



AOT
WITH YOU
ON EVERY
JOURNEY

WITH A
SUSTAINABLE
HEART



Contents

2 Message from Chairman and Acting President

5 AOT's Business

7 Awards and Recognitions
Approach to Sustainability

8 Material Sustainability Topics

Pioneering Green Airports: Our Path to Net Zero

12 Energy and Climate Changes

Connecting Society with Heart: Creating Safe Travels for Growing

25 Participation in Communities
and Society

33 Airport Safety & Security

Transparent Governance: Building Trust, Expanding Capacity, and Creating Digital Innovation

46 Corporate Governance,
Risk Management,
and Business Ethics

57 Infrastructure, Airport Capacity
and Business Opportunities

69 Digital Technology
and Innovation

88 Human Rights

99 Reader Feedback Survey



Message from Chairman and Acting President

Airports of Thailand Public Company Limited (AOT) is proud to present its Sustainability Report for the year 2025, which reflects the Company's strong commitment to conducting airport business in parallel with creating tangible and balanced value for the economy, society, and the environment, under the principles of good corporate governance and the concept of being a "Corporate Citizenship Airport", an airport that acts as a responsible member of society and a good neighbor to surrounding communities.

Over the past year, AOT has continuously implemented this concept through community development projects around airports, efficient water and energy management, and the development of environmentally friendly

infrastructure. These efforts aim to enhance the quality of life of passengers and communities in the vicinity of AOT's airports.

Amid a rapidly changing global environment, AOT recognizes the challenges posed by climate change, increasing stakeholder expectations for transparent, fair, and responsible business operations, as well as aviation industry trends toward carbon neutrality and net-zero greenhouse gas emissions. AOT does not view these challenges merely as constraints, but rather as opportunities to enhance its competitiveness and create long-term advantages. Accordingly, environmental, social, and governance (ESG) considerations have been integrated as a core component of the Company's corporate strategy

under Strategic Objective 4: “Lead Changes toward Sustainability” of AOT’s Enterprise Plan.

AOT has also developed related master plans encompassing economic, social, and environmental dimensions and has formally joined the United Nations Global Compact (UNGC) to reaffirm its commitment to conducting business in accordance with principles on human rights, labor standards, environmental protection, and anti-corruption. This commitment also serves as a guiding framework for driving the organization toward the achievement of the United Nations Sustainable Development Goals (SDGs) in a concrete manner.

This Sustainability Report presents AOT’s material sustainability issues identified through a Double Materiality Assessment in accordance with the standards of the Global Reporting Initiative (GRI). The assessment considers both the impacts of AOT’s operations on the economy, society, and the environment (Impact Materiality) and the risks and opportunities that sustainability issues may pose to AOT (Financial Materiality).

Six key material issues have been identified:

1. Energy and Climate Change
2. Community and Social Engagement
3. Airport Safety and Security
4. Corporate Governance, Risk Management, and Business Ethics
5. Infrastructure
6. Digital Technology and Innovation

The selection of these material issues reflects AOT’s intention to present sustainability information that is relevant, comprehensive, and meaningful to stakeholders in all dimensions.

This intention serves as a guiding framework for driving the Company’s operations efficiently, with the aim of enhancing revenue generation and cost efficiency while creating sustainable long-term value. These efforts will ultimately strengthen AOT’s competitiveness and reinforce its organizational strengths amid a rapidly changing business environment.

In addition, AOT places great importance on respecting human rights, recognizing that business operations throughout the entire value chain, from upstream to downstream, may entail risks of human rights violations that could affect all stakeholder groups. AOT therefore seeks to promote awareness of human rights among its employees and business partners, while establishing management guidelines to prevent and mitigate human rights risks. The Company continuously monitors and reports on its human rights performance to ensure that its business operations are conducted in accordance with international human rights principles and reflect its responsibility to society.

The Board of Directors and the President of AOT would like to express their sincere appreciation to all stakeholders for their continued trust and support. We also extend our heartfelt thanks to all AOT employees and staff, whose dedication has been a vital driving force behind the organization. Upholding service standards, safety, and good corporate governance over the past 46 years, AOT firmly believes that cooperation from all sectors will serve as a strong foundation for the organization to grow together sustainably in the future.



Mr. Apirat Chaiwongnoi
Director
Airports of Thailand



Ms. Paweena Jariyathitipong
Acting President
Airports of Thailand

AOT WITH YOU ON
EVERY JOURNEY,
**WITH A
SUSTAINABLE
HEART**



AOT's Business: Airport Management for Excellence



Airports of Thailand Public Company Limited (AOT) is a state-owned enterprise under the Ministry of Transport, responsible for the operation and management 6 major airports in Thailand: 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 services for both domestic and international flights, listed on the Stock Exchange of Thailand under the ticker symbol “AOT”, with the Ministry of Finance as the major shareholder.

AOT's primary revenue is generated through two main channels:



Aeronautical Revenues Consisting of:

- ✔ Landing & Parking Charges: Fees for aircraft take-off, landing, and parking services.
- ✔ Departure Passenger Service Charges (PSC): Fees collected from departing passengers.
- ✔ Aircraft Service Charges: Fees for the use of airport facilities and aviation-related services.



Non-Aeronautical Revenues Consisting of:

- ✔ Office and State Property Rents: Fees from leasing office spaces and commercial areas.
- ✔ Service Revenues: Income derived from various airport-related services.
- ✔ Concession Revenues: Revenue shared from commercial concessions (such as retail and duty-free).

In addition, AOT collaborates with external operators to provide a wide range of services within airport premises, including ground handling services, limousine services, retail operations, cargo warehouses, passenger services, car parking facilities, other airport amenities, and hotel businesses.



Collaboration with Government Agencies

AOT works closely with relevant government agencies and state enterprises to deliver efficient services and facilitate airport users. These include the Immigration Bureau, Customs Department, Department of Disease Control, Tourism Authority of Thailand, Thai Airways International Public Company Limited, Aeronautical Radio of Thailand Ltd., SRT Electrified Train Company Limited Airport Rail Link, Bangkok Mass Transit Authority, and Thailand Post Company Limited.

Delivering Value

AOT is committed to delivering value to all stakeholders across the entire airport business value chain—from the design and construction to the management—guided by the following core principles:

1. Operating with transparency
2. Maintaining international safety and security standards
3. Promoting engagement among all stakeholder groups

Guided by its Vision: “To be a world-class airport operator, focusing on service quality with an emphasis on safety and balanced revenue generation”, and its Mission: “To operate and promote airport businesses, as well as related and supporting businesses, while taking sustainable development into consideration”. AOT is committed to becoming a global leader in airport management while driving sustainable economic and social growth for Thailand.





Awards and Recognitions



SET ESG Ratings 2025 (Services Group): 11th Consecutive Year

AOT has been officially listed in the SET ESG Ratings for 2025 within the Service group for the 11th consecutive year. AOT achieved an “AA” rating, reflecting its consistent commitment to sustainable business practices.



Plaque of Recognition for Forest Restoration and Development

AOT received a Plaque of Recognition for Excellence in Forest Restoration and Development from the Permanent Secretary of the Ministry of Natural Resources and Environment, in recognition of AOT’s role in supporting the Royal Forest Department in 2025.

In conjunction with this recognition, AOT also contributed to the Royal Forest Department Welfare Fund to support forest rangers injured in the line of duty. The award ceremony was held at the Thiam Komkrit Building, Royal Forest Department, on 18 September 2025.

This award reflects AOT’s strong commitment to fostering environmental awareness among employees and the public through participation in forest planting and restoration activities covering 360 rai in the upstream watershed area above Vajiralongkorn Dam, Kanchanaburi Province. These initiatives aim to increase oxygen levels, reduce wildfire risks, mitigate global warming, and enhance ecological balance.



Approach to Sustainability

AOT is committed to conducting business with a balanced approach across all dimensions—Environmental, Social, and Governance/Economic (ESG). We adhere to international sustainability principles and practices, including:

1. Corporate Sustainability Assessment (CSA): Ranked in the Dow Jones Best-in-Class by S&P Global and the FTSE Russell ESG Scores (conducted by the Stock Exchange of Thailand in collaboration with FTSE Russell).
2. SET ESG Ratings: Meeting the sustainable stock selection criteria of the Stock Exchange of Thailand (SET).
3. Global Reporting Initiative (GRI) 2021 for sustainability reporting.
4. The Ten Principles of the United Nations Global Compact (UNGC).
5. United Nations Sustainable Development Goals (SDGs).

In the 2025 fiscal year, AOT has implemented several key strategic initiatives to advance sustainable development, including:

1. Review of the AOT Sustainability Master Plan for FY 2024 - 2028, revised edition (FY2025).
2. Annual Review of the Sustainability Management Policy for Fiscal Year 2025.
3. Sustainability Materiality Assessment: Identifying key sustainability topics for 2025 in accordance with GRI 3: Material Topics 2021.

These initiatives aim to align AOT’s management with stakeholder expectations and international sustainability trends. AOT remains committed to serving as a role model for sustainable business practices, while continuously creating shared value for society and the environment.

Material Sustainability Topics

AOT places strong emphasis on the identification and prioritization of Material Sustainability Topics. These topics are reviewed and updated on an annual basis to ensure alignment with evolving circumstances and stakeholder expectations.

In 2025, the President of AOT formally approved a total of 13 Material Sustainability Topics, which are categorized into three levels based on their significance and impact on the organization, as follows:

- 1 The most important level: (Value Creation)** Consists of 6 core topics with the highest strategic importance for business operations and value generation for stakeholders.
- 2 Very important level: (Enabler)** Consists of 5 key topics that serve as the primary drivers in achieving the organization’s sustainability goals.
- 3 Important level: (Fundamentals)** Consists of 2 foundational topics that are critical to supporting long-term organizational sustainability.

AOT has established specific and appropriate management approaches for each level of materiality to ensure all topics are managed effectively and remain consistent with AOT’s sustainability vision. This prioritization allows AOT to allocate resources efficiently, maximizing positive impacts on the business, society, and the environment.

Through a systematic approach in evaluating and managing material sustainability topics, AOT is committed to strengthening business resilience while addressing stakeholder expectations comprehensively, thereby supporting sustainable long-term growth.

SDGs Value Creation

- Energy and Climate Changes
- Community and Social Engagement
- Airport Safety and Security
- Corporate Governance, Risk Management and Business Ethics
- Infrastructure, Airport Capacity, and Business Opportunities
- Digital Technology and Innovations

SDGs Key Success Factors (Enabler)

- Human Resources Development
- Human Rights
- Occupational Health and Safety of employees
- Customer Satisfaction
- Information Technology Security and Privacy

SDGs Foundation of Success (Fundamentals)

- Natural Resource and Environmental Management
- Supply Chain Management

Note: Issues regarding Corporate Governance, Risk Management, and Business Ethics are considered fundamental aspects of business operations. As these have already been disclosed in the Annual Report (Form 56-1 One Report), they are not duplicated in this specific report.

1. Value Creation refers to AOT’s commitment to managing key issues that generate outstanding value for both stakeholders and the organization. Operating efficiently in this area does not only boost short-term revenue, but also generates long-term added value. This leads to enhanced competitiveness and the establishment of distinct strategic advantages within the business landscape.
2. Enabler refers to the priority AOT places on managing drivers of success. When executed effectively these factors serve as the vital foundation for systematic development across other dimensions. This results in expanded development potential and strengthened readiness to support sustainable business growth.
3. Fundamentals refer to AOT’s recognition of the importance of managing core issues that serve as the bedrock of success. The focus is on operating in full compliance with legal requirements and international standards. Prioritizing these fundamental issues leads to effective risk management, reduction of unnecessary costs, and the ability to maintain stable business continuity.



Sustainability Framework and Operational Structure

AOT systematically integrates sustainable development into its corporate strategic planning. Under the AOT Enterprise Plan (FY2023 - 2027), Revised Edition (FY2025), AOT has established Strategic Objective 4: Lead Changes toward Sustainability. This objective focuses on balancing business operations with responsibilities toward natural resources, the environment, society, and governance.

To drive this objective, AOT has reviewed and updated the AOT Sustainable Development Master Plan (FY2024 - 2028), Revised Edition (FY2025), which serves as the operational framework for sustainability. The framework comprises three key strategies:

Strategy 1

Building a Corporate Sustainability Culture -
To develop organizational capacity and raise sustainability awareness among employees at all levels.

Strategy 2

Sustainable Environmental Management - To support Net Zero greenhouse gas emission and promote the application of Circular Economy principles.

Strategy 3

Stakeholder Engagement -
To enhance responsiveness to stakeholder expectations, strengthen community relations, and improve operational practices in alignment with sustainability assessment standards.

To ensure effective implementation, AOT has established a corporate governance structure that enables sustainability initiatives to be driven efficiently, transparently, and with appropriate checks and balances. This structure consists of interconnected, multi-level oversight mechanisms and a systematic monitoring and evaluation process using Key Performance Indicators (KPIs) defined in the Enterprise Plan, as outlined below:

AOT Board of Directors

Provides oversight and approves sustainability policies and strategic directions to ensure alignment with the organization's long-term vision and objectives.

Corporate Governance Committee

Oversees policies related to good corporate governance and social responsibility for sustainable development. The committee monitors and evaluates performance, provides recommendations aligned with international principles and regulatory requirements, and submits matters for consideration by the AOT Board of Directors.

Corporate Social Responsibility for Sustainable Development Committee

Responsible for defining social responsibility guidelines in alignment with the Enterprise Plan and the Sustainable Development Master Plan, as well as supervising implementation and monitoring performance for reporting to the Corporate Governance Committee.

Strategy Business Unit

The Senior Executive Vice President (Strategy) oversees the organization's overall business direction, including sustainability strategies. The Corporate Strategy Department acts as the lead unit and knowledge center for formulating sustainability policies, master plans, and strategic initiatives, ensuring that sustainability is concretely integrated into the Enterprise Plan and organizational development across all levels.



About This Report

AOT has prepared the 2025 Sustainability Report to communicate its airport business performance towards sustainability throughout the 2025 fiscal year (from October 1, 2024, to September 20, 2025). Under the concept “AOT with You on Every Journey, with a Sustainable Heart”, reflecting AOT’s commitment to fostering progress and well-being of both direct and indirect stakeholders across all sectors within the context of Thailand’s primary airports.

This sustainability report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards 2021 and the Ten Principles of the United Nations Global Compact (UNGC). The report covers the operations of AOT’s Head Office, all 6 airports under AOT’s management, namely 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—as well as Suvarnabhumi Airport Hotel Co., Ltd.

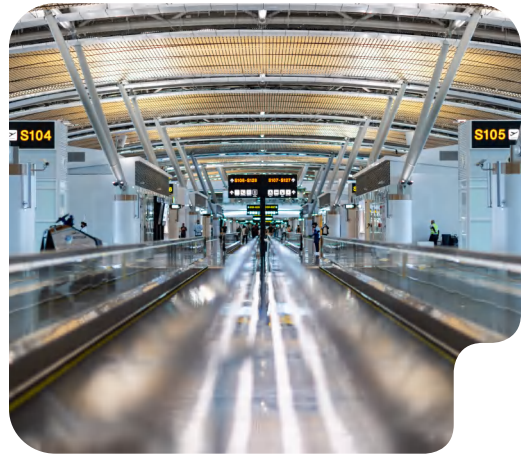
This report focuses primarily on material sustainability topics at the highest level of importance, or “Value Creation”, across AOT’s three core dimensions, as follows:

1. Pioneering Green Airports: Our Path to Net Zero

- Energy and Climate Changes

2. Growing Together: Our Role in Safety and Social Engagement

- Community and Social Engagement
- Airport Safety and Security



3. Governance with Integrity: Building Trust, Capacity, and Digital Resilience

- Corporate Governance, Risk Management, and Business Ethics
- Infrastructure, Capacity, and Business Opportunities
- Digital Technology and Innovation

In addition, AOT reports on one highly significant material topic classified as an Enabler, namely Human Rights. This issue is of utmost importance to AOT, with a strong focus on promoting awareness, understanding, and compliance with human rights principles. AOT is committed to preventing and avoiding all forms of human rights violations throughout its entire value chain.

[Reader seeking further information on other material sustainability topics may visit AOT’s sustainability development website for more details.](#)



PIONEERING GREEN AIRPORT: OUR PATH TO NET ZERO



Energy and Climate Changes



Background and Rationale

Support for Relevant Goals



Key Stakeholders



✔ Shareholders, Investors, and Securities Analysts

Efficient energy management and effective climate action contribute to reducing operating costs and mitigating risks associated with climate change. These efforts also enhance AOT's resilience to climate-related impacts and strengthen investor confidence, particularly among investors focused on sustainable investment and long-term value creation.

✔ AOT Employees

Energy conservation initiatives and sustainability-driven operations contribute to creating a safer, healthier, and more environmentally friendly workplace. These efforts support employee well-being, enhance morale, and foster higher levels of employee engagement, which are essential to sustaining organizational performance over the long term.



Impacts from Business Operations

The management and expansion of airport infrastructure have led to increased energy consumption, which is a significant contributor to greenhouse gas emissions and climate change. AOT recognizes the interconnection between energy use and climate-related impacts and is therefore committed to transitioning from fossil fuels-based energy to renewable energy, while simultaneously enhancing energy efficiency across all operational processes.

This approach helps reduce environmental impacts and mitigate indirect effects on communities and society, while responding to the expectations of a wide range of stakeholders, including regulators, investors, shareholders, and securities analysts who prioritize organizations

environmentally responsible and business operations. Moreover, such efforts strengthen confidence among partners and stakeholders by clearly reflecting AOT's approach to energy management and climate change adaptation, in line with the growing environmental awareness among customers and society.

In addition, AOT prioritizes compliance with applicable standards and regulatory requirements at both national and international levels. These efforts not only contribute to reducing environmental impacts and mitigating effects on communities and society, but also support long-term value creation and enhance the overall sustainability and resilience of the organization.

Challenges and Opportunities

AOT recognizes the challenges posed by climate change, which directly affect the operations of its 6 airports. Key challenges include increased energy consumption resulting from infrastructure expansion, continued reliance on electricity generated from fossil fuels, and physical risks from natural disasters such as flooding, heavy rainfall, and heat waves that may impact safety and service continuity.

In addition, AOT faces constraints related to investment costs for clean energy technologies and the need to comply with increasingly stringent sustainability standards, including the adoption of Sustainable Aviation Fuel (SAF) and Net Zero targets. There is also the challenge of elevating greenhouse gas management standards under the Airport Carbon Accreditation (ACA) program to

be comparable with leading global airports, while rapidly evolving international environmental and aviation regulations may affect the organization's competitiveness.

Nevertheless, these challenges also present an opportunity for AOT to enhance operational efficiency by focusing on the transition toward renewable and more sustainable energy sources, such as solar power and the use of electric vehicles (EVs). Effective energy and climate change management further strengthens stakeholder and sustainability focused investor confidence, supporting AOT's goal of achieving Net Zero Emissions by 2044 and contributing to the sustainable development of Thailand's airport and aviation industry.



Commitment and Related Policies

AOT's Commitment

AOT is committed to managing its airports with the vision of becoming an environmentally and community-friendly international airport, under the concept of “Moving toward International Leading Eco-Airport”.

This commitment is achieved by integrating low-carbon principles across all dimension of business operations, with the goal of achieving Net Zero greenhouse gas emissions by 2044, while systematically and efficiently managing climate change-related risks.

This commitment is reflected through the

adoption of clean energy technologies and innovations, together with effective climate risk management aligned with greenhouse gas reduction targets. Furthermore, AOT leverages advanced technology to support its strategic role as the “Gateway to the Country”, meeting the expectations of all stakeholders. This approach supports the growth of the tourism and service industries—key drivers of the national economy while enhancing energy and climate sustainability standards to a level comparable with leading international airports.

Relevant Policies, Regulations, and Standards



AOT
Environmental Policy



AOT Energy
Conservation Policy



AOT Green ICT
Management Policy
(Policy on the Management
of Eco-Friendly Information
Technology Selection)



Airport Environmental
Management Policy



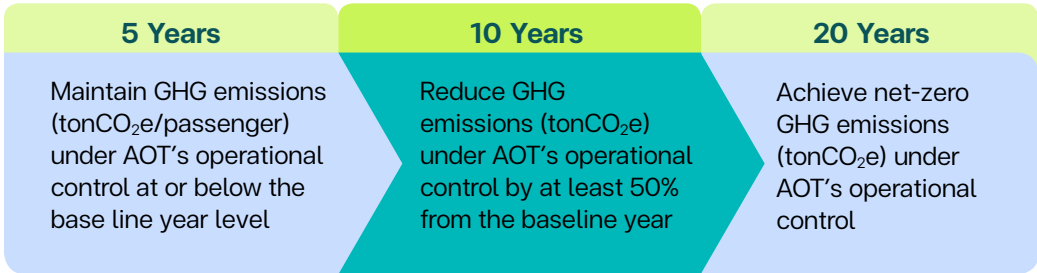
Corporate Strategic Plan:
Fiscal Year 2023 - 2027
(Revised Edition for
Fiscal Year 2025)



Operational Guidelines
for Green ICT Management

Goals and Performance

Carbon Management



Indicators	2025 Goals	Performance in 2025
Reduction of Greenhouse Gas Emissions (Scope 1 and 2) per Passenger (%) <ul style="list-style-type: none"> • Suvarnabhumi Airport • Don Mueang International Airport • Phuket International Airport • Chiang Mai International Airport 	4.00	11.45 10.40 18.67 13.17
Reduction of Greenhouse Gas Emissions (Scope 1 and 2) per Revenue (%) <ul style="list-style-type: none"> • Hat Yai International Airport • Mae Fah Luang-Chiang Rai International Airport 	2.20	16.92 8.49
Preparation of Carbon Management Plan	100%	100%
Climate Change Risk Assessment and Determination of Management Measures	100%	100%

Remarks:

- Indicators have been adjusted to align with the Corporate Strategic Plan, Fiscal Year 2023 - 2027, Revised Edition (Fiscal Year 2025), and are compared against the 2023 base year.
- Targets are compared against the 2023 base year, and greenhouse gases cover Scope 1 and Scope 2.



Management Approaches

Energy Management

Results of Climate Change Risk Assessment and Determination of Management Measures

	Assessment Results	Management Measures
Policy	<p>The efficiency in cascading environmental policies from the executive level to the operational level requires further strengthening to ensure more tangible and consistent implementation.</p>	<ul style="list-style-type: none"> ✔ Develop the AOT Environmental and Sustainability Master Plan (Green Airport Master Plan) as a strategic framework for driving the organization’s environmental policies. ✔ Develop a Carbon Management Plan (CMP) and Energy Conservation Plan that align with AOT’s Green Airport Master Plan. ✔ Integrate the operational guidelines of the Green Airport Master Plan with the airport’s master plans.
Organizational Management	<p>A clear governance and management structure has been established to ensure accountability for energy conservation and the reduction of greenhouse gas (GHG) emissions.</p>	<ul style="list-style-type: none"> ✔ Appoint high-level executives to formulate policies and oversee operations according to the Carbon Management Plan (CMP).
Support and Incentives	<p>Training programs require continuous development to ensure alignment with the evolving needs of airport employees.</p>	<ul style="list-style-type: none"> ✔ Training is conducted to enhance knowledge and awareness of energy conservation and reduction of greenhouse gas (GHG) emission.

	Assessment Results	Management Measures
Performance Measurement	Monitoring and evaluation processes can be further enhanced to more effectively support the achievement of airport GHG emission reduction targets.	<ul style="list-style-type: none"> ✔ Develop Measurement, Reporting, and Verification (MRV) methods. ✔ Regularly monitor the status of GHG emission reduction measures against the defined plan. ✔ Review the Carbon Management Plan (CMP) to ensure defined targets are met.
Communication	Communication mechanisms should be continuously developed to more effectively raise awareness and exchange opinions or information among airport employees.	<ul style="list-style-type: none"> ✔ Conduct surveys to identify effective communication channels for both one-way and two-way communication between executives and operators. ✔ Develop and promote clear communication protocols between airport employees and operational staff. ✔ Regularly communicate information on energy conservation and GHG emission reduction activities through various airport communication channels to encourage staff participation and raise awareness of environmental measures.
Investment	Resource allocation may be insufficient to effectively support the successful implementation of GHG emission reduction measures.	<ul style="list-style-type: none"> ✔ Identify and prioritize factors necessary for the effective implementation of GHG emission reduction measures. ✔ Allocate appropriate budgets to support the implementation of GHG emission reduction measures.

Approaches to Managing Impacts

Management Guidelines and Operational Practices

AOT conducted an energy consumption analysis as part of the preparation of its Eco-efficiency performance reporting. This analysis considered energy usage throughout the Value Chain of all 6 airports, covering both core processes and supporting processes. This resulted in the following energy management operational practices:

Suvarnabhumi Airport

- Utilization of Building Automation Systems (BAS) to control air conditioning systems.
- Replacement of light bulbs inside airport terminal buildings with LED lighting systems.
- Installation of high efficiency chillers to reduce indoor heat.
- Installation of high efficiency motors for large-scale air conditioning units.

Don Mueang International Airport

- Installation of EV Chargers in the taxi service area to facilitate and promote the use of electric vehicles.
- Installation of EV Chargers in the Airside area for vehicles used in airport operations.
- Replacement of air conditioning chillers in the airport office building with high-efficiency models. Two chillers were replaced to increase energy efficiency and reduce greenhouse gas emissions.

Phuket International Airport

- Planning and managing the switching on/off of lighting and air conditioning systems within the passenger terminal to align with operational periods and passenger volumes.
- Replacement of lighting fixtures in the Taxiway, Apron, Passenger Terminal, and Office Building areas from Halogen bulbs to LED bulbs.

Chiang Mai International Airport

- Lighting Control System: Utilized a central control system to turn off lights in the domestic passenger hall between 23:30 and 04:00 Hours.
- LED Conversion: Replaced lighting systems in the parking lot, runway, and airfield lighting systems with LED bulbs.
- Chiller System: Upgraded the chiller system within the International Passenger Terminal

Hat Yai International Airport

- Assessment: Measured and evaluated electricity usage by operational category to monitor and improve energy reduction measures.
- Runway/Taxiway: Installed LED bulbs along the Taxiway and Runway areas.
- Aircraft Stands: Converted lighting at aircraft parking stands from halogen bulbs to LED bulbs.

Mae Fah Luang-Chiang Rai International Airport

- Management: Planned and managed the turning on/off of terminal lighting to align with operational periods and passenger volumes.
- Aviation Lighting: Replaced Approach Lights (from halogen) and Flashing Lights (from incandescent), as well as interior terminal lighting, with LED bulbs.
- Edge Lighting: Converted lighting in the parking lot, runway edge lights, and taxiway edge lights from halogen to LED.

Energy-Efficient Buildings

AOT has undertaken the construction of its Second Headquarters and the Aviation Academy Office Building, placing an emphasis on energy efficient design and construction. The project incorporates natural lighting, appropriate ventilation, rainwater management systems, the selection of materials with low environmental impact, and the creation of surrounding green spaces. These measures aim to enhance the quality of life for building occupants and support sustainable development. Both buildings were designed in accordance with the LEED for Building Design and Construction (LEED BD+C) criteria, the international green building standard established by the U.S. Green Building Council (USGBC) for New Construction and Major Renovation.



Relevant Master Plans

- Corporate Strategic Plan, Fiscal Year 2023 - 2027, Revised Edition (For Fiscal Year 2025)
- AOT Sustainable Development Master Plan, Fiscal Year 2024 - 2028, Revised Edition (For Fiscal Year 2025)

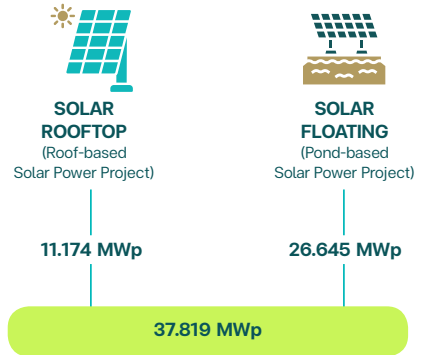
Operational Plan for FY2025

Solar Power Installation (Solar Cell)

Since the business operations of AOT require continuous 24-hour energy supply, AOT has established guidelines for clean energy usage through the installation of solar power generation systems (Solar Cell). This initiative prioritizes the optimal utilization of available areas within the airport grounds.

Operations are currently being conducted within Suvarnabhumi Airport, divided into 2 phases. This includes Solar Rooftop and Solar Floating systems across a total of 7 locations within the airport. The total generation capacity is 37.819 MW, utilizing a total of 63,964 monocrystalline panels. The installation areas cover the roofs of main buildings, parking lots, and the north and south water retention ponds of the airport.

Assessments indicate that this installation can reduce costs associated with electricity generated from natural gas by approximately THB 1,841 million per year. Furthermore, since solar energy is a renewable and abundant resource, and Thailand enjoys sunlight throughout the year, electricity can be generated continuously from the solar panels.



Climate Change Management

Approaches to Managing Impacts

Management Guidelines and Operational Practices Airport Carbon Accreditation (ACA)

All 6 airports under the responsibility of AOT have participated in the Airport Carbon Accreditation (ACA) program of the Airports Council International (ACI). This demonstrates AOT’s commitment to the systematic management and reduction of greenhouse gas emissions from airport operations by GHG emissions in the form of carbon dioxide equivalent (CO₂e). This assessment covers emissions from sources within the scope of AOT’s airport operations in accordance with the Airport Carbon Accreditation Guidance Document. This leads to the continuous development of concrete measures for managing

and reducing GHG emissions released into the atmosphere.

The ACA program consists of 7 levels of certification. To receive higher-level certification, an airport must enhance the scope and intensity of its greenhouse gas management practices. Currently, Suvarnabhumi Airport, Don Mueang International Airport, Chiang Mai International Airport, Mae Fah Luang-Chiang Rai International Airport, and Hat Yai International Airport are certified at Level 3 “Optimization”, while Phuket International Airport is certified at Level 2 “Reduction”.



Participation in and progression under the Airport Carbon Accreditation (ACA) program serves as a key mechanism supporting AOT’s pathway toward achieving Carbon Neutrality and Net Zero Emissions. These efforts also enhance the role of Thailand’s airports as climate-responsible aviation infrastructure at both regional and global levels. Currently, Suvarnabhumi Airport,

Don Mueang International Airport, Chiang Mai International Airport, Mae Fah Luang-Chiang Rai International Airport, and Hat Yai International Airport have achieved Level 3 certification: Third Party Engagement in Carbon Footprint Reduction, while Phuket International Airport has achieved Level 2 certification: Carbon Management towards a Reduced Carbon Footprint.

- Suvarnabhumi Airport (BKK) Level 3 Third Party Engagement in Carbon Footprint Reduction
- Don Mueang International Airport (DMK) Level 3 Third Party Engagement in Carbon Footprint Reduction
- Chiang Mai International Airport (CNX) Level 3 Third Party Engagement in Carbon Footprint Reduction
- Hat Yai International Airport (HDY) Level 3 Third Party Engagement in Carbon Footprint Reduction
- Mae Fah Luang - Chiang Rai International Airport (CEI) Level 3 Third Party Engagement in Carbon Footprint Reduction
- Phuket International Airport (HKT) Level 2 Carbon Management towards a Reduced Carbon Footprint

Outstanding Activities and Key Projects of AOT in FY2025

Development of the Thailand Voluntary Emission Reduction Program (T-VER) Project

Objectives

- To develop and expand the Thailand Voluntary Emission Reduction Program (T-VER) to other areas in order to increase carbon dioxide sequestration capacity.
- To study the feasibility of a range of carbon credit projects, such as renewable energy usage and waste management within airport operations.
- To support AOT's goal of reducing greenhouse gas emissions by 10 percent by 2028.
- To integrate the sustainability mission into operational practices to create shared value for nature, communities, and the nation's economy on a long-term and sustainable basis.



Number of Participants
30 people

Benefits to AOT

The implementation of environmental and carbon management projects benefits AOT in multiple dimensions. This includes the development of forest areas and other initiatives that serve as greenhouse gas sinks, while simultaneously supporting the progression of Airport Carbon Accreditation (ACA) certification levels.

This extends to the economic dimension, where additional revenue can be generated through the sale of carbon credits in the voluntary market, and long-term costs can be reduced through the use of renewable energy and effective waste management. It also helps build AOT's competitiveness as a sustainability-focused airport operator in the region.

Furthermore, implementing this project helps accumulate knowledge and experience in carbon credit project development and management, serving as a model that can be expanded to other airports in the future.

It also strengthens the network of cooperation with government agencies, such as the Royal Forest Department and the Thailand Greenhouse Gas Management Organization (Public Organization), as well as private organizations and local communities, to promote joint participation in environmental conservation efforts, thereby increasing potential and business opportunities simultaneously.



Energy Conservation and Climate Change Awareness Training

Objectives

To promote knowledge and understanding regarding energy conservation and greenhouse gas management and to enhance preparedness for addressing climate change impacts.



Number of Participants
50 people

Benefits to AOT

Knowledge and Workforce Capability

- 50 AOT's employees from all airports received in-depth knowledge regarding energy management, greenhouse gas emission reduction, and carbon credit mechanisms.
- Increased understanding of pathways to Carbon Neutrality and Net Zero GHG Emission through direct knowledge transfer from subject-matter experts. This can be applied to actual operations, such as developing energy databases and assessing the carbon reduction potential of each airport.

- Post-training assessment results indicated that the personnel who attended had an average increase in understanding of 35-40% compared to pre-training levels.

Operations and Energy Efficiency

- Information and guidelines obtained from the training were utilized to formulate the Energy Conservation Plan and the Greenhouse Gas (GHG) Action Plan for the airports for FY2025.
- Supports the achievement of AOT's goal of reducing greenhouse gas emissions by 10% by 2028 and striving towards Net Zero Emissions by 2044.



[See more details here.](#)



Online Awareness Promotion Project

World Ozone Day 2025 “From Science to Global Action”

16 September 2025 | World Ozone Day

A day to raise awareness about the impact of ozone layer depletion and to encourage actions that contribute to the protection of the ozone layer.



Car Free Day

22 September 2025

Let's join in reducing personal car usage by walking, cycling, or using public transportation to promote environmentally friendly alternatives. Together, we can create change and make our city more livable.



Verification and Assurance

Internal Verification

- Eco-Efficiency Assessment
- Preparation of a Carbon Management Plan

External Certification

- Certification of airport carbon data under the Airport Carbon Accreditation (ACA) program by Airports Council International (ACI).
- Adherence to the international framework for greenhouse gas accounting, Greenhouse Gas Protocol (GHGP), and compliance with GRI reporting standards requirements, such as GRI 305: Emissions.

CONNECTING SOCIETY WITH HEART:



CREATING SAFE
JOURNEYS
FOR COMMUNITIES
TO GROW TOGETHER



Participation in Communities and Society

Background and Rationale

Supporting for Relevant Goals



Key Stakeholders



✔ Communities and Society

AOT’s operations may impact surrounding communities, both environmentally, such as noise pollution exceeding estimates in the Environmental Impact Assessment (EIA) reports, which requires close monitoring and management. Furthermore, a lack of joint auditing mechanisms with partners in related operations may lead to community misunderstandings. However, AOT’s operations can create positive impacts on the community through promoting the local economy, job creation, and public area development, which help elevate the quality of life for people in the area.

Impacts from Business Operations

Airport business operations may impact surrounding communities both directly and indirectly, such as impacts from aircraft noise, increased traffic, air pollution, and changes to the local way of life. Additionally, airport expansion and development projects may affect land use and community public utilities.

AOT realizes the importance of conducting business while coexisting sustainably with communities and society. Therefore, it is committed to operations that consider creating Shared Value, ensuring AOT's growth is balanced with community development. AOT prioritizes elevating the quality of life for communities surrounding airports through employment, supporting local

entrepreneurs, and career skill development to ensure stable income and long-term well-being for community members. Simultaneously, comprehensive environmental impact management measures are implemented, such as noise reduction, appropriate wastewater and waste management, and promoting environmental conservation activities with the community.

Furthermore, AOT attaches importance to listening to stakeholder opinions to ensure development is transparent, respects human rights, and aligns with community needs. This reflects AOT's commitment to growing alongside communities and society securely and sustainably.

Challenges and Opportunities

As the manager of the country's 6 main airports, AOT plays a significant role in driving the national economy and tourism. This involves facing diverse expectations from stakeholders: the government sector desiring economic development, local communities desiring a good quality of life, and tourists desiring standardized services. Without careful impact management and participation, this could lead to conflict, misunderstanding, and affect society's confidence in AOT in the long term. However, airport operations remain a source of significant opportunity and value for surrounding communities and society at large, including:

AOT realizes that the sustainable growth of airports must proceed alongside the sustainable

development of communities and society. Balancing economic development with environmental and social impact management is a fundamental foundation leading to mutual long-term growth. To this end, the Sustainable Tourism and Community Products Promotion Project (AOT Selected) has been implemented. This aligns with AOT's business operations to develop and elevate tourism sites and community products, delivering experiences and engaging tourists in creating sustainability for the community. This strengthens opportunities to stimulate the tourism economy, which benefits not only business but also helps drive the community economy securely and sustainably.



Commitments and Related Policies

AOT's Commitment

AOT is committed to conducting business alongside balanced economic, social, and environmental development under the concept of “Corporate Citizenship Airport”. Priority is given to building understanding and cooperation with the community to ensure sustainable mutual growth.

AOT aims to strengthen good relationships and community participation in every area through listening to opinions, transparent communication, and conducting activities that respond to community needs in economic, social, and environmental aspects. Additionally, it supports

employee participation in volunteer activities, supports local entrepreneurs, and develops youth potential to elevate the quality of life for people in areas surrounding the airports. With this commitment, AOT will move forward to create Shared Value through responsible, transparent operations with participation from all sectors. This ensures Thai airports are not just regional transport hubs, but centers for sustainable business growth, ready to operate with responsibility toward society and the environment in the long term.

Relevant Policies, Regulations, and Standards

The Community Stakeholder Engagement Process Manual aligns with the following standards:

- Accountability 1000 Stakeholder Engagement Standard 2015 (AA1000SES 2015)
- International Organization for Standardization 26000: Guidance on Social Responsibility, 2010 Edition (ISO 26000:2010)
- Global Reporting Initiative 2021 (GRI) Standards for Sustainability Reporting

- Corporate Sustainability Assessment (CSA) framework for the Dow Jones Best-in-Class World Indices to align sustainability operations with international guidelines.
- State Enterprise Assessment Model (SE-AM): Criteria for evaluating Core Business Enablers for state enterprises.

Operating Manuals

- AOT Sustainable Development Operational Manual Fiscal Year 2025

Goals and Performance

Indicators	Goal of 2025	Performance in 2025
Social Return on Investment (SROI) Capability	Calculate SROI for at least 1 airport	0.83
Satisfaction of communities participating in CSR activities	75%	83.8%

Management Approaches

Community and Social Participation

Approaches to Managing Impacts

Management Guidelines and Operational Practices

AOT has defined a framework for delivering social value (Community Investment Focus Areas), which is the heart of defining and conducting social activities at both the corporate and airport levels. This aligns with the United Nations Sustainable Development Goals (SDGs) and consists of 4 main areas:



AOT Social Activities Operations

AOT Selected Project Framework

AOT has laid out a framework for corporate social responsibility activities (CSR Framework) to determine the direction and guidelines for driving social responsibility systematically. This covers both the central office and airport levels, focusing on designing projects that align with the organization’s business context and truly respond to social needs.

At the corporate level, AOT conducts Highlight CSR Projects, specifically the AOT Selected project. This is a key project supporting Thai tourism by jointly developing tourism sites and community products around airports, promoting the grassroots economy, and creating sustainable jobs and income for locals through

5 target project groups aimed at developing community potential in various dimensions. Meanwhile, social activities are conducted at all 6 airports in parallel to ensure development is thorough and appropriate for each area’s needs, including supporting community relations projects via the headquarters to build good relationships and trust with surrounding communities.

In addition, AOT plans to expand social activity operations to strengthen internal CSR Culture, ensuring employee at all levels participate in creating shared value with society, and promoting CSR Collaboration with external agencies to expand project outcomes and create greater social impact.

Types of Social Activities

AOT’s Corporate and Social Responsibility (CSR) activities are divided into 2 categories: CSR In-Process, which operates alongside AOT’s core business processes, and CSR After-Process, which are activities conducted outside of business processes to deliver benefits to society, as follows:



Goal



Project Examples



CSR In-Process

Create shared economic and social value between the business and surrounding communities.

- ✔ Environmental management within airports affecting communities sustainably (reducing pollution, noise, and waste).
- ✔ Hiring local people within the airport and supporting local entrepreneurs.
- ✔ Operating the “AOT Selected” project to promote community products and tourism site.



CSR After-Process

Promote public spirit, harmony, and continuous good relationships with the community.

- ✔ “AOT Side by Side and Sharing” project: Volunteer activities donating necessities to communities.
- ✔ AOT Reforestation Project: Planting and maintaining forests.
- ✔ Granting scholarships, blood donations, and disaster relief.

Operational Plan for FY2025

In 2025, AOT has planned operations divided into community and social engagement projects for 6 airports, consistent with Strategy 3 (Stakeholder Engagement) of AOT's Sustainable Development Master Plan, as follows:

	Suvarnabhumi Airport (BKK)	Don Mueang International Airport (DMK)	Chiang Mai International Airport (CNX)	Hat Yai International Airport (HDY)	Phuket International Airport (HKT)	Mae Fah Luang-Chiang Rai International Airport (CEI)
Project/Activity	• AOT Selected	• AOT Selected	• AOT Selected	• AOT Selected	• AOT Selected	• AOT Selected
	• AOT Volunteer	• AOT Volunteer	• AOT Volunteer	• AOT Volunteer	• AOT Volunteer	• AOT Volunteer
	• Suvarnabhumi Fair Project	• Blood Donation Activity	• Blood Donation Activity	• Tree Love Day	• HKT Love Phuket Culture (Tie-dye Fabric)	• OTOP Plaza Project
	• Labor Market Fair	• National Children's Day Activity	• Monthly Alms Giving Activity	• Unity Kathin Ceremony	• HKT Beach Cleaning Day	• Delivering Happiness through Music Project
	• BKK Mangrove Forest Protection Volunteer	• Tree Love Day	• Tree Love Day	• Elderly Care Project	• Airport Loves the Beach	• Scholarship Support Project
	• Beautiful Canal, Clear Water	• Candle Festival Offering Activity	• Annual Kathin Ceremony	• Scholarship Support Project	• Airport Cares for Community	• Chiang Rai Media Tour Project
	• Supporting Mosques during Ramadan	• Providing Eyeglasses to the Elderly	• Media Relations	• Blood Donation Activity	• Community Travels Far, Happy with HKT	• National Children's Day Activity
• Blood Donation Volunteer Activity		• Tradition of Walking up Doi Suthep	• "HDY Builds Relationships with Media" Project	• Media Tour Project (HKT Press Tour)	• Religious Activities	
		• Thank You Party for Entrepreneurs and Airlines			• Sharing Kindness for Community Project	

The social activities of all 6 airports aim to create shared value with the community sustainably. The focus is on promoting career creation and developing the grassroots economy, supporting local entrepreneurs, and elevating people's quality of life, alongside restoring the environment and living with the community in balance.

AOT also emphasizes building good relationships with communities, religious sites, and entrepreneurs, preserving Thai culture and traditions, and promoting public health and safety. Opportunities are opened for employees to participate in social development continuously to concretely build an organizational culture of community engagement (CSR Culture).

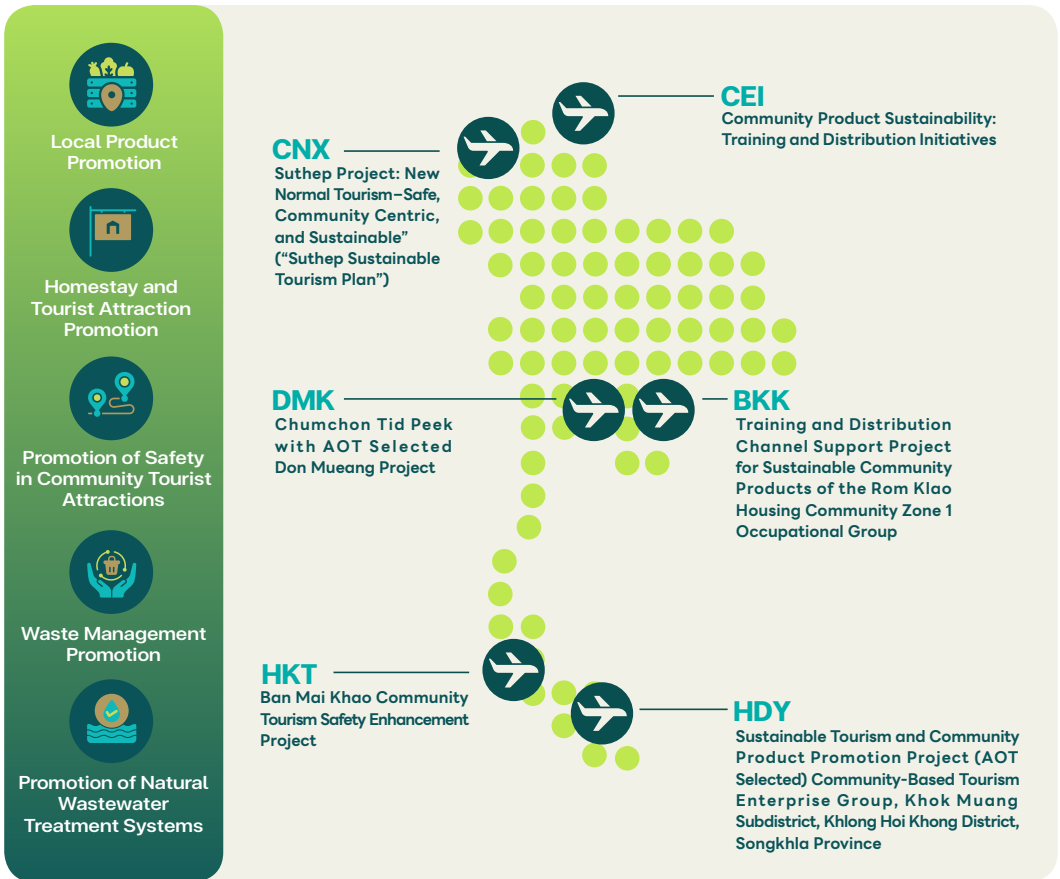
Outstanding Activities and Key Projects of AOT in FY2025

Community and Social Engagement Activities

Sustainable Tourism and Community Product Promotion Project (AOT Selected)

Objectives

Visit communities around all 6 airports to follow up on pilot project progress, listen to concerns and suggestions from the community comprehensively to analyze data for developing sustainable tourism sites and community products. Also, jointly plan continuous development activities for the future.



Benefits to AOT

Building Relationships and Trust:

- Strengthen relationships between AOT central units, airport teams, and local communities through site visits and close collaboration.
- Build trust and open two-way communication channels, reducing potential conflicts and promoting long-term cooperation.

In-depth Understanding of Community Context:

- Systematically enhance knowledge regarding operations, potential, and needs of communities in each area.
- Understand challenges and opportunities from the community's true perspective to design support projects effectively.

Analysis of Opportunities and Development Guidelines:

- Jointly analyze opportunities to develop tourism/products linked to airports.
- Identify community strengths to create added value.
- Discover guidelines for creating a value chain linking tourism, products, and airport services.

Concrete Operational Plan:

- Create a clear AOT Selected activity plan for 2026 that aligns with the context of each area and is actionable.
- Define a clear monitoring framework and prepare for SROI measurements. (Social Return on Investment: SROI)

Internal Potential Development:

- Enhance AOT's employee skills in working with communities and social sustainability.
- Create integrated working mechanisms adaptable to other projects.

Elevating Image and Social Responsibility:

- Demonstrate AOT's role as an organization committed to creating shared value.
- Enhancing positive image and credibility with all stakeholders, especially investors and society.



Safety & Security

Background and Rationale

Support for Relevant Goals



Key Stakeholders



✔ Customer

Safety operations aligned with international standards enhance passenger confidence and satisfaction, resulting in trust in management quality and a good image for AOT.

✔ Shareholders, Investors, and Analysts

Strict safety measures and transparent disclosure build confidence in organizational risk management. This results in AOT being recognized both domestically and internationally, supports a positive image, and supports the organization’s stock value.



✔ AOT Employees

Employees working in airports require a safe workplace, effective safety measures, and an Emergency Response System that protects their health and well-being. This includes adequate preventive measures to reduce health risks and reinforce confidence in their work.



Impacts from Business Operations

Maintaining international safety standards and complying with airport safety laws is considered preparation for handling risks and reducing the chance of incidents that could affect business continuity.

Also, Developing efficient management systems reinforces stability in airport operations, builds trust among stakeholders, and creates readiness for competition at the international level.

Challenges and Opportunities

The challenge of improving security operations to align with continuously changing standards—including the allocation of budget for personnel training as well as the creation of effective inspection systems to mitigate risks from potential hidden threats—requires cooperation from both regional and national agencies. If an organization cannot manage security effectively, it may lead to severe impacts on life, property, and the

organization's reputation. However, stringent security measures are considered a strength of AOT that will help maintain a good image and reputation while building trust among stakeholders. Furthermore, the adoption of advanced technology and modern management systems helps enhance security efficiency and can be further developed into service innovations that create added value and long-term competitive advantage.



Commitments and Related Policies

AOT's Commitment

AOT is committed to conducting safety and security operations in alignment with both national and international standards to protect the lives and property of customers, employee, operational partners, communities, and society.

Objectives. To ensure operations follow state laws and International Civil Aviation Organization (ICAO) standards, including requirements related to aviation safety management.



Relevant Policies, Regulations, and Standards

Category 1: Domestic Laws and International Conventions

Applicable legal regulations (domestic and international) related to airport safety.

- Convention on International Civil Aviation (Chicago Convention) by ICAO Annex 17
- Air Navigation Act B.E.2497 (1954).
- Emergency Decree on Civil Aviation of Thailand B.E.2558 (2015).
- Act on Certain Offenses Against Air Navigation B.E.2558 (2015).

Category 2: Ministerial Regulations on Facilities and Access

- Regulations on building facilities for the disabled or infirm and the elderly B.E.2548 (2005).
- Regulations on building facilities for the disabled or infirm and elderly (No.2), B.E.2564 (2021).
- Regulations on equipment, facilities, or services in buildings, places, or public services for access by persons with disabilities B.E.2555 (2012).
- Regulations on facilities in transport vehicles and services for persons with disabilities B.E.2556 (2013).

Category 3: The Civil Aviation Authority of Thailand (CAAT) Requirements

- The Civil Aviation Authority of Thailand (CAAT) Requirement Issue 7 regarding facilities and services for passengers and crew at public airports.
- The Civil Aviation Authority of Thailand (CAAT) Requirement Issue 90 regarding standards for facilities and services for passengers requiring special assistance.

Category 4: International Standards (ICAO Documents)

- International Civil Aviation Organization (ICAO) Standards Related to Civil Aviation Facilitation

Document Number	Document Title
DOC 7300	Convention on International Civil Aviation
ANNEX 9	Facilitation
DOC 9957	The Facilitation Manual
DOC 9184	Airport Planning Manual- Part 1
DOC 9249	Dynamim Flight-Related Information Displays
DOC 9636	International Signs to Provide Guidance to Persons at Airports and Marine Terminals
DOC 9984	Manual on Access to Air Transport by Persons with Disabilities
DOC 10042	Model National Air Transport Facilitation Programme
DOC 9944	Guidelines on Passenger Name Record (PNR) Data
DOC 9998	ICAO Policy on Assistance to Aircraft Accident Victims and their Families
DOC 9973	Manual on Assistance to Aircraft Accident Victims and their Families
DOC 9303	Machine Readable Travel Documents
DOC 10152	Manual on COVID-19 Cross-border Risk Management
DOC 10171	Manual on a Comprehensive Strategy for Combating Human Trafficking in the Aviation Sector

Goals and Performance

Indicators	Goal of 2025	Long-term Target (3 - 5 Years)	Performance in 2025
Airports audited for security annually* (%)	100%	100% (until at least 2027)	100%
Security operations aligned with state/ international standards: (% Progress)	100%	100% (until at least 2027)	100%
Screening and security staff qualified per CAAT requirements:** (%)	100%	100% (until at least 2027)	100%

Remarks:

* The Civil Aviation Authority of Thailand Regulation on Security Screener Certification, B.E.2561 became effective on 1 February 2019.

** Qualifications for Security Screeners: Must complete the prescribed training courses, such as the “Civil Aviation Authority of Thailand Regulation on Security Screener Certification, B.E.2561.” Additionally, must not possess any prohibited characteristics as stipulated in the National Civil Aviation Security Training Programme, B.E.2562 (2019).



The results of the Civil Aviation Safety Oversight Audit under the International Civil Aviation Organization’s (ICAO) Universal Safety Oversight Audit Programme - Continuous Monitoring Approach (USOAP CMA) in 2025 reflect AOT commitment to operating in accordance with international standards.

The Preliminary Results, specifically in the areas directly under the responsibility of the Civil Aviation Authority of Thailand (CAAT)—including Legislation, Organization, Flight Operations, Airworthiness, Employee Licensing, Air Navigation Services, and Aerodromes—reached a high score of 91.35%. This exceeds the global average (70.50) by approximately 20 percent. This marks another achievement for CAAT’s civil aviation safety oversight system and significantly enhances stakeholder confidence on an international level.



Management Approaches

As the certified operator of six public aerodromes, AOT strictly adheres to Section 60/15 of the Air Navigation Act B.E.2497. AOT prioritizes the development and implementation of efficient management systems for both Safety and Security in accordance with international standards, covering the following key guidelines:

1

Airport Management in Compliance with Laws and Standards

AOT provides services to passengers and service users with equality, fairness, and transparency. Furthermore, AOT strictly supervises airport operations to ensure compliance with the laws, regulations, and requirements of the Civil Aviation Authority of Thailand (CAAT), as well as the stipulations specified in the Public Aerodrome Operating Certificate.

2

Continuous Development of Safety Management Systems

AOT establishes and regularly improves its Safety Management System (SMS), security systems, and Internal Audit systems. Additionally, AOT ensures that qualified and sufficient personnel are assigned to perform duties at all operational levels.

3

Safety Management under a Clear Governance Structure

AOT has appointed committees and working groups responsible for safety at both the corporate and airport levels, including:

- The AOT Safety Management Committee: Chaired by the President, this committee is responsible for formulating policies and overseeing safety at the organizational level.
- The Aerodrome Safety Review Boards (at all 6 airports): Chaired by the General Manager of each respective airport, these boards manage and oversee safety operations at the airport level.

4

Integration of Cooperation with External Agencies

AOT has established Memorandums of Understanding (MOUs) regarding cooperation with relevant agencies at each airport. The objective is to collaboratively develop and execute operations regarding safety standards, facilitation, and emergency management more efficiently.

Airport Safety Operations

Approaches to Managing Impacts

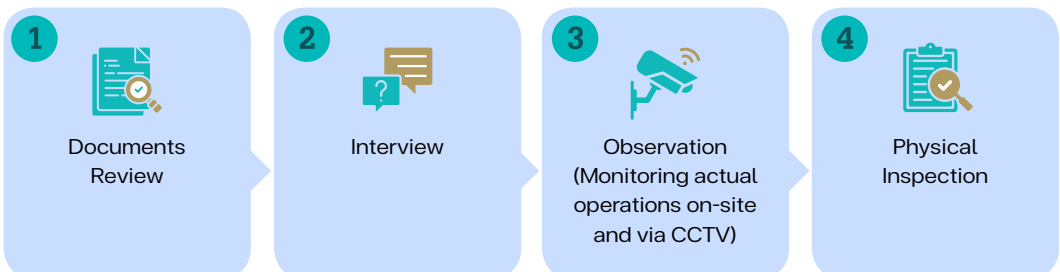
Management Guidelines and Operational Practices

AOT Safety Operational Guidelines

AOT has established the AOT Safety Objectives document to serve as a guideline for AOT's safety operations, ensuring alignment with international standards and state regulations. These objectives consist of:

- ✔ Compliance with State Laws and International Standards: Conducting airport operations in accordance with state laws and aligning with the Standards and Recommended Practices (SARPs) of the International Civil Aviation Organization (ICAO). This includes maintaining standards required for Public Aerodrome Certification and developing the safety management system to achieve maximum efficiency.
- ✔ Implementation of Safety Management Systems: Efficiently implementing the Aerodrome Safety Management System (SMS) in a unified and consistent direction.
- ✔ Fostering Safety Culture: Building a "Safety Culture" at all levels of operation.
- ✔ Promotion of Just Culture: Encouraging operations that follow the principles of a "Just Culture" (fairness in safety reporting and accountability).
- ✔ Continuous Monitoring and Measurement: Continuously monitoring and measuring safety performance.
- ✔ Utilization of Innovation and Technology: Employing innovation and technology to enhance the efficiency of safety management.

Furthermore, AOT has established comprehensive inspection guidelines in compliance with the Civil Aviation Authority of Thailand (CAAT) Regulation No. 7 regarding facilities and services for passengers and crew members at airports. This initiative aims to elevate service standards and serve as a fundamental basis for safety in airport services. It covers general airport facilities as well as facilities for persons requiring special assistance. The inspection procedures are as follows:



Preparation for the ICAO USOAP-CMA Audit

AOT has established a working group to prepare for and monitor operations in support of the Universal Safety Oversight Audit Programme - Continuous Monitoring Approach (USOAP-CMA) by the International Civil Aviation Organization (ICAO), in accordance with the Ministry of Transport's policy. Progress tracking meetings have been held monthly since the 2023 fiscal year.

The operational guidelines consist of the following:

1. Formulating and monitoring the Safety

Action Plan: Aimed at increasing the Effective Implementation (EI) Score, which is a key performance indicator (KPI) under the AOT Enterprise Plan (2023 - 2027).

2. Monitoring and inspecting critical

preparation areas: This includes key safety components such as movement area maintenance, as well as Aircraft Rescue and Firefighting (ARFF) services.

3. Implementing corrective measures:

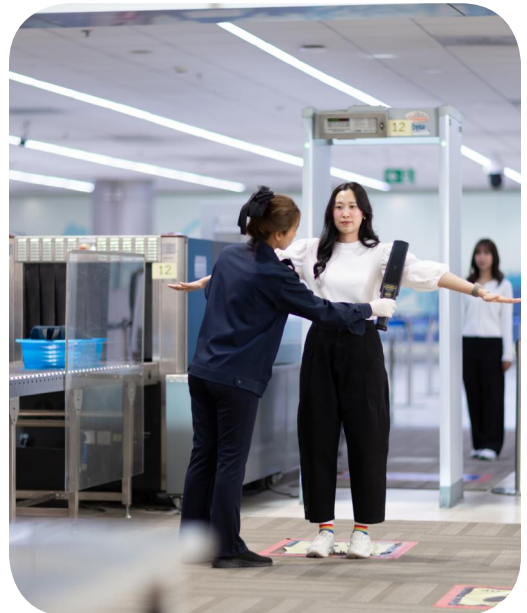
Addressing deficiencies according to the Corrective Action Plan (CAP) as approved by the Civil Aviation Authority of Thailand (CAAT).

4. Submitting mandatory reports to officials as required by law:

- Internal audit reports on aerodrome standards and safety.
- Annual emergency plan exercise reports.
- Compliance reports on measures specified in Safety Assessment Reports or Aeronautical Studies.

Operations Manuals

- Manual on Access to Air Transport by Persons with Disabilities (Doc 9984)
- Manual on Assistance and Facilitation for Persons with Various Types of Disabilities and the Elderly for Transport Service Providers; Office of Transport and Traffic Policy and Planning (OTP), Ministry of Transport
- AOT Safety Occurrence and Reporting Process Manual, Issue 01, Revision 01 (Prepared in 2024)
- AOT Guidance on Wildlife Hazard Management at Aerodrome (Prepared in 2024)
- AOT Runway Safety Programme Manual (Prepared in 2024)
- Aerodrome Standard and Safety Internal Audit Manual, Issue 5



Operational Plan for FY2025

AOT has established an operational plan to support airport safety as follows:

- ✔ Safety Training
- ✔ Service Course for Persons Requiring Special Assistance (for airport operators)
- ✔ Course on Design and Evaluation of Airport Facilities
- ✔ Document Control Course
- ✔ Fundamentals of Passenger Facilitation
- ✔ Seminar on Disabled Aircraft Removal/ Recovery
- ✔ Course on Inspection of Facilities for Persons with Disabilities and the Elderly in Airports (Fiscal Year 2025)



- ✔ Non-destructive testing to assess airport pavement structures
- ✔ Implementation of Aerodrome Standards and Safety
- ✔ Providing services to users equitably, and collecting service fees, charges, or other remuneration in accordance with the law
- ✔ Supervising the operations of public airport and aerodrome managers regarding operational regulations, personnel, manuals, and reporting to authorities
- ✔ Preparation to support the USOAP CMA Project (Universal Safety Oversight Audit Programme - Continuous Monitoring Approach) of the International Civil Aviation Organization (ICAO)

Airport Security

Approaches to Managing Impacts

Management Guidelines and Operational Practices

AOT conducts airport security operations in accordance with the following security plans:

- National Civil Aviation Security Programme (NCASP)
- National Civil Aviation Security Training Programme (NCASTP)
- National Civil Aviation Security Quality Control Programme (NCASQCP)
- AOT Civil Aviation Security Training Programme
- AOT Aviation Security Quality Control Programme
- Airport Security Programme (ASP)
- Airport Contingency Plan (ACP)



Operational Manuals



✔ Thailand Civil Aviation Security Risk Assessment Manual

✔ AOT Security Risk Assessment and Threat Level Practice Manual

Management Guidelines and Operational Practices

Security employee Development, including: Training in accordance with the AOT* Aviation Security Training Plan and training at the operational supervisor level.

- ✔ Promoting and building a Security Culture.
- ✔ Participating in the exchange of experiences, problems, and operational obstacles regarding quality control and aviation security training with industry partners and international organizations

Outstanding Activities and Key Projects of AOT in FY2025

AOT Airport Safety Development Seminar Project, Fiscal Year 2025: “Construct and Change Safely”

Objectives:

To promote understanding regarding safety standards for construction or the modification of structures within airport zones and areas under AOT’s responsibility, ensuring compliance with regulations and the Safety Management System (SMS). Additionally, to integrate operations between internal and external agencies.

Benefits to AOT

- Elevated safety standards for construction and structural modifications within airport zones.
- Developed guidelines and processes for Management of Change that align with the Safety Management System and ICAO standards.
- Strengthened cooperation and integration between internal and external agencies.
- Increased knowledge and experience through the study visit to further develop future airport safety and security management.



Number of Participants

82 people, consisting of:

- 70 AOT executives and employees.
- 12 representatives from external agencies, including the Civil Aviation Authority of Thailand (CAAT), Aeronautical Radio of Thailand Ltd. (AERO THAI), the Thai Meteorological Department, and the Royal Thai Air Force.

Workshop Project on “Aviation Security Quality Control and Training to Prepare for ICAO’s Universal Security Audit Programme Continuous Monitoring Approach (USAP-CMA)”

Objectives


To enable aviation security quality control officers, aviation security instructors, and supervisors (Keymen) in screening and security operations from the Aviation Security Standards and Quality Control Department to prepare for the audit under the ICAO Universal Security Audit Programme Continuous Monitoring Approach (USAP-CMA).



 **Number of Participants**
AOT executives and AOT employees 76 people

Benefits to AOT

- Elevated aviation security standards.
- Increased capability of employee at all levels.
- Built a security culture within the organization.

[See more details here.](#) 



Verification and Assurance

Internal Audit

- Internal Audit on Safety Standards: Conducting internal audits regarding aviation security, safety standards, and service and facilitation standards at all 6 airports. This is to monitor the progress of corrective actions addressing deficiencies found during audits by the Civil Aviation Authority of Thailand (CAAT) and to inspect the readiness of facilities and services, respectively.

External Certification

- Audits by the Civil Aviation Authority of Thailand (CAAT): Inspections regarding safety standards, security standards, and facilitation at the 6 airports.
- ICAO USOAP CMA Audit: Audit of the civil aviation safety oversight system under the Universal Safety Oversight Audit Programme - Continuous Monitoring Approach (USOAP CMA) of the International Civil Aviation Organization (ICAO).
- ICAO USAP-CMA Audit: Security audit under the Universal Security Audit Programme - Continuous Monitoring Approach (USAP-CMA) of ICAO.



TRANSPARENT GOVERNANCE:

BUILDING CONFIDENCE
EXPANDING POTENTIAL
AND CREATING
DIGITAL INNOVATION



Corporate Governance, Risk Management, and Business Ethics



Background and Rationale

Support for Relevant Goals



Key Stakeholders



✔ Shareholders, Investors, and Securities Analysts

Corporate governance, risk management, and business ethics constitute the fundamental pillars of good governance and play a critical role in safeguarding investment value while building long-term confidence among shareholders, investors, and securities analysts.

Effective corporate governance, supported by a strong and independent board structure, enables transparent and ethical strategic decision-making that considers the interests of all shareholder groups. This is a key factor used by analysts to assess the quality of corporate management, as it contributes to the protection of organizational assets and the maintenance of financial stability in the face of unforeseen circumstances.

Comprehensive risk management that encompasses both financial and operational risks serves as an essential mechanism for protecting assets and ensuring business continuity. Such an approach enhances the

organization's ability to manage uncertainty and volatility in the business environment, thereby reinforcing investor confidence in the organization's resilience and long-term performance.

Strong business ethics, particularly through the implementation of robust anti-corruption policies and transparent tax strategies, help prevent the misappropriation of organizational benefits, reduce legal and reputational risks, and strengthen confidence that the organization operates in compliance with applicable laws and international standards.

Conversely, weaknesses in governance mechanisms may give rise to risks of corruption, imprudent decision-making, or ineffective crisis response, which can directly undermine financial performance, corporate reputation, investment value, and long-term confidence among shareholders and capital market investors.

For other stakeholders, effective corporate governance, risk management, and business ethics generate value across all dimensions. For customers, systematic risk management contributes to safer and more standardized travel experiences. For AOT employees, these practices foster a fair, ethical, and safe working environment that supports career advancement based on merit and capability. For business partners, this governance

framework helps establish a transparent and stable business ecosystem. Moreover, AOT demonstrates responsibility toward regulators through strict compliance with applicable laws and regulations, while delivering tangible benefits to communities and society through effective impact management. Transparent and timely disclosure to the media further supports public accountability and reinforces the organization's long-term credibility.

Impacts from Business Operations



Good Corporate Governance: Grounded in strict adherence to governance principles, promotes transparent operations, reduces the risk of corruption, and strengthens an organizational culture rooted in integrity and ethical conduct. These practices collectively enhance confidence among shareholders, investors, and all stakeholder groups.



Risk Management: Integrating risk management across all levels of business operations enables strategic decision-making to be based on comprehensive, accurate, and reliable information. This approach reduces the likelihood of unforeseen events that could adversely affect the organization's financial position, operational continuity, and reputation. In addition, effective risk management enhances the organization's ability to adapt to changing circumstances and recover from crises in a timely and efficient manner.



Business Ethics: Conducting business in accordance with ethical principles, alongside strict compliance with applicable laws and regulations—particularly tax laws—helps mitigate legal and financial risks. Such practices also demonstrate corporate responsibility toward society, contribute to economic stability, and support the country's sustainable development over the long term.

Challenges and Opportunities

Amidst the volatile and rapidly changing landscape of the aviation industry, AOT faces multi-dimensional challenges. These include increasingly complex and evolving regulations, the growing prevalence of cybersecurity threats, rapid and disruptive technological advancements, and heightened stakeholder expectations—particularly regarding Environmental, Social, and Governance (ESG) issues as well as operational transparency.



However, AOT views these challenges as strategic opportunities to elevate the organization toward excellence and strengthen long-term competitive advantage. Consequently, the following key operational approaches have been established:

- **Good Corporate Governance:** AOT promotes good corporate governance by continuously enhancing governance practices aligned with international sustainability standards. Additionally, AOT supports diversity within its Board of Directors to strengthen oversight effectiveness and improve governance quality.
- **Risk Management:** AOT leverages internationally recognized risk management frameworks to analyze, anticipate potential impacts, and prioritize risks, while fostering a strong risk culture across the organization.
- **Business Ethics:** AOT demonstrates a firm commitment to combating all forms of corruption through its membership in the United Nations Global Compact (UNGC) and by enhancing transparency in tax governance to reinforce organizational integrity and stakeholder confidence.



Commitment and Related Policies

AOT's Commitment

AOT maintains a steadfast commitment to driving the organization toward excellence by upholding the principles of good corporate governance as a fundamental pillar of ethical, transparent, and accountable business operations, creating long-term sustainable value for shareholders and stakeholders. To achieve its objectives and enhance organizational resilience, AOT has integrated enterprise-wide risk management in line with internationally recognized practices as a core management tool. Furthermore, the organization has strengthened internal

control frameworks and embedded Business Continuity Management (BCM) systems into its corporate culture to ensure operational continuity and preparedness across all crisis scenarios. In addition, the Board of Directors, executives, and all employees share a collective resolve to prevent and combat corruption in all forms with zero tolerance, fostering a deeply rooted culture of integrity and ethical conduct. Through these commitments, AOT strives to advance toward becoming an “ethical organization”, reinforcing stakeholder trust and supporting sustainable long-term growth.



Relevant Policies, Regulations, and Standards

AOT Policies

- ✓ AOT Corporate Governance Policy
- ✓ Anti-Corruption Policy
- ✓ AOT Risk Management Policy
- ✓ AOT Internal Control Policy
- ✓ AOT Business Continuity Management Policy
- ✓ AOT Policy on the Integration of Corporate Governance, Risk Management, and Compliance (GRC)



Other Requirements, Regulations, and Standards

- ✓ ISO 22301:2019 Business Continuity Management Systems (BCMS)
- ✓ COSO ERM 2017 and COSO 2013 (Internal Control) Frameworks
- ✓ Ministry of Finance Criteria regarding Standards and Guidelines for Risk Management in State Agencies, B.E.2562 (2019)
- ✓ Ministry of Finance Criteria regarding Standards and Guidelines for Internal Control in State Agencies, B.E.2561 (2018)
- ✓ Risk Management Committee Charter (Annual Review Edition B.E.2568/2025)
- ✓ AOT Regulation on Code of Ethics, B.E.2566 (2023)
- ✓ Criteria and Guidelines regarding Conflict of Interest
- ✓ Fraud Risk Management Manual
- ✓ Tax Accounting Manual and Standard Operating Procedures (SOP)
- ✓ Operational Procedures for Handling Complaints or Whistleblowing on Corruption



Summary of Performance Against Targets

Indicators	Performance in 2025
Corporate Governance Rating (CGR) assessment result by the Thai Institute of Directors (IOD)	"Excellent" Level
Integrity and Transparency Assessment (ITA)	Score: 94.65 "Good" Level
Submission of Conflict of Interest reports by executives and employees at all levels	100%
Communication of anti-corruption policy and education provided to AOT employees and AOT business partners	100%
Corporate Income Tax Payment	Completed in full within the statutory timeframe
Renewal of Business Continuity Management System certification: ISO 22301:2019	100% (6 Airports)
Statistics on complaints and tips received regarding corruption.	3 cases (Under investigation)
Assessment of significant corruption risks	100% (assessment results indicate no significant risks identified)
UNGC Membership Status	Maintained continuous membership



Management Approaches

Corporate Governance

Approaches to Managing Impacts

AOT maintains a clear and effective corporate governance structure and mechanism, adhering to 6 key principles: Accountability, Responsibility, Equitable Treatment, Transparency, a Vision to Create Long-Term Value, and Ethics.

Operational Plan for FY2025

In Fiscal Year 2025, AOT established a solid foundations to drive good corporate governance into concrete practice through in-depth study, systematic planning, and the definition of guidelines aligned with the organization's Master Plan on Good Corporate Governance.

The operational plan aligns with the National Strategy (2018 - 2037) regarding efficient, transparent, and good governance in public sector management. It integrates Governance, Risk Management, and Compliance (GRC) principles to build a comprehensive and sustainable governance

system. The plan comprises ten key initiatives, and adopts an evidence-based planning approach, incorporating gap analysis and the development of targeted improvement measures. It includes analyses of internal and external factors, the operating environment, and potential risks that may hinder implementation. The approach emphasizes organization-wide participation to drive good corporate governance at all levels and to support the implementation of AOT's Good Corporate Governance Master Plan.




In 2025, the key operational plans are as follows:

1. Development of a system to promote and maintain the awards, standards, and recognition related to good corporate governance.
2. Strategic communication to promote good corporate governance and to cultivate a culture and desirable behaviors anchored in integrity.
3. Study and application of Digital Transformation, Knowledge Management (KM) & Innovation, and stakeholder management to support good corporate governance practices.
4. Review and development of manuals and guidelines for overseeing project management and investment processes to enhance transparency and efficiency.
5. Oversight of studies and reviews of organizational structures, rules, regulations, and operating procedures to enhance agility, efficiency, and integration.
6. Study of governance approaches for alliance network development to reduce regulatory overlap in infrastructure and commercial development.
7. Development initiatives to close governance gaps identified under the State Enterprise Assessment Model (SE-AM).
8. Development initiatives to close gaps identified through the Integrity and Transparency Assessment (ITA).
9. Capability and competency development for executives and relevant personnel in corporate governance and organizational leadership.
10. Study and development of a regulatory monitoring system for changes in relevant laws, rules, and regulations, as well as corporate governance principles and standards, including the application of digital technologies.
11. Preparation of a development plan for corporate governance-related risk management.
12. Development of guidelines for the appropriate application and oversight of Corporate Governance Rating (CGR) principles.

Risk Management

Approaches to Managing Impacts

AOT manages risk in an integrated and enterprise-wide manner through a clear governance structure covering the AOT Board of Directors, sub-committees, management, and operational units. The organization applies the international standard COSO ERM 2017 framework to identify, assess, and manage risks.

 <p>Enterprise Risk Management</p>	<p>The process begins with the identification of risk factors across the entire organization (Risk Universe), which are linked to strategic objectives. Subsequently, the effectiveness of control measures and the severity of risks are assessed based on Likelihood and Impact to prioritize them. Risk management action plans are then developed for material and significant risks, supported by regular monitoring and reporting mechanisms.</p>
 <p>Internal Control</p>	<p>The COSO Internal Control-Integrated Framework (2013) is applied, with internal control embedded as an integral part of normal operational processes to ensure effective oversight, accountability, and checks and balances throughout the organization.</p>
 <p>Business Continuity Management</p>	<p>Operations are conducted in compliance with ISO 22301:2019 standards, encompassing Business Impact Analysis (BIA), risk assessment, and the development of business continuity strategies and plans. Regular exercises and plan testing are carried out to ensure organizational preparedness and the ability to respond to crises in a timely and effective manner.</p>



Operational Plan for FY2025

AOT's core risk management operations focus on identifying enterprise-level risks by considering both internal and external factors that impact the achievement of organizational goals. These risk assessments comprehensively cover environmental, social, geopolitical, and public policy factors, as well as emerging risks. All identified risk issues are

systematically evaluated and prioritized for designation as AOT's enterprise risk factors.

Furthermore, in FY2025, AOT has established key operational plans across the dimensions of risk governance, risk prevention, and the cultivation of a risk-aware organizational culture, as follows:



1. Implementation of annual risk management plans at both the enterprise and business unit levels.
2. Ongoing monitoring and execution of risk mitigation plans for enterprise level risk factors.
3. Annual review and assessment of the effectiveness of the internal control system in accordance with the criteria prescribed by the Ministry of Finance.
4. Annual review of the Risk Management Policy and the GRC Integration Policy to ensure continued alignment with the evolving business environment.
5. Continuous maintenance and enhancement of the Business Continuity Management System (BCMS) following the renewal of ISO 22301:2019 certification, covering the Headquarters and all six airports, including regular drills and testing of business continuity plans.
6. Organization of "Risk Day" activities to promote a strong risk culture and enhance risk awareness across the organization.


Business Ethics

Approaches to Managing Impacts

AOT has established a concrete management system for ethics and anti-corruption, comprehensively covering prevention, detection, and response mechanisms.

Prevention	Fraud Risk Assessment	AOT utilizes the Corruption Risk Management Manual to assess risks in high-risk operational processes in order to determine appropriate and proportionate control measures.
	Conflict of Interest Management	Employees at all levels are required to report information regarding their own conflicts of interest and those of related persons on an annual basis and whenever material changes occur, to ensure effective monitoring and prevention.
	Tax Strategy	AOT possesses clearly defined Standard Operating Procedures (SOPs)* for the calculation and preparation of corporate income tax returns. The Accounting Department serves as the primary responsible unit, supported by a structured review and approval process by management in accordance with the organizational hierarchy, and independent examination by external auditors prior to submission to the Revenue Department to ensure accuracy, completeness, and regulatory compliance.
	Training and Awareness Building	Communication and knowledge dissemination are provided to employees on a continuous basis through various formats, such as Infographics via the AOT Staff Application.
Detection	Whistleblowing Channels	<p>AOT provides channels for receiving complaints regarding business ethics, including other concerns related to sustainability. These channels are diverse, secure, and include whistleblower protection according to clearly defined procedures.</p> <ul style="list-style-type: none"> • E-mail: anti-corruption_center@airportthai.co.th • AOT Website • Letter to the Director of the Corporate Compliance and Anti-Corruption Department • Walk-in (Reporting in person)
	Disclosure to Shareholders	AOT places importance on transparent, timely, and accurate communication with shareholders. At the 2024 Annual General Meeting of Shareholders (AGM), inquiries were answered and issues of interest to shareholders were clarified in their entirety.
	Investigation Process	Every complaint enters a formal fact-finding and investigation process conducted in accordance with transparent and fair procedures. If wrongdoing is confirmed, disciplinary actions and/or legal proceedings are enforced strictly and without exception.

Remark: * Further details regarding AOT's tax manuals and operating procedures.

[See more details here.](#) 

Operational Plan for FY2025

AOT's planning for corruption prevention and anti-corruption focuses on building an organizational culture that adheres to integrity, transparency, and accountability. This is achieved by integrating principles of good governance, ethics, and enterprise risk management into every operational process, with the objective of positioning AOT as a national role model for transparency and good governance.

AOT has implemented the Corruption Prevention and Anti-Corruption Operational Plan for the 2025 Fiscal Year, covering more than 20 projects across the organization. These projects operate under the following key planning frameworks:



Driving Towards a Moral Organization

Implement the action plan of the Moral Organization Steering Committee to promote morality and ethics and participate in moral organization assessments in accordance with public sector evaluation criteria.



Corruption Risk Assessment

Conduct annual corruption risk assessments across various work processes identified at control points within operational processes are systematically assessed to establish appropriate preventive and control measures.



Development of e-Learning Courses

Create self-paced learning modules on the topics of "Anti-Corruption" and "Conflict of Interest" for personnel at all levels.



Communication and Awareness Building

Conduct communication and campaigns regarding morality, ethics, and anti-corruption on a continuous basis throughout the year, by promoting and developing knowledge on good governance and ethics for executives and employees. Additionally, implement the Corruption Prevention Leadership Network Program (The X Team, Class 3) to develop a network of leaders and internal department representatives to act as "Agents of Integrity", thereby strengthening a culture of integrity at the operational level.



Organization of Anti-Corruption Campaign Projects

Organize activities in conjunction with International Anti-Corruption Day and the "Honest AOT People (Suja-rit Chon Khon AOT)" initiative to promote corporate values of integrity and transparency.



Management of Complaints and Whistleblowing

Compile systematic statistical reports on complaints received, investigations processes, and outcomes, and report them to the Ethics Committee and relevant regulatory authorities.

Outstanding Activities

AOT RISK DAY 2025 Project

Objectives

To promote and cultivate a risk management culture that is effectively embedded and practically implemented throughout the organization.

Benefits to AOT

Enhances organization-wide risk awareness, promotes a proactive approach to risk identification and mitigation, and strengthens the overall enterprise risk management framework. The project also improves the effectiveness of internal control systems and supports informed, risk-based strategic decision-making.



Number of Participants

Over 200 AOT employees at all levels.

AOT Anti-Corruption Day Project 2025

Objectives

To demonstrate the intent and commitment of AOT to combat all forms of corruption, and to raise awareness and foster a culture of integrity among personnel and stakeholders.

Benefits to AOT

To build confidence among investors and the public, and to strengthen collaborative networks for corruption prevention with external organizations.



Number of Participants

300 people, consisting of the Board of Directors, executives, AOT employees, and representatives from external agencies.

[See more details here.](#)



Verification and Assurance

Internal Audit

- Internal risk audit conducted by the Office of Audit.

External Certification

- Business Continuity Management System (ISO 22301:2019).

Infrastructure, Airport Capacity and Business Opportunities

Background and Rationale

Support for Relevant Goals



Key Stakeholders



Customers

AOT's infrastructure expansion to accommodate increasing passenger numbers is a key factor directly affecting customers, as it helps reduce congestion and enhances travel convenience, including the implementation of multimodal logistics projects.

Business Alliances

Infrastructure development and capacity expansion open opportunities for operational partners to expand their services and build greater strategic cooperation with AOT. Additionally, the expansion of commercial areas within airports serves as an opportunity to generate revenue and attract business operators.



Shareholders, Investors, and Securities Analysts

Investment in infrastructure and capacity expansion reflects AOT's corporate growth potential, which is a key factor used by investors and analysts to evaluate business outlooks and share prices. Therefore, accurate, comprehensive, and timely disclosure of information helps build confidence and mitigate risks associated with investment decision-making.





Media

The media plays a vital role in disseminating information regarding AOT’s infrastructure expansion and capacity development, as these are issues of interest to the public and investors. Accurate and timely information disclosure benefits the media in presenting news that enhance public understanding and confidence.

Impacts from Business Operations

Infrastructure and capacity expansion are critical factors and serve as the foundation for AOT’s revenue generation and sustainable growth. They enable the organization to accommodate increasing passenger numbers and facilitate support the development of Multimodal Logistics. These factors enhance operational efficiency, reduce congestion for service users, and elevate service quality to meet international standards.

This directly impacts AOT’s competitiveness in its drive to become a regional Aviation Hub and a leading global airport operator. Furthermore, these improvements help reduce operating costs, optimize airport management, and ensure a seamless travel experience for users, while supporting revenue generation from both aeronautical activities and non-aeronautical commercial activities.



Challenges and Opportunities

Although infrastructure expansion is a key factor in establishing a competitive advantage, AOT still faces various challenges. These include the physical constraints of airport sites, lengthy project approval processes, and the necessity of conducting operations while ensuring continuous 24-hour airport services.

Conversely, these challenges present AOT with opportunities to develop new operational approaches, such as the application of digital technologies and data-driven infrastructure planning to forecast passenger behavior and optimize space utilization. Furthermore, this includes expanding into non-aeronautical commercial activities (Non-Aero) to generate revenue and enhance long-term business sustainability.



Commitments and Related Policies

AOT's Commitment

AOT is committed to becoming a “high performance airport operator” by focusing on strengthening the organization and enhancing its competitiveness on an international level. The development of infrastructure and capacity serves as a fundamental pillar for revenue generation and sustainable growth, aimed at accommodating the expansion of the aviation and tourism industries.

AOT prioritizes the improvement of operational efficiency and the creation of a superior passenger experience. This is coupled with the utilization of digital technology and data driver analytics to increase agility and enhance management quality. Appropriate and well-planned infrastructure development not only helps bolster competitiveness but also creates opportunities to expand business into non-aeronautical commercial activities (Non-Aero). Thereby enhancing long-term sustainability and building confidence among all stakeholder groups.

Relevant Policies, Regulations, and Standards

Category 1: Laws and Regulations regarding Government Procurement and Supplies Administration

Laws and regulations used in the operation of procurement, supplies administration, and the determination of remuneration for design and construction supervision services for government agencies.

- Government Procurement and Supplies Administration Act, B.E.2560 (2017)
- Ministry of Finance Regulation on Government Procurement and Supplies Administration, B.E.2560 (2017)
- Ministerial Regulation Prescribing Rates of Remuneration for Providers of Design or Construction Supervision Services, B.E.2562 (2019)
- Comptroller General's Department Letter (Urgent) No. KorKhor (KorWorJor) 0405.3/Wor 1203 dated September 27, 2022: Guidelines for Hiring Consultants
- Comptroller General's Department Letter (Urgent) No. KorKhor 0433.2/Wor 206 dated May 1, 2019, Subject: Manual on Guidelines for Announcing Details of reference price information and the calculation of reference prices for Government Procurement

Category 2: Laws and Standards regarding Aviation and Airports

Laws related to air navigation, air transport, and requirements/standards issued by domestic and international aviation regulatory bodies.

- Air Navigation Act, B.E.2497 (1954)
- International Carriage by Air Act, B.E.2558 (2015)
- Requirements of The Civil Aviation Authority of Thailand (CAAT), such as:
 - CAAT Requirement No. 37 regarding Aerodrome Standards
 - CAAT Requirement No. 90 regarding Standards for Facilities and Services to be Provided by Operators for Passengers Requiring Special Assistance
- International Civil Aviation Organization (ICAO) Standards: ANNEXES 1-19
- International Air Transport Association (IATA) Standards

Category 3: Professional Practice and Building Control Laws

Laws controlling professions related to design and construction, including building control in various areas.

- Engineer Act, B.E.2542 (1999)
- Architect Act, B.E.2543 (2000)
- Laws and other documents related to building control
- Bangkok Metropolitan Administration (BMA) Ordinances

Category 4: National Strategic and Development Plans

Policy-level documents and long-term national plans used as a framework for operations and infrastructure development.

- National Strategy, B.E.2561-2580 (2018-2037)
- The 13th National Economic and Social Development Plan, B.E.2566-2570 (2023-2027)
- Thailand's Transport System Development Strategy (20-Year) (B.E.2561-2580/2018-2037)
- Ministry of Transport Strategic Plan to Support Thailand's Logistics System Development No. 3 (B.E.2560-2564/2017-2021)
- The 3rd National Tourism Development Plan (B.E.2566-2570/2023-2027)
- Thailand's Air Transport Development Plan (15-Year) (B.E.2562-2576/2019-2033)

Category 5: Airport Master Plans

Documents related to master plans and the establishment of specific airports, including national plans.

- Master Plan for the Establishment of Commercial Airports in Thailand by The Civil Aviation Authority of Thailand (CAAT)
- Notification of The Civil Aviation Authority of Thailand Re: Details of Aerodrome Master Plans



Goals and Performance

Indicators	Goal of 2025	Performance in 2025
Total Passenger Handling Capacity (Million passengers/year)	116	121
Air Cargo Handling Capacity at Suvarnabhumi Airport (Million tons/year)	1.7	1.7
Air Cargo Volume at Suvarnabhumi Airport (Million tons/year)	>1.40	1.49
Passenger Handling Capacity per Airport (Million passengers/year)		
• Suvarnabhumi Airport	65	65
• Don Mueang International Airport	30	30
• Phuket International Airport	12.5	12.5
• Chiang Mai International Airport	8	8
• Hat Yai International Airport	2.5	2.5
• Mae Fah Luang-Chiang Rai International Airport	3	3
Level of achievement in Implementing airport development plans (Percentage)		
• Suvarnabhumi Airport	100	100
• Don Mueang International Airport	100	100
• Chiang Mai International Airport	100	100
Minimum Connecting Time (MCT) at Suvarnabhumi Airport (Minutes)	75	75
Import Cargo Delivery Process (Percentage)	100	100



Management Approaches

Infrastructure and Capacity

Approaches to Managing Impacts

Management Guidelines and Operational Practices

AOT's guidelines for analyzing airport infrastructure and capacity begin with a comprehensive forecast of passenger volumes and flight numbers. This process considers economic factors, tourism trends, and airline fleet plans. Subsequently, airport-specific factors such as aircraft types, flight schedules, and service levels are integrated to calculate the capacity of runway systems, aircraft aprons, and passenger terminals.

These calculations reference the standards and regulations of the International Civil Aviation Organization (ICAO) in conjunction with the Airport Development Reference Manual (ADRM) of the International Air Transport Association (IATA). This ensures that AOT's infrastructure supports growth efficiently and sustainably support long-term growth.



Operational Plan for FY2025

In 2025, AOT has operational plans related to infrastructure development and capacity enhancement as follows:

- Suvarnabhumi Airport Master Plan Study (FY2025 Edition).
- Don Mueang International Airport Development Project Phase 3: Construction of Passenger Terminal 3 and renovation of Passenger Terminal 1.
- Phuket International Airport Development Project Phase 2: Passenger Terminal expansion.
- Chiang Mai International Airport Development Project Phase 1: Construction of a new passenger terminal and renovation of the existing passenger terminal.
- Mae Fah Luang - Chiang Rai International Airport Development Project Phase 1: Construction of a new passenger terminal and renovation of the existing passenger terminal.
- Hat Yai International Airport Master Plan Study (FY2027 Edition).
- Feasibility study for the development of future new airports.

Business Opportunities

Approaches to Managing Impacts

Management Guidelines and Operational Practices

AOT focuses on strengthening collaboration with business alliances and responding to opportunities arising from the external environment. This is achieved by continuously increasing revenue from air cargo-related commercial activities through projects to expand warehouse buildings and construct new warehouses near Satellite Terminal 2 (SAT-2), while simultaneously adopting modern technology to enhance operational and management efficiency.

Furthermore, AOT is committed to establishing partnerships with leading global air cargo operators for joint investment to develop a regional air cargo distribution Center at Suvarnabhumi Airport. This also includes the launch of new commercial projects to generate additional revenue streams to support the future growth of the aviation industry.

Operational Plan for FY2025

In 2025, AOT has established an operational plan focused on creating business opportunities as follows:

- Supervision and monitoring of projects under the Public-Private Partnership Act, Act B.E.2562 (2019) across all 6 AOT airports.
- Supervision and monitoring of the Don Mueang International Airport Development Project to enhance capacity and business opportunities, covering both internal areas and surrounding areas, including connectivity with urban public transportation systems.
- Implementation of the Property Development Roadmap for commercial land and buildings to maximize the utilization of external assets, vacant plots, and other business ventures, aimed at increasing non-aeronautical revenue.
- Development of AOT-owned land potential through improvements to transportation routes and core infrastructure systems to support future land development.

International Operations

Approaches to Managing Impacts

Management Guidelines and Operational Practices

AOT has established Sister Airport Agreements (SAA) to facilitate the exchange of information and strategic perspectives airport management. These agreements aim to promote tourism, increase flight frequencies, and enhance air cargo transport. As of 2025, AOT maintains partnerships with a total of 14 organizations, covering 18 airports across 10 countries.

Furthermore, AOT actively supports and promotes its corporate image on the international stage by defining and implementing International Affairs Strategies. This involves studying and analyzing the roles and operational directions of international organizations and associations to evaluate the cost effectiveness and strategic relevance of AOT's participation.

AOT also assesses the appropriateness of international meetings, seminars, and study visits for its executives and employees, as well as hosting international events. These efforts focus on fostering relationships with foreign airports and aviation organizations to support the expansion of AOT's future business opportunities. Additionally, AOT has initiated training and consultancy services to reinforce its image as a leading global organization. This initiative leverages the expertise of AOT employees, developing them into professional instructors and generating new streams of non-aeronautical revenue.

Operation Plan for FY2025

In 2025, AOT has scheduled the following international operations and activities:

- AOT Sister Airport CEO Forum: AOT will host a panel discussion and forum to welcome international executives, providing briefings and site visits of service areas and facilities. The objective is to publicize and share information regarding the integration of technology and innovation to enhance capacity and elevate service quality across AOT-managed airports in alignment with international standards.
- Sister Airport Agreement (SAA) Signing Ceremony: AOT will enter into a Sister Airport Agreement with Central Japan International Airport Co., Ltd. (CJIAC), with a delegation from CJIAC participating in the official signing ceremony.
- Memorandum of Understanding (MOU) with ACI APAC & MID: A Memorandum of Understanding will be signed between AOT and ACI APAC & MID, following AOT's selection as the host for the 2026 ACI APAC & MID Regional Assembly, Conference & Exhibition and related meetings.
- Management Service Agreement (MSA) with ICAO: AOT will enter into a Management Service Agreement (MSA) with the International Civil Aviation Organization (ICAO).
- ICAO Asia Pacific Regional Aviation Training Symposium 2025: AOT will participate in this symposium and attend the official MSA signing ceremony between ICAO and AOT at the Suntec Singapore Convention & Exhibition Centre, Republic of Singapore.
- 2024 World Business Partners (WBP) Airport Tour: AOT will host the WBP Airport Tour at Suvarnabhumi Airport, Don Mueang International Airport, and Phuket International Airport. The event aims to present data International Airport, technology, products, and services beneficial to future airport development and to provide updates on AOT's various airport expansion projects.
- International Training Programs: AOT will organize the "Aviation Administration and Financial Training (2025)" course, along with specialized training sessions on "Airport Strategic Plan/Business Plan" and "Airport Revenue Generation" for officials from the Civil Aviation Authority of Nepal (CAAN).

Outstanding Activities and Key Projects in FY2025

Commercial Land and Property Development Project (Property Development Roadmap)

Objectives

To develop the utilization of off-building assets, vacant land, or other business ventures to increase revenue from non-aeronautical business activities.



Number of Participants

Over 200 investors from more than 90 companies attended the event.



Benefits to AOT

- Increased non-aeronautical revenue through the development of vacant land and assets across 6 airports, covering more than 2,512 rai, as well as the Junction Building.
- Enhanced investor confidence and corporate image through the organization of the AOT Property Showcase and Property Tour, with participation from more than 90 domestic and international companies.
- Attracted diversified investment opportunities through proposals for 24 development projects, covering a wide range of sectors, including hotels, logistics, retail, MICE, (Meeting, Incentives, Conferences, and Exhibitions), residential development, sports, and healthcare.

Management Service Agreement (MSA) Signing Ceremony Between the International Civil Aviation Organization (ICAO) and Airports of Thailand (AOT)

Objectives

To support and promote AOT's operations in development standards, knowledge and technology sharing, and capacity building. The agreement focuses on fostering cooperation, exchanging best practices in human resource development, and enhancing the passenger experience in order to establish AOT as a regional aviation hub.



Number of Participants

Over 500 people from various organizations across the aviation industry, including Civil Aviation Authorities (CAAs) from various countries, airport operators, airlines, and aviation educational institutions.



Benefits to AOT

- This agreement supports and enhances AOT's operations through the standardizing development practices, the exchange of knowledge and technology, and the improvement of the overall airport service quality. Collectively, these outcomes strengthen AOT's position as a leading aviation hub in the region.

Participation in the World Aviation Conference (WAC) 2025 Theme: "The Future of Aviation - Advanced Tech and Sustainability"

Objectives

To serve as a platform for exchanging perspectives on the future development of the aviation industry, focusing on the application of advanced technologies and automation to enhance service quality, operational efficiency, safety, security and sustainability.



Number of Participants

The event was attended by AOT representatives along with over 1,000 leaders from the business sector, academic institutions, and research agencies.

Benefits to AOT

- Enhanced strategic Vision: Strengthened the vision and perspectives of the AOT delegation regarding aviation industry trends, particularly the integration of technology to improve passenger and cargo service quality, as well as aviation safety and security.
- International collaboration and networking: Strengthened international cooperation between AOT and IAC to further develop and elevate airport management standards.



[See more details here.](#)



Verification and Assurance

External Certification

Validation of the Suvarnabhumi Airport Aerodrome Manual (Issue 02, Revision 6). This confirms compliance and suitability in accordance with the Civil Aviation Authority of Thailand (CAAT) Regulations on Public Aerodrome Manual Standards B.E.2562 (2019).



Digital technology and innovation



Background and Rationale

Support for Relevant Goals



Key Stakeholders



✔ Customers

Digital technology and innovation play a vital role in enhancing passenger experiences, driving satisfaction, and increasing operational efficiency and safety. They also mitigate operational risks and promote AOT's corporate image.

✔ Business Alliance

Digital technology and innovation strengthen effective collaboration between AOT and its partners. Through real-time data integration systems and modern management tools, coordination efficiency is enhanced while operational risks are reduced.



✔ Shareholders, Investors, and Securities Analysts

The appropriate adoption of digital technology and innovation reflects AOT's potential for continuous adaptation and growth. This demonstrates long-term competitiveness, management transparency, and potential for stable returns, leading to increased investment confidence.





✔ AOT Employees

AOT enhances the skills and potential of employees at all levels through training, enabling them to understand and apply modern technologies efficiently in their daily operations. Furthermore, AOT provides opportunities for employees to contribute to innovation and engage in knowledge exchange both internally and externally.

✔ Communities and Society

Digital technology and innovation play a key role in reducing environmental impacts on the community. They support two-way communication channels for community feedback and provide useful information regarding flight schedules, airport traffic, facilities, and services that benefit communities and society at large.



Impacts from Business Operations

AOT focuses on integrating appropriate digital technologies and innovations into airport management to enhance operational efficiency and service quality. By implementing the Common Use Passenger Processing System (CUPPS), AOT streamlines the entire passenger journey from arrival at the airport to boarding. Key innovations include the Automated Border Control (ABC) system, the Baggage Reconciliation System (BRS), and the Automated Biometric Identification System (Biometric Identification System). These technologies significantly reduce processing times for immigration documents, improve the accuracy of baggage handling, and minimize wait times at various service points, ultimately

providing passengers with a more convenient seamless and efficient travel experience.

Furthermore, AOT invests in digital technology and innovation based on cost-effectiveness and operational practicality to ensure optimal resource utilization and long-term sustainability. This technological advancement is supported by initiatives to enhance digital literacy among employees and the application of data analytics in service planning and process design. These efforts allow AOT to respond precisely to passenger needs, strengthen long-term competitiveness and attract investment from both domestic and international investors.

Challenges and Opportunities

Investing in digital technology and innovation involves challenges, including high cost stemming from automation installation and system integration, as well as operational and technological complexities that require employee to adapt for effective implementation and continuous maintenance. Furthermore, robust cybersecurity management is essential. Without careful planning, such risk could affect the cost-effectiveness of investments and overall operational performance.

However, these innovations also represent a key opportunity to enhance passenger experience by making airport services more convenient, efficient and secure. This is achieved through advanced data-driven solutions such as Real-Time Passenger

Tracking, Airport Collaborative Decision Making (A-CDM) and Automated Border Control (ABC). In addition, by leveraging Artificial Intelligence (AI) to predict the needs of passengers and airlines and by providing real-time flight updates via mobile applications, AOT can enhance its modern image and meet the expectations of today's travelers. Moreover, these advancements improve internal workflows and foster a culture of innovation among staff. Consequently, effective management of digital technology balancing risk considerations with data-driven insights serves as key strategy for transforming challenges into sustainable opportunities, positioning AOT as a leader in the future of the aviation industry.



Commitment and Related Policies

AOT's Commitment

AOT is committed to driving the organization forward through digital technology and innovation to enhance service quality, improve operational efficiency and strengthen long-term competitive advantages. Recognizing that technology and innovation are not merely tools for process improvement but key enablers for responding to rapidly changing passenger needs and creating sustainable shared value for all stakeholders, AOT operates under a clear and robust governance framework. This involves investing in infrastructure, developing employee, leveraging data-driven approaches to support innovation and strictly adhering to legal requirements and safety and security standards to transform AOT's airports into Smart Airports in the future.

Consequently, AOT operates under a Digital Governance framework aligned with international standards and state enterprise guidelines, prioritizing risk management, cybersecurity, employee data protection and compliance with applicable laws and best practices to ensure transparency and stakeholder confidence. Furthermore, AOT promotes a Corporate Innovation System and an innovation-driven culture by encouraging both internal and external employee to propose new ideas aligned with organizational goals, while fostering continuous learning and adaptability to create a work environment conducive to the ongoing development and application of new technologies.

Relevant Policies, Regulations, and Standards

Category 1 Laws and Regulations

- Electronic Transactions Act B.E.2544 (2001) and Electronic Transactions Act (No. 2) B.E.2551 (2008)
- Royal Decree on Criteria and Procedures for Electronic Transactions in the Public Sector B.E.2549 (2006)
- Computer-Related Crime Act B.E.2550 (2007) and Computer-Related Crime Act (No. 2) B.E.2560 (2017)
- Personal Data Protection Act (PDPA) B.E.2562 (2019)
- Cybersecurity Act B.E.2562 (2019)
- Notification of the Electronic Transactions Commission regarding Electronic Transactions Committee Notification on Policy and Practice in Information Security a State Agency B.E.2553 (2010)
- Notification of the Electronic Transactions Commission regarding Policy and Practice in Protection of Personal Data of a State Agency B.E.2553 (2010)

Category 2 Aviation and Airport Standards

- ISO 27001 or ISO/IEC 27001:2022 Information Security Management Systems (ISMS) Standard

Category 3 Related AOT Policies

- AOT Digital Governance Framework
- AOT Policy on Promoting Creativity and Innovation Management
- AOT Data Privacy Policy
- AOT Cyber Security Policy and the Code of Practice and Framework for AOT Cybersecurity Standards
- AOT ICT Security Policy (Information and Communication Technology)
- AOT Personal Data Protection Policy
- AOT Data Policy
- AOT Green ICT Management Policy (Environmentally Friendly Information Technology Management)

Goals and Performance

	Indicators	Goal of 2025	Performance in 2025
Driving Technology to Enhance Passenger Experience	% of passengers using installed technology		
	Common Use Self Service (CUSS)		
	• Suvarnabhumi Airport (BKK)	≥ 25	25.96
	• Don Mueang International Airport (DMK)	20	20.70
	Common Use Bag Drop (CUBD)		
	• Suvarnabhumi Airport (BKK)	17	17.46
Process Development for Efficiency & Digital Transformation	Implementation Success Rate of AOT Digital Roadmap (%) for the Common Use Passenger Processing System (CUPPS) Service Contract, comprising:		
	<ul style="list-style-type: none"> • Common Used Terminal Equipment: CUTE • Common Use Self Service: CUSS or Self-Service Kiosk • Common Use Self Bag Drop: CUBD or Self-Bag Drop: SBD • Passenger Validation • Self-Boarding Gate: SBG • Automated Biometric Identification System 	100	100
	Implementation Success Rate of the Waiting Time Management Plan through the adoption of technology and innovation to enhance service process efficiency at 3 airports, as follows:		
	<ul style="list-style-type: none"> • Suvarnabhumi Airport (BKK): (CUSS, CUBD, ARTS, and ABC Systems) • Don Mueang International Airport (DMK): (CUSS and CUBD Systems) • Phuket International Airport (HKT): (CUSS and CUBD Systems) 	28 min 24 sec	13 min 34 sec
		16 min 58 sec	6 min 58 sec
		16 min 27 sec	10 min 29 sec
Driving Towards an Innovative Organization	Corporate Innovation Potential (Score)	3.50	3.50
	Number of innovations actively implemented (Cumulative)	30	35



Management Approach

Digital Technology

Approaches to Managing Impacts

Management Guidelines and Operational Practices

1 AOT Digital Governance Framework

AOT has established the AOT Digital Governance Framework to ensure that the management and development of the organization's digital systems adhere to good governance principles. This framework aligns with relevant regulations, reduces risks and costs, and enhances operational efficiency.

The framework emphasizes the creation of value for stakeholders by maintaining an appropriate balance between benefits, risks and resource utilization, while also strengthening confidence in digital technology standards across the organization.

AOT has adopted the COBIT (Control Objectives for Information and Related Technologies) framework, specifically focusing on the Evaluate-Direct-Monitor (EDM) process. This approach allows AOT to assess both current and future technology implementations, prioritizing cost-effectiveness and return on investment. Furthermore, the framework serves as a strategic roadmap for aligning IT management with overall organizational goals, fostering a culture of good governance. It also ensures rigorous performance monitoring to maintain compliance with policies, operational plans and legal requirements, supported by comprehensive reporting.



2 Digital Technology Governance and Management

AOT has adopted the COBIT Framework for digital technology governance and management, covering three core areas: Evaluate, Direct, and Monitor (EDM).

E - Evaluate

- ✔ AOT evaluates both current and future applications of digital technology with a strong focus on investment value and overall organizational benefits. This process covers the review of plans, proposals and technology procurement approaches to ensure they strictly align with strategic objectives and the ability to deliver sustainable value. Furthermore, AOT continuously monitors internal and external factors that may affect digital operations, enabling timely adjustments and effective risk management.

D - Direct

- ✔ AOT has established digital technology policies and strategies that align with its organizational goals. Clear roles and responsibilities are assigned to relevant units to ensure effective implementation. This approach emphasizes appropriate and responsible investment, good IT governance practices and the integration of work plans for both internal functions and external stakeholders to enhance operational effectiveness.

M - Monitor

- ✔ AOT conducts continuous monitoring of digital technology performance, focusing on alignment with organizational policies and strategic objectives. This includes assessing budget utilization, operational efficiency and performance outcomes. Compliance with applicable laws and good governance principles is strictly enforced to strengthen transparency, accountability and credibility in digital technology management.

AOT adheres to a Digital Governance Guiding Principle based on the ISO/IEC 38500 standard. This framework establishes 6 Principles for Good Governance of IT as follows:

1. **Responsibility:** Establishing a clear governance structure and appointing digital technology committees and working groups to effectively implement the EDM (Evaluate-Direct-Monitor) framework.
2. **Strategy:** Aligning technology strategic plans with business goals, while considering cost-effectiveness, risks, and stakeholder requirements.
3. **Acquisition:** Maintaining a transparent and rational technology procurement process, ensuring thorough value-for-money assessments before decision-making.
4. **Performance:** Executing technology operations that align with organizational objectives, supported by continuous performance measurement and monitoring.
5. **Conformance:** Complying with relevant laws, rules, and regulations through the establishment of clear policies and guidelines.
6. **Human Behavior:** Promoting an organizational culture and developing personnel skills to ensure staff can adapt to and utilize digital technology efficiently.

3 Digital Technology Integration

AOT has established a corporate framework to drive its transition toward Digital Transformation in alignment with its specific context. This framework is designed to support both national and international development trends, enabling a high-quality and efficient transition. The focus is on leveraging digital technology to strengthen operations and effectively respond to the evolving needs of stakeholders, as outlined through the following pillars:

1. **People:** Enhancing or upskilling human resources.
2. **Process:** Improving and integrating operational processes to enhance efficiency.
3. **Technology:** Applying digital technology to strengthen organizational capabilities.

4 Risk Management and Auditing

To ensure that digital technology operations are efficient and transparent, AOT has established a comprehensive risk management approach and internal audit mechanisms as follows:

- **AOT Digital Technology Risk Management Framework:** Referenced against international standards including ISO/IEC 27001, ISO 22301, Enterprise Risk Management (ERM), and ISO 31000. This framework defines structured risk evaluation and risk treatment processes to ensure comprehensive risk management across the organization.
- **Internal Audit by the AOT Audit Committee:** Responsible for reviewing and providing recommendations on internal control systems and digital technology risk management to ensure compliance with international standards and applicable laws. Furthermore, AOT has appointed an Internal Audit Team to assess business continuity and information system security in accordance with ISO 22301 and ISO/IEC 27001.

5 Digital Learning Organization and Innovation-Driven

AOT has developed a personnel development plan to foster a digital learning organization and drive on innovation. This involves providing continuous training and systematic digital skill development to prepare staff ongoing for technological change shifts and emerging innovations.

This promotion of digital skills aligns with the poicy of “becoming a world-class airport operator that complies with international safety standards and delivers excellent services through digital technology”, which serves as the vision for the Revised Digital Action Plan for Fiscal Years 2024-2027 (Fiscal Year 2025 Edition).



Operating Plan for FY2025

AOT Implementation of digital technology operations in accordance with the established framework:

1. AOT Digital Action Plan (Fiscal Years 2024 - 2027)
2. Operational Plan for Fiscal Year 2025

Strategy 1 : Smart Service for Passenger and Cargo

Enhancing core business services through digital and communication technology.

- Common Use Passenger Processing System (CUPPS): Project for the procurement of passenger check-in and boarding services.
- Automated Border Control (ABC): Project for the procurement and installation of automated passport control gates.
- Free Wi-Fi Enhancement: Supervision of the continued development of high-speed wireless internet systems within passenger terminals.
- SAWASDEE by AOT App: Supervision of the ongoing development and expansion of the mobile application.
- Digital Cargo Management: Feasibility study on increasing the potential of Free Zone management driven by digital and communication technology.

Strategy 2 : Collaborative Stakeholder Engagement

Elevating collaborative operations with stakeholders through digital and communication technology.

- A-CDM Portal: Project to develop the Airport Collaborative Decision Making Portal for Chiang Mai International Airport (CNX) and Phuket International Airport (HKT).

Strategy 3 : Advanced Commercial Support

Supporting commercial business operations through digital and communication technology.

- KPS Revenue Recognition System: Project for the migration and efficiency improvement of the KPS project revenue system.

Strategy 4 : Leveraging Digital Technology to Enhance Safety and Security

Elevating airport safety standards through digital and communication technology.

- Access Control System (ACS): Project for the procurement, installation, and improvement of restricted area entry-exit control systems.
- Perimeter Intrusion Detection System (PIDS): Project for the procurement and installation of upgraded intrusion detection systems for Don Mueang International Airport (DMK), Chiang Mai International Airport (CNX), Mae Fah Luang-Chiang Rai International Airport (CEI), Hat Yai International Airport (HDY), and Phuket International Airport (HKT).
- Fire Alarm System (FAS): Project for the procurement and installation of upgraded fire alarm systems.
- Passenger Security Screening: Project to increase the capacity of security checkpoints at Suvarnabhumi Airport (BKK).

Strategy 5 : Empowered Digital Transformation

Driving the transition toward a digital organization.

- Big Data Analytics: Driving the implementation of advanced data analytics use cases.
- HR Digitalization: Improving and developing Human Resources workflows into digital processes.
- Cybersecurity Enhancement: Projects to elevate the organization's cybersecurity posture.
- Network Infrastructure: Project for the procurement and installation of upgraded AOT network systems.

Strategy 6 : Sustainable Governance and Literacy

Developing personnel potential and driving digital governance policies.

- Digital Skills Development: Human resources training plan for digital technology skills (FY2025).
- PDPA Compliance: Engagement of consultants to ensure operations comply with the Personal Data Protection Act.
- ISO/IEC 27001 Implementation: Engagement of consultants to establish Information Security Management Systems (ISMS) for critical infrastructure and Enterprise Resource Planning (ERP) processes.

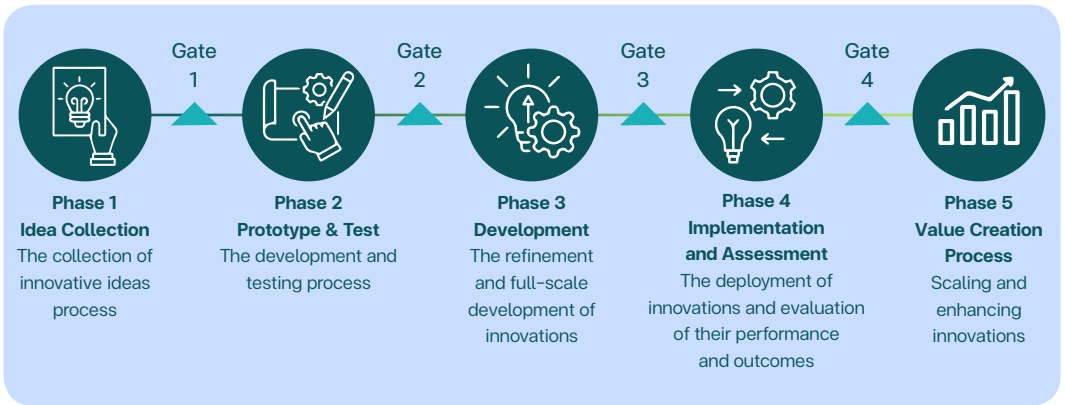
Innovation

Approaches to Managing Impacts

Management Guidelines and Operational Practices

Innovation Management System

AOT has established a framework for innovation development. The overall innovation development process of AOT consists of 5 key processes:



Knowledge Management and Innovation Culture

AOT supports knowledge management alongside the development of an innovation culture through knowledge-sharing processes. This involves gathering data, knowledge, experiences, skills, and expertise from both internal and external sources related to business and operations. Furthermore, AOT aims to create an environment conducive to creativity and innovation by promoting the core value of “Open-Mindedness (Innovation)”. This value encompasses continuous improvement, a strong commitment to learning about the aviation business and international standards, openness to new innovations and the development of adaptive work processes in response to changing conditions. The goal is to elevate quality and global competitiveness, ultimately transforming AOT into a sustainable innovative organization.

To cultivate a concrete innovation culture, AOT has established guidelines and implemented key activities under various plans and projects as follows:

- **Creating a Productive Atmosphere:**

Encouraging employees to think boldly, experiment with new ideas, and maintain a continuous interest in learning through internal activities and collaboration with external stakeholders.

- **Structural Improvements:**

Appointing Knowledge Management and Innovation Committees, as well as Innovation Working Groups, to ensure operational efficiency and cross-functional collaboration. These structures are reviewed annually or upon significant organizational changes.

- **Rewards and Recognition:**

Granting awards, certificates, and opportunities for international airport study visits to motivate creative thinking and the development of innovations that yield positive organizational impacts.



In 2025, AOT conducted a review of the AOT Innovation Master Plan Fiscal Years 2023 - 2027 (Revised Edition for Fiscal Year 2025). This plan serves as a key strategic instrument for defining the organization’s innovation direction and roadmap in alignment with corporate strategies and shared objectives with stakeholders. The plan aims to deliver tangible outcomes and ensure continuous operational support. Furthermore, it facilitates the monitoring and driving of innovation processes effectively, while emphasizing communication to build awareness and understanding across all levels. This ensures systematic and sustainable engagement in driving the organization forward through innovation.

The Formulation of the AOT Innovation Master Plan (FY2023 - 2027) Revised Edition (FY2025)

The formulation process consists of key stages focused on systematic analysis and planning.

Operational Manual

AOT has developed the AOT Innovation Management Manual to serve as a guideline for employees, comprising 8 practical pillars. The manual covers various types and levels of innovation, the process for gathering creative ideas, and the cultivation of an Innovation Culture.

Furthermore, it establishes policies that drive the organizational transition toward becoming

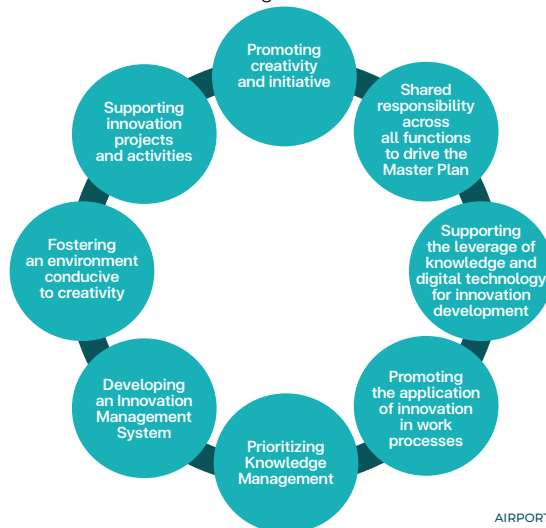
an innovation-led entity. It begins with the collection and analysis of both internal and external organizational factors, alongside the study and selection of international standards and best practices to serve as a strategic framework.

The process includes assessing the current state (As-is) and identifying GAPs relative to the desired future state (To-be). Furthermore, a comprehensive environmental scan is conducted including potential and risk analyses—to identify strategic challenges, strategic advantages, and core competencies. These insights are then utilized to define the overarching innovation development strategy.

The master plan defines strategic objectives, goals, strategies, and both output and outcome indicators. It also includes action plans and projects to ensure effective implementation in alignment with the corporate strategy.

an innovation-led entity. These policies emphasize the promotion of creativity and innovation management across all levels of the organization, focusing on three key areas:

- Product/Service Innovation
- Process Innovation
- New Business/Mission Innovation



Operational Plan for FY2025

Category 1 : Innovation Management & Culture

Focuses on building knowledge and capabilities, fostering an organizational climate conducive to innovation, and managing related Intellectual Property (IP).

- AOT Innovation Portfolio System Development Plan
- IP Management Workshop (Focus: Intellectual Property Management)
- Innovation Leadership Program (Role Model) (Focus: Developing innovation leaders)
- AOT Innovation Boot Camp (Focus: Practical skill development)
- Innolution: Innovative Creative Contest (Focus: Creation and competition)
- AOT Innovation Day (Focus: Dissemination and celebration)
- Think Out Loud (New Business): Innovation Concept Design (Focus: Ideation for new business ventures)
- Think Out Loud (Sustainable): Innovation Concept Design (Focus: Ideation for sustainability and the environment)

Category 2 : Process & Digitalization Innovation

Focuses on leveraging digital technologies to enhance efficiency and streamline internal workflows across various corporate departments.

- HR Digitalization Plan: Development plan for Human Resources and Administration systems.
- Accounting and Finance Digitalization Plan: Process improvement plan for the Accounting and Finance departments.
- Development Crew (Process Innovation): A community project for prototype developers focusing on process innovation.
- Development Crew (Product/Service Innovation): A community project for prototype developers focusing on product and service innovation.

Category 3 : Big Data Development & Utilization

Focus on the creation and development of Big Data infrastructure across various dimensions to enhance analysis, strategic planning, and business decision-making support.

- Passenger Big Data Development Plan
- Airline Big Data Development Plan
- Concessionaire Big Data Development Plan
- AOT Asset Database Development Plan
- AOT Cargo and Air Transport Operations Big Data Development Plan
- Environmental Database Development Plan

Category 4 : Airport Operations & Collaboration Innovation

This category focuses on the implementation of innovation to improve internal airport operations, specifically through collaboration with stakeholders to enhance both efficiency and safety.

- Airport Collaborative Decision Making (A-CDM) Development Plan: Implementation at Suvarnabhumi Airport, Don Mueang International Airport, Phuket International Airport, and Chiang Mai International Airport.
- Airside Operations Sharing Workshop: A seminar project designed to provide knowledge on innovative approaches for improving operations specifically within the airside area (focusing on enhancing airside operational efficiency).



Outstanding Activities and Key Projects in FY2025

Automated Border Control: ABC

Objectives

AOT has implemented the Automated Border Control (ABC) system at Suvarnabhumi Airport to enhance the efficiency of immigration checkpoint management. The primary goals are to facilitate

passenger flow by reducing queuing times and congestion, elevating security measures to meet international standards, and creating a fast, modern travel experience.



Number of Participants

Average daily usage statistics for the Automated Border Control (ABC) system is approximately 13,000 people per day.



Benefits to AOT

- **Increased Passenger Management Efficiency:** Reduces immigration processing time. Current data shows the processing time for the ABC system is approximately 15-23 seconds per person.
- **Elevated Security:** Utilizes automated verification systems to confirm the identity of passport holders using accurate and reliable technology.
- **Upgraded Service Quality:** Seamlessly connects data with the national immigration system at checkpoints.
- **Enhanced Satisfaction:** Increases passenger confidence and satisfaction regarding AOT's service quality.

Innovation Idea Competition Project (Innovation)

Objectives

To enhance awareness and provide incentives for innovation development, as well as to expand innovative creative concepts from both internal AOT employees and external stakeholders.

Furthermore, the project aims to strengthen collaborative networks for creative development and co-creation with stakeholders to provide concrete solutions for airport service challenges.



Number of Participants


A total of 86 people consisting of:

- 76 people from AOT employees.
- 10 people from external participants.



Benefits to AOT

- Strengthens awareness and incentivizes the development of innovation and creative concepts from both internal and external sources.
- Builds collaborative networks for creativity and co-innovation with stakeholders.
- Provides selected projects with high potential to solve airport service issues tangibly.

[See more details here.](#) 



Verification and Assurance

Internal Audit

AOT has appointed a Committee for the Review, Inspection and Control of Specifications for Digital Technology and Communications Supplies. This committee is responsible for reviewing and providing recommendations regarding the specifications of AOT's information and communication technology equipment to ensure they are appropriate, modern and neutral. Furthermore, the committee monitors the suitability of procurement methods to ensure they align with the functional requirements of the relevant departments. The primary objective of this committee is to ensure that procurement processes are efficient and yield maximum benefit.

External Certification

AOT maintains the Information Security Management System (ISMS) standard, specifically ISO/IEC 27001. The external auditor for this certification is BSI Group (Thailand) Co., Ltd.* Certification Period: November 13, 2021 - November 12, 2025



Human Rights



Background and Rationale

Support for Relevant Goals



Key Stakeholders



Business Alliance

Establishing human rights standards, coupled with systematic monitoring, serves as a key mechanism for enhancing operational quality and effectively mitigating risks related to labor rights violations. However, insufficient governance and oversight could lead to unfair employment practices and infringements on fundamental rights.

Regulator

Operational transparency and respect for stakeholder rights serve as critical mechanisms for mitigating legal risks and strengthening institutional trust with government authorities. Conversely, any inadequacy in AOT's human rights management system could result in regulatory scrutiny, in-depth investigations, or legal actions by relevant agencies.



AOT Employees

AOT employees are directly impacted by human rights policies and management. Establishing an equitable, safe, and non-discriminatory working environment plays a vital role in boosting morale, satisfaction, and employee engagement, which supports overall operational performance and productivity.



Shareholders, Investors, and Securities Analysts

These stakeholders prioritize operations that align with sustainable development principles. Respecting human rights enhances organizational credibility and mitigates reputational risks, which directly affect stock value and financing costs. Any human rights violations across AOT’s value chain or supply chain could become material risk factors that negatively affect investor confidence and long-term investment decisions.



Customers

Customers benefit from the provision of appropriate and accessible facilities for all groups, such as pathways and assistive equipment for persons with disabilities, convenience services for the elderly, and inclusive service options, including dietary choices. Delivering services that embrace diversity and equality enhance the travel experience and reflect AOT’s commitment to respecting human rights and inclusivity across all passenger groups.



Community and Society

Community and society are affected by AOT’s business operations regarding the environment, pollution control and mitigation, and overall quality of life. Therefore, providing accessible grievance mechanisms together with fair and transparent remedial processes helps reduce conflicts, foster mutual understanding, and strengthen long-term cooperation between airport and its surrounding communities.



Media

The reflection of AOT’s corporate image, with respect to operational transparency and the respect for human rights, through the presentation of information, news, and relevant issues to the public, helps strengthen public trust, reinforce the relationship between the organization and society, and promote awareness of responsible operations based on human rights principles. However, even minor human rights violations may be disseminated through traditional and social media, potentially leading to public concern and undermining passenger confidence.



Impacts from Business Operations

The integration of human rights principles into AOT's business processes is a factor that directly supports operational continuity and enhances organizational competitiveness. Providing inclusive services for all passenger groups enhances traveler satisfaction, reduces the risk of potential issues in the future, and effectively protects the corporate image. Furthermore, fostering an equal, safe, and non-discriminatory work environment is essential for strengthening the capacity, efficiency, and engagement of employee – AOT's primary organizational resource. These practices also improve access to capital, strengthen investor confidence, and contribute positively to the organization's long-term economic sustainability.

Challenges and Opportunities

AOT's human rights operations face several key challenges that require careful and proactive management, particularly in supply chain oversight. The supply chain is complex and involves numerous business partners, making it necessary to establish effective monitoring and due diligence mechanisms to ensure that all parties strictly comply with human rights standards.

Another challenge lies in balancing investment in enhanced human rights standards with cost control considerations. At the same time, reputational risks arising from potential human rights violations

may spread rapidly through media and social media platforms, potentially affecting public and stakeholder confidence.

Nevertheless, these challenges also present opportunities for competitive differentiation. Strengthening human rights standards can build passenger trust and satisfaction.

In parallel, building collaboration with local communities through quality-of-life and education development initiatives helps reduce conflict and foster long-term trust and positive relationships.





Commitment and Related Policies

AOT's Commitment

AOT is steadfast in its commitment to upholding international human rights standards, fully aligning its operations with the United Nations Guiding Principles on Business and Human Rights (UNGPs). This commitment aims to build stakeholder confidence, reduce human rights-related risks, and reinforce AOT's corporate image as a socially responsible organization. AOT places strong emphasis on respecting human rights across all dimensions of its operations, adhering to the principles of non-discrimination and equality throughout its business activities. This commitment encompasses persons with disabilities, vulnerable groups, and service users of all nationalities and religions.

In this regard, AOT has implemented measures to accommodate the diversity of stakeholders, including providing accessible routes and facilities for persons with disabilities, offering halal food options for passengers, and enhancing standardized and inclusive passenger service systems.

In addition, AOT places importance on protecting the rights of communities surrounding airports and society at large through various measures, including the management and mitigation of environmental impacts, establishing channels for stakeholder engagement and participation, and ensuring fair and transparent remediation processes. The Company also promotes the rights to education and improved quality of life for youth and local communities.

With respect to employment and human resource development, AOT promotes diversity and equality in recruitment and employment practices, without discrimination or exclusion of disadvantaged and vulnerable groups. Opportunities are provided for individuals to work in roles and arrangements appropriate to their abilities and readiness. Furthermore, AOT continuously implements comprehensive Human Rights Due Diligence (HRDD) processes to ensure a safe working environment, respect human rights in all dimensions, and strengthen employee engagement and organizational commitment.



Relevant Policies, Regulations, and Standards

Category 1 International Standards and Frameworks	Category 2 International Human Rights Instruments	Category 3 AOT's Human Rights Policies
<ul style="list-style-type: none"> • United Nations Guiding Principles on Business and Human Rights (UNGPs) • UNGPs' three pillars: Protect, Respect, and Remedy, as established by the Ruggie Framework, outline state duties, business responsibilities, and access to remedies. 	<ul style="list-style-type: none"> • Core international human rights instruments • International Covenant on Civil and Political Rights (ICCPR) • International Covenant on Economic, Social and Cultural Rights (ICESCR) • Fundamental Conventions on Labour Rights of the International Labour Organisation (ILO) 	<ul style="list-style-type: none"> • Human Rights Policy • AOT Supplier Sustainable Code of Conduct • Regulations of the State Enterprise Workers' Union of Airports of Thailand Public Company Limited

Goals and Performance

Indicators	Goal of 2025	Performance in 2025
Coverage of Human Rights Risk Assessment, including:	100%	100%
1. Own Operations	100%	100%
2. Contractors & Tier 1 Suppliers	100%	100%
3. Joint Ventures without Management Control	100%	100%
Number of human rights violation cases	0	0



Management Approaches

Approaches to Managing Impacts

AOT conducts Human Rights Due Diligence (HRDD) on a regular basis and monitors performance on an annual basis, in accordance with the United Nations Guiding Principles on Business and Human Rights (UNGPs). The HRDD process comprises 5 key steps, as follows:

1

Human Rights Policy Commitment

2

Human Rights Risk and Impact Assessment

3

Integration of assessment results into internal management processes

4

Monitoring and reporting of performance

5

Remediation of impacts

In addition, the AOT Employee Relations Committee convenes annually, or as needed when significant issues arise, to serve as a formal mechanism for promoting dialogue and collective engagement between the employer and employees.

Human Rights Grievance Channels

- **Opinion and Suggestion Boxes:** Installed at the Headquarters and within the office areas of all 6 airports under AOT's responsibility.
- **Mail addressed to:** The AOT Board of Directors, The President, or The Director of the Audit Office.
Airports of Thailand Public Company Limited
P.O. Box 3, Don Mueang Post Office, Bangkok 10211
- **E-mail:** goodgovernance@airportthai.co.th
- **AOT Contact Center:** 1722
- **Website:** www.airportthai.co.th under the "Contact and Complaint" section or via the Online Chat channel.
- **Corporate Communications Department E-mail:** aotpr@airportthai.co.th

Remediation Guidelines for Human Rights Violations

AOT has established clear remedial measures for cases of human rights violations to occur.

The Company continuously monitors and reports on human rights performance. If a human rights violation is identified, AOT will take prompt corrective and remedial actions to address the impacts. Remediation guidelines include actions such as severance compensation in cases of termination and workers' compensation in cases of work-related injuries, in accordance with applicable laws and regulations.

Universal Design of Terminals

In the development and expansion of airport passenger capacity, AOT places strong emphasis on engineering and architectural principles, together with Universal Design concepts, to ensure that environments, facilities, and systems are accessible and usable by people of all groups. Particular attention is given to the following user groups:

1. **Infants and Young Children:** Safe spaces are provided to prevent falls and accidents, along with facilities and equipment suitable for children's mobility and development.
2. **Elderly Persons:** Designs emphasize level and slip-resistant flooring, as well as supportive facilities such as handrails to accommodate balance and mobility limitations.
3. **Persons with Mobility Impairments:** Facilities include sufficient space for wheelchair use, appropriately sloped ramps, and clear directional signage to support independent movement.
4. **Wheelchair Users:** Priority is given to gentle-slope ramps, adequate circulation space, and easily accessible facilities and services.
5. **Persons with Visual Impairments:** Design features include contrasting surface textures, tactile paving, embossed or Braille signage, and supporting audio information.
6. **Persons with Hearing Impairments:** Visual signals, text displays, and symbols are provided in place of sound-based alerts, along with design measures that help reduce background noise.
7. **Persons with Cognitive or Sensory Disabilities:** Information is presented in a clear and easy-to-understand manner through pictograms, symbols, and well-organized layouts to support comprehension and orientation.



Human Rights Due Diligence Process

AOT conducts comprehensive Human Rights Due Diligence (HRDD) across its entire value chain, covering Own Operations, Subsidiaries, Joint Ventures without Management Control, as well as Contractors and Tier 1 Suppliers. The process is carried out on a continuous basis and reviewed periodically to identify human rights risk issues, assess potential impacts, and establish additional mitigation measures for material human rights concerns.

The human rights impact and risk assessment process comprises 3 key steps, as outlined below:

1

Review Information and Identify Human Rights Risk Issues

- Review AOT's business activities and their impacts on stakeholders throughout the value chain, including existing measures related to human rights.
- Identify potential human rights risks that may arise from AOT's business operations and activities affecting stakeholders.

2

Assess Human Rights Risks

- Conduct human rights risk assessments through workshops and practical sessions involving representatives from relevant departments.
- Human rights issues assessed as having high-risk levels are identified as salient human rights issues, which serve as the basis for developing action plans to prevent, mitigate, and manage potential human rights impacts, in line with the nature and likelihood of possible violations.

3

Establish Additional Measures to Manage High-Risk Human Rights Issues

- Develop and implement action plans to mitigate identified risks and potential impacts related to salient human rights issues.
- Review the results of the Human Rights Due Diligence process on an annual basis, taking into account grievance cases and complaints received across AOT's operations, subsidiaries, joint ventures, and key suppliers.

Master Plan

AOT has reviewed the Sustainable Development Master Plan for Fiscal Years 2024 - 2028 (Revised FY2025). Under Strategy 3: Stakeholder Engagement, the focus is on conducting comprehensive Human Rights Due Diligence across the entire supply chain (100%). This is achieved through the Human Rights Risk Assessment Project, which aims to mitigate potential risks throughout the supply chain.

Operational Plan for FY2025

In 2025, AOT conducted a review of Human Rights Risk/Impact Assessment based on the outcomes of the Human Rights Due Diligence (HRDD) carried out in 2024. The review confirmed that the results remained consistent with the previous year. The assessment covered AOT's Own Operations, Contractors & Tier 1 Suppliers, and Joint Ventures without Management Control. It examined four key groups of rights holders: Customers, Suppliers and Contractors, Communities and Society, and AOT employees, with specific consideration given to vulnerable groups, including pregnant women,

children, persons with disabilities, ethnic groups, migrant workers, workers engaged through third parties, and individuals of diverse sexual orientations and gender identities (LGBTQI+).

As human rights implementation and international human rights frameworks are still relatively new concepts for many stakeholder groups, raising awareness of human rights issues—including fundamental human rights, as well as the potential benefits and risks for both AOT and its stakeholders is critically important. Such awareness building is essential to supporting AOT's efforts to strengthen equitable and inclusive operations in the future.

[See more details here.](#)



Outstanding Activities and Key Projects of AOT in FY2025

Human Rights Policy Content Revision

Objectives

To ensure that AOT's human rights policy comprehensively aligns with international standards and indicators, and remains responsive to evolving global business priorities. The review focuses on strengthening the linkage between policy content and potential human rights risks and impacts, covering all stakeholder groups, including vulnerable groups.

Benefits to AOT

- To enhance policy standards and demonstrate AOT's strong commitment to conducting business with respect for human rights as a fundamental pillar of sustainable operations.
- To strengthen confidence in AOT's sustainability practices among stakeholders, investors, industry partners, and sustainability assessment bodies.

Workshop Seminar Project to Enhance Experience and Engagement for AOT Employees, FY2025

Objectives

1. To enhance the knowledge and capabilities of Human Resources practitioners in developing plans to strengthen employee experience and engagement. This includes designing the Employee Journey from onboarding to exit, identifying Key Employee Touchpoints at each stage, developing an Employee Experience Model, and defining activities that foster positive employee experiences.

2. To equip Human Resources practitioners with the skills to analyze employee satisfaction survey results for AOT employees and contract staff. This covers analyzing the needs and expectations of different employee segments, formulating strategies and frameworks for employee experience development, preparing actionable Action Plans, designing communication approaches to raise awareness and engagement across the organization, and establishing success metrics for employee experience initiatives.

3. To enhance awareness among senior and middle management of the importance of employee experience and its impact on organizational performance. This includes strengthening leadership roles in driving employee engagement and providing practical insights and skills that executives can apply to lead these initiatives effectively.

4. To study approaches for utilizing insights from executive workshops to identify key stakeholders, analyze stakeholder needs and satisfaction, and develop a Stakeholder Ecosystem Plan under different Employee Personas. This also includes defining the roles and responsibilities of each stakeholder throughout the employee experience journey.



Number of Participants

1. Level 10 - 11 Executives: 22 people.
2. Level 9 Executives: 25 people.
3. Human Resources Staff: From Headquarters, Suvarnabhumi Airport, Don Mueang International Airport, Chiang Mai International Airport, Phuket International Airport, Hat Yai International Airport and Mae Fah Luang - Chiang Rai International Airport, and relevant departments: 35 people.
4. Working Committee: To support the enhancement of good experience for AOT employees and staff: 27 people.

Benefits to AOT

- Human Resources practitioners enhanced their competencies in planning and managing employee experience and engagement initiatives, including Employee Journey design, identification of Key Employee Touchpoints, development of Employee Experience Models, and implementation of experience-enhancing activities.
- Human Resources practitioners strengthened their ability to analyze employee satisfaction data, understand the needs and expectations of different employee segments, develop strategic frameworks, prepare Action Plans, design internal communication approaches, and establish measurable indicators for employee experience success.
- Senior and middle management gained a deeper understanding of the strategic importance of employee experience and its direct contribution to organizational performance, along with practical leadership insights to drive engagement and cultural alignment.
- Development of a Stakeholder Ecosystem Plan aligned with diverse Employee Personas, clearly defining stakeholder roles and responsibilities across the employee experience journey.

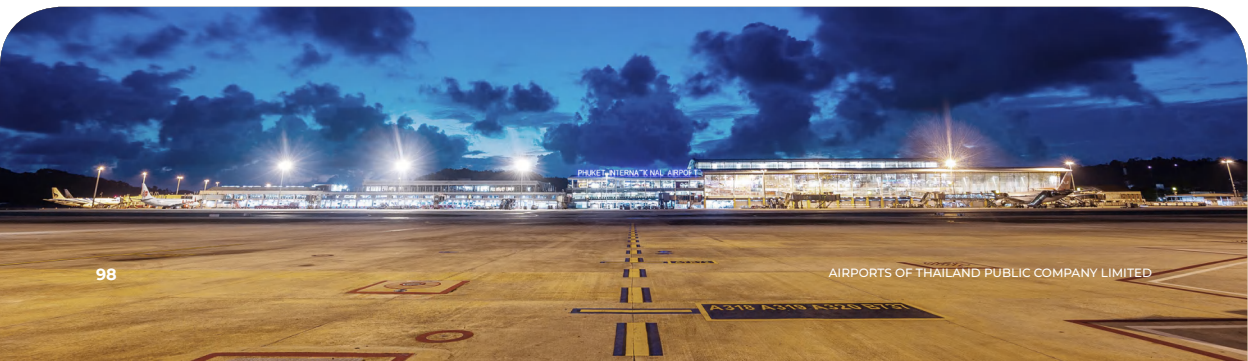
[See more details here.](#)



Verification and Assurance

External Certification

- Independent verification of human rights indicators by an external organization, in accordance with the GRI Standards.



Reader Feedback Survey

1. Gender

- Male Female Prefer not to say

2. Education Level

- Below Bachelor's Degree Bachelor's Degree Master's Degree
 Higher than Master's Degree

3. Which reader group do you belong to?

- Customer (Airline/Passenger/Tenant/Service User)
 Shareholder, Investor, or Securities Analyst
 Business Partner Communities and Society
 Communities and Society Media
 AOT Personnel (Airports of Thailand) Other (Please specify):.....

4. Where did you receive the AOT Sustainability Report?

- AOT's Website Sustainability PR Materials Internal AOT Department
 Other Websites Annual General Meeting of Shareholders (AGM)
 Others (Please specify):.....

5. What is your purpose for reading the 2025 Sustainability Report?

- To get to know about AOT To support investment decisions Research/Education
 To prepare my own report Others (Please specify):.....

6. Completeness and Reliability of the 2025 Sustainability Report

- How well do you understand AOT's material sustainability topics?

- High Moderate Low

- How well does the sustainability performance align with AOT's sustainability strategy?

- High Moderate Low

- How appropriate and credible is the content?

- High Moderate Low

- How well does the content meet your information needs?

- High Moderate Low

7. Which AOT's sustainability topics are you interested in? (Select all that apply)

- Corporate Governance, Risk Management, and Business Ethics
- Digital Technology and Innovation
- Infrastructure, Airport Capacity, and Business Opportunities
- Supply Chain Management
- IT Security and Data Privacy
- Customer Satisfaction
- Airport Safety and Security
- Occupational Health and Safety of employees
- Human Rights
- Human Resource Development
- Community and Social Engagement
- Energy and Climate Changes
- Natural Resource and Environmental Management

8. Do you think the content covers all of AOT's material sustainability topics?

- Yes, it covers them. No, it does not.

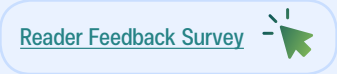
Because:.....
.....

9. Please rate your overall satisfaction with the disclosures in the 2025 Sustainability Report.

- High Moderate Low

10. Suggestions for improving the next Sustainability Report:

.....
.....





AOT

AIRPORTS OF THAILAND PLC.
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