

VALUE CREATION

	Human Capital Management	Corporate Governance Risk Management & Business Ethics	Energy & Climate Change
Objective	AOT State Enterprise Plan: Success of the Corporate Values and Organizational Culture Enhancement Program	AOT State Enterprise Plan: Success of the Corporate Assessment	AOT State Enterprise Plan: Success in environmental plan implementation
Target in 2027	Employee engagement 90%	<ul style="list-style-type: none">100% success in attending the International Corporate Sustainability Assessment in every year<ul style="list-style-type: none">Sustainability Assessment Results under the CSA Best-In-Class and SET ESG IndicesIntegrity and Transparency Assessment (ITA) Results of Government AgenciesPerformance Evaluation Results of State-Owned Enterprises under the State Enterprise Assessment Model (SE-AM)	100% success solar panel and EV charger installation at Suvarnabhumi airport (BKK)
Progress in 2024	Employee engagement 85%	<ul style="list-style-type: none">100% success in attending the International Corporate Sustainability Assessment in 2024<ul style="list-style-type: none">CSA Score = 77/100ITA Score = 88.60/100.00SEAM Score = 3.35/5.00	The solar panel and EV charger installation at Suvarnabhumi airport (BKK) met 2024 timeline.
Executive Compensation	Senior Executive Vice President - Human Resources and Administration	All AOT Executive (level 11-12)	President and Senior Executive Vice President – Engineering and Construction

EXTERNAL STAKEHOLDER

	Energy & Climate Change	Environmental & Natural Resources Management
Objective	Sustainable Development Master Plan: Greenhouse gases reduction	Sustainable Development Master Plan: Improvement of eco-efficiency
Output Metric	<ul style="list-style-type: none">20% Greenhouse gas reduction (scope 1 and 2) by 2028 (2024 is base year)20% increase of greenhouse gas absorption by 2028 (2024 is base year)>15% increase of stakeholder satisfaction	<ul style="list-style-type: none">3 successful application of circular economy innovations in 202820% increase recycled water by 2028 (2024 is base year)>15% increase of stakeholder satisfaction
Impact Valuation & Impact Metric	Stakeholder satisfaction, with 20% increase from 2024 based year by 2028. The satisfaction reflects how AOT addresses the impacts of energy & climate change and environmental & natural resources management	