang-Chiang Rai International Airport, attended the award ceremony to receive a certificate for Outstanding Workplace - Safety, Occupational Health and Working Environment 2017 at the national level. In this event, Mae Fah Luang-Chiang Rai International Airport won a diamond award for eight consecutive years from the Department of Labour Protection and Welfare, Bangkok.

General Prayuth Chan-ocha, Thailand's Prime Minister, presided over the award ceremony for persons and organizations with outstanding performance in preventing and solving drug problems for the year 2017, held by the Office of the Narcotics Control Board (ONCB). On behalf of AOT, Mr. Wisoot Khamyod, General Manager of Mae Fah Luang-Chiang Rai International Airport, received an honorary plaque for the outstanding organization in promoting solutions to drug problems for the year 2017 from Mr. Suwaphan Tanyuwatthana, Minister of Justice, at Santi Maitree Building, Royal Thai Government House.



GRI Content Index

GRI Standard		Disclosure	Page Number (s) and/or URL	Omission/ Remark
GENERAL DISCLOSURES				
GRI 102: General Disclosures 2016	102-1	Name of the organization	13	-
	102-2	Activities, brands, products, and services	13-14	-
	102-3	Location of headquarters	149	-
	102-4	Location of operations	14	-
	102-5	Ownership and legal form	13	-
	102-6	Markets served	14	-
	102-7	Scale of the organization	29, 159	-
	102-8	Information on employees and other workers	159-160	-
	102-9	Supply chain	26-27, 45	-
	102-10	Significant changes to the organization and its supply chain	No significant changes regarding the organization's size structure, ownership, or supply chain in 2017	-
	102-11	Precautionary Principle or approach	71	-
	102-12	External initiatives	7, 9, 15, 21-23	-
	102-13	Membership of associations	9, 29	-
	102-14	Statement from senior decision-maker	6-9	-
	102-15	Key impacts, risks, and opportunities	9, 76-77	-
	102-16	Values, principles, standards, and norms of behaviour	10-11	-
	102-17	Mechanisms for advice and concerns about ethics	68-70	-
	102-18	Governance structure	19, 63	-
	102-19	Delegating authority	19	-
	102-20	Executive-level responsibility for economic, environmental, and social topics	19	-
102-22	Composition of the highest governance body and its committees	63	-	
102-23	Chair of the highest governance body	63	-	
102-24	Nominating and selecting the highest governance body	63-64	-	
102-28	Evaluating the highest governance body's performance	64	-	
102-29	Identifying and managing economic, environmental, and social impacts	19, 147	-	
102-30	Effectiveness of risk management processes	73	-	

GRI Standard		Disclosure	Page Number (s) and/or URL	Omission/ Remark
GENERAL DISCLOSURES				
GRI 102: General Disclosures 2016	102-31	Review of economic, environmental, and social topics	147	-
	102-32	Highest governance body's role in sustainability reporting	147	-
	102-33	Communicating critical concerns	68-70, 73	-
	102-34	Nature and total number of critical concerns	70	-
	102-40	List of stakeholder groups	149-153	-
	102-41	Collective bargaining agreements	141	Remark: All AOT employees have rights to participate collective bargaining agreements.
	102-42	Identifying and selecting stakeholders	150	-
	102-43	Approach to stakeholder engagement	150-153	-
	102-44	Key topics and concerns raised	150-153	-
	102-45	Entities included in the consolidated financial statements	146, 154-155	-
	102-46	Defining report content and topic Boundaries	146, 149	-
	102-47	List of material topics	148-149	-
	102-48	Restatements of information	(See remark)	Remark: There is no change in reporting information from previous reports.
	102-49	Changes in reporting	(See remark)	Remark: Significant change as addition of material topics (Human Rights, Risk & Crisis management) in 2017
	102-50	Reporting period	146	-
	102-51	Date of most recent report	146	-
	102-52	Reporting cycle	146	-
	102-53	Contact point for questions regarding the report	149	-
	102-54	Claims of reporting in accordance with the GRI Standards	146	-
102-55	GRI content index	169-174	-	
102-56	External assurance	(See remark)	Remark: No external assurance for the report in 2017	

MATERIAL TOPICS					
GRI Standards		Disclosure	Page Number/URL	Omission/Remark	SDG
Growth/Expanding Operation to Meet Demand					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	31, 33	-	Goal 8
	103-2	The management approach and its components	33-40	-	Goal 8
	103-3	Evaluation of the management approach	33-36	-	Goal 8
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	29, 110, 155	-	Goal 4

MATERIAL TOPICS					
GRI Standards		Disclosure	Page Number/URL	Omission/Remark	SDG
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	33-36	-	Goal 11
GRI G4: Sector Specific (Airport Operator)	G4-AO1	Total number of passengers annually	36, 156	-	Goal 8
	G4-AO2	Total annual number of aircraft movements	36, 156	-	Goal 8
	G4-AO3	Total amount of cargo tonnage	36, 156	-	Goal 8
Business Partner Engagement					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	31	-	Goal 17
	103-2	The management approach and its components	41-43	-	Goal 17
	103-3	Evaluation of the management approach	42	-	Goal 17
Access to Airport Areas					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	31	-	Goal 11
	103-2	The management approach and its components	37-40	-	Goal 11
	103-3	Evaluation of the management approach	-	Information unavailable (Remark: AOT will evaluate this topic in the future due to current action plan.)	Goal 11
Supply Chain Management					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	31, 43	-	-
	103-2	The management approach and its components	43, 45	-	-
	103-3	Evaluation of the management approach	-	Information unavailable (Remark: AOT will evaluate this topic in the future due to current action plan.)	-
Customer Relationship Management					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	46	-	-
	103-2	The management approach and its components	47-49, 52-53	-	-
	103-3	Evaluation of the management approach	48, 50-52	-	-
Innovation					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	54	-	Goal 9
	103-2	The management approach and its components	54-55	-	Goal 9
	103-3	Evaluation of the management approach	56-57	-	Goal 9
Corporate Governance					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	59	-	-
	103-2	The management approach and its components	60-64	-	-
	103-3	Evaluation of the management approach	59, 64	-	-

MATERIAL TOPICS					
GRI Standards		Disclosure	Page Number/URL	Omission/Remark	SDG
Business Ethics					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	59	-	-
	103-2	The management approach and its components	65	-	-
	103-3	Evaluation of the management approach	70	-	-
GRI 205: Anti-Corruption 2016	205-2	Communication and Training about anti-corruption	65-66		
Risk Management					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	59, 71	-	-
	103-2	The management approach and its components	71, 73-75	-	-
	103-3	Evaluation of the management approach	73, 76-77	-	-
Safety and Security					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	81	-	Goal 11
	103-2	The management approach and its components	82-84	-	Goal 11
	103-3	Evaluation of the management approach	83	-	Goal 11
Information and Cyber Security					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	81, 86	-	-
	103-2	The management approach and its components	86	-	-
	103-3	Evaluation of the management approach	-	Information unavailable Remark: AOT will evaluate this topic in the future due to current action plan.	-
Occupational health and Safety					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	81	-	Goal 8
	103-2	The management approach and its components	89	-	Goal 8
	103-3	Evaluation of the management approach	93	-	Goal 8
GRI 403: Occupational Health & Safety 2016	403-1	Workers representation in formal joint management-worker health and safety committees	89	-	Goal 8
	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	94-95, 163	-	Goal 8
Low Carbon Airport					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	97	-	Goal 13
	103-2	The management approach and its components	97	-	Goal 13
	103-3	Evaluation of the management approach	99	-	Goal 13
GRI 307: Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations	99	-	Goal 13
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	100, 157-158	-	Goal 13
	305-2	Energy indirect (Scope 2) GHG emissions	100, 158-159	-	Goal 13
	305-4	GHG emissions intensity	100	-	Goal 13

MATERIAL TOPICS					
GRI Standards		Disclosure	Page Number/URL	Omission/Remark	SDG
Energy Efficiency					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	97	-	Goal 13
	103-2	The management approach and its components	97	-	Goal 13
	103-3	Evaluation of the management approach	99	-	Goal 13
GRI 302: Energy 2016	302-1	Energy Consumption within the organization	100, 157	-	Goal 13
	302-3	Energy intensity	157	-	Goal 13
Air Quality Control					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	97	-	Goal 13
	103-2	The management approach and its components	97, 102	-	Goal 13
	103-3	Evaluation of the management approach	99, 102	-	Goal 13
Noise Pollution Control					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	97	-	Goal 11
	103-2	The management approach and its components	97, 102-103	-	Goal 11
	103-3	Evaluation of the management approach	99, 103-107	-	Goal 11
Water Management					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	97	-	-
	103-2	The management approach and its components	97, 108	-	-
	103-3	Evaluation of the management approach	99	-	-
GRI 303: Water 2016	303-1	Total volume of water withdrawn	108, 157	-	-
	303-3	Water recycled and reused	108, 157	-	-
Waste Management					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	97	-	-
	103-2	The management approach and its components	97, 109	-	-
	103-3	Evaluation of the management approach	99	-	-
GRI 306: Effluents and Waste 2016	306-2	Waste by type and disposal method	109, 157	-	-
Dialogue and Relations with Stakeholders					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	110	-	Goal 4, Goal 8, Goal 9, Goal 11, Goal 13, Goal 14, Goal 15, Goal 17
	103-2	The management approach and its components	111-112	-	Goal 4, Goal 8, Goal 9, Goal 11, Goal 13, Goal 14, Goal 15, Goal 17
	103-3	Evaluation of the management approach	110	-	Goal 4, Goal 8, Goal 9, Goal 11, Goal 13, Goal 14, Goal 15, Goal 17
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	118-130	-	-

MATERIAL TOPICS					
GRI Standards		Disclosure	Page Number/URL	Omission/Remark	SDG
Accessibility in Terminal for People with Disabilities or Reduced Mobility					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	110	-	Goal 11
	103-2	The management approach and its components	131	-	Goal 11
	103-3	Evaluation of the management approach	131	-	Goal 11
Human Rights					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	110	-	Goal 11
	103-2	The management approach and its components	133	-	Goal 11
	103-3	Evaluation of the management approach	-	Information unavailable (Remark: AOT will evaluate this topic in the future due to current action plan.)	Goal 11
GRI 412: Human Rights Assessment 2016	412-2	Employee training on human rights policies or procedures	65, 133	-	Goal 11
Employee Development and Talent Retention					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	135	-	Goal 8
	103-2	The management approach and its components	136	-	Goal 8
	103-3	Evaluation of the management approach	137	-	Goal 8
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	137, 162-163	-	Goal 8
	404-2	Programs for upgrading employee skills and transition assistance programs	138	-	Goal 8
	404-3	Percentage of employees receiving regular performance and career development reviews	139	-	Goal 8
Labor Relations and Well-being					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	135, 140	-	Goal 8
	103-2	The management approach and its components	140-143	-	Goal 8
	103-3	Evaluation of the management approach	144	-	Goal 8
Diversity and Fair opportunities					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	135	-	-
	103-2	The management approach and its components	135	-	-
	103-3	Evaluation of the management approach	144	-	-
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	161-162	-	Goal 8
	401-3	Parental Leave	145, 162	-	Goal 8
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	160-161	-	Goal 8

Reader's Survey

Sustainability Report 2017 of Airports of Thailand Public Company Limited or AOT

Your suggestions will be used for further improvement of future AOT Sustainability Reports.
AOT highly appreciates your valuable feedback.

Please mark **X** in the box or provide comments/suggestions, when applicable, in the space provided

1. Gender

- Male Female

2. Education

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

3. Which stakeholder groups (s) would you identified as?

- Shareholder/Investor Customer (Passenger/Airline) Community
 Employee Business partner Academic
 Government Media Student/Undergraduate
 Others, please specify _____

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

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

5. What is the reason of your interest in AOT Sustainability Report 2017?

- To understand AOT
 To obtain investment information
 For the purpose of research/education
 Prepare your Sustainability Report
 Others, please specify _____



6. Please rate your satisfaction for AOT's Sustainability Report 2017

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

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

- Growth/Expanding Operations to Meet Demands
- Access to Airports
- Supply Chain Management
- Customer Relationship Management
- Customer Relationship Management
- Innovation
- Corporate Governance and Business Ethics
- Risk & Crisis Management
- Airport Safety and Security
- Information Security
- Health and Safety in the Workplace
- Low Carbon Airport
- AOT Social Value Delivery
- Accessibility in Terminals Human Rights
- Employee Development and Talent Retentionand
- Labor Relations and Satisfaction
- Diversity
- Others, please specify

8. In your opinion, has the report covered all AOT's sustainability issues? Yes No

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

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9. Please provide further comments and/or suggestions (if any).

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Kindly return this Reader Survey to

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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