

2018





# AOT OPERATES THE WORLD'S SMARTEST AIRPORTS:

Focusing on service quality by emphasizing safety and balance of revenue generation.





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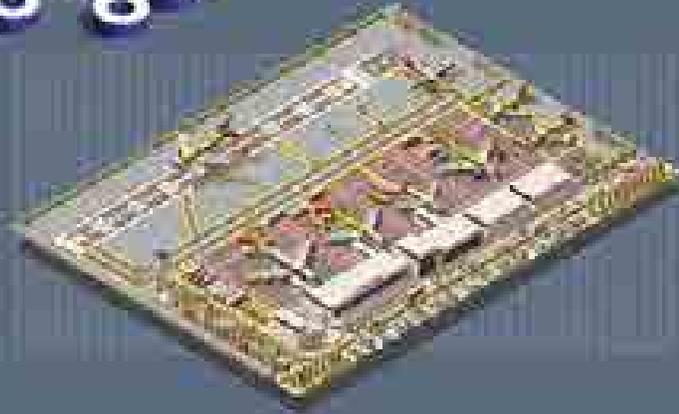
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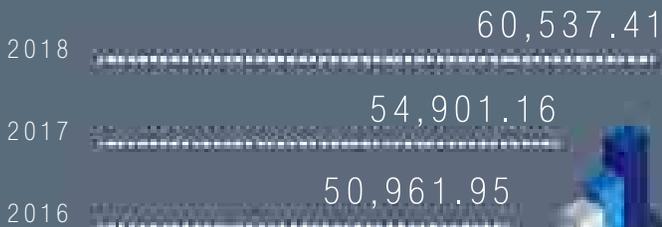
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# TO MEET OUR TARGETS



Revenues from sales or services

Million Baht



Return on total assets

%

11.80%

2017

13.75%

2018



## Increase airport capacity consistently

Airports of Thailand Public Company Limited (AOT) has actively operated its business over a long period of time. We place great emphasis on managing growth and seeking for sustainable development opportunities. By investing in the construction projects to increase airport capacities to accommodate future growth in services, this enable AOT to ensure of maintaining its leadership in airport business of the region consistently.

## ก้าวแห่งการเติบโตอย่างต่อเนื่อง



# TO MEET OUR TARGETS



In 2018, Total Passenger Volume more than

**139,518,488**  
persons

Increase

**7.99%**

In 2018, Total Commercial Flights

**874,999**  
flights

Increase

**6.24%**



Ensure 24/7 security systems  
based on international standards



### **Enhance all dimensions of service excellence**

With the rapid growth in passenger numbers from all over the world traveling to Thailand last year, Airports of Thailand Public Company Limited (AOT) has adequately increased high-end airport facilities for passengers' convenience as well as has regularly overseen the security measures to ensure conformity to the international standards and become alert to all circumstances, thus enhancing confidence, relief and satisfaction of all passengers.



# TO MEET OUR TARGETS

In 2018, the AOT Sister Airport Forum, where international airports entered into sister airport agreements (SAAs) with AOT, was attended by participants from international airports, airlines, concerned government and private agencies.

10 Countries | 17 Airports



### **Cooperate with business alliances for mutual success in the future**

In recognition of the importance of cooperation between international airport alliances and readiness to drive towards leadership in airport management and mutual growth in all aspects sustainably, Airports of Thailand Public Company Limited (AOT) has continuously received cooperation from the world's leading airport operators in attending the "AOT Sister Airport CEO Forum" as an approach to achieve sustainable business development and create robust networks in the future.



NO MORE  
OUR TARGET



## Message from the Chairman

Airports of Thailand Public Company Limited (AOT) has delivered pleasant travel experiences and good quality services to our airport users for over 39 years and is entering its fourth decade with strong determination to succeed in upgrading the airports under its responsibility into world-class airports that support the country's economic development and competitiveness. Our 20-year goal "AOT will become the organization that supports air transport connectivity and drives the economic development in a sustainable manner." reflects our status as the state enterprise that creates a balance between public sector and commercial activities. In terms of the role of public sector, AOT promotes and propels the country's economic development, delivers value to airport users as well as gives priority to stakeholders. For the commercial role, AOT meets the expectations of shareholders and investors, enhances growth and financial stability as the foundation for future business activities as well as places importance on good corporate governance and operates business in line with the corporate governance principles to achieve steady and sustainable growth.

The year 2018 marks another year of growth and success of AOT confirmed by awards and recognitions for its expertise and experience in airport management that has contributed to a balance of operations in terms of economic, social and environmental dimensions. AOT was awarded Thailand's Top Corporate Brand Value 2018 for achieving the highest corporate brand value in the transportation and logistics industry for the fourth consecutive year and ASEAN's Top Corporate Brand Value 2018 for enhancing the country's socio-economic aspects of sustainable growth. AOT was selected by the Dow Jones Sustainability Indices (DJSI) as a member of the DJSI Emerging Market in Transportation and Transportation Infrastructure (TRA) category for the fourth consecutive year, reflecting its commitment to operating business according to the sustainable development framework by pursuing a balance among economic, social and environmental performance. Also, AOT was selected for Thailand Sustainability Investment (THSI), a list of stocks with outstanding performance on Environment, Social and Governance (ESG) aspects, during 2015 - 2018. At the airport level, AOT's efficient energy management to reduce CO<sub>2</sub> emissions contributed to the achievement

of the Airport Carbon Accreditation at Level 3 Optimization for Suvarnabhumi Airport, Don Mueang International Airport, Chiang Mai International Airport, Hat Yai International Airport and Mae Fah Luang-Chiang Rai International Airport. AOT pursued the green airport policy, highlighting the reduction of noise impacts on the communities surrounding the airport and developed Happy and Healthy Bike Lane at Suvarnabhumi Airport which is ranked the world's best cycling track in the airport for the benefits of surrounding communities and general public. In terms of the social context, it was with great pride that AOT took part in the mission to rescue the Wild Boar football team from Tham Luang Khun Nam Nang Non Cave in Mae Sai district, Chiang Rai province. Albeit difficult and dangerous mission, Lieutenant Commander Saman Kunan, a former Navy SEAL diver and AOT officers, totaling 32 persons, finally accomplished the mission thanks to their competence, expertise, humanity, sacrifice, bravery and dedication trying to save others. They were worth the honor and public recognition for their good deeds seen through the eyes of the general public.

In view of the continuous growth of air traffic volume, AOT has in place an approach to future airport management by preparing development plans in line with the Airport Master Plans of 6 airports as revised in response to air traffic forecasts to 2037 and future industry trends. In addition, in response to the government's policy to turn Thailand into a Hub and Gateway to Asia, AOT has prepared for the establishment of a Certify Hub at Suvarnabhumi Airport to improve transportation of perishable goods and Thai agricultural products to Europe. In terms of service quality, AOT will use technology and innovation as key to achieving intelligent service and corporate management to ensure that it can drive 6 airports under its responsibility towards becoming regional hubs in parallel with the country's economic growth.

On behalf of the AOT Board of Directors, I would like to extend my sincere gratitude to all stakeholders for their trust and support in all aspects of AOT's operations. AOT is determined to pursue continuous improvement towards sustainable development and operate business in line with the corporate governance principles while caring for the society, community and environment, with the aim to move forward steadily and create value for all stakeholders.



(Mr. Prasong Poontaneat)  
Chairman

## Report of the Audit Committee

### Dear shareholders,

The AOT Audit Committee was appointed according to the AOT's Order No.1976/2016 dated 7 October 2016. The Committee consists of 3 independent directors with expertise, including Air Marshal Prakit Skunasingha as Chairman of the Committee, Mr. Manit Nitiprateep and Mr. Wara Tongprasin as Members of the Committee and Vice President of the Office of Audit as Secretary of the Committee.

In the fiscal year 2018, the Audit Committee held 13 meetings (12 scheduled meetings and 1 ad hoc meeting) attended by all members of the Audit Committee. The Audit Committee invited the management, concerned parties and auditor to participate in various meeting agenda items. In every meeting, the Audit Committee independently performed its duties within the scope of duties and responsibilities as assigned by the Board of Directors by adhering to the Audit Committee Handbook for State Enterprises of the State Enterprise Policy Office, the Ministry of Finance and the Audit Committee Charter as in line with the best practice guidelines of the Stock Exchange of Thailand. The Committee reviewed the Company's management and operations in the areas of good corporate governance, risk management, internal control, internal audit, financial reporting and other functions in compliance with relevant laws, rules and regulations to ensure operational efficiency and effectiveness as well as encourage compliant practices to the Company's anti-corruption guidelines for corporate transparency. The Audit Committee continuously prepared its performance report to be

proposed to the Board of Directors for acknowledgement which can be summarized as follows:

- 1. Financial Reporting Review** The Audit Committee reviewed the Company's quarterly and annual financial statements for the fiscal year 2018 as well as the connected transactions and conflicts of interest. The Company's financial statements were prepared according to financial reporting standards with an emphasis on key issues reviewed and explained by the auditor, the management and Vice President of the Office of Audit. The Committee was to ensure that the preparation of financial statements together with notes to financial statements were correct and in compliance with the laws and financial reporting standards before its approval and of those reviewed and audited by the auditor. The Audit committee and the auditor also held 3 meetings, without the presence of the management, to discuss independently the receipt and verification of information crucial for the preparation of financial reports and financial statements, the disclosure of accurate, complete, adequate key audit matters (KAM) in the auditor's report and the independence of auditor. This aimed at ensuring that the financial statements were reliable and prepared according to the legal requirements and accounting standards according to the generally accepted accounting principles in a timely manner and the information disclosed in the financial statements was adequate for the benefits of the investors or users.

2. **Good Corporate Governance Review** The Audit Committee promoted good corporate governance in the operations by reviewing the specified operating processes to ensure compliance with the rules and regulations of the Stock Exchange of Thailand, other laws related to the Company's operations and anti-corruption measures in accordance with the good corporate governance principles as well as promoted and supported the establishment of complaint and whistleblowing processes. It also conducted self-assessments of the entire Committee and each individual member following the best practices for the Audit Committee of State Enterprises and the Stock Exchange of Thailand, covering the composition of the Audit Committee, authority and duties, independence, meetings, reviews, provision of comments or recommendations beneficial to the Company's internal control, risk management system, preparation of financial reporting, accounting audit of the auditor, internal audit system, compliance with rules and regulations, and preparation of the Audit Committee Report according to the Code of Best Practices of the Stock Exchange of Thailand and the Audit Committee Charter. The assessment results were excellent. The Committee reported performance results to the Board of Directors for acknowledgement on a quarterly basis by providing remarks and comments for improving the processes of governance, risk management, internal control and compliance with the Company's rules and regulations.
3. **Connected Transaction and Potential Conflict of Interest Report Review** The Audit Committee reviewed connected transactions according to the Notification of the Stock Exchange of Thailand, potential conflict of interest reports and disclosure of connected transactions to ensure that they were reasonable, accurate, complete and beneficial to the Company.
4. **Risk Management Review** The Audit Committee reviewed risk management, risk management plans and approaches to corporate risk profile possibly affecting the operations and provided recommendations for better improvements. In the fiscal year 2018, the Audit Committee held 2 meetings with the Risk Management Committee to jointly integrate the operations. For the fiscal year 2019, operational plans highlight high-value investment projects to establish integration between the Company's risk management, internal control and internal audit for higher consistency, efficiency and effectiveness.
5. **Internal Control System Effectiveness Review** The Audit Committee reviewed the adequacy, appropriateness and effectiveness of internal control system. It encouraged the Company to establish a preventive control system in various operating procedures in adequate and appropriate manners. It also reviewed the Company's internal control assessment report as in line with the internal control standards for government agencies of the Ministry of Finance and the internal control framework set by the Committee of Sponsoring Organization of the Treadway Commission (COSO 2013). The assessment results could ensure that the Company's internal control was in accordance with the specified standards.
6. **Audit Committee Charter Review** The Audit Committee reviewed the Audit Committee Charter B.E. 2561 (2018) to ensure that it was appropriate and consistent with the revised Internal Audit Handbook 2012 of the State Enterprise Policy Office, the Ministry of Finance, the Notification of the Stock Exchange of Thailand Re: Best Practices for the Audit Committee, the Corporate Governance Code for Listed Companies 2017 of the Securities and Exchange Commission and the performance of duties as assigned by the Board of Directors, and proposed it to the Board of Directors for approval.

**7. Internal Audit Supervision** The Audit Committee approved the annual and long-term internal audit plans as well as the improvement of audit plans in response to changing of environment and risks. The Committee reviewed performance and its results according to the specified audit plans by providing recommendations and following up improvements of significant issues according to the audit result report continuously to ensure good corporate governance and adequate internal control. It also encouraged the use of technology as an auditing tool for higher efficiency and effectiveness of its operations in compliance with the revised State Enterprise Internal Audit Manual 2012 issued by the State Enterprise Policy Office, the Ministry of Finance. Moreover, it reviewed and approved annual training plans of the Office of Audit by encouraging the audit officers to enhance their knowledge and experience and obtain professional certificates that enabled them to conduct audits professionally and efficiently. It considered the adequacy and appropriateness of resources of the Office of Audit, approved the appointment and promotion of officers of the Office of Audit and evaluated the annual work performance and considered annual contributions of the Vice President and employees of the Office of Audit. Moreover, it supported the evaluation of internal audit quality conducted by external auditors and used recommendations for improvement and increase of internal audit efficiency.

**8. Appointment of Auditor** The Audit Committee considered and resolved to appoint the Office of the Auditor General of Thailand (OAG) to be the

Company's auditor and fix audit fee for the fiscal year 2018 and also proposed the matter to the Board of Directors for consideration before seeking approval from the 2018 Annual General Shareholders' Meeting for appointment and approval of audit fee for the fiscal year 2018.

Briefly, the Audit Committee performed its duties and responsibilities as stated in the Audit Committee Charter approved by the Board of Directors, with adequate knowledge, competence, prudence and independence for equal benefits of all stakeholders. It viewed that AOT has continuously improved its good corporate governance, risk management system, internal control system and audit system in appropriate, adequate and efficient manners; the Company's financial reporting was significantly correct, reliable and in accordance with generally accepted accounting standards; the disclosure of information was adequate; and the Company complied with the laws, rules and regulations related to its business operations.

Air Marshal



(Prakit Skunasingha)

Chairman of the Audit Committee

## Report of the Nomination Committee

### Dear shareholders,

The Nomination Committee has duties and responsibilities as prescribed in the Nomination Committee Charter. The Committee is responsible for formulating a policy and criteria for director nomination and screening persons with the required qualifications according to the relevant laws, rules and regulations to be proposed to the AOT Board of Directors for consideration and appointment as AOT's directors in replacement of those who vacate office pursuant to the Articles of Association. The Committee also performs other tasks as assigned by the AOT Board of Directors and reports its performance to the AOT Board of Directors Meeting in the following month and to the shareholders in the annual report and annual registration statement.

In 2018, the Nomination Committee consisted of 3 independent directors, namely Mr. Manit Nitiprateep as a Chairman, Squadron Leader Prajak Sajjasophon and Mrs. Rawewan Netrakavesna as Committee Members and Senior Executive Vice President (Legal and Corporate Secretary) as a Secretary. The Committee held a total of 2 meetings to nominate directors replacing the vacant positions as assigned by the AOT Board of Directors. The Committee continuously reported its performance together with comments and recommendations to the AOT Board of Directors and completely performed its duties as prescribed in the Nomination Committee Charter with due care and independence. Its duties included the followings

1. Considered and nominated persons with a wide range of qualifications in terms of skills, experiences, capabilities and expertise crucial to the achievement of the organization's goals and objectives and consistent with the AOT's business strategies to be AOT directors according to relevant laws and regulations such as the Standard Qualification Act for Board of Directors and State Enterprise Officials, the Public Limited Company Act, the Stock Exchange of Thailand Act, the Regulations of the Office of the Prime Minister, the Cabinet Resolutions as well as the AOT Articles of Association and AOT's Good Corporate Governance Principles. In addition, to ensure that the entire Board of Directors was eligible to understand and respond to the needs of stakeholders and possessed a flawless work record while having no conflict of interest with AOT, the Director's Pool of the Ministry of Finance together with the Board Skill Matrix were then used for analyzing which skills the AOT Board of Directors still lacked of as follows:

- 1) Considered an appointment of directors replacing those who retired by rotation by proceeding with

the nomination procedures and proposing qualified persons to the AOT Board of Directors and the Annual General Shareholders' Meeting, respectively, for consideration and appointment as AOT directors.

In 2018, the AOT Board of Directors gave minority shareholders an opportunity to propose name lists of qualified persons for director positions according to the specified criteria from 1 June to 31 August 2018. It appeared that there were no shareholders proposing name lists of persons for the 2018 Annual General Shareholders' Meeting.

- 2) Considered and appointed directors to fill the vacant positions for reasons other than retirement by rotation by nominating qualified persons and proposing them to the AOT Board of Directors for consideration and appointment as AOT directors.

However, name lists of qualified persons must be firstly approved by the State Enterprise Policy Committee in accordance with the Regulations of the Office of the Prime Minister on Policy Formulation and Governance of State-owned Enterprises B.E. 2557 (2014).

2. Considered a performance appraisal form of the Nomination Committee for the year 2018 to be complete, appropriate and consistent with the AOT's Governance Policy and the AOT's Good Corporate Governance Principles.
3. Provided performance appraisal of the Nomination Committee for the year 2018 and reported the results to the AOT Board of Directors as well as disclosed them in the annual report.

The Nomination Committee has completely carried out its duties as assigned with due care, due diligence, transparency and independence and has provided straightforward comments for the maximum benefits of all shareholders, investors and stakeholders. It is committed to performing its duties based on equality and fairness according to the good corporate governance principles so that AOT can be developed constantly and sustainably.



(Mr. Manit Nitiprateep)

Chairman of the Nomination Committee

## Report of the Remuneration Committee

### Dear shareholders,

The Remuneration Committee, appointed by the AOT Board of Directors, must consist of non-executive directors with at least 1 independent director.

The Remuneration Committee consists of 3 directors as follows:

1. Mr. Wara Tongprasit  
as Chairman (Independent Director)
2. Mr. Thawatchai Arunyik  
as Member (Independent Director)
3. Miss Suttirat Rattanachot  
as Member

The Remuneration Committee performs its duties and responsibilities which are stipulated in the Remuneration Committee Charter as assigned by the AOT Board of Directors with due care, transparency, fairness and independence in line with the good corporate governance principles of the Stock Exchange of Thailand (SET). For the maximum benefits

of all shareholders and stakeholders in determining the remuneration of AOT directors and external parties, the Remuneration Committee has benchmarked its practices against those of SET listed companies that are in the same industry or have comparable size, business profits, principles and guidelines on good corporate governance in state enterprises, etc. based on appropriateness of assigned duties and responsibilities.

In 2018, the Remuneration Committee held meetings to consider the remuneration of the AOT Board of Directors in order to be proposed to the AOT Board of Directors and Annual General Shareholders' Meeting for consideration and approval as well as the remuneration of external parties who were appointed as AOT's committee members, subcommittee members and staff members. The details of each director's remuneration also appeared in the 2018 Annual Report under the topic of the remuneration of directors and senior executives.



(Mr. Wara Tongprasit)  
Chairman of the Remuneration Committee

## Report of the Risk Management Committee

### Dear shareholders,

To help monitoring the Company's risk management which can enhance confidence of investors and stakeholders in AOT's business operations, the AOT Board of Directors therefore appointed 3 independent directors who possess knowledge, expertise and diverse experience as the Risk Management Committee, comprising Squadron Leader Prajak Sajjasophon as a Chairman, Mr. Wara Tongprasin and Mr. Manas Jamveha as Committee Members and the AOT President as a Committee Member and Secretary. The Risk Management Committee is responsible for analyzing and assessing risk situations that might happen and undermine AOT's business operations as well as providing principles and guidelines on risk management to the AOT Board of Directors for acknowledgement as tools to support decision making in AOT's operational directions toward the achievement of goals.

The Risk Management Committee places importance on all dimensions of risk management in accordance with the best practices by considering **"Risk Management"** in four areas, namely strategic risk, operational risk, financial risk and compliance risk. Moreover, the Committee focuses on developing views on risk management covering other areas of significant changes in circumstances such as reputation risk, cyber security and fraud risk. The AOT's risk management policy has been established to demonstrate a commitment to risk management and concrete implementation to ensure that AOT will be able to manage risks at an acceptable level. **"Internal Control"** is also in accordance with the criteria of the State Audit Office of the Kingdom of Thailand to manage activity-level risks and enable

AOT to continue its business operations effectively. **"Business Continuity Management"** is in line with international standards to handle negative situations that might severely affect AOT's business operations.

In the fiscal year 2018, the Risk Management Committee continued to focus on systematic risk management, internal control and business continuity management by pursuing risk management at the organizational and airport levels, internal control to mitigate activity-level risks covering important activities, certification of business continuity management according to the ISO 22301: 2012 and TIS 22301-2013 for the areas of Headquarters and 6 airports as well as integrated working with the Audit Committee through meetings held every 6 months.

The Risk Management Committee is determined to oversee, monitor and carry out AOT's risk management, internal control and business continuity management effectively which can further contribute to value creation and value enhancement, raise awareness of risk culture as the foundation for the Company's sustainable growth and enhance confidence of stakeholders, shareholders as well as both domestic and international investors.

Squadron Leader



(Prajak Sajjasophon)

Chairman of the Risk Management Committee

## Report of the Corporate Governance Committee

### Dear shareholders,

The Corporate Governance Committee has been established pursuant to the AOT Board of Directors' approval to support the AOT Board of Directors' performance. Its authority, duties and responsibilities as prescribed in the Corporate Governance Committee Charter include formulating a policy and best practices related to good corporate governance and corporate social responsibility matters according to the AOT Articles of Association and ensuring compliance with relevant laws, rules and regulations. This aims to ensure good governance that meets international standards, thereby leading to sustainable development covering an integration of economic, social and environmental dimensions throughout the organization.

In 2018, the Corporate Governance Committee held 3 meetings to perform tasks relating to authority and duties as stipulated in the Corporate Governance Committee Charter which can be summarized as follows:

### Good Corporate Governance

- Consider and revise the AOT Corporate Governance Policy to be in accordance with the Principles of Good Corporate Governance for Listed Companies of the Stock Exchange of Thailand, the recommendations from the Corporate Governance Report (CGR) of Thai Listed Companies project, ASEAN CG Scorecard criteria and assessment criteria of State Enterprise Performance Appraisal (SEPA) while embracing the Corporate Governance Code 2017 (CG Code) of the Securities and Exchange Commission (SEC) to the business context of AOT as deemed appropriate.
- Consider an approval of the AOT Notification Re: Human Rights Policy
- Consider an approval of qualifications revision of AOT's independent director to be in line with SEC's definition of independent director
- Consider the result of CGR project conducted by the Thai Institute of Directors (IOD) and provide recommendations for improvement and development of policy and practice guidelines as in line with the criteria and recommendations from the project
- Consider the result of Integrity & Transparency Assessment (ITA) conducted by the Office of the National Anti-Corruption Commission
- Consider the result of Annual General Shareholders' Meeting (AGM) Assessment conducted by the Thai Investor Association
- Consider performance appraisal forms of the AOT Board of Directors and subcommittees
- Monitor the establishment of the AOT's Anti-Corruption Operation Center responsible for promoting, campaigning, propelling and pushing forward the AOT's Anti-Corruption Policy and develop an operational plan to prevent and suppress corruption and misconduct of officers as in line with the national strategy on the prevention and suppression of corruption
- Oversee and monitor performance results according to the AOT Notification Re: AOT's Anti-Corruption Policy

- Consider a report on receipt of recommendations and complaints from the AOT's stakeholders according to channels and procedures on receipt of complaints from the AOT's stakeholders, which will be sent directly to the Corporate Governance Committee via an E-mail address: [goodgovernance@airportthai.co.th](mailto:goodgovernance@airportthai.co.th). In 2018, no complaints were made by the AOT's stakeholders.

### Corporate Social Responsibility towards Sustainable Development

Pursue the AOT's Sustainable Development Master Plan fiscal years 2016-2019 which determines 3 major strategies for corporate social responsibility towards sustainable development, namely 1) Sustainability Management 2) Stakeholder Engagement 3) Sustainability Initiatives so as to develop AOT's business processes in accordance with guidelines, standards and directions of AOT's strategies along with the demand of all stakeholders.

With strong commitment to operate its business with transparency, fairness and care for all AOT's stakeholders, AOT has therefore been selected for both prominent domestic and international awards on good corporate governance and corporate social responsibility as follows:

- Membership of the Dow Jones Sustainability Indices (DJSI) Emerging Market in 2018 under the category of Transportation and Transportation Infrastructure (TRA) for the fourth consecutive year.
- A five-star status for the Corporate Governance Report of Thai Listed Companies 2018 from the Thai Institute of Directors (IOD).
- Integrity & Transparency Assessment (ITA), conducted by the Office of the National Anti-Corruption Commission for the year 2018: AOT received a score of 82.10 or had a very high level of integrity and transparency.
- Annual General Shareholders' Meeting (AGM) Assessment for the year 2017: AOT received a full score of 100 from the Thai Investor Association and the Securities and Exchange Commission.
- "Thailand Sustainability Investment Awards (THSI) for the year 2018", organized by the Stock Exchange of Thailand in collaboration with the Securities and Exchange Commission, the Association of Investment Management Companies, the Thai Listed Companies Association, the Association of Thai Securities Companies, the Thai Institute of Directors and the Khonthai Foundation.

With those awards of pride, it clearly reflects the Company's commitment to transparency and fairness in its operations. The Corporate Governance Committee is still committed to developing efficiency in good corporate governance and corporate social responsibility as well as ensuring strict compliance with the Corporate Governance Policy, AOT's Good Corporate Governance Principles, Anti-Corruption Policy, Code of Ethics, and rules and regulations related to operations. This will create confidence among shareholders, investors and all stakeholders which is deemed as a key factor in promoting AOT's steady and sustainable growth, thus generating good benefits to the nation as a whole and further receiving international recognition.



(Mrs. Rawewan Netrakavesna)

Chairman of the Corporate Governance Committee



## AOT Board of Directors



01

**Mr. Prasong Poontaneat**  
Chairman



02

**Squadron Leader Prajak Sajjasophon**  
Vice Chairman, Independent Director,  
Chairman of the Risk Management  
Committee, Member of the Nomination  
Committee, Member of the Corporate  
Governance Committee



03

**Air Marshal Prakrit Skunasingha**  
Independent Director, Chairman of the  
Audit Committee, Member of the Corporate  
Governance Committee



04

**Mr. Thawatchai Arunyik**  
Independent Director,  
Member of the Remuneration Committee



05

**Miss Suttirat Rattanachot**  
Director,  
Member of the Remuneration Committee

TO MEET  
OUR TARGETS



06

**Mr. Manit Nitiprateep**

Independent Director,  
Chairman of the Nomination Committee,  
Member of the Audit Committee



07

**Mr. Thanin Pa-Em**

Independent Director



08

**General Chartudom Titthasiri**

Independent Director



09

**Mr. Manas Jamveha**

Independent Director,  
Member of the Risk Management  
Committee



10

**Mrs. Rawewan Netrakavesna**

Independent Director,  
Chairman of the Corporate Governance  
Committee,  
Member of the Nomination Committee



11

**Mr. Sarawut Benjakul**

Independent Director



## AOT Board of Directors



12

**Police Lieutenant General  
Manu Mekmok**  
Independent Director



13

**Mr. Wara Tongprasin**  
Independent Director, Chairman of the  
Remuneration Committee,  
Member of the Audit Committee,  
Member of the Risk Management  
Committee



14

**Mr. Krichthep Simlee**  
Director



15

**Mr. Nitinai Sirismatthakarn**  
President, Member and Secretary of the  
Board of Directors,  
Member of the Corporate Governance  
Committee,  
Member of the Risk Management Committee



16

**General Chaicharn Changmongkol**  
Director vacated his position due to  
resignation on 17 November 2017

## AOT Executives

TO MEET  
OUR TARGETS



01

**Mr. Nitinai Sirismatthakarn**  
President



02

**Miss Shanalai Chayakul**  
Senior Executive Vice President  
(Legal and Corporate Secretary)  
and Acting Corporate Secretary



03

**Miss Sasisubha Sukontasap**  
Senior Executive Vice President  
(Corporate Strategy)



04

**Mrs. Chadanisa Chumnanvej**  
Senior Executive Vice President  
(Human Resources and Administration)



05

**Mr. Somboon Noinamkham**  
Senior Executive Vice President  
(Accounting and Finance)



## AOT Executives



06

**Mr. Wichai Bunyu**  
Senior Executive Vice President  
(Business Development and Marketing)



07

**Mr. Anake Teeraviwatchai**  
Senior Executive Vice President  
(Engineering and Construction)



08

**Wing Commander  
Rittirong Gornmanee**  
Senior Executive Vice President  
(Airports and Aviation Standard)



09

**Mr. Montri Mongkoldaow**  
Senior Executive Vice President  
(Regional Airports)



10

**Mr. Pattanapong Suwannachat**  
Chief Finance Officer (CFO)

TO MEET  
OUR TARGETS



11

**Wing Commander  
Suthirawat Suwannawat**  
General Manager of Suvarnabhumi Airport



12

**Mr. Sirote Duangratana**  
General Manager of Don Mueang  
International Airport



13

**Pilot Officer Thanee Chuangchoo**  
General Manager of  
Hat Yai International Airport



14

**Squadron Leader  
Monthanik Rakngam**  
Senior Advisor 10 and Acting General  
Manager of Chiang Mai International  
Airport



15

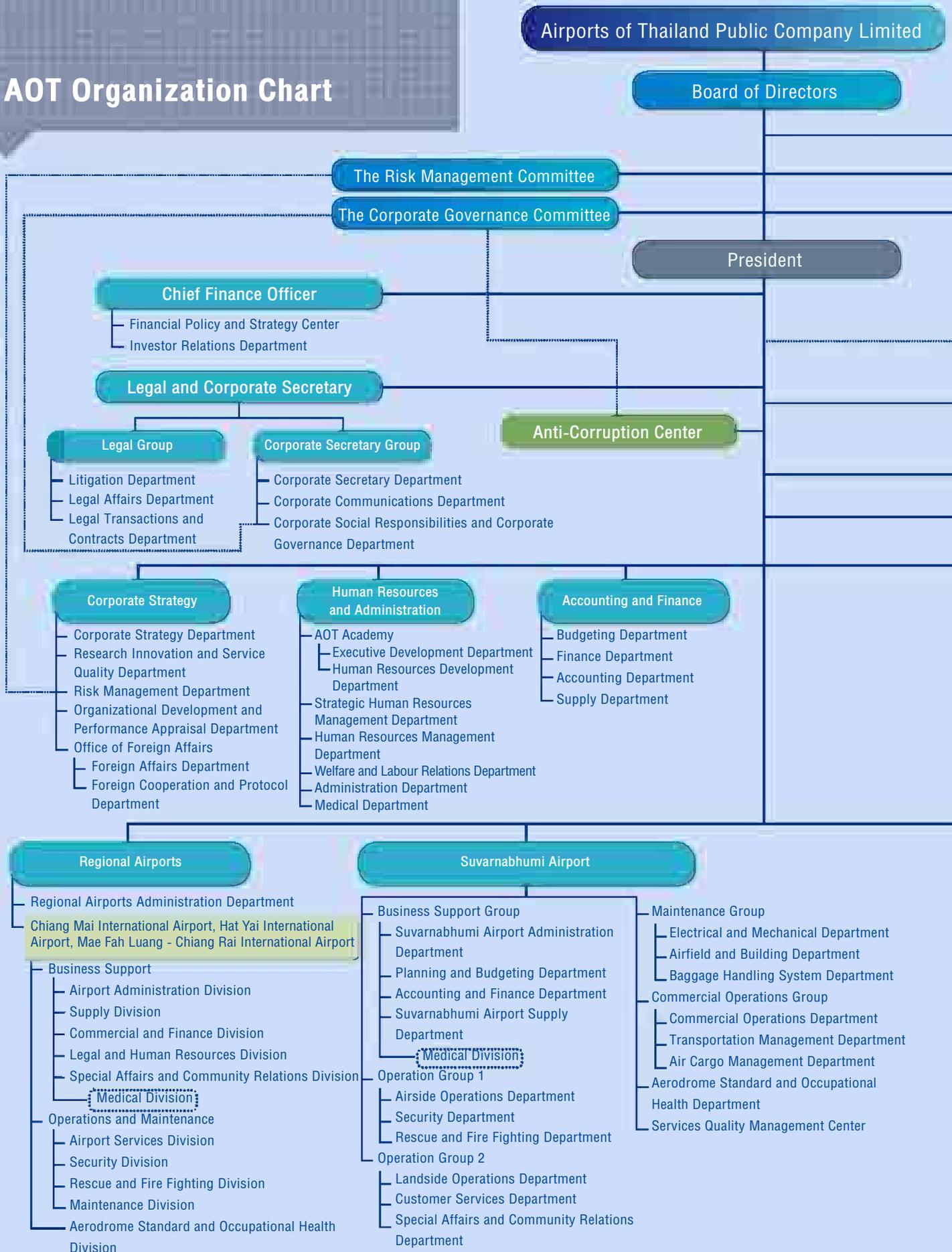
**Mr. Kittiya Kontong**  
General Manager of  
Hat Yai International Airport

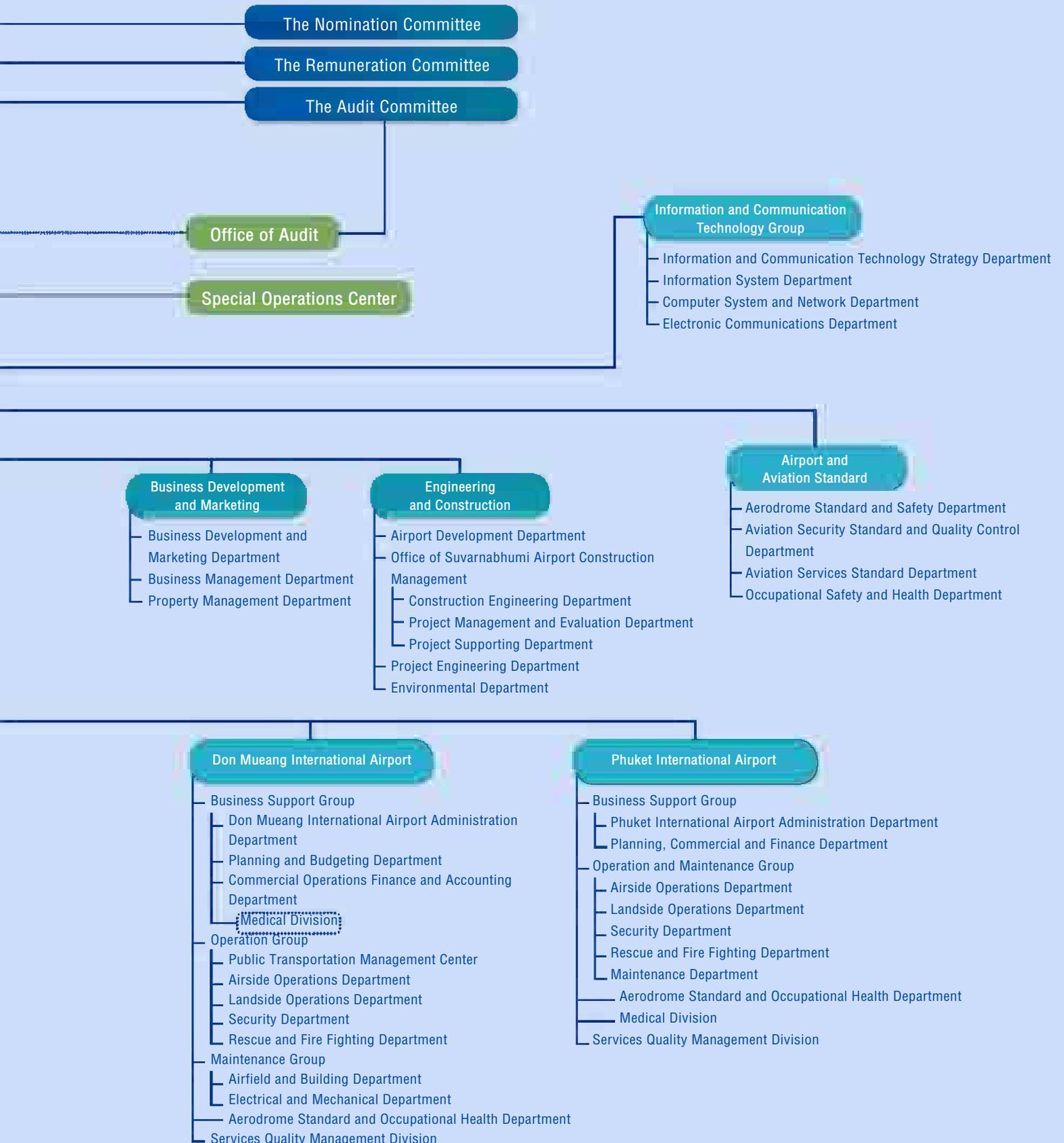


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**Mr. Weerasak Charnboonsai**  
General Manager of Mae Fah Luang -  
Chiang Rai International Airport

# AOT Organization Chart







## History

AOT has a long history of operations. In 1911, Don Mueang area was chosen as an airfield and the inaugural flights to Don Mueang airfield were made on 8 March 1914. At that time, the Army Aviation Division assumed responsibility for supervising the airfield. Don Mueang airfield was later developed into an international airport and named “Don Mueang International Airport”. In 1955, its name was officially changed to “Bangkok International Airport” and it came under the supervision of the Royal Thai Air Force. Following the National Assembly’s enactment of the Airports Authority of Thailand Act, B.E. 2522 (1979), the Airports Authority of Thailand or AAT was therefore established as a juristic person with an aim to operate and promote airport business including other businesses related to or continued with the airport business operation. On 1 July 1979, AAT staff started working according to the Act. Then, the Department of Civil Aviation at that time transferred 4 regional international airports to be under the responsibility of AAT, respectively: Chiang Mai International Airport (transferred on 1 March 1988), Hat Yai International Airport (transferred on 26 August 1988), Phuket International Airport (transferred on 8 October 1988), and Mae Fah Luang-Chiang Rai International Airport (transferred on 2 October 1998). Also, AOT managed and operated Suvarnabhumi Airport which later started operations on 28 September 2006.

With its continuous development of operations, AAT was corporatized from a state enterprise to be a public limited company in 2002 under the name of the Airports of Thailand Public Company Limited or AOT.

AOT aims to achieve excellence in its operations by emphasizing the development of service quality, personnel capabilities and the improvement of information technology systems that respond to the dynamic changes. AOT also places great importance on Corporate Social Responsibility and Environment in line with international standards. This will serve as a guideline for sustainable development, thus enhancing the confidence and satisfaction of airport users under the motto “Safety and Service are our priorities”.

## The Operations of AOT under the AOT Corporate Plan Fiscal Years 2017-2021

### Vision

“AOT operates the world’s smartest airports: Focusing on service quality by emphasizing safety and balance of revenue generation.”

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### Mission

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

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### Core Values

#### Service Minded:

Providing services beyond customers' expectation

#### Safety & Security:

Excellence in security and safety standards

#### Teamwork:

Respect different opinions and collaboration

#### Innovation:

Constant development

#### Integrity:

Adhering to the organizational benefits



## AOT's Goals and Sustainable Development

The AOT's Corporate Plan (fiscal years 2017-2021), where the factors related to both internal and external operations are annually revised, prescribes the AOT Strategy House under the framework for sustainable growth with great emphasis on the achievement of operational excellence in 3 areas - service, standard and finance. Realizing to instantly adapt to the rapid change of business situation and to take a critical role of the state enterprise in creating balanced operational practices by taking national objectives into account together with the sustainable business growth, AOT then sets its business directions towards sustainability at the corporate and airport levels through 7 major strategies under the AOT Strategy House. Each of which consists of the sub-strategies as best practice guidelines.

### Strategy 1 Airport Strategic Positioning

To set the capacity development guideline (Roadmap) for 6 airports and establish a strategic positioning for each airport based on its database to create differentiation for sustainable operations

### Strategy 2 Airport Service Capacity

To increase airport handling capacity and facilities to accommodate the air traffic movements, develop the airport maintenance system and consider the feasibility of managing new airports

### Strategy 3 Regional Hub

To develop the airports into the air transportation hubs in support of the country's tourism industry and air cargo transportation hub

### Strategy 4 Intelligent Services

To increase the efficiencies of the airport and the organizational management by applying the Information and Communications Technology (ICT) and innovative ideas to enhance relationships with key stakeholders

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**Strategy 5**  
Aeronautical  
Business

To develop businesses related to aviation business by enhancing passenger and flight handling capacity and developing a proactive marketing program for new air routes

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**Strategy 6**  
Non-Aeronautical  
Business

To develop non-aeronautical businesses by improving commercial areas and activities inside and outside passenger terminals including engaging in new IT-driven business models

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**Strategy 7**  
Business  
Development

To create new business models to expand the core business and other airport-related businesses both domestically and internationally

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However, good corporate governance, responsibility towards the environment, society and community, safety and security standards, information and communication technology systems and human resource development are all fundamental to the AOT's achievement of sustainability. To achieve the AOT's sustainable growth, it also requires strong commitment of the unity of AOT's employees and cooperation of all stakeholders. To ensure its growth in all dimensions of sustainability in a responsible manner, AOT has therefore analyzed the 5 significant factors of sustainability, namely financial growth, human resource competency, organizational management, environmental management and stakeholder engagement. The continuous analysis has enabled AOT to deliver outstanding performance on sustainable development and governance and develop its management skills contributing to the balance of the economic, social and environmental practices while taking the benefits of the nation and the people into account.

The AOT's performance on sustainability has been recognized by the international organizations that promote the businesses committed to sustainability. AOT had been selected by the Dow Jones Sustainability Indices (DJSI) as a member of the DJSI Emerging Market in Transportation and Transportation Infrastructure (TRA) category for the fourth consecutive year since 2015, reflecting its commitment to operating its business according to the sustainable development framework by pursuing a balance among economic, social and environmental performance. Moreover, AOT was one of the listed stocks with outstanding ESG performance or Thailand Sustainability Investment (THSI) initiated by the Stock Exchange of Thailand during 2015-2018. All of these recognitions can assure all AOT's stakeholders that AOT has operated its business in a socially and environmentally responsible manner, together with the generation of good turnover, the addition of value to the society and the sustainable growth of its business in the future.

TO MEET  
OUR TARGETS



## Business Characters

### Business Overview

AOT was corporatized from a state enterprise, namely Airports Authority of Thailand (AAT), to be a public limited company on 30 September 2002 with the registered head office at 333 Cherdwutagard Road, Don Mueang, Bangkok 10210, Thailand and telephone number (66) 2535-1112. AOT is a leader of Thailand's airport business operator. Its main business lines are managing, operating and developing airports. Presently, AOT has 6 airports under its supervision namely Suvarnabhumi Airport, Don Mueang International Airport, Chiang Mai International Airport, Hat Yai International Airport, Phuket International Airport and Mae Fah Luang-Chiang Rai International Airport. All of which accommodate both domestic and international flights. With the opening of commercial operations on 28 September 2006, Suvarnabhumi Airport serves as the main airport with an initial capacity to accommodate up to 45 million passengers and 3 million tons of cargo per year and 76 flights per hour.

AOT's main revenues derive from: (a) Aeronautical Revenues consisting of landing and parking charges, passenger service charges and aircraft service

charges and (b) Non-Aeronautical Revenues consisting of space and land rental, service revenues and concession revenues. In the management of airport operations, AOT has external operators of financial support activities. For example, Thai Airways International Public Company Limited and Worldwide Flight Services Bangkok Air Ground Handling Company Limited provide ground handling services and passenger services. Other services include catering, aircraft refueling, retail shops and duty-free shops of which the entrepreneurs must pay concession fees, rents and service charges to AOT.

### AOT's subsidiaries and associated companies

AOT has invested in a total of 7 companies operating airport-related and associated businesses. It holds 1.50 - 60.00% of the registered capital of those companies, totaling 1,001.72 million Baht in total investment. There are 1 subsidiary (in which AOT holds more than 50% stake) which is Suvarnabhumi Airport Hotel Company Limited and 6 associated companies (in which AOT holds less than 50% stake). Details are as follows:

The following table shows details of AOT's subsidiaries and associated companies as of 30 September 2018

Company	Type of Business	Percentage of Shareholding (%)
Suvarnabhumi Airport Hotel Company Limited	Hotel business	60.00
Phuket Air Catering Company Limited	Catering Service	10.00
Thai Aviation Refuelling Company Limited	Hydrant dispenser aircraft refueling service	10.00
Don Mueang International Airport Hotel Company Limited	Hotel management and operation at airport	9.00
Bangkok Aviation Fuel Service Public Company Limited	Aviation fuel supplies	4.94
Trade Siam Company Limited	Electronics information exchange service	1.50
Thai Airport Ground Services Company Limited*	Cargo depot service, service in aircraft parking area, aircraft maintenance service	28.50

\* The Company is in receivership by the Central Bankruptcy Court.

Suvarnabhumi Airport Hotel Company Limited

Hotel business

Percentage of Shareholding

**60.00%**



Phuket Air Catering Company Limited

Catering Service

Percentage of Shareholding

**10.00%**



Thai Aviation Refuelling Company Limited

Hydrant dispenser aircraft refueling service

Percentage of Shareholding

**10.00%**



Don Mueang International Airport Hotel Company Limited

Hotel management and operation at airport

Percentage of Shareholding

**9.00%**



Bangkok Aviation Fuel Service Public Company Limited

Aviation fuel supplies

Percentage of Shareholding

**4.94%**



Trade Siam Company Limited

Electronics information exchange service

Percentage of Shareholding

**1.50%**



Thai Airport Ground Services Company Limited

Cargo depot service, service in aircraft parking area, aircraft maintenance service

Percentage of Shareholding

**28.50%**



## Risk Management

AOT is committed to ensuring that risk management practices are embedded in the risk policy observed by executives and employees at all levels as the enterprise risk management in line with the international best practices and good corporate governance principles. The organizational structure comprises the Risk Management Committee and risk management working groups at different levels to oversee risk management effectively as well as the units responsible for implementing risk management at Headquarters and each airport to promote the development of risk management in a concrete manner. In the fiscal year 2018, AOT has still developed risk management plans at corporate and airport levels with systematic and continuous monitoring of performance results in place to ensure that AOT could achieve the objectives as specified, created added value and enhanced sustainability for the maximum benefits of stakeholders.

### Strategic Risk

The continuous growth of Thailand's aviation and tourism industries has caused most airports under AOT's supervision to handle over-capacity of passenger and flight numbers. As this may undermine current and future service quality and adequacy of facilities, AOT has put in place airport master plans to increase airport capacity in alignment with industrial growth by developing strategic investment projects, of which the Suvarnabhumi Airport Development Project Phase 2 and the Construction of the Third Runway have



already been executed, with the risk management system as a tool to oversee important activities that will affect the critical path. Recovery plans have also been developed to ensure AOT's ability to manage strategic investment projects according to the objectives as specified.

### Operational Risk

It is AOT's mission to ensure the highest safety and security for passengers pursuant to the regulations of the Civil Aviation Authority of Thailand (CAAT) and the standards of the International Civil Aviation Organization (ICAO). To ensure that safety and security processes of all 6 airports are in line with the regulations and standards, AOT has therefore adopted a risk management system as a monitoring tool by defining safety and security risk management as an airport-level risk factor, conducting a root cause analysis to set up recovery plans for critical processes that may be exposed to risks as well as monitoring reports on performance results in systematic and continuous manner.



### Financial Risk

AOT is committed to operating airport business based on a balance between services and reasonable returns to respond to the needs of stakeholders and enhance sustainability. AOT places importance on financial risk as a crucial instrument for creating a balance between investments and returns as well as maintaining liquidity to support current strategic investment projects including the Suvarnabhumi Airport Development Project Phase 2 and future investment projects arising from the management of 4 airports transferred from the Department of Airport, namely Udon Thani International Airport, Sakon Nakhon Airport, Chumphon Airport and Tak Airport to maintain the balanced returns and build the organization's long-term sustainability.

### Compliance Risk

Compliance with the CAAT regulations and ICAO standards lies at the heart of airport management. AOT then focuses on overseeing the processes underlying all areas of its mission, including service, safety and security, to ensure that the operations will be in accordance with the regulations and international standards. To oversee the processes and ensure that they are operating smoothly and effectively, AOT has therefore put in place rules and regulations relating to the AOT's airport operation processes in accordance with the CAAT regulations and ICAO standards.

## General Information

Company Name	The Airports of Thailand Public Company Limited (AOT)
Stock Symbol	AOT
Registration Number	PLC 0107545000292
Type of Business	Airport operator and other services related to airport operations
Registered Capital	14,285,700,000 Baht
Number of Common Shares	14,285,700,000 shares, par value at 1 Baht per share
Shareholders	At present, the Ministry of Finance is the major shareholder with a 70% stake, while the remainder is held by institutes and general investors
Listed date on Stock Exchange of Thailand	11 March 2004
Accounting Period	1 October - 30 September
Website	<a href="http://www.airportthai.co.th">http://www.airportthai.co.th</a>
Head Office Location	333 Cherdwutagard Road, Srikan, Don Mueang, Bangkok 10210 Tel. +66 2535 1192 Fax. +66 2535 3864
Corporate Social Responsibilities and Corporate Governance Department	Tel. +66 2535 5885 Fax. +66 2535 5540 E-mail: <a href="mailto:goodgovernance@airportthai.co.th">goodgovernance@airportthai.co.th</a>
Investor Relations Department	Tel. +66 2535 5900 Fax. +66 2535 5909 E-mail: <a href="mailto:aotir@airportthai.co.th">aotir@airportthai.co.th</a>
Corporate Communications Department	Tel. +66 2535 3738 Fax. +66 2535 4099 E-mail: <a href="mailto:aotpr@airportthai.co.th">aotpr@airportthai.co.th</a>

### References

- Securities Registrar** Thailand Securities Depository Company Limited (TSD)  
 93 Ratchadaphisek Road, Dindaeng, Dindaeng, Bangkok 10400  
 Tel. +66 2009 9000 Fax. +66 2009 9991  
 SET Contact Center +66 2009 9999
- Auditor** The Office of the Auditor General of Thailand  
 Rama 6 Road, Phayathai, Bangkok 10400  
 Tel. +66 2271 8000 ext. 1410 Fax. +66 2298 5933

## Legal entities whose shares held by AOT

Name	Type of business	Registered capital (Baht)	Paid-up capital (Baht)	No. of shares offered (shares)	Price per share	Percentage of shareholding (%)	Head Office Location
1. Suvarnabhumi Airport Hotel Company Limited	Hotel management and operations at Suvarnabhumi Airport	1,017,780,000	1,017,780,000	10,177,800	100	60.00	999 Suvarnabhumi Airport Hotel, Moo 1, Nong Prue, Bang Phli, Samut Prakam 10540 Tel. +66 2131 1111
2. Phuket Air Catering Company Limited	Catering service for airlines at Phuket International Airport	100,000,000	100,000,000	1,000,000	100	10.00	10/3 Moo 6 Sanam Bin Road, Mai Khao, Thalang, Phuket 83110 Tel. +66 7632 7497 - 502
3. Thai Aviation Refuelling Company Limited	Hydrant dispenser and aircraft refueling services	530,000,000	530,000,000	5,300,000	100	10.00	99 Moo 10 Srisa Jorakhanoi, Bang Saothong, Samut Prakam 10540 Tel. +66 2134 4021 - 6
4. Don Mueang International Airport Hotel Company Limited	Hotel management and operations at Don Mueang International Airport	120,000,000	120,000,000	1,200,000	100	9.00	333 Moo 10 Cherdwutagard Road, Sikan, Don Mueang, Bangkok 10210 Tel. +66 2566 1020
5. Bangkok Aviation Fuel Service Public Company Limited	Aviation refueling services	637,500,000	637,500,000	637,500,000	1	4.94	171/2 Kamphaengphet 6 Road, Don Mueang, Bangkok 10210 Tel. +66 2834 8900
6. Trade Siam Company Limited	Electronics information exchange services	200,000,000	50,000,000	2,000,000	100	1.50	EDI Center Building, Customs Department, Sunthornkosa Road, Khlong Toey, Bangkok 10110 Tel. +66 2350 3200
7. Thai Airport Ground Services Company Limited	Cargo depot service, service in aircraft parking area, aircraft maintenance service	1,000,000,000	643,000,000	10,000,000	100	28.50	(Central Bankruptcy Court granted a receiving order on 30 June 2015)

## Securities and Shareholders

### AOT's securities

AOT has a registered capital of 14,285,700,000 Baht, divided into 14,285,700,000 ordinary shares at fully paid up and par value of 1 Baht each.

### Shareholders

The first 10 major shareholders of AOT as of 14 December 2017 were as follows:

No.	Name	Number of Shares	Percentage of Total Shares
1.	MINISTRY OF FINANCE	10,000,000,000	70.000
2.	THAI NVDR COMPANY LIMITED	611,351,816	4.279
3.	SOUTH EAST ASIA UK (TYPE C) NOMINEES LIMITED	405,711,990	2.840
4.	STATE STREET EUROPE LIMITED	283,376,044	1.984
5.	SOCIAL SECURITY OFFICE	161,239,300	1.129
6.	CHASE NOMINEES LIMITED	128,428,723	0.899
7.	BNY MELLON NOMINEES LIMITED	79,255,848	0.555
8.	HSBC (SINGAPORE) NOMINEES PTE LTD	75,276,029	0.527
9.	THE BANK OF NEW YORK MELLON	73,428,727	0.514
10.	STATE STREET BANK AND TRUST COMPANY	69,275,147	0.485
11.	OTHER SHAREHOLDERS	2,398,356,376	16.788
		14,285,700,000	100.000

#### Remarks:

- Shareholders No. 3, 6, 7 and 8 were legal entities or nominee accounts. AOT has checked with Thailand Securities Depository Company Limited (TSD) and found that the ultimate shareholders' names could not be checked and disclosed.
- Shareholders of Thai NVDR Company Limited (Thai NVDR) who held non-voting depository receipts, were ineligible to vote at the shareholders' meeting except when exercising their voting rights on delisting the shares from the Stock Exchange of Thailand.

Shareholders holding stakes in AOT through Thai NVDR of at least 0.50% or more of the paid-up capital of the reference asset\* was as follow:

Name	Number of Shares	Percentage of Total Shares
STATE STREET BANK AND TRUST COMPANY	175,028,964	1.23

Reference: <http://www.set.or.th/set/companyholder.do?symbol=AOT-R>

\* From 18 January 2010, Thai NVDR has changed the disclosure criteria of shareholders by reporting list of shareholders holding at least 0.50% or more of the paid-up capital of the reference asset only.

The Ministry of Finance is the major shareholder of AOT, accounting for 70% of the total shares. AOT therefore holds a state enterprise status which affects some of AOT's transactions and business activities as follows:

- (1) AOT has to seek approval from the Cabinet for large-scale investment projects.
- (2) The Office of the Auditor General of Thailand is responsible for auditing AOT's financial statements.

### Issuance of other securities

AOT **does not** issue different types of shares other than ordinary shares.

### Dividend payment policy

AOT will pay dividends to shareholders of no less than 25% of net profit after deduction of all reserves specified by the law and AOT. However, the dividend payment depends on investment plans, necessities and future suitability. The resolution of the AOT Board of Directors on dividend payment must be submitted to the shareholders' meeting for approval, except for interim dividend payment which must be approved by the Board of Directors and then reported in the next shareholders' meeting.

At the 2017 Annual General Meeting of Shareholders on 25 January 2018, the meeting resolved to pay dividends for the operating results in the accounting year 2017 at the rate of 0.86 Baht per share. This amounted to 12,285,702,000 Baht, representing 59.64% of the net profit according to the Company's financial statements in the accounting period 2017. The dividend payment was made on 7 February 2018.

Dividend payment policy for AOT's subsidiaries and associated companies depends on performance and cash flow of each company in any given year and in accordance with shareholders' meeting resolution.

### Capital structure of Suvarnabhumi Airport Hotel Company Limited

As of 30 September 2018, Suvarnabhumi Airport Hotel Company Limited had a registered capital of 1,017,780,000 Baht, of which AOT held 6,106,680 shares with a par value issued at 100 Baht, accounting for 60% of the total issued shares which were fully paid up.

Dividends for the operating results in the accounting year

2017 at the rate of **0.86** Baht per share.

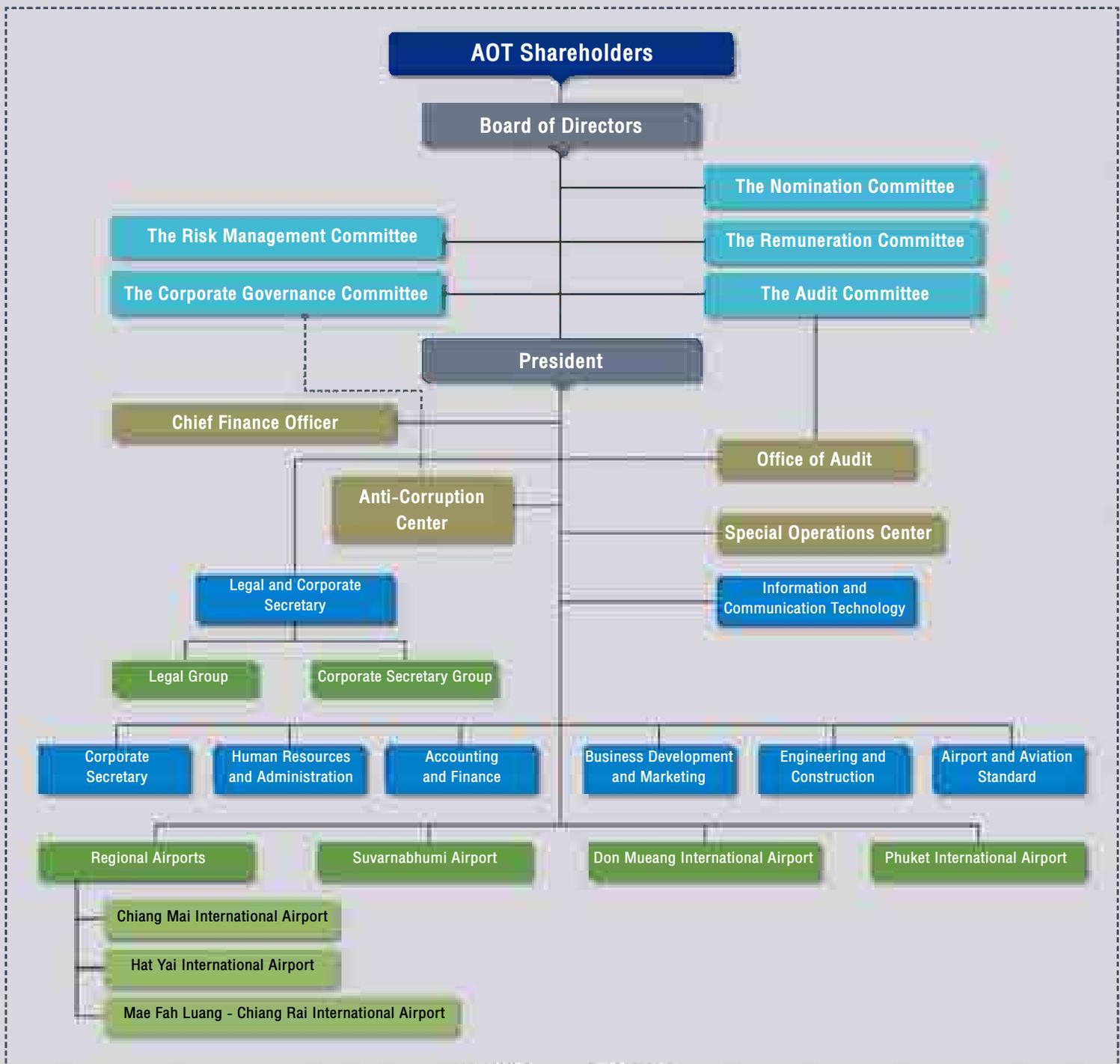
This amounted to **12,285,702,000** Baht,

representing **59.64%**



## Management Structure

As of 30 September 2018, the management structure of AOT comprises the Board of Directors and 5 specific committees that help screening significant matters, including the Audit Committee, the Nomination Committee, the Remuneration Committee, the Corporate Governance Committee and the Risk Management Committee. The President is the Company's top executive.



## AOT Board of Directors

### Composition of Board of Directors

The AOT Articles of Association prescribe the composition of the Board of Directors as follows:

- There shall be at least 5 directors and not more than 15 directors elected at the shareholders' meeting.
- At least one-third of the total number of directors must be independent but the number of independent directors must not be less than 3.
- No less than half of the total number of directors must reside in the Kingdom of Thailand.
- At least 1 director shall be knowledgeable in accounting and finance.

As of 30 September 2018, the AOT Board of Directors comprised 15 directors, 2 of whom were female directors. Out of this, 14 were non-executive directors and 1 was executive director. There were 11 independent directors which exceeded one-third of the total number of directors. Details were as follows:

No.	Name	Position	Date of Appointment
1.	Mr. Prasong Pootaneat*	Chairman	20 June 2014
2.	Squadron Leader Prajak Sajjasophon*	Vice-Chairman Independent Director Chairman of the Risk Management Committee Member of the Nomination Committee Member of the Corporate Governance Committee	20 June 2014
3.	Air Marshal Prakit Skunasingha*	Independent Director Chairman of the Audit Committee Member of the Corporate Governance Committee	21 August 2014
4.	Mr. Thawatchai Arunyik*	Independent Director Member of the Remuneration Committee	9 October 2014
5.	Miss Suttirat Rattanachot*	Director Member of the Remuneration Committee	27 January 2012
6.	Mr. Manit Nitiprateep*	Independent Director Chairman of the Nomination Committee Member of the Audit Committee	18 September 2014
7.	Mr. Thanin Pa-Em*	Independent Director	18 September 2014
8.	General Chartudom Titthasiri*	Independent Director	24 May 2017
9.	Mr. Manas Jamveha*	Independent Director Member of the Risk Management Committee	15 November 2016
10.	Mrs. Rawewan Netrakavesna	Independent Director Chairman of the Corporate Governance Committee Member of the Nomination Committee	24 December 2014

No.	Name	Position	Date of Appointment
11.	Mr. Sarawut Benjakul*	Independent Director	19 October 2016
12.	Police Lieutenant General Manu Mekmok	Independent Director	15 November 2016
13.	Mr. Wara Tongprasin	Independent Director Chairman of the Remuneration Committee Member of the Audit Committee Member of the Risk Management Committee	16 July 2014
14.	Mr. Krichthep Simlee*	Director	24 January 2018
15.	Mr. Nitinai Sirismatthakarn*	President Member and Secretary of the Board of Directors Member of the Corporate Governance Committee Member of the Risk Management Committee	22 June 2016

Remarks:

- Director No. 1 was firstly appointed as Member of the AOT Board of Directors from 17 February 2009 to 1 October 2011. Later, he was appointed as Chairman of the Board of Directors from 20 June 2014 to 27 January 2017 and reappointed as Chairman of the Board of Directors on 20 February 2017.
- Directors No. 2 was appointed as Vice Chairman at the Board of Directors meeting No. 7/2017 on 21 June 2017.
- Director No. 13 was knowledgeable in accounting and finance.
- Director No. 14 was appointed at the Board of Directors meeting No. 1/2018 on 24 January 2018.
- \*Directors whose names were in the Director's Pool of the Ministry of Finance.

#### Director resigned from directorship during the fiscal year 2018 (1 October 2017 - 30 September 2018)

Name	Period of Directorship
General Chaicharn Changmongkol	24 May - 17 November 2017

#### Authorized Directors

Two authorized directors shall jointly sign with the Company's seal affixed.

#### Qualifications of Directors

Directors shall be qualified and have no prohibited attributes as stated in the Act on Standard Qualifications for Directors and Employees of State Enterprises B.E. 2518 (1975), the Public Limited Company Act B.E. 2535 (1992), the Securities and Exchange Act B.E. 2535 (1992) and the AOT Articles of Association, such as

- Thai Nationality
- Not being over 65 years of age

- (1) Serve no more than three (3) director positions in state enterprises and/or juristic persons in which state enterprises are shareholders
- (2) Serve no more than three (3) director positions in companies listed on the Stock Exchange of Thailand (SET)

However, there shall be no more than five (5) directorships as in items (1) and (2) altogether.

- Never been sentenced to prison by a supreme court except for offenses committed by negligence or petty offenses
- Not holding a political position, except for a director position required by the law
- Not belonging to or working for a political party
- Never been expelled, dismissed or made to leave a position due to malfeasance
- Not holding shares of the state enterprise in question or a shareholder of a juristic person where the state enterprise in question holds shares.
- Not holding any position in any juristic person where the state enterprise in question holds shares, except for director positions or other positions assigned by the Board of Directors of that state enterprise in a juristic person where the state enterprise is a shareholder.
- Not being a director, an executive, an authorized person or holding vested interests in a juristic person that serves as a concessionaire, a joint venture or one with vested interests in the affairs of the state enterprise in question. Exception applies for the Board chairman, director or executive assigned by that state enterprise

#### Appointment and Dismissal of Directors

1. Directors are elected by majority votes in the shareholders' meetings and the number of votes of a shareholder is equivalent to the number of shares held. The candidates who receive higher votes are elected respectively to attain the required number of directors at a given meeting. In case that the candidates get equal votes, which makes the number of candidate exceed that of directors to be elected at a given meeting, the Chairman of that meeting will cast a decisive vote.
2. At every Annual General Meeting of Shareholders, one-third of the directors shall resign in rotation. Should the number of directors to resign in rotation not be divisible by three, the number of directors closest to one-third shall be enforced. Directors whose terms are due to expire in the first and second year after the registration are to be drawn by lots. From the third year onwards, the longest-serving directors shall resign. Directors who resign in rotation may be reappointed.
3. In addition to the resignation in rotation, directorship ends in the following cases:
  - (1) Death
  - (2) Resignation (which is effective from the date the resignation letter reaches the Company)
  - (3) Resolution of Shareholder's meeting
  - (4) Being incompetent or quasi-incompetent

- (5) Being absent from the Board of Directors meeting for more than 3 consecutive times without reasonable cause
  - (6) Being unqualified or having any prohibited attributes as specified by law or the Company's Articles of Association
  - (7) Court order
  - (8) Being sentenced to prison
4. In the event that a director position is vacant for any reasons other than that of the rotation basis, the Board of Directors may elect a qualified person who has no prohibited traits as specified in the AOT Articles of Association to fill the position in the next Board meeting, except when the remaining term of office of the vacated director is less than 2 months. The Board of Directors' resolution must comprise not less than three-quarters of the remaining directors' votes and the replacing director's term of office is equal to the remaining term of the replaced director.

### Scope of Authority and Responsibilities of Board of Directors

#### Authority of Board of Directors

1. Appoint the President in conformity with the nomination and selection processes set by related laws and regulations as well as demote the President from office.
2. Elect a person who possesses the qualifications and does not have prohibited attributes stated in the AOT Articles of Association to replace the vacant director position due to reasons other than completion of term, except when the term of the vacating director is less than two (2) months.
3. Assign one or several directors or other persons to act on behalf of the Board of Directors.
4. Appoint other persons to operate the Company's business under supervision of the Board of Directors or may assign a power of attorney to act on behalf within the appropriate period, including consolidating or segregating or replacing the entire or part of the authority of the involved directors, and the Board of Directors may occasionally cancel, terminate, change or amend such authority.
5. Appoint 5 specific committees, namely the Audit Committee, the Nomination Committee, the Remuneration Committee, the Corporate Governance Committee and the Risk Management Committee to screen significant matters with due care and efficiency.
6. Occasionally approve interim dividend payment when considering that the Company has sufficient profit to pay dividend and report to the shareholders of dividend payment in the next shareholders' meeting.
7. Appoint a Corporate Secretary in conformity with the law on Securities and Exchange. The Corporate Secretary's duties are to prepare and maintain documents and other matters as required by the Capital Market Supervision Committee. The Corporate Secretary is to help the Board of Directors on various matters such as arranging the meetings of the Board of Directors and shareholders, giving advice to directors in compliance with the related laws and regulations. Additionally, the Corporate Secretary is to ensure that the directors and the Company disclose information correctly, completely, and transparently, regularly assess the President's performance and determine appropriate the remuneration for the President.
8. Approve supply procurement within the values beyond the President's scope of responsibility.

### Duties and Responsibilities of Board of Directors

1. Perform duty with accountability, duty of care and duty of loyalty.
2. Perform duty with accountability and duty of care. Directors and executives shall perform their duties as other persons of ordinary prudence or business operators shall act under the same situation.
3. Perform duty with integrity for the ultimate benefits of AOT and with righteous objectives and take no action that may cause significant conflict of interest with AOT.
4. Operate the AOT's business in conformity with laws, objectives, Articles of Association and resolutions of the shareholders' meeting with integrity, morals, and business ethics as well as try its best to cautiously safeguard the interests of AOT and shareholders
5. Set directions, goals and business policies as well as direct the management to operate efficiently according to the AOT's policies and plans to achieve corporate goals under good corporate governance, thus maximizing the Company's economic value and the wealth of its shareholders.
6. Hold at least twelve (12) Board of Directors meetings per year by convening at least once every three (3) months at the venue set by the Board of Directors.
7. Directors who have conflict of interest in particular matters shall have no right to vote on the matters.
8. Directors shall not operate other businesses having the same nature and competing directly with the Company, or shall not be a partner in a limited partnership or a partner with unlimited liability in a limited partnership, or a director in other public limited or private companies operating business of the same nature and directly competing with AOT, whether for personal or others' benefits, except the director informs the shareholders' meeting prior to the appointment resolution.
9. Provide balance sheets and income statements as well as audit report of the auditor, all of which are to be approved by the Audit Committee, at the end of accounting year of the Company. Such information will be disclosed in the annual reports and submitted to the annual general meeting of shareholders within 4 months after the end of the accounting year.
10. Ensure reliable accounting system, financial report and audit report to be submitted to the Audit Committee as well as set up an internal audit unit and ensure efficient evaluation processes of internal control and internal audit.
11. Prepare accurate minutes and resolutions of the meetings of shareholders and Board of Directors and the reports shall be kept at the Company's office. The reports, signed by the chairman of the meeting or approved by the next meeting, is considered the evidence of the matters appeared in the minutes, and resolutions and other considerations recorded in the minutes shall be considered correct.
12. Deliver the following documents to the shareholders together with the invitation letter to the annual general shareholders' meeting:
  - (1) Copies of balance sheet and income statement audited by the auditor together with an audit report
  - (2) AOT's annual report

13. Dedicate time and effort in formulating vision, direction and strategy through full opinion expression and with adequate research on information useful for formulating such direction as well as consider possible risks in order to ensure that the executives would be able to concretely and effectively implement the vision, direction and strategy.
14. Review and participate in setting vision and mission, thus enabling the executives and employees to move forwards in the same direction. In addition, the Board of Directors shall revise and approve the Company's vision and mission at least every 5 years. The Board of Directors will endorse and regularly monitor the management's operations so that these are in line with the corporate direction and strategy.
15. Establish a risk management policy with efficient risk management and internal control systems that cover the whole organization. The Board of Directors shall also require the management to regularly report risk management results and possible risk management guidelines, with full disclosure in the annual report.
16. Report their interests and the interests of concerned parties. The reported interests are those related to the operations of AOT and its subsidiaries. Updated reports shall also be submitted whenever there are changes. Directors are required to fill in the information on the interests of their own and related parties in the conflict of interest report of the AOT directors as required.
17. Monitor and solve conflict of interest, including connected transaction, and concentrate on significant transactions to ensure the ultimate benefits of shareholders and stakeholders.
18. Provide appropriate system or mechanism for top executive's remuneration to ensure good incentives in both short and long term.
19. Regularly assess the President's performance and determine appropriate remuneration for the President in relation with performance.
20. Provide appropriate communication channels with each group of shareholders as well as evaluate the information disclosure to ensure correctness, lucidity, transparency, reliability, and high standards.

#### Scope of Authority of Board of Directors

According to the AOT Articles of Association and the Public Limited Company Act B.E. 2535 (1992), the AOT Board of Directors shall take action only when receiving approval from the shareholders' meeting with majority votes of the shareholders attending the meeting and having voting rights on the following matters:

1. Approval of balance sheets and income statements
2. Approval of dividend payment
3. Appointment of directors replacing those who retire by rotation and approval of director remuneration
4. Appointment of auditor and approval of auditor remuneration

The AOT Board of Directors shall take action only when receiving approval from the shareholders' meeting with no less than three-quarters of the total votes of the shareholders attending the meeting and having voting rights on the following matters:



1. Amendment of Memorandum of Association and Articles of Association
2. Increase of registered capital
3. Decrease of registered capital
4. Issuance of shares and offering of debentures
5. Merger of business
6. Dissolution of business
7. Selling or transferring in whole or significant parts of the Company's business to others
8. Purchasing or accepting transfer of business of other companies, whether public limited or private companies
9. Making, amending or terminating of contracts related to the lease of whole or significant parts of the Company's business
10. Assigning other persons to manage the Company's business, or
11. Merger of business with other persons with the purpose of profit and loss sharing

#### **Roles of Chairman of Board of Directors**

1. To chair the shareholders' meeting and conduct the meeting in accordance with the Articles of Association and the sequence of agenda items as stated in the meeting invitation letter unless the meeting resolves to change the sequence of agenda items with more than two-thirds (2/3) of votes of the shareholders attending the meeting.
2. To convene the Board meetings or assign other persons to act on his behalf.
3. To chair the Board meetings. In case of a tie, the Chairman will cast a decisive vote.

4. To allocate sufficient time for directors to carefully and effectively discuss issues related to the management and corporate governance or propose meeting agenda items, as well as to encourage directors to independently use their discretion at the Board meeting. Top executives of the Company may be invited to provide significant information to support the Board of Directors' decision on particular issues.
5. To lead the Board of Directors and direct operations of AOT's executives to achieve efficiency. AOT has clearly separated roles of the Chairman of the Board of Directors and the President.
6. To approve the arrangement of the Board meeting agenda items with consultation with the President.

### Board of Directors Meetings

AOT arranges a Board of Directors meeting at least once a month. In the fiscal year 2018, the Board of Directors approved to hold a meeting on every third Wednesday of every month in advance, enabling the directors to allocate their time for regular attendance and the AOT's departments to set work schedules and prepare the information and meeting agenda for the Board of Directors' careful consideration. The Chairman of the Board of Directors would also notify the directors of the next meeting date before the Board meeting ends. In the fiscal year 2018, the AOT Board of Directors held a total of 14 meetings.

The Corporate Secretary Department, which is in charge of the meeting arrangements, submits an invitation letter along with agenda items and a complete set of supporting documents in hard copies and CDs 7 days prior to each Board of Directors meeting, thus giving the Board of Directors members adequate time to study on the information before attending the meeting.

The meeting agenda items are jointly considered by the Chairman of the Board of Directors and the President, while the Corporate Secretary is responsible for supervising the information and document preparation. The directors are also able to propose matters for consideration.

The Chairman of the Board of Directors chairs the meeting and gives the directors an opportunity to appropriately and adequately discuss and share opinions and recommendations on each agenda item. The management allows the AOT senior executives to participate in the meeting in order to explain and provide information on operations in which they are directly involved. A resolution of each agenda is only made when satisfactory clarifications are obtained. Each meeting takes approximately 3 hours. In addition, prior to the meeting, the Chairman of the Board of Directors will invite the directors to jointly discuss the matters which are included and not included in the meeting agenda.

The Corporate Secretary clearly prepares minutes and resolutions of the meeting in each agenda item for management reference. The minutes are correctly written and kept at the Company's head office. When the Chairman of the Board of Directors, as Chairman of the meeting, countersigned the minutes with the President, as Secretary of the Board of Directors, they will be regarded as correct evidence of the meeting.

The AOT Board of Directors makes decision by majority votes. Each director has one vote. In case the votes are tied, the Chairman of the meeting will make a decisive vote. In the fiscal year 2018, the number of directors attending the meeting and casting votes on each agenda item was more than two-thirds of the total number of directors. In addition, the non-executive directors also held a meeting to discuss management-related problems which were getting attention without presence of the executive director on 30 November 2018.

## Attendance Record of Each Director at the Board of Directors Meetings

No.	Name	Date/Number of Board of Directors Meeting														Total
		No. 11/2017 (30 Oct 17)	No. 12/2017 (22 Nov 17)	No. 13 /2017 (30 Nov 17)	No. 14/2017 (20 Dec 17)	No. 1/2018 (24 Jan 18)	No. 2/2018 (25 Jan 18)	No. 3/2018 (21 Feb 18)	No. 4/2018 (21 Mar 18)	No. 5/2018 (25 Apr 18)	No. 6/2018 (23 May 18)	No. 7/2018 (20 Jun 18)	No. 8/2018 (25 Jul 18)	No. 9/2018 (22 Aug 18)	No. 10/2018 (19 Sep 18)	
1.	Mr. Prasong Pootaneat	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	14/14
2.	General Chaicharn Changmongkol	✓	Resigned from directorship effective from 17 November 2017													1/1
3.	Squadron Leader Prajak Sajjasophon	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	14/14
4.	Air Marshal Prakrit Skunasingha	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	14/14
5.	Mr. Thawatchai Arunyik	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	14/14
6.	Miss Suttirat Rattanachot	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	13/14
7.	Mr. Manit Nitiprateep	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	14/14
8.	Mr. Thanin Pa-Em	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	14/14
9.	General Chartudom Titthasiri	✓	✓	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	13/14
10.	Mr. Manas Jamveha	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	13/14
11.	Mrs. Rawewan Netrakavesna	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	13/14
12.	Mr. Sarawut Benjakul	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	14/14
13.	Police Lieutenant General Manu Mekmok	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	14/14
14.	Mr. Wara Tongprasin	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	14/14
15.	Mr. Krichthep Simlee	Appointment of directorship effective from 24 January 2018				✓	✓	✓	✓	✓	✓	✓	✗	✓	✓	9/10
16.	Mr. Nitinai Sirismatthakarn	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	14/14
Total attending directors		14	14	12	14	15	14	15	15	15	15	15	14	15	15	
Total number of directors		15	14	14	14	15	15	15	15	15	15	15	15	15	15	
Percentage (%) of total directors' meeting attendance at each meeting		93.33	100.00	85.71	100.00	100.00	93.33	100.00	100.00	100.00	100.00	100.00	93.33	100.00	100.00	

## Attendance Record of the Board of Directors and 5 Specific Committee Meetings from 1 October 2017 to 30 September 2018

Name	Board of Directors	Audit Committee	Nomination Committee	Remuneration Committee	Corporate Governance Committee	Risk Management Committee	2017 Annual General Meeting of Shareholders
	14 meetings	12 meetings	2 meetings	1 meeting	2 meetings	12 meetings	1 meeting
1. Mr. Prasong Poontaneat	14/14	-	-	-	-	-	1/1
2. Squadron Leader Prajak Sajjasophon	14/14	-	2/2	-	2/2	12/12	1/1
3. Air Marshal Prakrit Skunasingha	14/14	12/12	-	-	1/2	-	1/1
4. Mr. Thawatchai Arunyik	14/14	-	-	1/1	-	-	1/1
5. Miss Suttirat Rattanachot	13/14	-	-	1/1	-	-	1/1
6. Mr. Manit Nitiprateep	14/14	12/12	2/2	-	-	-	1/1
7. Mr. Thanin Pa-Em	14/14	-	-	-	-	-	1/1
8. General Chartudom Titthasiri	13/14	-	-	-	-	-	1/1
9. Mr. Manas Jamveha	13/14	-	-	-	-	10/12	1/1
10. Mrs. Rawewan Netrakavesna	13/14	-	2/2	-	2/2	-	1/1
11. Mr. Sarawut Benjakul	14/14	-	-	-	-	-	1/1
12. Police Lieutenant General Manu Mekmok	14/14	-	-	-	-	-	1/1
13. Mr. Wara Tongprasin	14/14	12/12	-	1/1	-	12/12	1/1
14. Mr. Krichthep Simlee	9/10	-	-	-	-	-	1/1
15. Mr. Nitinai Sirismatthakarn	14/14	-	-	-	2/2	7/12	1/1
<b>Director who resigned from directorship during 2018</b>							
16. General Chaicharn Changmongkol	1/1	-	-	-	-	-	-

## Remarks

- Directors No. 14 was appointed at the Board of Directors meeting No. 1/2018 on 24 January 2018.
- Director No. 16 resigned from directorship on 17 November 2017.

## AOT Executives

AOT executives, according to the definition stated in the Notification of the Capital Market Committee No. Tor Jor 23/2551, refer to “President or the top four executives after the President and all persons holding the positions equal to the person in the fourth rank position, including persons holding management position or equivalent in the accounting or finance units”. The list of executives is as follows:

As of 30 September 2018, AOT had 21 executives.

Name	Position
1. Mr. Nitinai Sirismatthakarn	President
2. Miss Shanalai Chayakul	Senior Executive Vice President (Legal and Corporate Secretary) and Acting as Corporate Secretary
3. Miss Sasisubha Sukontasap	Senior Executive Vice President (Corporate Strategy)
4. Mr. Montri Mongkoldaow	Senior Executive Vice President (Human Resources and Administration)
5. Mrs. Poolsiri Virojanapa	Senior Executive Vice President (Accounting and Finance)
6. Mr. Wichai Bunyu	Senior Executive Vice President (Business Development and Marketing)
7. Mr. Anake Teeraviwatchai	Senior Executive Vice President (Engineering and Construction)
8. Mrs. Paranee Vatanotai	Senior Executive Vice President (Airport and Aviation Standard)
9. Group Captain Visutr Chantana	Senior Executive Vice President (Regional Airports)
10. Mr. Sirote Duangratana	General Manager of Suvarnabhumi Airport
11. Wing Commander Suthirawat Suwannawat	General Manager of Don Mueang International Airport
12. Mr. Phet Chan-charoen	General Manager of Phuket International Airport
13. Mr. Somchai Sawasdeepon	AOT Senior Advisor 11
14. Mr. Prapon Pattamakitsakul	AOT Senior Specialist 11
15. Mr. Pravit Chaisuwan	AOT Senior Specialist 11
16. Mr. Pattanapong Suwannachat	Chief Finance Officer (CFO)
17. Mr. Pichet Roongvachira	Executive Vice President (Accounting and Finance)
18. Mr. Noppadol Mongkolsin	Executive Vice President, Deputy General Manager of Suvarnabhumi Airport (Business Support Group)
19. Mrs. Rapeeporn Kongprasert	Vice President, Finance Department
20. Mrs. Chantima Lattivan	Vice President, Accounting Department
21. Miss Nattanan Moongthanya	Vice President, Accounting and Finance Department, Suvarnabhumi Airport

### Remarks

- Executives No. 1 - 16 were President or the top four executives after the President and all persons holding the positions equal to the person in the fourth rank position.
- Executives No. 17 - 21 were those holding management position or equivalent in the accounting or finance units.

As of 1 October 2018, AOT had 20 executives.

Name	Position
1. Mr. Nitinai Sirismatthakarn	President
2. Miss Shanalai Chayakul	Senior Executive Vice President (Legal and Corporate Secretary) and Acting as Corporate Secretary
3. Miss Sasisubha Sukontasap	Senior Executive Vice President (Corporate Strategy)
4. Mrs. Chadanisa Chumnanvej	Senior Executive Vice President (Human Resources and Administration)
5. Mr. Somboon Noinamkham	Senior Executive Vice President (Accounting and Finance)
6. Mr. Wichai Bunyu	Senior Executive Vice President (Business Development and Marketing)
7. Mr. Anake Teeraviwatchai	Senior Executive Vice President (Engineering and Construction)
8. Wing Commander Rittirong Gornmanee	Senior Executive Vice President (Airport and Aviation Standard)
9. Mr. Montri Mongkoldaow	Senior Executive Vice President (Regional Airports)
10. Wing Commander Suthirawat Suwannawat	General Manager of Suvarnabhumi Airport
11. Mr. Sirote Duangratana	General Manager of Don Mueang International Airport
12. Sub Lieutenant Thanee Chuangchoo	General Manager of Phuket International Airport
13. Squadron Leader Monthanik Rakngam	AOT Senior Advisor 10 and Acting General Manager of Chiang Mai International Airport
14. Mr. Prapon Pattamakitsakul	AOT Senior Specialist 11
15. Mr. Pattanapong Suwannachat	Chief Finance Officer (CFO)
16. Mr. Chenwit Musikarat	Executive Vice President (Accounting and Finance)
17. Miss Dalad Asaves	Executive Vice President, Deputy General Manager of Suvarnabhumi Airport (Business Support Group)
18. Mrs. Rapeeporn Kongprasert	Vice President, Finance Department
19. Mr. Sarayut Champa	Vice President, Accounting Department
20. Miss Nattanan Moongthanya	Vice President, Accounting and Finance Department, Suvarnabhumi Airport

#### Remarks

- Executives No. 1 - 15 were President or the top four executives after the President and all persons holding the positions equal to the person in the fourth rank position.
- Executives No. 16 - 20 were those holding management position or equivalent in the accounting or finance units.

## Corporate Secretary

At the Board of Directors meeting No. 10/2009 held on 27 August 2009, the Board of Directors resolved to appoint Miss Shanalai Chayakul to be Corporate Secretary, currently as Senior Executive Vice President (Legal and Corporate Secretary) and Acting as Corporate Secretary. The Corporate Secretary's main duties and responsibilities are as follows:

- (1) Provide advice and recommendations to the Board of Directors in ensuring that its duties and responsibilities are in compliance with laws and regulations of the companies listed on the Stock Exchange of Thailand, the Securities and Exchange Commission and relevant regulatory agencies
- (2) Provide orientation sessions for new directors to explain the nature of the AOT's business, operating results, corporate plans, major investment projects, roles and responsibilities of the directors according to the corporate governance principles for companies listed on the Stock Exchange of Thailand and government regulators
- (3) Annually inform the Board of Directors of the assessments, roles and responsibilities of the Board of Directors as advised by the Thai Institute of Directors and State Enterprise Policy Office
- (4) Communicate information between the Company's and subsidiaries' directors in an effective manner and in compliance with the laws and regulations of the Stock Exchange of Thailand, the Capital Market Committee, the Securities and Exchange Commission as well as relevant regulations and resolutions of the shareholders' meetings
- (5) Coordinate and collect information from the management covering finance, budget, risk management, internal control, internal audit and report to the Board of Directors every quarter
- (6) Prepare and compile personnel records of directors
- (7) Retain complete records of policies and regulations of the Company that have been approved by the Board of Directors along with supporting documents and minutes for the AOT's Board of Directors meetings
- (8) Prepare and keep the shareholders' letters of invitation, supporting documents, and minutes of meetings with complete information within the timeframe of the law
- (9) Maintain conflict of interest reports submitted by directors and executives
- (10) Supervise and be responsible for the preparation and maintenance of annual statements (Form 56-1) and annual reports (Form 56-2)
- (11) Ensure that information is disclosed and reported to the regulatory agencies
- (12) Support the directors in proceeding in line with good corporate governance practices of listed companies according to Good Corporate Governance Guidelines for Listed Companies (2012) of the Stock Exchange of Thailand and ASEAN CG Scoreboard. This includes director training courses, annual self-assessment

of the Board of Directors and reporting assessments to the Board of Directors to acknowledge and consider for further implementation of the operating development plan

(13) Carry out other missions as assigned by the Board of Directors

## Remuneration of Directors and Senior Executives

The Remuneration Committee considers the appropriateness of the remuneration of directors to AOT Boards and directors to the sub-committees which must correlate with responsibilities of directors, the Company's financial position and other businesses in the same industry. The Remuneration Committee will then propose the remuneration for approval of the Board of Directors and shareholders, respectively.

At the 2017 Annual General Meeting of Shareholders on 25 January 2018, the meeting resolved to approve directors' remuneration for 2018 and bonus for 2017 as follows:

### (1) Remuneration of Directors

1.1 A monthly remuneration of 35,000 Baht per person. If the director is appointed during the month, the remuneration shall be in proportion to the number of days worked in that month.

1.2 Meeting allowance is 20,000 Baht per attended meeting. However, the maximum allowance paid shall not exceed 1 time a month.

### (2) Remuneration of Senior Executives to the Subcommittees

#### 2.1 AOT Management Committee

Meeting allowance is 10,000 Baht per attended meeting and is paid only to a committee member attending the meeting. The maximum meeting allowance paid shall not exceed 1 time per month.

#### 2.2 Audit Committee

2.2.1 Each Audit Committee member receives 20,000 Baht per month whether or not there is a meeting in that month. If the Audit Committee member is appointed during the month, the remuneration shall be paid in proportion to the number of days worked in that month.

2.2.2 Meeting allowance is 5,000 Baht per attended meeting and is paid only to a committee member attending the meeting. The maximum meeting allowance paid shall not exceed 1 time per month.

2.3 Directors who were appointed by the Board of Directors to hold positions in a committee, subcommittee or other sub-working groups shall receive a meeting allowance of 15,000 Baht per attended meeting and the overall remuneration per month must not exceed 30,000 Baht per person, exclusive of the remuneration of the Audit Committee and the Management Committee.

(3) Chairman and Vice-Chairman of all committees shall receive an additional remuneration of 25% and 12.5%, respectively.

(4) Remuneration of Directors for fiscal year 2018 must not exceed 18,000,000 Baht.

**(5) Establish Director's Bonus for fiscal year 2017 (1 October 2016 - 30 September 2017)**

Annual bonus payment shall not exceed 0.5% of paid dividends and the total amount is limited to 1,500,000 Baht per director. The bonus is calculated on each position term. The Chairman and Vice-Chairman of the Board of Directors shall receive 25% and 12.5% more than other Board members respectively. However, the President, who is one of the Board members, is not entitled to receive directors' bonus.

(1 October 2016 - 30 September 2017)

Unit : Baht

No.	Name	Bonus
1.	Mr. Prasong Poontaneat	1,849,762.38
2.	General Chaicharn Changmongkol	584,341.39
3.	Squadron Leader Prajak Sajjasophon	1,552,083.33
4.	Air Marshal Prakit Skunasingha	1,500,000.00
5.	Mr. Thawatchai Arunyik	1,500,000.00
6.	Miss Suttirat Rattanachot	1,500,000.00
7.	Mr. Manit Nitiprateep	1,500,000.00
8.	Mr. Thanin Pa-Em	1,500,000.00
9.	General Chartudom Titthasiri	532,258.06
10.	Mr. Manas Jamveha	1,316,666.67
11.	Mrs. Rawewan Netrakavesna	1,500,000.00
12.	Mr. Sarawut Benjakul	1,427,419.35
13.	Police Lieutenant General Manu Mekmok	1,316,666.67
14.	Mr. Wara Tongprasin	1,500,000.00
15.	General Kampanat Ruddit	334,677.42
16.	Air Chief Marshal Johm Rungswang	616,071.43
	<b>Total</b>	<b>20,029,946.70</b>

## Remuneration of the Board of Directors and specific committees for the year 2018

(1 October 2017 - 30 September 2018)

Unit : Baht

Name	Board of Directors		Audit Committee		Meeting Allowance					Total
	Meeting Allowance	Monthly Remuneration	Meeting Allowance	Monthly Remuneration	Nomination Committee	Remuneration Committee	Corporate Governance Committee	Risk Management Committee	Other Sub-committees	
1. Mr. Prasong Poontaneat	300,000.00	525,000.00	-	-	-	-	-	-	-	825,000.00
2. Squadron Leader Prajak Sajjasophon	270,000.00	472,500.00	-	-	30,000.00	-	30,000.00	243,750.00	-	1,046,250.00
3. Air Marshal Prakit Skunasingha	240,000.00	420,000.00	75,000.00	300,000.00	-	-	15,000.00	-	-	1,050,000.00
4. Mr. Thawatchai Arunyik	240,000.00	420,000.00	-	-	-	15,000.00	-	-	142,500.00	817,500.00
5. Miss Suttirat Rattanachot	240,000.00	420,000.00	-	-	-	15,000.00	-	-	123,750.00	798,750.00
6. Mr. Manit Nitiprateep	240,000.00	420,000.00	60,000.00	240,000.00	18,750.00	-	-	-	382,500.00	1,361,250.00
7. Mr. Thanin Pa-Em	240,000.00	420,000.00	-	-	-	-	-	-	144,375.00	804,375.00
8. General Chartudom Titthasiri	240,000.00	420,000.00	-	-	-	-	-	-	243,750.00	903,750.00
9. Mr. Manas Jamveha	240,000.00	420,000.00	-	-	-	-	-	150,000.00	225,000.00	1,035,000.00
10. Mrs. Rawewan Netrakavesna	220,000.00	420,000.00	-	-	30,000.00	-	37,500.00	-	112,500.00	820,000.00
11. Mr. Sarawut Benjakul	240,000.00	420,000.00	-	-	-	-	-	-	356,250.00	1,016,250.00
12. Police Lieutenant General Manu Mekmok	240,000.00	420,000.00	-	-	-	-	-	-	273,750.00	933,750.00
13. Mr. Wara Tongprasin	240,000.00	420,000.00	60,000.00	240,000.00	-	-	-	180,000.00	108,750.00	1,248,750.00
14. Mr. Krichthep Simlee	160,000.00	289,032.26	-	-	-	-	-	-	217,500.00	666,532.26
15. Mr. Nitinai Sirismatthakarn	240,000.00	420,000.00	-	-	-	-	-	-	356,250.00	1,016,250.00
Director resigned from directorship during 2018										
16. General Chaicharn Changmongkol	22,500.00	60,375.00	-	-	-	-	-	-	-	82,875.00

Remarks: (Apart from the above remuneration, AOT did not pay any other forms of remuneration or benefit to directors)

- Directors No. 14 was appointed at the Board of Directors meeting No. 1/2018 on 24 January 2018.
- Director No. 16 resigned from directorship on 17 November 2017.
- Other subcommittees appointed to support the AOT Board of Directors, including the Subcommittee on Foreign Debts Risk Management of AOT, the Subcommittee on Performance Assessment of AOT President, the Committee on Considering AOT's Revenue, the Committee on AOT Personnel Management and Development, the Working Group on Accelerating the Disbursement of AOT Investment Budget, the Subcommittee on AOT Laws, the Subcommittee on Supervising Compensation for Noise Impact from AOT's Operations, the Subcommittee on Considering An Appeal, the Committee on Overseeing and Managing the Suvarnabhumi Airport Development Project (Fiscal Years 2011 - 2017), the Subcommittee on Law and Litigation, the Subcommittee on Considering and Overseeing Extra Work and Alterations According to the Construction Contract for the Phuket International Airport Development Project (Fiscal Years 2010 - 2014), Subcommittee on Supervising Operations and Management to Ensure Compliance with AOT Corporate Plan, the AOT's Relations Affairs Committee, the Subcommittee on Finance and Investment of AOT.

### Remuneration of Directors of Subsidiaries and Associated Companies

Name	Position	Company	Remuneration of the Year 2018 (October 2017 - September 2018)
1. Mr. Nitinai Sirismatthakarn	Director	Bangkok Aviation Fuel Service Public Company Limited	1,264,750.00
2. Miss Sasisubha Sukontasap	Chairman	Thai Aviation Refuelling Company Limited	788,825.00
3. Miss Shanalai Chayakul	Director	Thai Aviation Refuelling Company Limited	631,065.00
4. Mr. Sirote Duangratana	Director	Suvarnabhumi Airport Hotel Company Limited	259,844.08
5. Mr. Phet Chan-charoen	Director	Phuket Air Catering Company Limited	490,000.00
6. Mr. Kittipoj Venunandana	Director	Trade Siam Company Limited	25,000.00

### Remuneration of the President

The Subcommittee on the President's Remuneration comprises AOT directors and representatives from the Ministry of Finance (State Enterprise Policy Office). Its responsibilities are to determine the President's remuneration rate including annual remuneration adjustments under the specified range earlier approved by the Ministry of Finance.

The consideration of annual remuneration is based on the performance evaluation outcome carried out in accordance with criteria and methods set by the AOT Board of Directors. There are 4 key performance indicators, including 1) Conveyance of vision and actions according to the President's plans as approved by the AOT Board of Directors 2) Strategic plans and agreements established between AOT and the Thai Government 3) Tasks assigned and ordered by the AOT Board of Directors and 4) Gross Profit Margin.

### Remuneration of AOT's Senior Executives according to the definition of the Notification of Capital Market Supervision Committee No. Tor Jor 23/2551

Salary structure for AOT's officers and employees is determined by comparing with the payment rate and the survey on remuneration rate of leading companies in the aviation industry on the basis of assigned duties and responsibilities.

Annual salary adjustments for the department director positions upwards or equivalent are approved by the Board of Directors. In the fiscal year 2018, the Board of Directors authorized the President to consider annual performances of employees with department director positions upwards or equivalent in conjunction with each unit's goal achievements which are set in advance.

- Remuneration of AOT executives for the year 2018 ending 30 September 2018

Unit : Baht

Remuneration	2018	
	Number of Executives	Amount
Salary	16	51,981,742.37
Bonus/Performance-based remuneration		28,661,579.96
<b>Total</b>		<b>80,643,322.33</b>

- **Provident fund contribution for AOT executives for the year 2018 ending 30 September 2018**

AOT registered the provident fund on 28 March 1994. AOT contribution is made on the same day each member makes his/her contribution on the basis of year of service as follows:

- (1) Contribution at the rate of 9% of salary for employees who have been working for less than 10 years
- (2) Contribution at the rate of 10% of salary for employees who have been working for over 10 years but less than 20 years
- (3) Contribution at the rate of 12% of salary for employees who have been working for over 20 years but less than 25 years
- (4) Contribution at the rate of 15% of salary for employees who have been working for over 25 years

Unit : Baht

Remuneration	2018	
	Number of Executives	Amount
Provident Fund Contribution	14*	5,600,005.60

Remark \*Exclusive of the President and the Chief Finance Officer

## Personnel

Given that all employees are crucial to the success of 6 international airports, AOT has therefore set up a policy to enhance, develop and improve its human resources in order to ensure that its human resources have service mind, ability to create users' confidence in airport safety and security which are the key factors to service excellence, and contribution to the society. AOT is also committed to supporting its personnel to be a major mechanism of the AOT's development towards becoming the world's airport operator.

### Number of employees

As of 30 September 2018, AOT had a total of 7,718 employees and approximately 13,338 outsourced workers as follows:

Business Unit	2014	2015	2016	2017	2018
Head Office	1,160	1,232	1,226	1,193	1,274
Suvarnabhumi Airport	2,522	2,695	2,739	2,971	3,175
Don Mueang International Airport	793	964	1,236	1,357	1,423
Chiang Mai International Airport	247	257	315	348	416
Hat Yai International Airport	210	225	280	289	311
Phuket International Airport	372	496	727	811	909
Mae Fah Luang-Chiang Rai International Airport	173	175	203	202	210
Total	5,477	6,044	6,726	7,230	7,718

Remark : Exclusive of outsourced workers

### Significant changes in the number of employees in the past 3 years

The number of employees in 2018 was 6.7% higher than in 2017.

### Remuneration of Employees

The current remuneration of employees is appropriate compared to the market remuneration. Remuneration paid to employees comprises salaries, wages, shift wages, hourly wages, overtime payments, bonuses and allowances. This also includes contribution to the provident fund which was established on 28 March 1994 according to the Provident Fund Act B.E. 2530 (1987). The fund was established with an objective to allow all members to have some savings to support their living when they retire, are disabled, leave jobs or cancel membership from the provident fund or die. Provident fund comprises four parts of money, including employee's contribution, AOT's contribution, benefits from employee's contribution and benefits from AOT's contribution.

At present, the members of the provident fund comprise employees and AOT temporary staff of three-year and five-year employment contracts. Criteria for members and AOT's contributions are as follows:

1. **Members' contribution:** Members (employees and temporary staff of three-year and five-year employment contracts. have to contribute at no less than 2% but not over 15% of their salary)
2. **AOT's contribution:** Employees and temporary staff of three-year and five-year employment contracts are subject to different contribution rates as follows:

#### 2.1 Employees

- Contribution at the rate of 9% of salary for employees who have been working for less than 10 years
- Contribution at the rate of 10% of salary for employees who have been working for over 10 years but less than 20 years
- Contribution at the rate of 12% of salary for employees who have been working for over 20 years but less than 25 years
- Contribution at the rate of 15% of salary for employees who have been working for over 25 years



## 2.2 Temporary staff of three-year and five-year employment contracts.

The employer contributes at 3% of his/her salary.

AOT's Provident Fund Committee currently comprises 17 members, including the Chairman, 8 appointed committee members and 8 elected committee members. The Provident Fund Committee members are responsible for controlling and managing the fund. The Committee also employs asset management companies to manage fund for the maximum benefits of members. At present, there are two asset management companies namely MFC Asset Management Public Company Limited and Krungthai Asset Management Public Company Limited (the contract starting from 1 October 2018 to 30 September 2021)

In the accounting year ending 30 September 2018, AOT's contribution paid to the AOT Employee Provident Fund was as follows:

Type of Payment	Payment Amount (million Baht)		
	2016	2017	2018
Provident Fund Contribution	303.24	326.94	349.90

Other benefits and returns include financial support for employees' children, medical treatment, medical supplies, education fee and other expenses related to employees. Summary of such benefits during the past three years was as follows:

Type of Payment	Payment Amount (million Baht)		
	2016	2017	2018
Support for Employees' Children	4.07	14.58	14.78
Medical Treatment	159.00	187.31	214.24
Medical Supplies	29.30	36.64	32.84
Employees' Children Education	12.38	14.82	14.76
Other Expenses for Employees	69.40	89.62	94.92

### Labor disputes over the past three years

None

## AOT Board of Directors

As of 30 September 2018, the AOT Board of Directors consisted of 15 directors in total. Details of 15 current directors and 1 director who resigned from directorship during 2018 were as follows:

### 1. Mr. Prasong Poontaneat (Age: 59 years)

#### Chairman

**Date of First Appointment** 20 June 2014

#### Percentage of Shareholding

**As of 1 October 2017** None

**Change during the Year** None

**As of 30 September 2018** None

**Percentage of Shareholding of Spouse/Underage Child** None

**Family Relationship among Directors and Executives** None

#### Education

- Ph.D., Thaksin University
- M.B.A. (Management and Organization), Dhurakij Pundit University
- LL.B., Sukhothai Thammathirat Open University
- B.B.A. (Accounting), Rajamangala University of Technology

#### Training

- Top Executive Program in Energy Literacy (Class 2), Thailand Energy Academy
- Top Executive Program (Class 14), Capital Market Academy, Stock Exchange of Thailand (SET)
- National Defence Course (Class 52), National Defence College
- Advanced Administration Program (Class 49), Interior College, Damrongrajanubhaph Institute of Research and Development
- Senior Command Course (Class 18), Ministry of the Interior
- Director Certification Program (DCP) (Class 76/2006), Thai Institute of Directors (IOD)

#### Positions in SET-listed Companies: 3 Companies

2018 - Present	Chairman, TMB Bank Public Company Limited
2014 - Present	Chairman, Airports of Thailand Public Company Limited
2012 - Present	Director, Bangchak Petroleum Public Company Limited

#### Positions in Other Non-listed Companies/Organizations: 1 Organization

17 April 2018 - Present	Permanent Secretary, Ministry of Finance
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#### Work Experience in the Last 5 Years

2014 - 2018	Director-General, Revenue Department, Ministry of Finance
2012 - 2014	Chairman, Export-Import Bank of Thailand
2012 - 2014	Vice President, Committee on Financial Institution Development Fund
2011 - 2014	Director, State Enterprise Policy Office, Ministry of Finance

## 2. Squadron Leader Prajak Sajjasophon (Age: 64 years)

Vice-Chairman/ Independent Director/ Chairman of the Risk Management Committee/ Member of the Nomination Committee/ Member of the Corporate Governance Committee

**Date of First Appointment** 20 June 2014

**Percentage of Shareholding**

**As of 1 October 2017** None

**Change during the Year** None

**As of 30 September 2018** None

**Percentage of Shareholding of Spouse/Underage Child** None

**Family Relationship among Directors and Executives** None

**Education**

- M.A. (Public Administration), Thammasat University (Scholarship from the Aeronautical Radio of Thailand Limited)
- B.Eng. (Electrical Engineering) (Class 22), Royal Thai Air Force Academy
- Armed Forces Academies Preparatory School (Class 15) (Scholarship from the Royal Thai Air Force Academy)

**Training**

- Air War Program (Class 37), Air War College
- Imagery Intelligence Lowry Air Force Base, Colorado, USA
- Executive Communications Program and Advanced Management Program, WHARTON School, University of Pennsylvania, USA
- Advanced Certificate Course in Politics and Governance in Democratic Systems (Class 11), King Prajadhipok's Institute
- Top Executive Program in Justice Administration (Class 2), Justice Official Training Institute
- Top Executive Program in National Security Management (Class 3), Thailand National Defence College
- Top Executive Program (Class 17), Capital Market Academy, Stock Exchange of Thailand
- Programs organized by the Thai Institute of Directors (IOD):
  - Company Secretary Program (CSP) (Class 20/2006)
  - Financial Statement for Directors (FSD) (Class 11/2011)
  - Director Certification Program (DCP) (Class 214/2015)
  - Risk Management Program for Corporate Leaders (RCL) (Class 8/2017)

**Positions in SET-listed Companies:** 1 Company

2014 - Present Vice-Chairman/ Independent Director/ Chairman of the Risk Management Committee/ Member of the Nomination Committee/ Member of the Corporate Governance Committee, Airports of Thailand Public Company Limited

**Positions in Other Non-listed Companies/Organizations:** 1 Organization

2014 - Present Honorary Advisor, the Committee on Transportation of the National Legislative Assembly

**Work Experience in the Last 5 Years**

2011 - 2014 President, Aeronautical Radio of Thailand Limited

## 3. Air Marshal Prakit Skunasingha (Age: 64 years)

Independent Director/ Chairman of the Audit Committee/ Member of the Corporate Governance Committee

**Date of First Appointment** 21 August 2014

**Percentage of Shareholding**

**As of 1 October 2017** None

**Change during the Year** None

**As of 30 September 2018** None

**Percentage of Shareholding of Spouse/Underage Child** None

**Family Relationship among Directors and Executives** None

**Education**

- M.Eng., Universität der Bundeswehr München, Germany
- Royal Thai Air Force Academy (Class 21)
- Armed Forces Academies Preparatory School (Class 14)

**Training**

- Squadron Officer School (Class 62)
- Air War Program (Class 36), Air War College
- Director Accreditation Program (DAP) (Class 137/2017), Thai Institute of Directors (IOD)

**Positions in SET-listed Companies:** 1 Company

2014 - Present Independent Director/ Chairman of the Audit Committee/ Member of the Corporate Governance Committee, Airports of Thailand Public Company Limited

**Positions in Other Non-listed Companies/ Organizations:** 1 Organization

2015 - Present Director, Siam Herbal Products Company Limited

**Work Experience in the Last 5 Years**

2015 - 2016 Managing Director, Thai Aviation Industries Company Limited

2013 - 2014 Director of Communications and Electronics, Royal Thai Air Force

2010 - 2013 Deputy Director of Communications and Electronics, Royal Thai Air Force

#### 4. Mr. Thawatchai Arunyik (Age: 63 years)

Independent Director/ Member of the Remuneration Committee

**Date of First Appointment** 9 October 2014

##### Percentage of Shareholding

**As of 1 October 2017** None

**Change during the Year** None

**As of 30 September 2018** None

**Percentage of Shareholding of Spouse/Underage Child** None

**Family Relationship among Directors and Executives** None

##### Education

- Bachelor of Science, University of the East, Manila, the Philippines

##### Training

- Top Executive Program (Class 17), Capital Market Academy, Stock Exchange of Thailand
- TAT Successors Development Program (INSEAD), Singapore
- Corporate Governance for Directors and Senior Executives of State Enterprises and Public Organizations (Class 10), King Prajadhipok's Institute
- Top Executive Program (Visionary and Ethical Leader)
- Executive Development Institute for Tourism (EDIT) Program, Hawaii, USA
- Risk Management Program for Corporate Leaders (RCL) (Class 9/2017), Thai Institute of Directors (IOD)

**Positions in SET-listed Companies:** 2 Companies

2018 - Present Independent Director,  
MCOT Public Company Limited

2014 - Present Independent Director/ Member of the  
Remuneration Committee,  
Airports of Thailand Public Company Limited

**Positions in Other Non-listed Companies/ Organizations:** 1 Organization

2018 - Present Independent Director,  
Designated Areas for Sustainable Tourism  
Administration (Public Organization)

##### Work Experience in the Last 5 Years

2014 - 2015 Chairman,  
Thailand Privilege Card Company Limited

2014 - 2015 Governor, Tourism Authority of Thailand

2010 - 2014 Deputy Governor for Domestic Marketing,  
Tourism Authority of Thailand

#### 5. Miss Suttirat Rattanachot (Age: 59 years)

Director/ Member of the Remuneration Committee

**Date of First Appointment** 27 January 2012

##### Percentage of Shareholding

**As of 1 October 2017** None

**Change during the Year** None

**As of 30 September 2018** None

**Percentage of Shareholding of Spouse/Underage Child** None

**Family Relationship among Directors and Executives** None

##### Education

- M.B.A. (Accounting), Chulalongkorn University
- LL.B., Thammasat University
- B.B.A. (Accounting), Ramkhamhaeng University

##### Training

- Director Certification Program (DCP) (Class 73/2006), Thai Institute of Directors (IOD)
- Inspector General for the Fiscal Year 2015 Program

**Positions in SET-listed Companies:** 1 Company

2012 - Present Director/ Member of the Remuneration,  
Airports of Thailand Public Company Limited

**Positions in Other Non-listed Companies/ Organizations:** 3 Organizations

2016 - Present Director-General,  
Comptroller General's Department,  
Ministry of Finance

2016 - Present Director, Export - Import Bank of Thailand

2008 - Present Management Committee,  
Bangkok Mass Transit Authority

##### Work Experience in the Last 5 Years

2015 - 2016 Deputy Permanent Secretary,  
Ministry of Finance

2014 - 2015 Inspector-General, Ministry of Finance

2010 - 2014 Advisor  
(Financial and Fiscal System Development),  
Comptroller General's Department,  
Ministry of Finance

## 6. Mr. Manit Nitiprateep (Age: 63 years)

**Independent Director/ Chairman of the Nomination Committee/**

**Member of the Audit Committee**

**Date of First Appointment** 18 September 2014

**Percentage of Shareholding**

**As of 1 October 2017** None

**Change during the Year** None

**As of 30 September 2018** None

**Percentage of Shareholding of Spouse/Underage Child** None

**Family Relationship among Directors and Executives** None

**Education**

- M.A. (Industrial Economics/Economic Development), National Institute of Development Administration
- B.Econ. (Economic Theory), Ramkhamhaeng University

**Training**

- Corporate Governance for Directors and Senior Executives of State Enterprises and Public Organizations (Class 12), King Prajadhipok's Institute
- Training and Study for Development of Human Resource Management, Revenue Department
- Study on Budgetary Management, Revenue Department
- Top Executive Program (Class 14), Capital Market Academy, Stock Exchange of Thailand
- Top Executive Program in Commerce and Trade (TEPCoT) (Class 6), Commerce Academy, University of the Thai Chamber of Commerce
- HR Management, Revenue Department
- Project on Capacity Development for Human Resource Management for Top Executives, Ministry of Finance
- Project on Capacity Building for Change Management, Office of the Civil Service Commission
- Top Executive: Visionary Leadership Program, Office of the Civil Service Commission
- Executive Program for Senior Management, Ministry of Finance

- Leading Change Seminar, Ministry of Finance
- Administration Course ADB
- Thailand Technical Assistance Program (Phase II) Senior Student Visit
- Middle Management & Professional Development Program, the Canada Customs and Revenue Agency
- Combating Capital Flight through Tax Measures, OECD
- Intax Seminar for Tax Administration, IRS
- Programs organized by Thai Institute of Directors (IOD):
  - Director Certification Program (DCP) (Class 225/2016)
  - Director Accreditation Program (DAP) (Class 126/2016)
  - Risk Management Program for Corporate Leaders (RCL) (Class 8/2017)
  - Advanced Audit Committee Program (AACCP) (Class 26/2017)

**Positions in SET-listed Companies:** 3 Companies

- |                |  |
|----------------|--|
| 2017 - Present | Director, AMA Marine Public Company Limited  |
| 2016 - Present | Director, Rich Sport Public Company Limited  |
| 2014 - Present | Independent Director/ Chairman of the Nomination Committee/ Member of the Audit Committee, Airports of Thailand Public Company Limited |

**Positions in Other Non-listed Companies/ Organizations:** None

**Work Experience in the Last 5 Years**

- |             |  |
|-------------|--|
| 2013 - 2015 | Principal Advisor on Strategic Tax Administration (Finance and Banking), Revenue Department, Ministry of Finance |
| 2011 - 2013 | Deputy Director - General, Revenue Department, Ministry of Finance   |

## 7. Mr. Thanin Pa-Em (Age: 62 years)

### Independent Director

**Date of First Appointment** 18 September 2014

### Percentage of Shareholding

**As of 1 October 2017** None

**Change during the Year** None

**As of 30 September 2018** None

**Percentage of Shareholding of Spouse/Underage Child** None

**Family Relationship among Directors and Executives** None

### Education

- M.Sc. in Economics, Lancaster University, UK
- Diploma in Development Studies, Lancaster University, UK
- M.A., Thammasat University
- B.A. (Political Science), Chulalongkorn University

### Training

- National Defence Course (Class 49), National Defence College
- Top Executive Program in Politics and Governance in Democratic Systems (Class 15), King Prajadhipok's Institute
- Top Executive Program in Commerce and Trade (TEPCoT) (Class 7), Commerce Academy, University of the Thai Chamber of Commerce
- Top Executive Program in Energy Literacy (Class 7), Thailand Energy Academy
- Corporate Governance for Directors and Senior Executives of State Enterprises and Public Organizations Program (Class 6), King Prajadhipok's Institute
- ASEAN Executive Management Program (Class 2), Joint Program Organized by Prime Minister's Office, Office of the National Economic and Social Development Board, Office of the Civil Service Commission, Ministry of Foreign Affairs and Graduate Institute of Business Administration of Chulalongkorn University
- Programs organized by Thai Institute of Directors (IOD):
  - Director Certification Program (DCP) (Class 204/2015)
  - Role of the Chairman Program (RCP) (Class 7/2015)
  - How to Develop a Risk Management Plan Program (HRP) (Class 7/2015)

- Financial Statements for Directors (FSD) (Class 31/2016)

- Advanced Audit Committee Program (AACP) (Class 27/2017)

### Positions in SET-listed Companies: 1 Company

2014 - Present Independent Director, Airports of Thailand Public Company Limited

### Positions in Other Non-listed Companies/ Organizations: 6 Organizations

2017 - Present Chief Academic Expert in Security, National Research Council of Thailand (NRCT)

2015 - Present Chairman of the Committee on Monitoring, Considering and Evaluating the Research Support through Scholarships, Thailand Grand Challenges and Research Projects in Response to Government Policies and National Agendas, Innovation for Area Development Group

2015 - Present Advisor, National Electronics and Computer Technology Center (NECTEC) National Science and Technology Development Agency (NSTDA)

2014 - Present Director, Government Housing Bank, Ministry of Finance

2014 - Present Director, Marketing Organization for Farmers, Ministry of Agriculture and Cooperatives

2010 - Present Director, Thai Maritime Navigation Company Limited (Joint Venture between the Government and Private Company)

### Work Experience in the Last 5 Years

2014 - April 2018 Member of Advisory Council: Powering the Future We Want-Recognizing Innovative Practices in Energy for Sustainable Development, United Nations Department of Economics and Social Affairs (UNDESA) and China Energy Fund Committee (CEFC)

2015 - April 2017 Member of the National Reform Steering Assembly

2010 - 2015 Deputy Secretary General, Office of the National Economic and Social Development Board

## 8. General Chartudom Titthasiri (Age: 62 years)

### Independent Director

**Date of First Appointment** 24 May 2017

### Percentage of Shareholding

**As of 1 October 2017** None

**Change during the Year** None

**As of 30 September 2018** None

**Percentage of Shareholding of Spouse/Underage Child** None

**Family Relationship among Directors and Executives** None

### Education

- M.A. (Military) Command and General Staff College
- B.Sc., Chulachomklao Royal Military Academy

### Training

- Officer Basic Course, Artillery Corps (Class 17)
- Officer Advanced Course, Artillery Corps (Class 30)
- Command and General Staff Officer Course (Class 66), Command and General Staff College
- National Defence Course (Class 53), National Defence College
- Director Certification Program (DCP) (Class 211/2015), Thai Institute of Directors (IOD)
- Top Executive Program (Class 18), Capital Market Academy, Stock Exchange of Thailand
- Top Executive Program in Energy Literacy (Class 9), Thailand Energy Academy

**Positions in SET-listed Companies:** 1 Company

2017 - Present Independent Director,  
Airports of Thailand Public Company Limited

**Positions in Other Non-listed Companies/ Organizations:** None

### Work Experience in the Last 5 Years

2016 - 2017	Deputy Permanent Secretary of Defence
2016 - 2017	Member of the National Legislative Assembly
2015 - 2017	Director, Thai Airways International Public Company Limited
2015 - 2016	Director-General, the Office of the Defence Budget, Ministry of Defence
2014 - 2017	Director, Provincial Electricity Authority
2013 - 2015	Deputy Chief of Staff, Royal Thai Army
2013 - 2014	President, Royal Thai Army Radio and Television
2011 - 2013	Comptroller-General, Office of the Army Comptroller

## 9. Mr. Manas Jamveha (Age: 62 years)

### Independent Director/

### Member of the Risk Management Committee

**Date of First Appointment** 15 November 2016

### Percentage of Shareholding

**As of 1 October 2017** None

**Change during the Year** None

**As of 30 September 2018** None

**Percentage of Shareholding of Spouse/Underage Child** None

**Family Relationship among Directors and Executives** None

### Education

- M.B.A., Sukhothai Thammathirat Open University
- M.A. (Public Administration), Thammasat University
- LL.B. (Laws), Thammasat University

### Training

- Programs organized by the Thai Institute of Directors (IOD):
  - Director Certification Program (DCP) (Class 71/2006)
  - Audit Committee Program (ACP) (Class 41/2012)
  - Role of the Chairman Program (RCP) (Class 32/2013)
  - Ethical Leadership Program (ELP) (Class 1/2015)
  - Successful Formulation and Execution of Strategy (SFE) (Class 27/2016)
  - Risk Management Program for Corporate Leaders (RCL) (Class 9/2017)
- Top Executive Program in Commerce and Trade (TEPCoT) (Class 7), Commerce Academy
- Top Executive Program in Energy Literacy (Class 5), Thailand Energy Academy
- Top Executive Program (Class 13), Capital Market Academy, Stock Exchange of Thailand
- Corporate Governance for Directors and Senior Executives of State Enterprises and Public Organizations (Class 1), Public Director Institute (PDI) in collaboration with King Prajadhipok's Institute and Ministry of Finance
- The Program for Senior Executive in Criminal Justice Administration (Class 11), Office of the Judiciary
- National Defence Course (Class 50), National Defence College

- Executive Development Program (Class 46), Office of the Civil Service Commission
- Executive Development Program, Kellogg, School of Management, Northwestern University, USA
- Advanced Certificate Course in Public Administration and Law for Executives (Class 3), King Prajadhipok's Institute
- Certificate in Administrative Law (Class 1), Institute of Legal Education of the Thai Bar
- Middle Management Professional, Revenue Canada, Quebec, Canada
- Financial Management, United States Air Force, Texas, USA

**Positions in SET-listed Companies:** 3 Companies

2017 - Present	Director, All Inspire Development Public Company Limited
2016 - Present	Director, E for L Aim Public Company Limited
2016 - Present	Independent Director/ Member of the Risk Management Committee, Airports of Thailand Public Company Limited

**Positions in Other Non-listed Companies/ Organizations:** 5 Organizations

2018 - Present	Director, Bank of Thailand
2017 - Present	Expert Director, Public Sector Audit and Evaluation Committee
2017 - Present	Director, Defence Technology Institute
2016 - Present	Member of Council of State
2016 - Present	Director, Metropolitan Electricity Authority

**Work Experience in the Last 5 Years**

2012 - 2016	Director-General, Comptroller General's Department, Ministry of Finance
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**10. Mrs. Rawewan Netrakavesna (Age: 64 years)**

**Independent Director/ Chairman of the Corporate Governance Committee/ Member of the Nomination Committee**

**Date of First Appointment** 24 December 2014

**Percentage of Shareholding**

**As of 1 October 2017** None

**Change during the Year** None

**As of 30 September 2018** None

**Percentage of Shareholding of Spouse/Underage Child** None

**Family Relationship among Directors and Executives** None

**Education**

- B.A. (English), Chiang Mai University

**Training**

- Air War Program (Class 36), Air War College
- Director Certification Program (DCP) (Class 207/2015), Thai Institute of Directors (IOD)
- Programs organized by Airports of Thailand Public Company Limited:
  - Top Executive Program
  - The Spirit of AOC
  - Knowledge Development on Business Management and Law Program
  - Roles of Executives and Results-Oriented Management Program
  - AOT's Public Airport Manager Program
  - Management with Good Governance and Ethics for Corporate Sustainable Growth Program
- Programs organized by Other Institutions:
  - Airport Operation Management, Indonesia
  - Intermediate Airport Management (IAMTI), Canada
  - Flight Information Display System (FIDS), Italy
  - Civil Aviation Management (ICAO), the Philippines

**Positions in SET-listed Companies:** 1 Company

2014 - Present	Independent Director/ Chairman of the Corporate Governance Committee/ Member of the Nomination Committee, Airports of Thailand Public Company Limited
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**Positions in Other Non-listed Companies/Organizations:** None

**Work Experience in the Last 5 Years**

2013 - 2014	General Manager of Suvarnabhumi Airport, Airports of Thailand Public Company Limited
2010 - 2013	General Manager of Chiang Mai International Airport, Airports of Thailand Public Company Limited

## 11. Mr. Sarawut Benjakul (Age: 53 years)

### Independent Director

**Date of First Appointment** 19 October 2016

### Percentage of Shareholding

**As of 1 October 2017** None

**Change during the Year** None

**As of 30 September 2018** None

### Percentage of Shareholding of Spouse/Underage Child

0.0005 percent (65,200 shares)/ None

### Family Relationship among Directors and Executives

None

### Education

- LL.M. (Commercial Law), University of Bristol, UK
- LL.M. (International Legal Studies), the American University, USA
- M.C.J., Howard University, USA
- Barrister-at-Law, Institute of Legal Education of the Thai Bar
- LL.B. (2<sup>nd</sup> Class Honors), Ramkhamhaeng University

### Training

- Risk Management Program for Corporate Leaders (RCL) (Class 8/2017), Thai Institute of Directors (IOD)
- Director Certification Program (DCP) (Class 108/2008), Thai Institute of Directors (IOD)
- Top Executive Program (Class 5), Capital Market Academy, Stock Exchange of Thailand
- Corporate Governance for Directors and Senior Executives of State Enterprises and Public Organizations (Class 3), King Prajadhipok's Institute

### Positions in SET-listed Companies:

1 Company

2016 - Present Independent Director,  
Airports of Thailand Public Company Limited

### Positions in Other Non-listed Companies/ Organizations:

1 Organization

2017 - Present Secretary-General, Office of the Judiciary

### Work Experience in the Last 5 Years

2006 - 2017 Deputy Secretary-General,  
Office of the Judiciary

## 12. Police Lieutenant General Manu Mekmok (Age: 57 years)

### Independent Director

**Date of First Appointment** 15 November 2016

### Percentage of Shareholding

**As of 1 October 2017** None

**Change during the Year** None

**As of 30 September 2018** None

### Percentage of Shareholding of Spouse/Underage Child

None

### Family Relationship among Directors and Executives

None

### Education

- M.P.A (Public Administration),  
National Institute of Development of Administration
- B.P.A, Royal Police Cadet Academy (Class 38)

### Training

- Administration of Justice for Senior Executive (Class 19)
- National Defence Course (Class 55),  
National Defence College
- Senior Command Course (Class 24)
- Superintendent Course (Class 38)
- Director Accreditation Program (DAP) (Class 137/2017),  
Thai Institute of Directors (IOD)
- Risk Management Program for Corporate Leaders (RCL) (Class 9/2017), Thai Institute of Directors (IOD)
- Corporate Governance for Directors and Senior Executives of State Enterprises and Public Organizations (Class 16),  
King Prajadhipok's Institute

### Positions in SET-listed Companies:

1 Company

2016 - Present Independent Director,  
Airports of Thailand Public Company Limited

### Positions in Other Non-listed Companies/ Organizations:

1 Organization

2016 - Present Assistant Commissioner-General,  
Royal Thai Police

### Work Experience in the Last 5 Years

2014 - 2016 Commissioner, Office of Police Forensic Science

2013 - 2014 Deputy Commissioner,  
Provincial Police Region 7, Royal Thai Police

2012 - 2013 Deputy Commissioner,  
Office of Police Forensic Science,  
Royal Thai Police

### 13. Mr. Wara Tongprasit (Age: 47 years)

**Independent Director/ Chairman of the Remuneration Committee/ Member of the Audit Committee/ Member of the Risk Management Committee**

**Date of First Appointment** 16 July 2014

**Percentage of Shareholding**

**As of 1 October 2017** None

**Change during the Year** None

**As of 30 September 2018** None

**Percentage of Shareholding of Spouse/Underage Child** None

**Family Relationship among Directors and Executives** None

**Education**

- B.B.A (Accounting), Ramkhamhaeng University
- Tax Auditor and Certified Public Accountant (CPA)

**Training**

- All Tax System and Accounting Program, Karin Audit Company Limited
- Programs organized by S.P.O. Organizer Company Limited:
  - Significant Change for New Accounting Standard Program
  - New Tax Law and Accounting Program
  - Tax System and Tax Accounting Program
  - Tax Planning and Accounting for SMEs, 2014
- Programs organized by Federation of Accounting Professions under the Royal Patronage of His Majesty the King:
  - Main Issues on NPAEs Accounting Standards Program
  - New Tax System Planning and Tax Perspective on AEC (Program 2)
  - Changes of Revised Accounting and Financial Reporting Standards 2009 Program
  - New Accounting Standards 2009 Program
  - Tax and Accounting Update Program (Revised in 2009)
  - Latest Revision of Accounting Standards Program
  - Tax for International Transactions Program
  - New Laws Related to Certified Public Accountants

- Programs organized by other organizations
  - Land, Building, Equipment and Related Financial Report Standard Interpretation (Effective on 1 January 2014), NYC Management Company Limited
  - All Tax Systems and Summary of Accounting and Auditing Standards Program, Karin Audit Company Limited
  - Tax Update together with Tax Problems and Accounting Standards Program for Tax Auditors, A.R. Accounting Consultant Company Limited
- Programs organized by Thai Institute of Directors (IOD):
  - Director Accreditation Program (DAP) (Class 80/2009)
  - Advanced Audit Committee Program (AACP) (Class 20/2015)
  - Risk Management Program for Corporate Leaders (RCL) (Class 13/2018)

**Positions in SET-listed Companies:** 2 Companies

- |                |   |
|----------------|---|
| 2014 - Present | Independent Director/ Chairman of the Remuneration Committee/ Member of the Audit Committee/ Member of the Risk Management Committee, Airports of Thailand Public Company Limited |
| 2009 - Present | Director/ Independent Director/ Member of the Audit Committee, Ekarat Engineering Public Company Limited  |

**Positions in Other Non-listed Companies/ Organizations:** 2 Organizations

- |                |   |
|----------------|---|
| 2013 - Present | Director, Wara Holding Company Limited              |
| 2005 - Present | Managing Director, the Access Audit Company Limited |

**Work Experience in the Last 5 Years**

- None -

**14. Mr. Krichthep Simlee (Age: 58 years)****Director****Date of First Appointment** 24 January 2018**Percentage of Shareholding****As of 1 October 2017** None**Change during the Year** None**As of 30 September 2018** None**Percentage of Shareholding of Spouse/Underage Child** None**Family Relationship among Directors and Executives** None**Education**

- M.A. (Leadership in Society, Business and Politics), Rangsit University
- B.Eng. (Civil Engineering), Chiangmai University

**Training**

- National Defence Course (Class 53), National Defence College
- Public Administration and Public Law (Class 9), King Prajadhipok's Institute
- Top Executive Program (Class 54), Ministry of Interior
- Middle Management Program, Department of Public Works and Town & Country Planning
- Field trip in Passage and Grade Separation's Design, Application and Maintenance in Norway
- Administration Program for Middle Management, Department of Public Works and Town & Country Planning
- Director Accreditation Program (DAP) (Class 149/2018), Thai Institute of Directors (IOD)

**Positions in SET-listed Companies:** 1 Company

2018 - Present Director, Airports of Thailand Public Company Limited

**Positions in Other Non-listed Companies/ Organizations:** 3 Organizations

2018 - Present Director, Tourism Authority of Thailand

2017 - Present Director, Port Authority of Thailand

2016 - Present Deputy Permanent Secretary, Ministry of Transport

**Work Experience in the Last 5 Years**

2016 Inspector-General, Ministry of Transport

2010 - 2016 Deputy Director General, Department of Rural Roads

**15. Mr. Nitinai Sirismatthakarn (Age: 47 years)****President/ Member and Secretary of the Board of Directors/****Member of the Corporate Governance Committee/****Member of the Risk Management Committee****Date of First Appointment** 22 June 2016**Percentage of Shareholding****As of 1 October 2017** None**Change during the Year** None**As of 30 September 2018** None**Percentage of Shareholding of Spouse/Underage Child** None**Family Relationship among Directors and Executives** None**Education**

- Ph.D. (Economics), Florida State University
- M.P.A., University of Southern California
- Certificate of Financial Management, University of Southern California
- Certificate of Monetary Management, University of Southern California
- B.Econ., Chulalongkorn University

**Training**

- Director Accreditation Program (DAP) (Class 138/2017), Thai Institute of Directors (IOD)
- Director Certification Program (DCP) (Class 258/2018), Thai Institute of Directors (IOD)

**Positions in SET-listed Companies:** 2 Companies

2016 - Present Director, Bangkok Aviation Fuel Services Public Company Limited

2016 - Present President/ Member and Secretary of the Board of Directors/ Member of the Corporate Governance Committee/ Member of the Risk Management, Airports of Thailand Public Company Limited

**Positions in Other Non-listed Companies/ Organizations:** - None -**Work Experience in the Last 5 Years**

2015 - 2016 President, Airports of Thailand Public Company Limited

2013 - 2014 Deputy Director, Fiscal Policy Research Institute Foundation

Director who resigned during the fiscal year 2018

### General Chaicharn Changmongkol (Age: 61 years)

#### Vice-Chairman/ Independent Director

**Date of First Appointment** 24 May 2017

**Date of Termination** 17 November 2017

#### Percentage of Shareholding

**As of 1 October 2017** None

**Change during the Year** None

**As of 30 September 2018** None

**Percentage of Shareholding of Spouse/Underage Child** None

**Family Relationship among Directors and Executives** None

#### Education

- B.Sc., Chulachomklao Royal Military Academy

#### Training

- Second Lieutenant Course, Cavalry Regiment (Class 1)
- Colonel Course, Cavalry Regiment (Class 1)
- Military Training Course (67<sup>th</sup> Batch)  
Command and General Staff College
- The Executive Army Comptroller Course (Class 5)
- National Defence Course (Class 52),  
National Defence College
- Top Executive Program in Politics and Governance in  
Democratic Systems (Class 16)
- Top Executive Program (Class 21), Capital Market Academy,  
Stock Exchange of Thailand

**Positions in SET-listed Companies:** - None -

**Positions in Other Non-listed Companies/ Organizations:** 1 Organization

2017 - Present Deputy Minister of Defence, Ministry of Defence

#### Work Experience in the Last 5 Years

May - November 2017	Vice-Chairman/ Independent Director, Airports of Thailand Public Company Limited
2017	Member of the National Legislative Assembly
2016 - 2017	Permanent Secretary, Ministry of Defence
2016 - 2017	Director, Sports Authority of Thailand
2015 - 2017	Member of the National Reform Steering Assembly
2015 - 2017	Director, CAT Telecom Public Company Limited
2015 - 2016	Deputy Permanent Secretary, Ministry of Defence
2014 - 2015	Director-General, Office of Policy and Planning, Ministry of Defence
2013 - 2014	Chief of Staff Officers to the Permanent Secretary of Defence
2011 - 2013	Deputy Director-General Office of Policy and Planning, Ministry of Defence

## AOT Executives

As of 30 September 2018, the AOT Executives consisted of 20 executives in total. Details were as follows:

### 1. Miss Shanalai Chayakul (Age: 59 years)

<p><b>Senior Executive Vice President (Legal and Corporate Secretary) and Acting Corporate Secretary</b></p> <p><b>Percentage of Shareholding</b></p> <p><b>As of 1 October 2017</b> 0.0002 percent (31,700 shares)</p> <p><b>Change during the Year</b> Yes</p> <p><b>As of 30 September 2018</b> 0.0001 percent (21,700 shares)</p> <p><b>Percentage of Shareholding of Spouse/Underage Child</b></p> <p><b>As of 1 October 2017</b> None</p> <p><b>Change during the Year</b> None</p> <p><b>As of 30 September 2018</b> None</p> <p><b>Family Relationship among Directors and Executives</b> None</p> <p><b>Education</b></p> <ul style="list-style-type: none"> <li>• LL.B. (Second Class Honors), Ramkhamhaeng University</li> <li>• Barrister-at-law, Institute of Legal Education, Thai Bar Association</li> </ul> <p><b>Training</b></p> <ul style="list-style-type: none"> <li>• Private Investment in State Undertaking Act Program</li> <li>• Finance for Non-Finance, Thailand Management Association (TMA)</li> <li>• Programs organized by the Thai Institute of Directors (IOD):             <ul style="list-style-type: none"> <li>- Company Secretary Program (CSP) (Class 33/2009)</li> <li>- Board Reporting Program (BRP) (Class 1/2009)</li> <li>- Effective Minute Taking (EMT) (Class 16/2010)</li> <li>- Company Reporting Program (CRP) (Class 1/2011)</li> <li>- Director Accreditation Program (DAP) (Class 87/2011)</li> <li>- Director Certification Program (DCP) (Class 191/2014)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Senior Strategist of Anti - Corruption (CSR) (Class 4), Office of the National Anti-Corruption Commission</li> <li>- AOT's Leadership Development Program: The 7 habits of Highly Effective People (Class 3)</li> <li>- Advance for Corporate Secretaries, Thai Listed Companies Association</li> </ul> <p><b>Work Experience in the Last 5 Years</b></p> <table border="0"> <tr> <td style="vertical-align: top;">1 October 2014 - Present</td> <td style="vertical-align: top;">Senior Executive Vice President (Legal and Corporate Secretary) and Acting Corporate Secretary</td> </tr> <tr> <td style="vertical-align: top;">1 October 2013 - 30 September 2014</td> <td style="vertical-align: top;">AOT Corporate Secretary 11</td> </tr> <tr> <td style="vertical-align: top;">1 October 2009 - 30 September 2013</td> <td style="vertical-align: top;">AOT Corporate Secretary 10</td> </tr> </table>	1 October 2014 - Present	Senior Executive Vice President (Legal and Corporate Secretary) and Acting Corporate Secretary	1 October 2013 - 30 September 2014	AOT Corporate Secretary 11	1 October 2009 - 30 September 2013	AOT Corporate Secretary 10
1 October 2014 - Present	Senior Executive Vice President (Legal and Corporate Secretary) and Acting Corporate Secretary						
1 October 2013 - 30 September 2014	AOT Corporate Secretary 11						
1 October 2009 - 30 September 2013	AOT Corporate Secretary 10						

## 2. Miss Sasisubha Sukontasap (Age: 59 years)

### Senior Executive Vice President (Corporate Strategy)

#### Percentage of Shareholding

**As of 1 October 2017** 0.0023 percent (335,200 shares)

**Change during the Year** None

**As of 30 September 2018** 0.0023 percent (335,200 shares)

#### Percentage of Shareholding of Spouse/Underage Child

**As of 1 October 2017** None

**Change during the Year** None

**As of 30 September 2018** None

**Family Relationship among Directors and Executives** None

#### Education

- M.P.P.M., National Institute of Development Administration
- B.B.A. (Secretary), University of the Thai Chamber of Commerce

#### Training

- NIDA Wharton Executive Leadership Program
- Knowledge Development of Business Management and Business Law Program
- Director Accreditation Program (DAP) (Class 87/2011), Thai Institute of Directors (IOD)
- National Defence Course (Class 54), National Defence College
- Associate Judge in Labour Court Program, Division of Welfare, Central Labour Court
- Top Executive Program (Class 19), Capital Market Academy
- Top Executive Program in Energy Literacy (Class 7), Thailand Energy Academy
- Top Executive Program in Commerce and Trade (TEPCoT) (Class 10), Commerce Academy, University of the Thai Chamber of Commerce
- Advanced Master of Management Program (AMM) (Class 1), National Institute of Development Administration

#### Work Experience in the Last 5 Years

1 October 2013 - Present	Senior Executive Vice President (Corporate Strategy)
20 November 2012 -	Senior Executive Vice President (Administration)
30 September 2013	

## 3. Mr. Montri Mongkoldaow (Age: 56 years)

### Senior Executive Vice President

#### (Human Resources and Administration)

(Holding the position of Senior Executive Vice President (Human Resources and Administration) until 30 September 2018 and being appointed as Senior Executive Vice President (Regional Airports) from 1 October 2018 onwards)

#### Percentage of Shareholding

**As of 1 October 2017** None

**Change during the Year** None

**As of 30 September 2018** None

#### Percentage of Shareholding of Spouse/Underage Child

**As of 1 October 2017** 0.0002 percent (34,400 shares)

**Change during the Year** Change

**As of 30 September 2018** 0.0001 percent (23,400 shares)

**Family Relationship among Directors and Executives** None

#### Education

- M.A. (Political Science), Thammasat University
- B.A. (Political Science) (Second Class Honors), Thammasat University
- Certificate (Human Resource Management), Sasin Graduate Institute of Business Administration of Chulalongkorn University

#### Training

- Administrative Justice for Executives Program (Class 1), Office of the Administrative Courts
- Justice Administration Program (Class 4), Office of Justice Affairs, Ministry of Justice
- Director Accreditation Program (DAP) (Class 102/2013), Thai Institute of Directors (IOD)
- The 7 Habits 4.0 Launch in Bangkok Program, Pac Rim Company Limited
- Program for Senior Executives on Justice Administration (Class 19)
- AOT's Leadership Development Program: The 7 habits of Highly Effective People (Class 3)
- AOT's Public Airport Manager Program (Class 3)
- Top Executive Program in Energy Literacy (Class 10), Thailand Energy Academy

### Work Experience in the Last 5 Years

1 October 2018 - Present	Senior Executive Vice President (Regional Airports)
1 July 2014 - 30 September 2018	Senior Executive Vice President (Human Resources and Administration)
1 April - 30 June 2014	Senior Executive Vice President (Human Resources and Administration) and Acting Senior Executive Vice President (Regional Airports)
1 October 2013 - 31 March 2014	Senior Executive Vice President (Human Resources and Administration)
1 October 2009 - 30 September 2013	Executive Vice President (Administration)

### 4. Mrs. Poolsiri Virojanapa (Age: 60 years)

**Senior Executive Vice President (Accounting and Finance)**  
(Retired from office from 1 October 2018 onwards)

#### Percentage of Shareholding

**As of 1 October 2017** 0.0000 percent (100 shares)

**Change during the Year** None

**As of 30 September 2018** 0.0000 percent (100 shares)

#### Percentage of Shareholding of Spouse/Underage Child

**As of 1 October 2017** None

**Change during the Year** None

**As of 30 September 2018** None

**Family Relationship among Directors and Executives** None

#### Education

- M.B.A. (Business Administration), Kasetsart University
- B.Acc. (Accounting), Thammasat University

#### Training

- Advanced Public Economics, King Prajadhipok's Institute
- Advanced Marketing, Chulalongkorn University
- Top Executive Program (Class 21), Capital Market Academy
- Chief Financial Officer for State Enterprise Program (CFO) (Class 1), State Enterprise Policy Office
- Advanced Derivative and Financial Risk Management Program, Central Bank of UK
- Derivative and Swap Management Program, Hong Kong
- Bond Market and Interest Rate Management, USA
- Global Infrastructure and Project Financing, Singapore
- Taxation Program for Director of Accounting Department, Accountant, and Head of Accounting Department
- Director Accreditation Program (DAP) (Class 97/2012), Thai Institute of Directors (IOD)
- Roles and Duties of Directors and Executives Program
- Exchange Rate Risk Management Program
- Adoption of International Financial Reporting Standards (IFRS) for AOT's Financial Report Program

### Work Experience in the Last 5 Years

1 October 2014 - 30 September 2018	Senior Executive Vice President (Accounting and Finance)
1 July - 30 September 2014	Senior Executive Vice President (Accounting and Finance) and Acting Senior Executive Vice President (Regional Airports)
1 October 2013 - 30 June 2014	Senior Executive Vice President (Accounting and Finance)

## 5. Mr. Wichai Bunyu (Age: 58 years)

Senior Executive Vice President

(Business Development and Marketing)

### Percentage of Shareholding

As of 1 October 2017 None

Change during the Year None

As of 30 September 2018 None

### Percentage of Shareholding of Spouse/Underage Child

As of 1 October 2017 None

Change during the Year None

As of 30 September 2018 None

Family Relationship among Directors and Executives None

### Education

- M.Sc. (Accounting Information Systems), Chulalongkorn University
- B.B.A. (Finance and Banking), Ramkhamhaeng University
- B.B.A. (Accounting), Ramkhamhaeng University

### Training

- Roles of Executives in Business Continuity Management Program (Class 1)
- Quality Standards for Work Program (Class 1)
- Knowledge of Flight Schedule Management and Marketing Relationship Program (Class 1), Chulalongkorn University
- AOT's Leadership Development Program: The 7 habits of Highly Effective People (Class 1)
- AOT's Public Airport Manager Program (Class 1)
- Good Governance and Ethics-based Management for Sustainable Growth Program (Class 1)

### Work Experience in the Last 5 Years

1 October 2015 - Present	Senior Executive Vice President (Business Development and Marketing)
1 October 2014 -	AOT Senior Specialist 10 and
30 September 2015	Acting Senior Executive Vice President (Business Development and Marketing)
1 October 2013 -	Executive Vice President (Business
30 September 2014	Development and Marketing)
15 June 2011 -	Vice President, Business Development
30 September 2013	and Marketing Department

## 6. Mr. Anake Teeraviwatchai (Age: 49 years)

Senior Executive Vice President (Engineering and Construction)

### Percentage of Shareholding

As of 1 October 2017 None

Change during the Year None

As of 30 September 2018 None

### Percentage of Shareholding of Spouse/Underage Child

As of 1 October 2017 None

Change during the Year None

As of 30 September 2018 None

Family Relationship among Directors and Executives None

### Education

- Ph.D. (Architecture), Chulalongkorn University
- M.Arch. (Building Technology), Chulalongkorn University

### Training

- Quality Standards for Work Program (Class 30)
- Intermediate Transportation Management for Executives Program (Class 7), Office of the Permanent Secretary
- AOT's Leadership Development Program: Strategic Thinking on Future Business Arena (Class 1)
- AOT's Leadership Development Program: Report and Presentation (Class 1)
- Air War Program (Class 49), Directorate of Personnel, RTAF
- AOT's Public Airport Manager Program (Class 3)
- Good Governance and Ethics-based Management for Sustainable Growth Program (Class 1)

### Work Experience in the Last 5 Years

1 October 2017 - Present	Senior Executive Vice President (Engineering and Construction)
1 October 2016 -	AOT Senior Advisor 10 and Acting
30 September 2017	Senior Executive Vice President (Engineering and Construction)
6 May 2015 -	Deputy General Manager of
30 September 2016	Suvarnabhumi Airport (Maintenance Group)
1 October 2014 -	AOT Senior Specialist 9 and Acting
5 May 2015	Deputy General Manager of Suvarnabhumi Airport (Maintenance Group)
20 November 2012 -	Vice President, Airfield and Building
30 September 2014	Department, Suvarnabhumi Airport

## 7. Mrs. Paranee Vatanotai (Age: 60 years)

### Senior Executive Vice President

#### (Airport and Aviation Standard)

(Retired from office from 1 October 2018 onwards)

#### Percentage of Shareholding

**As of 1 October 2017** 0.0000 percent (11,900 shares)

**Change during the Year** None

**As of 30 September 2018** 0.0000 percent (11,900 shares)

#### Percentage of Shareholding of Spouse/Underage Child

**As of 1 October 2017** None

**Change during the Year** None

**As of 30 September 2018** None

#### Family Relationship among Directors and Executives None

#### Education

- M.Com.Arts. (Development Communication),  
Chulalongkorn University

#### Training

- Airport Management Program Kaset Mini MBA (Class 3),  
Kasetsart University
- Global ACI-ICAO Airport Management Professional  
Accreditation Program (AMPAP) (Class 1), Panama
- AOT's Public Airport Manager Program (Class 2)
- AOT's Leadership Development Program:  
The 7 habits of Highly Effective People (Class 3)
- Internal Audits on Business Continuity Management  
Systems Program (Class 1)
- Practices of Officers according to Article 26 of  
Thai Air Navigation Act B.E. 2497 (1954) Program (Class 3)

#### Work Experience in the Last 5 Years

1 October 2017 -	Senior Executive Vice President
30 September 2018	(Airport and Aviation Standard)
1 October 2013 -	Executive Vice President
30 September 2017	(Airport and Aviation Standard)
29 April -	Executive Vice President
30 September 2013	(Airport Standard and Occupational Health)
18 May 2012 -	General Manager of Don Mueang
28 April 2013	International Airport

## 8. Group Captain Visutr Chantana (Age: 60 years)

### Senior Executive Vice President (Regional Airports)

(Retired from office from 1 October 2018 onwards)

#### Percentage of Shareholding

**As of 1 October 2017** 0.0003 percent (53,100 shares)

**Change during the Year** None

**As of 30 September 2018** 0.0003 percent (53,100 shares)

#### Percentage of Shareholding of Spouse/Underage Child

**As of 1 October 2017** None

**Change during the Year** None

**As of 30 September 2018** None

#### Family Relationship among Directors and Executives None

#### Education

- Master of Science (Aeronautical Engineering),  
University of London

#### Training

- Role of Executive in Business Continuity Management  
Program (Class 1)
- AOT's Public Airport Manager Program
- Top Executive Program (Class 25), Capital Market Academy,  
Stock Exchange of Thailand
- AOT's Leadership Development Program:  
Strategic Thinking on Future Business Arena (Class 1)
- Airport Management Professional Accreditation Program  
(AMPAP), Airport Council International (ACI) and  
International Civil Aviation Organization (ICAO)
- Practices of Officers according to Article 26 of  
Thai Air Navigation
- Advanced Master of Management Program, Graduate School  
of Public Administration, National Institute of Development  
Administration (NIDA)

#### Work Experience in the Last 5 Years

1 October 2017 -	Senior Executive Vice President
30 September 2018	(Regional Airports)
1 October 2014 -	General Manager of Chiang Mai
30 September 2017	International Airport
1 October 2013 -	Deputy General Manager of Phuket
30 September 2014	International Airport (Business Support Group)
29 April -	Deputy General Manager of Phuket
30 September 2013	International Airport (Administration)

## 9. Mr. Sirote Duangratana (Age: 51 years)

### General Manager of Suvarnabhumi Airport

(Holding the position of General Manager of Suvarnabhumi Airport until 30 September 2018 and being appointed as General Manager of Don Mueang International Airport from 1 October 2018 onwards)

#### Percentage of Shareholding

As of 1 October 2017 None

Change during the Year None

As of 30 September 2018 None

#### Percentage of Shareholding of Spouse/Underage Child

As of 1 October 2017 None

Change during the Year None

As of 30 September 2018 None

#### Family Relationship among Directors and Executives None

#### Education

- M.B.A. (Finance), Sasin Graduate Institute of Business Administration of Chulalongkorn University
- M.Eng. (Structural Engineering), University of Texas at Arlington
- B.Eng. (Civil Engineering), Chulalongkorn University

#### Training

- Airport Commercial Revenue Development, Crainfield University, UK
- General Manager Training Program (Class 1)
- New Political Leader Program (Class 5), King Prajadhipok's Institute
- Top Executive Program in Commerce and Trade : TEPCoT (Class 7)
- E-Government for Executives Program (Class 2)
- Executive Development Program (EDP), Wharton Business School
- Top Executive Program (Class 22), Capital Market Academy

#### Work Experience in the Last 5 Years

6 May 2015 -	General Manager of
30 September 2018	Suvarnabhumi Airport
5 January - 5 May 2015	AOT Senior Specialist 11 and Acting Executive Vice President (Information and Communication Technology Group)
1 October 2013 -	AOT Senior Specialist 11
4 January 2015	
1 October 2010 -	Executive Vice President (Business
30 September 2013	Development and Marketing)

## 10. Wing Commander Suthirawat Suwannawat (Age: 57 years)

### General Manager of Don Mueang International Airport

(Holding the position of General Manager of Don Mueang International Airport until 30 September 2018 and being appointed as General Manager of Suvarnabhumi Airport from 1 October 2018 onwards)

#### Percentage of Shareholding

As of 1 October 2017 None

Change during the Year None

As of 30 September 2018 None

#### Percentage of Shareholding of Spouse/Underage Child

As of 1 October 2017 None

Change during the Year None

As of 30 September 2018 None

#### Family Relationship among Directors and Executives None

#### Education

- M.Eng., Kasetsart University

#### Training

- Airport Business Overview (Class 1)
- Developing Individuals' Behavioral Competency for AOT's Executives (Class 4)
- Role of Executive in Business Continuity Management Program (Class 1)
- Quality Standards for Work Program (Class 11)
- Global ACI-ICAO Airport Management Professional Accreditation Program (AMPAP) (Class 1), Panama
- National Security Management for Senior Executives Program (Class 6), National Intelligence Agency
- AOT's Public Airport Manager Program (Class 2)
- Development of AOT's Business Continuity Management System Program (Class 1)

#### Work Experience in the Last 5 Years

5 June 2017 -	General Manager of Don Mueang
30 September 2018	International Airport
1 October 2016 -	Senior Executive Vice President
4 June 2017	(Airport and Aviation Standard)
1 October 2015 -	Senior Executive Vice President
30 September 2016	(Engineering and Construction)
6 May -	Vice President, Office of Suvarnabhumi
30 September 2015	Airport Construction Management and Acting Senior Executive Vice President (Engineering and Construction)
5 January - 5 May 2015	Vice President, Office of Suvarnabhumi Airport Construction Management
1 October 2014 -	Deputy General Manager of Phuket
4 January 2015	International Airport (Operations and Maintenance Group)

## 11. Mr. Phet Chan-charoen (Age: 60 years)

### General Manager of Phuket International Airport

(Retired from office from 1 October 2018 onwards)

#### Percentage of Shareholding

As of 1 October 2017 None

Change during the Year None

As of 30 September 2018 None

#### Percentage of Shareholding of Spouse/Underage Child

As of 1 October 2017 None

Change during the Year None

As of 30 September 2018 None

#### Family Relationship among Directors and Executives None

#### Education

- B.A. (General Management), Phetchaburi Vitthayalongkorn Rajabhat University

#### Training

- Development of Suvarnabhumi Airport Quarantine Office (Health Control) Program (Class 1)
- AOT's Leadership Development Program: The 7 habits of Highly Effective People
- AOT's Leadership Development Program: Strategic Thinking on Future Business Arena
- AOT's Leadership Development Program: Strategies for Change (Class 1)
- AOT's Leadership Development Program: Report and Presentation (Class 1)
- AOT's Public Airport Manager Program (Class 3)
- Safety Laws for Executives (Class 1)
- Practices of Officers according to Article 26 of Thai Air Navigation Act B.E. 2497 (1954)

#### Work Experience in the Last 5 Years

5 June 2017 -	General Manager of Phuket
30 September 2018	International Airport
1 October 2015 -	General Manager of Don Mueang
4 June 2017	International Airport
1 October 2014 -	Deputy General Manager of
30 September 2015	Suvarnabhumi Airport
	(Operations Group)
1 April -	AOT Senior Specialist 10 and Acting
30 September 2014	Vice President, Customer Services
	Department, Suvarnabhumi Airport
1 October 2013 -	Vice President, Customer Services
31 March 2014	Department, Suvarnabhumi Airport
1 October 2010 -	Vice President, Landside Operations
30 September 2013	Department, Suvarnabhumi Airport

## 12. Mr. Somchai Sawasdeepon (Age: 60 years)

### AOT Senior Advisor 11

(Retired from office from 1 October 2018 onwards)

#### Percentage of Shareholding

As of 1 October 2017 0.0009 percent (135,600 shares)

Change during the Year None

As of 30 September 2018 0.0009 percent (135,600 shares)

#### Percentage of Shareholding of Spouse/Underage Child

As of 1 October 2017 None

Change during the Year None

As of 30 September 2018 None

#### Family Relationship among Directors and Executives None

#### Education

- M.B.A. (Business Administration), National Institute of Development Administration (NIDA)
- B.Eng., King Mongkut's Institute of Technology Ladkrabang

#### Training

- Certificate of Plant Maintenance Engineering, JICA Scholarship, Japan
- National Defence College (Class 4919)
- Director Accreditation Program (DAP) (Class 63/2007), Thai Institute of Directors (IOD)
- Director Certification Program (DCP) (Class 120/2009), Thai Institute of Directors (IOD)
- Justice Administration for Executives Program (Class 17), College of Justice, Judicial Training Institute
- AOT's Public Airport Manager Program (Class 2)
- Advanced Management Program (AMP 188), Harvard Business School, Massachusetts, USA
- Thailand Insurance Leadership Program (Class 6), Office of Insurance Commission

#### Work Experience in the Last 5 Years

1 October 2013 -	AOT Senior Advisor 11
30 September 2018	
28 March -	Senior Executive Vice President
30 September 2013	(Regional Airports)
20 November 2012 -	Senior Executive Vice President
27 March 2013	(Engineering and Construction)
	and Acting President

**13. Mr. Prapon Pattamakitsakul (Age: 57 years)****AOT Senior Specialist 11****Percentage of Shareholding**

As of 1 October 2017 None

Change during the Year None

As of 30 September 2018 None

**Percentage of Shareholding of Spouse/Underage Child**

As of 1 October 2017 None

Change during the Year None

As of 30 September 2018 None

**Family Relationship among Directors and Executives** None**Education**

- M.Sc. (Agricultural Economics), Kasetsart University

**Training**

- Roles of Executives and Results-Based Management Program (Class 1)
- Roles of Executive in Business Continuity Management Program (Class 1)
- Quality Standards for Work Program (Class 4)
- AOT's Leadership Development Program: The 7 habits of Highly Effective People (Class 1)
- AOT's Leadership Development Program: Strategies for Change (Class 1)
- Global ACI-ICAO Airport Management Professional Accreditation Program (AMPAP)
- AOT's Public Airport Manager Program (Class 2)
- Anti-Corruption Strategic Management Program for Senior Executive (Class 6), Office of the National Anti-Corruption Commission

**Work Experience in the Last 5 Years**

6 May 2015 - Present	AOT Senior Specialist 11
1 October 2014 -	General Manager of
5 May 2015	Suvarnabhumi Airport
1 October 2013 -	Deputy General Manager of
30 September 2014	Suvarnabhumi Airport (Commercial Operations Group)
20 November 2012 -	Vice President,
30 September 2013	Business Management Department

**14. Mr. Pravit Chaisuwan (Age: 60 years)****AOT Senior Specialist 11**

(Retired from office from 1 October 2018 onwards)

**Percentage of Shareholding**

As of 1 October 2017 None

Change during the Year None

As of 30 September 2018 None

**Percentage of Shareholding of Spouse/Underage Child**

As of 1 October 2017 None

Change during the Year None

As of 30 September 2018 None

**Family Relationship among Directors and Executives** None**Education**

- M.P.P.M., National Institute of Development and Administration
- B.I.Ed. (Electrical Engineering), King Mongkut's University of Technology North Bangkok

**Training**

- State Enterprise Labor Law Program (Class 1)
- Developing Individuals' Behavioral Competency for AOT's Executives (Class 7)
- Role of Executive in Business Continuity Management Program (Class 1)
- Good Governance and Ethics-based Management for Sustainable Growth Program (Class 1)

**Work Experience in the Last 5 Years**

6 May 2015 -	AOT Senior Specialist 11
30 September 2018	
1 October 2014 -	Senior Executive Vice President
5 May 2015	(Engineering and Construction)
1 April -	AOT Senior Advisor 10
30 September 2014	
1 October 2013 -	AOT Senior Advisor 10 and Acting
31 March 2014	Senior Executive Vice President (Engineering and Construction)
20 November 2012 -	Vice President, Office of Suvarnabhumi
30 September 2013	Airport Construction Management

## 15. Mr. Pattanapong Suwannachat (Age: 57 years)

### Chief Finance Officer (CFO)

#### Percentage of Shareholding

As of 1 October 2017 None

Change during the Year None

As of 30 September 2018 None

#### Percentage of Shareholding of Spouse/Underage Child

As of 1 October 2017 None

Change during the Year None

As of 30 September 2018 None

Family Relationship among Directors and Executives None

#### Education

- B.A. (Accounting), Chiang Mai University

#### Training

- Cash Flows Statement Shop (Workshop), Dharmniti Seminar and Training Company Limited
- Orientation Course for CFO (Class 5)
- Graduate Diploma in Accounting, Thammasat University

#### Work Experience in the Last 5 Years

2 April 2018 - Present	Chief Finance Officer (CFO), Airports of Thailand Public Company Limited
2016 - 2018	General Manager, Eagle Technology Co., Ltd.
2013 - 2015	Financial Controller, Universal Food Public Company Limited
2003 - 2013	Financial and IT Manager, Filthai Co., Ltd. (Essentra Co., Ltd.)

## 16. Mr. Pichet Roongvachira (Age: 60 years)

### Executive Vice President (Accounting and Finance)

(Retired from office from 1 October 2018 onwards)

#### Percentage of Shareholding

As of 1 October 2017 None

Change during the Year None

As of 30 September 2018 None

#### Percentage of Shareholding of Spouse/Underage Child

As of 1 October 2017 None

Change during the Year None

As of 30 September 2018 None

Family Relationship among Directors and Executives None

#### Education

- M.B.A. (Business Administration), Kasetsart University
- B.B.A. (General Management),  
Sukhothai Thammathirat Open University

#### Training

- State Enterprise Labor Law Program (Class 1)
- Role of Executive in Business Continuity Management Program (Class 1)
- AOT's Leadership Development Program: The 7 habits of Highly Effective People
- AOT's Leadership Development Program: Strategies for Change
- AOT's Leadership Development Program: Strategic Thinking on Future Business Arena
- AOT's Public Airport Manager Program (Class 3)
- Good Governance and Ethics-based Management for Sustainable Growth Program
- Public Financial and Fiscal Management Program for Senior Executives (Class 3)

#### Work Experience in the Last 5 Years

6 May 2015 -	Executive Vice President
30 September 2018	(Accounting and Finance)
20 November 2012 -	Vice President,
5 May 2015	Budgeting Department

**17. Mr. Noppadol Mongkolsin (Age: 60 years)**

**Executive Vice President, Deputy General Manager of Suvarnabhumi Airport (Business Support Group)**

(Retired from office from 1 October 2018 onwards)

**Percentage of Shareholding**

**As of 1 October 2017** None

**Change during the Year** None

**As of 30 September 2018** None

**Percentage of Shareholding of Spouse/Underage Child**

**As of 1 October 2017** None

**Change during the Year** None

**As of 30 September 2018** None

**Family Relationship among Directors and Executives** None**Education**

- M.B.A. (General Management), Krirk University
- B.B.A. (Accounting), Ramkhamhaeng University

**Training**

- Roles of Executives and Results-Based Management Program (Class 1)
- Roles of Executives in Business Continuity Management Program (Class 1)
- Quality Standards for Work Program (Class 2)
- Director Accreditation Program (DAP) (Class 102), Thai Institute of Directors (IOD)
- Internal Audit Unit Management Program, Institute of Internal Auditors of Thailand
- Advanced Audit Committee Program (AACP), Thai Institute of Directors (IOD)
- AOT's Public Airport Manager Program
- Adoption of International Financial Reporting Standards (IFRS) for AOT's Financial Report Program
- Leadership Succession Program (LSP) (Class 1/2013)
- Chief Financial Officer (CFO) (Class 3)
- Executive Program in Metropolitan Development Management (Mahanakorn, Class 4)

**Work Experience in the Last 5 Years**

6 May 2015 - 30 September 2018	Deputy General Manager of Suvarnabhumi Airport (Business Support Group)
4 October 2013 - 5 May 2015	Vice President, Audit Office
20 November 2012 - 3 October 2013	Executive Vice President (Accounting and Finance)

**18. Mrs. Rapeeporn Kongprasert (Age: 58 years)**

**Vice President, Finance Department**

**Percentage of Shareholding**

**As of 1 October 2017** 0.0005 percent (79,600 shares)

**Change during the Year** None

**As of 30 September 2018** 0.0005 percent (79,600 shares)

**Percentage of Shareholding of Spouse/Underage Child**

**As of 1 October 2017** None

**Change during the Year** None

**As of 30 September 2018** None

**Family Relationship among Directors and Executives** None**Education**

- M.B.A. (Accounting), University of the Thai Chamber of Commerce
- B.Acc. (Auditing), University of the Thai Chamber of Commerce

**Training**

- Developing Individuals' Behavioral Competency for AOT's Executives
- State Enterprise Labor Law Program
- Roles of Executives in Business Continuity Management Program
- Professional Accountants Program
- Airport Management Program, Kaset Mini MBA, Kasetsart University
- AOT's Leadership Development Program: The 7 habits of Highly Effective People
- AOT's Leadership Development Program: Enhancing Skills for Today's Professional Staff Leaders
- AOT's Leadership Development Program: Strategies for Change
- Good Governance and Ethics-based Management for Sustainable Growth Program

**Work Experience in the Last 5 Years**

1 October 2013 - Present	Vice President, Finance Department
1 October 2009 - 30 September 2013	Deputy Vice President, Finance Department

## 19. Mrs. Chantima Lattivan (Age: 60 years)

### Vice President, Accounting Department

(Retired from office, effective from 1 October 2018 onwards)

#### Percentage of Shareholding

As of 1 October 2017 0.0003 percent (44,100 shares)

Change during the Year None

As of 30 September 2018 0.0003 percent (44,100 shares)

#### Percentage of Shareholding of Spouse/Underage Child

As of 1 October 2017 None

Change during the Year None

As of 30 September 2018 None

#### Family Relationship among Directors and Executives None

#### Education

- B.B.A. (Accounting), (Second Class Honors), Ramkhamhaeng University

#### Training

- Accounting Standards for Executives and Bookkeepers Program
- Public Financial and Fiscal Management Program for Senior Executives, Comptroller General's Department
- Professional Comptroller Certification Program, Federation of Accounting Professions under the Royal Patronage of His Majesty the King
- AOT's Leadership Development Program: Enhancing Skills for Today's Professional Staff Leaders
- Good Governance and Ethics-based Management for Sustainable Growth Program
- Thai Intelligent Investors Program
- AOT's Public Airport Manager Program
- Good Corporate Governance Principles for Listed Companies 2017 Program

#### Work Experience in the Last 5 Years

4 October 2013 -	Vice President,
30 September 2018	Accounting Department
17 December 2007 -	Deputy Vice President,
3 October 2013	Accounting Department

## 20. Miss Nattanan Moongthanya (Age: 59 years)

### Vice President, Accounting and Finance Department, Suvarnabhumi Airport

#### Percentage of Shareholding

As of 1 October 2017 0.0000 percent (4,900 shares)

Change during the Year None

As of 30 September 2018 0.0000 percent (4,900 shares)

#### Percentage of Shareholding of Spouse/Underage Child

As of 1 October 2017 None

Change during the Year None

As of 30 September 2018 None

#### Family Relationship among Directors and Executives None

#### Education

- B.B.A. (Accounting), Ramkhamhaeng University

#### Training

- Preparation of Business Plans of Suvarnabhumi Airport for Fiscal Year 2009 - 2013
- Developing Individuals' Behavioral Competency for AOT's Executives
- Roles of Executives in Business Continuity Management Program
- Quality Standards for Work Program
- Airport Management Program, Kaset Mini MBA, Kasetsart University
- AOT's Leadership Development Program: The 7 habits of Highly Effective People (Class 1)
- AOT's Leadership Development Program: Enhancing Skills for Today's Professional Staff Leaders (Class 1)
- AOT's Leadership Development Program: Strategies for Change (Class 1)
- AOT's Leadership Development Program: Systematic Planning and Creation (Class 2)
- AOT's Leadership Development Program: Strategic Thinking on Future Business Arena (Class 4)
- Good Governance and Ethics-based Management for Sustainable Growth Program (Class 1)

#### Work Experience in the Last 5 Years

1 October 2013 - Present	Vice President, Accounting and Finance Department, Suvarnabhumi Airport
4 January 2012 -	Deputy Vice President,
30 September 2013	Business Planning and Budgeting Department, Suvarnabhumi Airport

# TO MEET OUR TARGETS

## 5



## Corporate Governance

The AOT Board of Directors is committed to operating its business by adhering to AOT's good governance principles, Code of Best Practices for Directors of Listed Companies, rules, regulations, Corporate Governance Code 2017 and related practice guidelines of the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC). The Board of Directors has therefore assigned the Corporate Governance Committee to monitor, evaluate and revise the policy, ethics and best practices of AOT's good corporate governance as in line with the laws and global practices as well as recommendations of related institutes, to be annually proposed to the AOT Board of Directors for approval.

With strong determination to achieve sustainable success under the concept of organizational management based on good governance principles and excellent good governance leadership, AOT has then published the AOT's Corporate Governance Policy on the AOT Intranet and AOT's website: [www.airportthai.co.th](http://www.airportthai.co.th) to allow its officers and employees to gain knowledge and understanding and be able to apply the AOT's Corporate Governance Policy to the performance of duties in a concrete manner. In 2018, AOT was selected to be a member of the Dow Jones Sustainability Indices (DJSI) for 4 consecutive years under the category of Transportation and Transportation Infrastructure (TRA). This represents AOT's commitment to operate its business according to sustainable development guidelines covering such areas as economy, good governance, environmental consideration and sustainable living in the society.

### Corporate Governance Policy

Since 2006, the AOT Board of Directors has had a clearly written Corporate Governance Policy which is revised on a yearly basis. In 2018, the AOT Board of Directors revised the Corporate Governance Policy and considered that the

current version of this policy, revised in 2017 according to the resolution of the AOT Board of Directors meeting No. 4/2017 held on 22 March 2017 and came into effect on 4 April 2017, was still appropriate and consistent with the good corporate governance operation and in line with rules, regulations, notifications and guidelines for good corporate governance of the SEC and the SET. The Board of Directors then resolved to approve the continuation of the AOT's Corporate Governance Policy dated 4 April 2017.

AOT has made the AOT's Corporate Governance Policy available on the AOT Intranet and its website: [www.airportthai.co.th](http://www.airportthai.co.th). The AOT's Corporate Governance Policy comprises 5 categories as follows:

1. Rights of shareholders
2. Equitable treatment of shareholders
3. Roles of stakeholders
4. Information disclosure and transparency
5. Responsibilities of the Board of Directors

### Rights of Shareholders

- (1) AOT recognizes the importance of the shareholders' rights of ownership over AOT exercised through the elected Board of Directors. Apart from the right to participate and to vote in the shareholders' meetings, each shareholder has votes equivalent to the number of shares held and the right to make decisions on significant changes. Moreover, AOT encourages the shareholders to exercise other fundamental rights such as the right to receive equitable treatment and profit/dividend sharing, the right to propose an agenda item and a director nominee who is eligible to be elected as a director for the AOT's annual general shareholders' meeting, and queries regarding the Company's management and operations in advance of the

shareholders' meeting. The shareholders also have right to express opinions and raise questions in the shareholders' meeting for joint consideration and approval on important matters of AOT such as an agenda to consider all types of directors' remuneration and an agenda to approve dividend payment in which the dividend payment policy of the Company, proposed dividend rate along with reasons and supporting information are provided to the shareholders. For the agenda regarding the election of directors, each nominee will be proposed to the shareholders for voting. A profile of each nominated director including age, education, work experience and the number of listed or non-listed companies in which the director holds positions will be disclosed in the shareholders' meeting invitation letter. Moreover, the criteria and nomination procedures, and type of director proposed, whether being director or independent director, are also identified. In case where AOT proposes to re-elect the existing directors, AOT will provide the information regarding their meeting attendance in the previous year and the date of appointment as the directors. For the agenda on remuneration, AOT will propose a policy to set the criteria on remuneration payment for each position. For the agenda on the appointment of auditor, AOT will propose the appointment of Office of the Auditor General, which is an independent agency, as AOT's auditor, fix the audit service fee and approve major transactions affecting the business direction of AOT. The Board of Directors clearly establishes the Corporate Governance Policy under which AOT will not take any action that violates or limits the rights of the shareholders and will also avoid adding any other agenda items without notification prior to the shareholders' meeting to allow the shareholders to study supplementary information of all agenda items before making decisions.

- (2) AOT has placed high importance on the shareholders' meeting by arranging the meeting venue which is appropriate and convenient to the shareholders. AOT held the 2017 Annual General Shareholders' Meeting on Thursday, 25 January 2018 at 14.00 hrs. at Suvarnabhumi Grand Ballroom, Novotel Suvarnabhumi Airport Hotel. AOT provided transportation services to the shareholders from the AOT's Headquarters on Cherdwutagard Road, Srikan, Don Mueang, Bangkok to the meeting venue,

divided into three trips at 11:30, 12:00 and 12:30 hrs. AOT also facilitated the shareholders to travel to the meeting venue by Airport Rail Link (City Line) without charge, by enclosing a free round-trip Airport Rail Link ticket with the invitation letter.

- (3) AOT informed the shareholders of the 2017 Annual General Shareholders' Meeting date approximately 2 months in advance to allow the shareholders to schedule their attendance. The meeting date was informed on 30 November 2017 as soon as the Board of Directors resolved to hold the Annual General Shareholders' Meeting on Thursday, 25 January 2018. AOT also informed the shareholders of the names of shareholders who had rights to attend the 2017 Annual General Shareholders' Meeting and receive dividend payment (Record Date) on 14 December 2017.
- (4) AOT submitted the letter of invitation both in Thai and English 22 days prior to the meeting. The invitation letter consisted of adequate and complete supplementary information together with the opinions of the Board of Directors for each agenda item separately, the Proxy Forms A, B and C as required by the Department of Business Development under the Ministry of Commerce with explanations, AOT Articles of Association relating to shareholders' meeting, a list of names and details of 3 independent directors in case any shareholders prefer to authorize one of them to attend the meeting, conditions, criteria and practices of meeting participation, appointment of proxy and voting, and a map of meeting venue. The meeting was posted on a daily newspaper at least 7 days prior to the meeting for 3 consecutive days. In addition, the shareholders' meeting invitation letter and the information regarding the agenda items and proxy forms were posted on AOT's website in both Thai and English 42 days prior to the meeting to allow the shareholders to have adequate time to study details of each agenda item. For those who cannot attend the meeting in person, AOT offered them to grant proxy to an independent director or another person to attend the meeting and cast a vote.
- (5) At the shareholders' meeting, AOT accommodated all shareholders and institutional investors with equitable treatment, ensured security measures for the shareholders, provided a counter for document examination and

adequate and proper registration service spots. Registration opened not less than 2 hours ahead of the meeting and extended until the end of the meeting. AOT provided staff to accommodate the registration for the shareholders and attending proxies. A barcode system was used to quicken registration and vote counting. In addition, AOT provided duty stamps for the shareholders wishing to appoint their proxies to attend the meeting and hold a reception for the participating shareholders.

- (6) The AOT Board of Directors, except the directors who were unable to attend the meeting due to urgent matters, and executives placed importance on the Annual General Shareholders' Meeting. The 2017 Annual General Shareholders' Meeting on Thursday, 25 January 2018 was attended by the Chairman of the Board of Directors, who chaired the meeting, the Chairman and members of the Audit Committee, the Chairman and members of the Nomination Committee, the Chairman and members of the Remuneration Committee, the Chairman and members of the Corporate Governance Committee, the Chairman and members of the Risk Management Committee, the President and Secretary of the Board of Directors, the Senior Executive Vice President (Accounting and Finance) and the Chief Financial Officer (CFO), the Senior Executive Vice President (Legal and Corporate Secretary) acting as Corporate Secretary, together with senior executives to provide explanation on agenda items, answer questions and take suggestions from the shareholders.
- (7) The AOT's legal consultants were from independent agencies to ensure that the shareholders' meeting was transparent and in compliance with the laws and AOT Articles of Association. They helped inspecting the documents of the attending shareholders or proxies and stakeholders who exercised their voting rights, ensuring that ballot counting was in line with the AOT Articles of Association, and examining meeting resolutions and voting ballots. Volunteer shareholders were also invited to be the mediators and inspectors of the ballot counting in all agenda items.
- (8) The meeting proceeded according to the sequence of agenda items identified in the shareholders' meeting invitation letter submitted to shareholders in advance.
- The invitation letter informed the shareholders of the objectives and rationales for each proposed agenda item along with the opinions of the Board of Directors. The Chairman of the meeting allowed the shareholders to express opinions and raise questions on each agenda item. Before the meeting commenced, the Chairman of the meeting assigned the Corporate Secretary to explain discussion, voting, and counting methods according to the AOT Articles of Association to the shareholders and required the voting ballots.
- (9) The Chairman of the Board of Directors, regarded as a representative of the Board of Directors as a whole, attended every shareholders' meeting to meet and answer questions raised by the shareholders. The Company's top executive also participated in every shareholders' meeting to answer queries about the Company's management to the shareholders. In addition, the Chairmen of all 5 subcommittees attended every shareholders' meeting to answer the shareholders' questions on issues related to the subcommittees. AOT organized appropriate and transparent meetings and allocated sufficient meeting time. During the meeting, AOT allowed the shareholders to express opinions and raise questions before voting and concluding the meeting resolution for each agenda item. If there were any questions unrelated to an agenda item during the meeting, the Chairman of the Board of Directors or the top executive would answer the queries in an agenda of other matters to ensure that time for considering each agenda item was properly spent.
- (10) AOT preserved the rights of the shareholders to register after the meeting started and to vote on the ongoing agenda items and the subsequent ones.
- (11) AOT immediately informed the shareholders of meeting resolutions on the day after the meeting through the Community Portal of the SET and on AOT's website, and always prepared and submitted the minutes of the meeting to the SET and the SEC within 14 days after the meeting date. The minutes were correctly, completely and clearly prepared regarding the names of the attending and absent directors, Q&As, significant explanations or opinions. The summary of votes was separately divided into the approved, disagreed and abstained ones. The meeting resolutions and minutes

both in Thai and English were also published on AOT's website: [www.airportthai.co.th](http://www.airportthai.co.th) to facilitate the access to information of the shareholders. Moreover, the meeting minutes were dispatched to the shareholders for acknowledgement and approval. The shareholders could make any corrections on the meeting minutes as deemed appropriate and send them back to AOT within the timeframe without having to wait for approval of the minutes in the next shareholders' meeting.

(12) AOT clearly disclosed the shareholding structures of its subsidiaries and associates on AOT's website and annual report to ensure shareholders' confidence on the transparency and accountability in AOT's operations.

(13) AOT disclosed the proportion of shares held by the Thai NVDR, the shareholder who was not entitled to any voting rights in the management, along with the information of shareholders who were NDVR holders of more than 0.5 of paid-up capital clearly in the annual report.

### Equitable Treatment of Shareholders

AOT emphasizes and ensures equitable and fair treatment to every shareholder regardless of sex, age, race, nationality, religion, belief, social status, or physical disability. To that effect, the Company has taken many efforts as follows:

(1) The minor shareholders with not less than 100,000 shares, being either a shareholder or combined shareholders, had rights to propose an agenda item of annual general shareholders' meeting and nominate a qualified person for director position ahead of the annual general shareholders' meeting, of which the criteria were announced to the shareholders through the SET's website 3 months before the end of the fiscal year (1 July - 30 September 2017), or at least 6 months ahead of the annual general shareholders' meeting and also published on AOT's website. The Board of Directors would consider whether to add the proposed matter to the agenda item or not. The nominated person for director position was also proposed to the Nomination Committee to examine whether the nominee was qualified and then submitted to the Board of Directors for approval before proposing it for consideration at the shareholders' meeting. The Company required the shareholders to vote for each candidate individually.

At the 2017 Annual General Shareholders' Meeting, none of the shareholders proposed any agenda or nominate any person to be elected as a director.

(2) AOT arranged the shareholders' meeting according to the sequence of agenda items notified in the shareholders' meeting invitation letter. The Company had no policy to add more agenda items without notifying the shareholders in advance so that the shareholders could have sufficient time to study supplementary information of all agenda items before making decisions.

(3) AOT provided proxy forms, as established by the Department of Business Development under the Ministry of Commerce and attached with the invitation letter, for the shareholders who could not attend the meeting in person by offering them to grant proxy to an independent director or another person to attend the meeting. AOT also attached the required documents and evidences needed to be presented before the meeting, proxy appointment procedure, registration and voting procedure, information regarding the independent directors who were assigned to represent shareholders as their proxy and had no conflict of interest with the director appointment agenda. The shareholders could download the Thai and English proxy appointment forms from AOT's website.

To facilitate and expedite the registration process at the meeting, AOT also coordinated with the institutional investors or foreign shareholders appointing a custodian in Thailand to be a share depositary to enable them to prepare the required documents and evidences to be presented at the meeting in advance.

(4) AOT prepared the shareholders' meeting invitation letter in both Thai and English for the Thai and foreign shareholders and provided the officers with skills in English to facilitate the foreign shareholders at the meeting. In case where the foreign shareholders asked questions or discussed issues raised during the meeting, AOT arranged for suitable communication and provided translation into Thai for both questions and answers for other shareholders to preserve their interests and ease communication for both Thai and foreign shareholders.

- (5) AOT encouraged the shareholders to use separate ballots for each agenda item so they could cast their votes as deemed appropriate. During the meeting, the ballots for each agenda item were collected and the barcode system was employed for recording and showing the results of the vote counts. The officers facilitated ballot collection and compiled the voting results at the meeting with the votes that shareholders casted prior to the meeting as stated in the proxy form. The resolutions were subsequently announced at the meeting. To ensure transparency, the ballots were counted in the presence of the independent legal consultants and volunteer shareholders verifying the results with their signatures on, which would be kept for future checks.
- (6) Regarding the agenda for the election of directors, the shareholders were allowed to elect each candidate for director position individually. The candidates who received higher votes would be elected as directors respectively to attain the required number of the directors at a given meeting. Each of the elected directors shall have more than half of the total votes from the shareholders attending the meeting and exercising their voting rights.
- (7) Shareholders have equal right to vote. One share equals one vote.
- (8) At the Board meeting, in case where a director has conflict of interest on the agenda being discussed, the director shall not participate in the decision making by either not attending the meeting or not casting votes, to ensure that the Board's decision is fair and made for the true benefits of shareholders.

### Roles of Stakeholders

AOT realizes the significance of the rights of all stakeholders whether being the internal ones, such as the employees and executives of AOT, and subsidiaries or the external ones, such as the shareholders, customers, employees, government, joint venture partners, business partners, creditors, society, community, and other related agencies. AOT is to ensure that basic rights of these stakeholders are well protected and looked after in accordance with the laws and related regulations. AOT also realizes the support from the stakeholders which creates competitiveness and profits and this has led to AOT's long-term success. The AOT Board of Directors has clearly established written

policies and best practices for treatment of shareholders in AOT's Good Corporate Governance Handbook which is made available on AOT's website. AOT operates with respect to the rights of all stakeholders everywhere it carries out business. In addition, AOT prepares a Sustainable Development Report as a part of the Annual Report and a separate Sustainable Development Report in accordance with the Global Reporting Initiative (GRI) framework (see Sustainable Development Report 2018).

### Treatment of Stakeholders

AOT is committed to promoting cooperation between the Company and the stakeholders to create financial stability and corporate sustainability. In 2018, AOT takes care of both internal and external stakeholders as specified in AOT's Good Corporate Governance Handbook circulated to the employees and posted on the website as follows:

- Shareholders**
- AOT pledges to be a good representative of shareholders in transparently conducting business with emphasis on creating long-term economic value and good returns.
  - AOT performs its duties with honesty, integrity and fairness for the best interests of both major and minor shareholders and all concerned parties.
  - AOT conducts its business with emphasis on creating long-term economic value and good returns for the shareholders.
  - AOT discloses both financial and non-financial information as well as its operating results in a factual, complete, adequate, constant and timely manner to actually represent AOT's financial and operational performance.
  - The Corporate Governance Library is a specific corner in AOT's library and information center that provides information about AOT's operations, such as airport development plan documents, procurement documents and contracts with value exceeding 1 million Baht.
- Employees**
- AOT regards its employees as a key success factor. The Board of Directors therefore has in place a policy for employee compensation and welfare. AOT's regulations on employees' benefits are disclosed in the circular letters sent to the employees and uploaded to the Intranet.

AOT also promotes the development of knowledge and ability of employees at all levels and constantly enhance their operational capabilities throughout the year.

- AOT provides complaint channels for employees in case where there is a conflict between employees or between an employee and his/her supervisor. The employee is entitled to make a complaint and the responsible unit proceeds according to the criteria and procedures set out by AOT. If it is proved that the employee acts in good faith, he/she will be protected and the complaint shall not cause dismissal or any disciplinary action to the employee or concerned witnesses.
- AOT ensures equitable treatment, good working environment as well as appropriate and fair compensation for all employees, such as the establishment of the provident fund, medical expense reimbursement from public and private hospitals according to the criteria set by AOT, establishment of AOT saving and credit cooperative limited to provide deposit-withdrawal and loan services for employees. The airport club has also been established to support various activities, such as educational trips, travels, sports within AOT and with other state enterprises.

- Government** ● To be accountable for the government sector, AOT is committed to conducting business in full compliance with the laws and all applicable regulations of the regulatory agencies. AOT has provided constant support for the government projects to ensure the maximum benefits for the society as a whole and to retain good relationships with the government agencies. AOT cooperates with the government agencies by providing accurate and complete information upon request so as to ensure transparency and create mutual trust and confidence.
- AOT has developed the 6 airports under its responsibility into the aviation and tourism hubs by taking advantage of the geographical location of the country and strengthening the country's economic growth.

**Society, Community and Environment** ● AOT's values are shared through activities for the community and society in the operating areas and support of education, sports, culture and professional development for a better quality of life of the community.

- AOT places importance on social and environmental responsibility throughout the business processes. The Company strives to increase the positive impacts and mitigate the negative impacts in order that AOT can get along with the communities and society in the operating areas. AOT also fosters good relationships with the communities, jointly solve the problems to create confidence in the communities and society in a sustainable way (see further details in the Sustainable Development Report 2018).

**Business Partners** ● AOT shall select the business partners as in compliance with the criteria, qualifications and attributes specified in AOT's regulation on the selection of commercial concession as well as the procurement with the criteria and procedures according to AOT's regulation on the supply to ensure that AOT's commercial activities and procurements proceed in a fair, systematic and transparent manner and support the business partners who conduct business with morals, integrity and social and environmental responsibility.

- AOT shall proceed to comply with the contracts, agreements or conditions entered into with its business partners based on equality and fairness for the maximum interests of both parties.
- AOT shall not request or receive any benefits, and against any actions that are dishonest to business partners.
- AOT establishes the best practices for business partners for acknowledgement and compliance with AOT's anti-corruption policy and specify the general conditions in the terms of reference (TOR) to ensure transparency and fairness in their operations.

- AOT develops its complaint-filing channels both online and offline to provide greater convenience for its business partners and other stakeholders and establishes a specific unit directly responsible for receiving and managing complaints.
- Competitors**
- AOT conducts business based on free and fair competition without slander or assault to the competitors. However, AOT will provide cooperation to the business competitors if it is for the service users' benefits.
  - AOT follows the framework of good business competition by continually improving better services to create the passengers' satisfaction. The Airport of Smiles strategy is used to impress the passengers with smiles.
  - AOT shall fully compete with independence and fairness based on the Airport Council International (ACI) which regulates services standards and facilities of airports worldwide.
- Creditors**
- AOT treats the creditors with fairness, responsibility and transparency by strictly complying with the terms and conditions of contracts and financial obligations regarding repayment, assets safeguarding, and other conditions. AOT also ensures no misuse of loan as agreed with the creditors, dishonest act and concealment of information or facts that will cause damages to the creditors.
  - In case where AOT fails to comply with the obligations of the contracts, AOT will inform the creditors in advance to find a mutual solution.
- Debtors**
- AOT shall indiscriminately perform according to the contracts, agreements or conditions with the debtors in terms of loan recovery and collection. In case where the debtors fail to meet the obligations, the negotiation shall be employed in advance to find a mutual solution and prevent damages under the best practices of corporate governance.
- Customers and the Public**
- AOT regularly provides the debtors with the reports on accrued liability in an accurate, complete and timely manner.
  - AOT operates in compliance with the laws, regulations, and conditions regarding treatment to the debtors.
  - AOT cooperates, supports community development and enhances culture and public quality of life of the communities surrounding the airports so that they grow in parallel with the airport business.
  - AOT strives to create satisfaction and confidence to its customers and the public to ensure that they receive safety, high-quality services and satisfaction. AOT continues to raise its high standards to serve its customers and the public.
  - AOT informs the public of its good quality services in an accurate, complete and timely manner and with no distortion of facts, and also maintains good and sustainable relationship with the public.
  - AOT sets up the complaint system for the customers and the public to make complaints about safety, services, facilities and satisfaction in order that they can receive quick responses and satisfaction.
- Outsource Staff**
- AOT manages large airports and has a number staff of both operating units in Suvarnabhumi Airport and outsourcing companies directly providing services to the passengers. AOT, therefore, organizes an annual seminar under the project called "Kon Baan DiewKan" (people live in the same community). In 2018, AOT organized a seminar to inform the operating units and workers in Suvarnabhumi Airport of the preparedness for entering into ASEAN Economics Community (AEC). This aims to develop knowledge and understanding on the roles and duties of each individual as well as encourage recognition of their own benefits and importance as a driving mechanism for Suvarnabhumi Airport's operation.

## Safety, Occupational Health and Working Environment Policy

AOT is committed to operating the world's smartest airports by delivering service excellence, community, social and environmental responsibility together with concern for health protection, safety and working environment of all officers and employees. Then, the Safety, Occupational Health and Working Environment Policy has been formulated as follows:

1. AOT is committed to compliance with the law on safety, occupational health and working environment and other relevant laws and international standards.
2. AOT will control and prevent losses caused by accidents, illnesses, injuries, occupational diseases or irritating incidents from work as well as non-work activities and establish appropriate control and prevention measures.
3. AOT will manage safety, occupational health and working environment risks to prevent hazards that might affect workers, passengers, operators, contractors and properties of AOT by establishing measures to prevent, control and reduce risks to an acceptable level.
4. AOT will raise awareness of executives, officers, employees and contractors in engaging in the safety, occupational health and working environment for strict compliance and support and promote a culture of safety within the organization.
5. AOT will support its business as being the outstanding establishment for safety, occupational health and working environment at national and maintain its status as the outstanding establishment in a continuous manner.
6. AOT will support its business to obtain occupational health and safety management system certification according to international standards, maintain its certification status and provide revision and improvement for continuous and sustainable development.

To ensure that the AOT's occupational health and safety standards are internationally accepted, AOT has then proceeded according to the occupational health and safety systems OHSAS 18001:2007/ TIS 18001-2554. AOT Headquarters, Phuket International Airport, Mae Fah Luang – Chiang Rai International Airport, Chiang Mai International Airport, Hat Yai International Airport, Don Mueang International Airport and Suvarnabhumi Airport have already prepared and submitted a request for certification.

In 2018, AOT held workplace safety and health promotion campaigns such as firefighting and evacuation drill, occupational

safety week and safe driving campaign during Songkran Festival, elevator rescue training at AOT Headquarters, health promotion campaign "Easy Exercise and Relaxing with Ergonomics" and production of health promotion video as a medium for communicating health promotion campaign for AOT personnel and concerned parties in airports.

With its commitment to operate the world's smartest airports with focus on service quality and safety, occupational health and working environment, AOT then received the outstanding establishment award at national level, arranged by the Department of Labour Protection and Welfare, Ministry of Labour for the twelfth consecutive year.

## Environmental Conservation and Resource Efficiency

AOT places emphasis on promoting energy conservation by applying the energy management system to cut energy costs, reduce global warming impacts on the living creatures on earth and increase effectiveness of energy conservation in continuous and sustainable manners. AOT then issued the AOT Notification Re: Energy Conservation Policy, to encourage all employees' participation in energy management in their own units to attain the maximum efficiency as deemed as one of the duties according to the guidelines as follows:

1. AOT will appropriately execute and develop the energy management system by defining energy conservation as part of its operation as in compliance with the laws and other relevant regulations.
2. AOT will continuously improve its energy and resource efficiency that is suitable for the operation, technology and best work practices.
3. AOT will develop energy conservation plans and set goals each year and communicate them to all employees for correct understanding and actions.
4. AOT will regard energy conservation as the duty and responsibility of executives at all levels and all employees to cooperate and comply with the specified measures, monitor and report to the energy management working group.
5. AOT will provide necessary supports, including human resources, budget, work hours, trainings and participation in the presentation of comments for energy development tasks. With regard to environmental management, AOT has in place an airport environmental management policy to be in line with the airport environmental management best

practices and strive towards becoming the leading environment and community-friendly airports in a sustainable manner. The policy is detailed as follows:

1. AOT will comply with the laws, regulations and requirements related to the environment.
2. Ensure efficient resource and energy consumption management of airports.
3. Maintain environmental quality according to measures to prevent, improve and reduce environmental impacts as approved by the National Environment Board.
4. Focus on building understanding and enhancing community and stakeholder engagement to increase capacity to maintain and develop environmental quality of airports
5. Raise employees' awareness of the conservation of environmental quality and sustainable energy and natural resource consumption.

In addition, AOT enhances knowledge and arranges training courses in environment for AOT employees on an annual basis. In 2018, training courses in environment were as follows:

- The special lecture on "Turning Waste into Something Useful" under the topic of "3Rs Waste Practices", given by Mr. Vorakorn Taenamchai, Dissemination Technical Officer of the Department of Environmental Quality Promotion.
- The lecture on "What are Benefits of Recycling", given by Mr. Saichon Sittikulvanich, the Marketing Department Manager of Fiber Pattana Co., Ltd.
- The lecture on "Reduce Plastic, Stop Global Warming", given by representatives from the Pollution Control Department, namely Mr. Wutthichai Kaewkrajang, Environmentalist (Senior Professional Level) and Ms. Vasana Chaengprajak, Environmentalist (Professional Level) and representatives from the Department of Alternative Energy Development and Efficiency, namely Ms. Thunyaporn Vimtraimet, Plan and Policy Analyst (Senior Professional Level) and Mr. Sakchai Supprasert, Civil Engineer (Professional Level).
- Training course on "Food Sanitation for Food Handlers", arranged by a team of Samut Prakan Provincial Public Health staff.

### Intellectual Property Policy and Practice Guidelines

AOT has developed a policy and regulations relating to non-violation of intellectual property or copyright by

prescribing in the AOT's Corporate Governance Policy that AOT shall protect its own intellectual property from violation or unauthorized use as well as AOT's personnel shall respect and not perform any actions that violate the intellectual property rights of others.

### Information and Communication Technology Security Policy and Practice Guidelines

Information and communication technology is considered as a vital factor in promoting business operations and increasing efficiency. It is therefore a mutual responsibility of all AOT employees to use information and communication technology under the laws and AOT's Order Re: AOT ICT Security Policy that prescribed access or control of use of information and communication technology covering at least 4 areas: 1. Information System Access 2. Network Access 3. Operating System Access, and 4. Software Application and Information Access. Moreover, in the AOT's Good Corporate Governance Handbook, AOT defines ethics in the use of ICT, requiring that all employees shall be responsible for protecting and taking care of the information in possession of AOT or their own responsibility for preventing the access of information without permission and not disclosing any significant business information to the unrelated persons. Also, they shall be disciplined in using the information and communications systems without creating negative impacts on AOT and others.

If an employee is found to be guilty on piracy, AOT shall investigate with fairness. If the investigation confirms fraudulent action, the person shall receive disciplinary punishment and/or appropriate punishment in accordance with the laws as the case may be.

### Legal Compliance Policy and Practice Guidelines

AOT's personnel realize and emphasize on conducting business based on legal compliance. AOT's Code of Ethics and Good Corporate Governance Handbook require AOT's personnel to comply with the laws, rules, regulations and shareholders' resolutions with honesty, integrity and prudence.

### Human Rights Policy and Practice Guidelines

AOT places importance on taking care of customers, business partners, employees, community and environment through the thorough examination of human rights issues to assess human rights impacts that may arise from the businesses that AOT

engages in. Respect for human rights is a critical discipline for AOT's business operations and is defined as ethics and principles always abided by AOT. Since the commencement of operations, AOT has continuously encouraged all directors, executives and employees to treat each other with respect and dignity or do not act in the way that adversely affects freedom of others and is against the provisions of the laws. Such act also applies to the treatment of all stakeholders. To support human rights obligations, AOT then launched the AOT Notification Re: Human Rights Policy dated 1 June 2018 to express its commitment to responsibility, transparency and participation in the management of human rights impacts that may arise throughout AOT's value chain. The Human Rights Policy shall be acknowledged by employees and business partners by integrating human rights practice guidelines into airport activities. The AOT's human rights management process encompasses 4 major areas including rights of employees, rights of community and environment, rights of business partners and rights of customers.

The AOT's Corporate Governance Policy prescribes that the AOT Board of Directors, executives, officers and employees shall respect and comply with the law on human rights by placing importance on respecting human dignity, rights and freedoms and equality of individuals who are certified or protected by both Thai and international laws, regardless of sex, age, race, nationality, religion, belief, political opinion or disability. In addition, the AOT's Code of Ethics for Employees B.E. 2554 (2011) stipulates that all AOT's employees must respect individuality and human dignity as the ethical standard that must be strictly abided by. Any breach or non-compliance of the Code of Ethics is considered disciplinary breach and shall be punished based on severity of actions.

### Contact, Complaint or Whistleblowing Channels

AOT puts emphasis on providing communication channels to all stakeholders for the exchange of information, opinions and recommendations for mutual benefits. In case where the stakeholders receive unfair treatment from AOT, they can file complaints, make suggestions or leave comments through AOT's website: [www.airportthai.co.th](http://www.airportthai.co.th). Opinion or suggestion boxes are provided at service desks at all airports under AOT's supervision. Stakeholders can also report on fraudulent actions and misbehaviors of AOT's employees and other stakeholders. AOT places emphasis on the confidentiality and only discloses the information to

the assigned and concerned group of people to create the complainant's confidence. The receipt of complaint and inquiry procedures are defined in writing. Contact, Complaint or Whistleblowing Channels are as follows:

- (1) E-mail address: [goodgovernance@airportthai.co.th](mailto:goodgovernance@airportthai.co.th)
- (2) Website: [www.airportthai.co.th](http://www.airportthai.co.th) under the topic of "Contact and Whistleblower" by sending to Good Corporate Governance (Contact the Corporate Governance Committee)
- (3) Letter to AOT Board of Directors/President/Vice President of Office of Audit, Airports of Thailand Public Company Limited, 333 Cherdwutagard Road, Srikon, Don Mueang, Bangkok 10210
- (4) P.O. Box 3, Don Mueang Sub-Post Office, Bangkok 10211
- (5) Opinion and suggestion boxes found at the Headquarters and the offices in each of 6 airports under AOT's responsibility
- (6) Corporate Communications Department at Telephone Number (66) 2535 3738, Facsimile Number (66) 2535 4099 and E-mail: [aotpr@airportthai.co.th](mailto:aotpr@airportthai.co.th)
- (7) AOT Call Center 1722
- (8) AOT Online Chat on the website: [www.airportthai.co.th](http://www.airportthai.co.th)

However, the suggestions and complaints received from the stakeholders will be forwarded to the related units that proceeds the clarification, correction, improvement and conclusion of the results to be reported to the AOT Board of Directors. To pursue the procedure of complaint made against AOT's operations in an orderly, rapidly and efficient manner, AOT has therefore appointed a "Committee on the Pursuit of Procedure of Complaint Made against AOT's operations" to pursue and quicken the complaint management and report the progress to the Committee on the Finding of Solutions to the Complaints stationed at the Ministry of Transport, thereby creating confidence in the problem solving of AOT's operations among the stakeholders.

With regard to the complaint or whistleblowing, AOT has defined the receipt of complaint and whistleblowing procedures by providing the whistleblowing channels and investigation and punishment processes which are strictly in accordance with the relevant rules, regulations and laws. To create confidence among the employees or stakeholders, AOT is also committed to protecting and allowing no threat or menace to the employees or any other persons who report

the clues and provide cooperation or assistance in the investigation with honest intention. In addition, AOT will not dismiss, suspend from office or threaten with any actions relating to the complaints or whistleblowing made by AOT's employees or concerned persons.

### Information Disclosure and Transparency

AOT discloses significant information through the SET's channel as well as on its website in both Thai and English. Such significant information includes annual report, corporate governance policy, company information and news releases. The website is regularly updated to provide the shareholders and outsiders to have easy access to timely and accurate information for their best benefits. The significant information is as follows:

- (1) AOT's essential information consists of both financial and non-financial information. The financial statements must be reviewed and audited by the auditor and deemed to be accurate in all material respects and in conformity with the generally-accepted accounting principles. They are approved by the Audit Committee / the Board of Directors before disclosing to the shareholders. The Board of Directors is required to disclose a report on its responsibilities for the financial report, a report of the Audit Committee and a report of the auditor in the annual report. AOT also discloses connected transactions as well as management discussion and analysis in the 2018 Annual Information Form (Form 56-1) and Annual Report (Form 56-2).
- (2) Information is disclosed to the public, shareholders and investors according to the Public Information Act B.E. 2540 (1997) in the Good Corporate Governance Library.

It is also publicized on its website in both Thai and English including the general information of the Company, profiles of Board of Directors, annual reports, sustainable development reports, invitation letters to the shareholders' meetings, minutes of the shareholders' meetings, AOT's Good Corporate Governance Handbook, and AOT's Code of Ethics for Employees B.E. 2554 (2011).

- (3) AOT has disclosed the profiles of the Board of Directors, roles and duties of its 5 subcommittees according to the Articles of Association, meeting attendance record of each Board member in 2018. Disclosure of directors' remuneration as in line with the resolutions of the annual general shareholders' meeting and senior executives' remuneration is also included in the 2018 Annual Information Form (Form 56-1) and Annual Report (Form 56-2).
- (4) AOT establishes the Investor Relations Department responsible for communicating crucial information to the investors, retail/individual investors, shareholders, and domestic and international securities analysts. Investors are able to contact the unit directly or through AOT's website, which provides both Thai and English versions along with the updated information. AOT places importance on the disclosure of accurate, complete, transparent and thorough information and always submits the performance and information reports to the institutional investors, retail/individual investors, shareholders, and domestic and international securities analysts as well as directly and indirectly concerned individuals. Details are as follows

### Fiscal Year 2018

Activities	Times / Year
Company Visit	43
Conference Call / Telephone Call	896
E-mail (Copy)	43
Opportunity Day	-
Analyst Briefing	1
International Roadshow	2
Domestic Roadshow	8

AOT organizes a company visit for the shareholders to visit the airports under its supervision, allowing them an opportunity to be informed of and inquire about AOT's policies, operating results and solutions to various obstacles from the senior executives. AOT organizes the project once a year to create confidence and good relationship with the shareholders. The participating shareholders are selected through the drawing of applications submitted by the shareholders. In 2018, AOT brought 100 shareholders to visit Don Mueang International Airport on Friday, 16 March 2018.

If the investors and concerned individuals have any queries, they are requested to contact AOT's Investor Relations Department at Telephone Number +66(0) 2535 5900, Facsimile Number +66(0) 2535 5909, E-mail: aotir@airportthai.co.th or visit AOT's website: www.airportthai.co.th.

- (5) AOT discloses the general information, financial information, Management Discussion and Analysis (MD&A) supporting financial statements of every quarter in an accurate and complete manner according to the regulations of the SEC.
- (6) AOT prepares the financial reports in accordance with the accounting standard which are audited by the Office of the Auditor General of Thailand. Shareholders can be confident that the information shown in the financial statements is accurate.

## Responsibilities of the Board of Directors

### Good Corporate Governance Handbook

AOT has always placed importance on good corporate governance and prescribed that "the Company shall establish a policy on a code of business conduct and ethics of the Company, Board of Directors, senior executives, management and employees as in accordance with the good corporate governance system to be the standard of correct practice" in the AOT Articles of Association. In 2002, AOT developed its first Code of Ethics to be abided by the Board of Directors, executives and employees and to demonstrate

its commitment to conduct business with good corporate governance, transparency and credibility. The Code of Ethics 2002 was then revised in 2009 and known as AOT's Good Corporate Governance Handbook 1st Revision (B.E.2009) which was disseminated to all AOT directors, executives to sign and comply with for the first time. In 2016, AOT revised the latest AOT's Good Corporate Governance Handbook which was later called as AOT's Good Corporate Governance Handbook B.E. 2559 (2016) to be in line with the SET's Principles of Good Corporate Governance for Listed Companies 2012, ASEAN CG Scorecard, criteria of State Enterprise Performance Appraisal (SEPA) implemented by the State Enterprise Policy Office as well as AOT's mission.

AOT's Good Corporate Governance Handbook B.E. 2559 (2016) is a practice guideline which must be acknowledged and strictly abided by all AOT Board of Directors, executives and employees. Moreover, the Handbook is also used to support human resource management and distributed to all new employees at all levels at the orientation. Good corporate governance and ethics have been embedded in the basic training courses that the Human Resources Development Department organizes as part of its annual human resources development plan.

### Code of Ethics

AOT has in place a clearly written system and mechanism for the establishment of corporate governance and ethics as appeared in the "Regulation of Airports of Thailand Public Company Limited Re: Code of Ethics for Employees B.E. 2554 (2011)". The Code of Ethics must be adopted by all AOT's employees. Any action that breaches or has the intention to avoid obligation according to the Code of Ethics shall be subjected to penalties based on the severity of action and considered as an unacceptable disciplinary action.

### Promotion of AOT's Corporate Governance and Ethics

In 2018, AOT organized several activities to promote ethical practice among its officers and employees to raise ethical awareness, thus contributing to the happiness in their everyday working life as follows:

1. "Food Offerings to Monks on Tuesdays and Thursdays" activity: The monks from Don Mueang Temple were invited to the alms giving ceremony from 7.00-8.00 hrs. at the Main Lobby, AOT's Headquarters.
2. Dried-food offerings to 59 monks to celebrate New Year 2018, with Chao Khun Alongkot Phra Utamaprachatorn, the Abbot of Phra Baht Nampu Temple, Lopburi province, chairing the religious ceremony held on 5 January 2018 at the ground in front of the Statue of Field Marshal His Royal Highness Prince Chakrabongse Bhuvanart, AOT's Headquarters.
3. Arrangement of a special lecture on "Dhamma Way of Life, Moral Guidance for Organizational Development" to enhance officers and employees' knowledge and understanding of principles of Dhamma which could be applied to their everyday life, foster positive attitudes at work and relieve stress for a better quality of life. The special lecture was held on 26 January 2018 at AOT Auditorium.
4. AOT provided its employees as volunteers in the winter festival called "Un Ai Rak Khlai Khwam Nao", or "Love and Warmth at Winter's End," assisting in the translation exhibition group and the public relations photographer group. The festival aimed to reflect the bond between King and subjects in the reigns of Rama V and IX and to succeed His Majesty the King's royal wish for cultural inheritance, held during 8 February - 11 March 2018 at the Royal Plaza and Sanam Sue Pa, Dusit Palace, Bangkok.
5. Visiting the elderly on the occasion of the National Elderly Day on 9 April 2018 at Ban Bang Khae 2, Bangkok.
6. Dried-food offerings to 59 monks and bathing rite for Buddha images to celebrate Songkran's Day, with Chao Khun Alongkot Phra Utamaprachatorn, the Abbot of Phra Baht Nampu Temple, Lopburi province, chairing the religious ceremony held on 11 April 2018 at the ground in front of the Statue of Field Marshal His Royal Highness Prince Chakrabongse Bhuvanart, AOT's Headquarters.
7. Award Giving Ceremony is held annually for the outstanding officers, particularly admired officers, employees and external parties who make contributions to AOT and outstanding units to express admiration, praise and encouragement. In 2018, the ceremony was held on the 39<sup>th</sup> anniversary of AOT's operations (on Sunday, 1 July 2018) on 29 June 2018 at AOT Auditorium, 2<sup>nd</sup> Floor, AOT's Headquarters and presided by AOT President. Honorary plaques were granted to outstanding units and officers, and particularly admired officers and employees and also souvenirs for officers who had been working for AOT for 25 years.
8. "AOT's Merit Making at 5 Temples in Honor of His Majesty King Maha Vajiralongkorn Bodindradebayavarangkun's 66<sup>th</sup> birthday anniversary on 28 July 2018" at 5 temples in Nakhon Pathom and Kanchanaburi provinces on 17 July 2018.
9. Arrangement of "Inheriting Buddhist Lent Candle Offering Tradition" for the year 2018 to promote, maintain and preserve Thai tradition and foster a relationship with the community on 18 July 2018 at Wat Don Mueang, Wat Sai Amphan Emsan and Wat Khlong Ban Mai.
10. Dried-food offerings to 66 monks in honor of His Majesty King Maha Vajiralongkorn Bodindradebayavarangkun's 66<sup>th</sup> birthday anniversary, with Chao Khun Alongkot Phra Utamaprachatorn, the Abbot of Phra Baht Nampu Temple, Lopburi province, chairing the religious ceremony held on 26 July 2018 at the ground in front of the Statue of Field Marshal His Royal Highness Prince Chakrabongse Bhuvanart, AOT's Headquarters.
11. Arrangement of a lecture on "The New Era of AOT with Good Governance Mindset", with Dr. Danai Chanchaochai as the guest lecturer, to promote AOT's good governance and ethics for the year 2018. The lecture was held on 3 August 2018 at AOT Auditorium, 2<sup>nd</sup> Floor, AOT's Headquarters and attended by AOT's internal and external stakeholders including AOT directors, executives, employees, airlines, and public and private sectors.

12. The AOT President, senior executives and employees registered to join the volunteer program and lined up to be given their volunteer uniforms on 21 August 2018 at the 1<sup>st</sup> Army Area Auditorium.
13. "AOT's Merit Making, Mind Enhancement and Royal Celebration" activity to celebrate and perform a merit-making for Her Majesty Queen Sirikit in the reign of King Rama IX's 86<sup>th</sup> birthday anniversary on 12 August 2018, was held during 17 - 19 September 2018 at Mahayong Temple, Phra Nakhon Si Ayutthaya province.
14. "AOT's Values Promotion Campaign", an annual event, was held to promote AOT's 5 core values that support its vision - service mind, safety & security, teamwork, innovation and integrity. The core values are designed to allow AOT's employees to embrace and nurture morals, ethics and consciousness, and strengthen bonding between AOT and its employees. In 2018, AOT arranged several activities such as photo and VDO clip contests and Mr. & Miss AOT Core Values 2018 contest to raise officers and employees' awareness of AOT values.

### Anti-Corruption Performance

In 2018, AOT established an Anti-Corruption Operation Center that reports directly to the President and under supervision of the Corporate Governance Committee. It is responsible for making recommendations and guidelines for the formulation of anti-corruption and misconduct policy, measures and operational plans as in accordance with the National Strategy on the Prevention and Suppression of Corruption. The prevention of corruption is addressed in the company's core value in integrity by disseminating and raising the employees' awareness of ethics and conducts and creating an ethical work environment in line with the company's core value, thereby leading to the establishment of ethical societies. It also has guidelines for practical achievement tasks and other relevant tasks as assigned as well as collaborates and cooperates in preventing and suppressing corruption and misconduct with external agencies such as the Office of the National Anti-Corruption Commission (NACC), the Office of Public

Sector Anti-Corruption Commission (PACC), the State Enterprise Policy Office (SEPO), the Ministry of Transport, the state enterprises networks for the prevention and suppression of corruption and related regulatory agencies.

AOT signed a tri-party Memorandum of Understanding (MOU) on the Movement towards the National Strategy on the Prevention and Suppression of Corruption Phase 3 (2017 - 2021) between the NACC, the SEPO and state enterprises to express their commitment to uplift moral and ethical standards and transparency in business and also joined the drafting of the four-year Anti-Corruption Operational Plan for the State Enterprise Sector (2018 - 2021) pursuant to the tri-party MOU Concerning the Propelling of the National Strategy on the Prevention and Suppression of Corruption Phase 3 (2017 - 2021) between the NACC, the SEPO and state enterprises to support the propelling of the National Strategy on the Prevention and Suppression of Corruption as well as encourage personnel in the organizations to perform their duties with honesty, transparency and moral and ethical behaviors.

Since 2014, AOT has participated in the Integrity & Transparency Assessment (ITA) which aims at assessing integrity and transparency performance of public agencies. For the 2018 ITA result, AOT achieved the very high level of integrity and transparency.

AOT responded to the government policy that required the application of risk assessment system as a critical tool for preventing corruption risks by conducting corruption risk assessment of the approval process according to Thailand's Public Sector Collective Action Coalition Against Corruption (PCAC) and the operational processes/methods to establish internal control measures against corruption risks.

Regarding the prevention and suppression of corruption in the private sector, AOT declared its intention to join Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) to express its commitment to operate business with honesty, transparency and accountability and build confidence of all AOT stakeholders. As one of the CAC members, AOT has then developed and improved the policy and methods in compliance with the CAC. AOT launched and disseminated the AOT Notification Re: Anti-Corruption Policy throughout

the organization on 16 June 2016. The policy defined duties, responsibilities, practice guidelines and penalties to be strictly abided by the AOT directors, executives and employees. AOT required that the Anti-Corruption Policy be annually revised to ensure its consistency with the changing business environment, rules, regulations and laws. In 2018, AOT revised the Anti-Corruption Policy which was approved by the Corporate Governance Committee in September. The AOT Board of Directors later approved the revised Anti-Corruption Policy in October. Moreover, AOT disseminated the AOT Notification Re: Anti-Corruption Policy and related practice guidelines to both internal and external stakeholders via different types of easily accessible communication channels such as AOT's website ([www.airportthai.co.th](http://www.airportthai.co.th)), Internet, letters, emails and billboard in the visible area. For the certification of CAC membership status, AOT is in the process that requires additional operations according to the resolution of the CAC.

AOT launched the AOT Notification Re: Abstention from Accepting New Year's Gifts to seek cooperation from AOT officers and employees to abstain from accepting New Year's gifts from individuals or external agencies as in line with the AOT Notification Re: Anti-Corruption Policy, thus establishing good work practice standards of AOT personnel in preventing improper exploitation and potential conflict of interest. AOT also submitted letters to all stakeholders of AOT to request for cooperation to refrain from giving New Year's gifts which reflected its strong commitment to operate transparent business and enhance confidence and trust of all stakeholders of AOT.

AOT continuously organized training courses to provide AOT personnel with anti-corruption knowledge so that they could understand compliance with policy and acknowledge punishments in case of breaches. The anti-corruption matters were essentially embedded in AOT Orientation Course, Airport Operations Course, Junior Airport Management Course, Intermediate Airport Management Course and Senior Airport Management Course. In addition, AOT invited a guest lecturer who had knowledge and expertise of anti-corruption to give a talk on the topic "Corruption Risk Management" to AOT directors, executives and employees.

### Conflict of interest

The AOT Board of Directors considers that conflict of interest is a very important policy and has been established in the AOT's Corporate Governance Policy by stipulating that the directors, executives or employees shall not exploit their positions for personal gains. Thus, the directors shall not engage in businesses competing against AOT and shall avoid self-related transactions that may lead to conflict of interest with AOT. In the event where such transactions are necessary, the AOT Board of Directors will ensure fair and transparent transactions alike those conducted with the outsiders. Most importantly, the Board of Directors, executives or employees having interests in such transactions must not be involved in the approval process and in the event where they fall within the scope of connected transactions pursuant to the SET's Notification, the AOT Board of Directors will ensure strict compliance with the criteria and methods of disclosure of connected transactions of listed companies.

In addition, the AOT's Good Corporate Governance Handbook addresses conflict of interest issues in the Code of Ethics on Conflict of Interest Transactions which stipulates practices for AOT directors, executives and employees as follows:

- (1) Avoid involvement in self-related issues that could cause conflict of interest with AOT.
- (2) In case where necessary actions must be done for the company's benefits, they must be carried out according to the general commercial conditions and the principles approved by the Board of Directors in a fair and transparent manner, as if they are made with the outsiders and for the maximum benefits of AOT. Directors who have personal interests must not be involved in the approval process.
- (3) In case of connected transactions or transactions that may have conflict of interest according to the SET's Notification, the Board of Directors shall ensure strict compliance with the criteria, methods and disclosure of connected transactions of listed companies.

- (4) In case where the Board of Directors, executives, employees or family members take part or hold shares in any businesses that may lead to conflict of interest with AOT, they are required to write a report of their interests to the President.
- (5) In case where the directors, executives or employees take the positions of directors or advisors of other business organizations, the positions taken must not cause conflict of interest with AOT and direct operations in AOT.

To ensure compliance with the Securities and Exchange Act, however, the AOT Board of Directors has set out criteria for reporting interests of directors, executives or those of involved parties, requiring that the Board of Directors and executives report their interests to AOT within 7 working days after the changes are made. The Corporate Secretary must submit copies of the reports to the Chairman of the Board of Directors and the Chairman of Audit Committee for acknowledgement.

Moreover, AOT has clearly defined practices guidelines by issuing the AOT's Order No. 461/2010 dated 10 June 2010 Re: "Criteria and Practice Guidelines on Conflict of Interest" which requires AOT officers and employees to complete an interest disclosure form on a yearly basis and the AOT's Order No. 648/2012 dated 19 June 2012 Re: "Practice Guidelines on Conflict of Interest" to determine practice guidelines on conflict of interest and put in place a control system in a standardized and transparent manner as well as develop a handbook of practice guidelines on conflict of interest, thereby leading to efficient data collection.

#### **Directors' Orientation**

The newly appointed directors are provided with useful documents and information to perform their duties, such as AOT Articles of Association, Handbook for Directors in Listed Companies, Laws regarding Listed Companies, Principles of Good Corporate Governance for Listed Companies set by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), AOT's Good Governance

Handbook, AOT Corporate Plan and detailed information on various development projects, etc. Moreover, AOT provides lectures conducted by concerned executives and law experts on the nature of business, operating results, future operation plans, issues significant to business operations, authority, duties, and responsibilities of the Board of Directors of listed companies.

#### **Development of Directors and Senior Executives**

The Board of Directors places importance on knowledge development and experience enhancement. AOT has regularly and continuously sent its directors and executives to attend training courses or seminars organized by the Thai Institute of Directors or IOD such as Director Accreditation Program (DAP), Director Certification Program (DCP), Advanced Audit Committee Program (AAP), Financial Statements for Directors (FSD), Monitoring the System of Internal Control and Risk Management (MIR), Monitoring the Internal Audit Function (MIA) and Risk Management Program for Corporate Leaders (RCL). The Corporate Secretary and concerned employees also attend training courses such as Company Secretary Program (CSP) for acknowledgement of corporate secretary's roles and duties required by laws; Effective Minute Taking (EMT) for acknowledgment of forms and standards of minutes taking, corporate governance, laws, and requirements; Board Reporting Program (BRP) focusing on the preparations of meeting documents for directors including financial and non-financial reports, and report writing to express opinions on important issues; Company Reporting Program (CRP) enabling corporate secretary to correctly and completely prepare information according to laws and regulations to create confidence among the stakeholders.

Other training courses include Finance for Non-Finance Executives by Thailand Management Association (TMA) to help executives in business analysis for investment planning and use of financial data for competitive strategic planning; Role of the Nomination and Governance Committee (RNG) that helps creating understanding of roles and duties of

the Nomination Committee and the Corporate Governance Committee in adding value to the Company and develops performance monitoring system, to be in line with the corporate objectives and increase performance effectiveness of directors indicators as tools in developing nomination process; Anti-Corruption: The Practical Guide

(ACPG) that provides for self-evaluation tool and knowledge on the corruption prevention principles and processes.

The AOT Board of Directors attended training courses for directors organized by both public and private organizations as follows:

**AOT Board of Directors' Records of Training Courses for Directors  
Held by Both Public and Private Organizations**

Name	Programs					
	Director Accreditation Program (DAP) IOD	Director Certification Program (DCP) IOD	Advanced Audit Committee Program (AACP) IOD	Risk Management Program for Corporate Leaders (RCL) IOD	Top Executive Program (Capital Market Academy)	Corporate Governance for Directors and Senior Executives in State Enterprises and Public Organizations (King Prajadhipok Institute)
1.Mr. Prasong Poontaneat	-	Class 76/2006	-	-	Class 14	-
2.Squadron Leader Prajak Sajjasophon	-	Class 214/2015	-	Class 8/2017	Class 17	-
3.Air Marshal Prakt Skunasingha	Class 137/2017	-	-	-	-	-
4.Mr. Thawatchai Arunyik	-	-	-	Class 9/2017	Class 17	Class 10
5.Miss Suttirat Rattanachot	-	Class 73/2006	-	-	-	-
6.Mr. Manit Nitiprateep	Class 126/2016	Class 225/2016	Class 26/2017	Class 8/2017	Class 14	Class 12
7.Mr. Thanin Pa-Em	-	Class 204/2015	Class 27/2017	-	-	Class 6
8.General Chartudom Titthasiri	-	Class 211/2015	-	-	-	-
9.Mr. Manas Jamveha	-	Class 71/2006	-	Class 9/2017	-	-
10.Mrs. Rawewan Netrakavesna	-	Class 207/2015	-	-	-	-
11.Mr. Sarawut Benjakul	-	Class 108/2008	-	Class 8/2017	Class 5	Class 3
12.Mr. Krichthep Simlee	Class 149/2018	-	-	-	-	-
13.Police Lieutenant General Manu Mekmok	Class 137/2017	-	-	Class 9/2017	-	Class 16
14.Mr. Wara Tongprasit	Class 80/2009	-	Class 20/2015	Class 13/2018	-	-
15.Mr. Nitinai Sirismatthakarn	Class 138/2017	Class 258/2018	-	-	-	-
Directors who retired by rotation/resigned during 2018						
16.General Chaicharn Changmongkol	-	-	-	-	-	-

In the fiscal year 2018, there were 3 directors attending IOD courses as follows:

1. Mr. Krichthep Simlee attended the Director Accreditation Program (DAP) (Class 149/2018).
2. Mr. Wara Tongprasin attended the Risk Management Program for Corporate Leaders (RCL) (Class 13/2018).
3. Mr. Nitinai Sirismatthakarn attended the Director Certification Program (DCP) (Class 258/2018).

Additionally, the Board of Directors, subcommittees and working groups chaired by AOT directors visited foreign airports such as Liege Airport in Belgium and Amsterdam Schiphol Airport in the Netherlands during 31 August - 7 September 2018. The main points of study visits were as follows:

#### **Liege Airport (LGG), the Kingdom of Belgium**

LGG is located in the northwest of the city of Liege, in the east of the Kingdom of Belgium, and in the center of the Golden Triangle Paris-Amsterdam-Frankfurt. LGG has been converted from a military base to a cargo terminal since 1990 with the aim to become Europe's cargo hub. The airport is currently ranked first in air freight in Belgium and eighth in Europe. In 2016, air freight movements accounted for 660,604 tons and passenger volume of 382,000 passengers, mostly on chartered flights, to 21 destinations. The 2-runway airport has one passenger terminal which can handle 1 million passengers per year. The airport offers the 25,000-square-meter cargo handling facility with outdoor parking lots for 2,700 cars. LGG has achieved great success in air freight management. In 2017, the airport was awarded the Air Cargo Excellence 2017 from the Air Cargo World magazine and the Best Cargo Airport 2017 from the Air Cargo News magazine. In essence, the Board of Directors held discussion about the establishment of Certify Hub under the topic of Overview Information about LGG and Cooperation Project between AOT and LGG.

#### **Amsterdam Schiphol Airport (AMS), the Netherlands**

Formerly as a military airbase, AMS has been commercially operated since 1949 under the management of Schiphol Group. It plays a major role in connecting air traffic networks between Amsterdam and 326 worldwide destinations. In 2017, it was ranked 11th of the world's busiest airports with 67.5 million passengers, inclusive of 24.9 million transit passengers with accounted for 36.9% of the total number of passengers, and 496,748 flights. AMS has one passenger terminal, Concourse A-G with 165 gates and 6 runways. It has been marked by its capacity development which contributes to a series of awards, especially in 2017, such as ACI Europe Best Connected Airport 2017, ACI Europe Second Best Worldwide Hub Connectivity 2017, Business Traveler UK: Best European Airport 2017 (28 consecutive years), CAPA Centre for Aviation: Airport of the Year 2017 (in the category of 30 million passengers per year). The Board of Directors held a meeting to exchange knowledge and experience in AMS Schiphol Airport Overview and its Five Strategic Themes; Top Connectivity, Excellent Visit Value, Competitive Marketplace, Development of the Group, Sustainable & safe Performance and Cargo Operations; The Pharma Gateway Amsterdam Alliance, The Holland Flower Alliance. The knowledge and experience gained from the study trips to Liege Airport in Belgium and Amsterdam Schiphol Airport in the Netherlands was beneficial to the formulation of the policies on air freight capacity development and service quality development of airports under AOT's supervision.

#### **Succession Plan and Development of Executives**

AOT has a succession plan in place. The Human Resources Management and Development Committee, chaired by the President as the AOT director with the Senior Executive Vice Presidents and Airport General Managers as committee members, will determine and identify key positions and

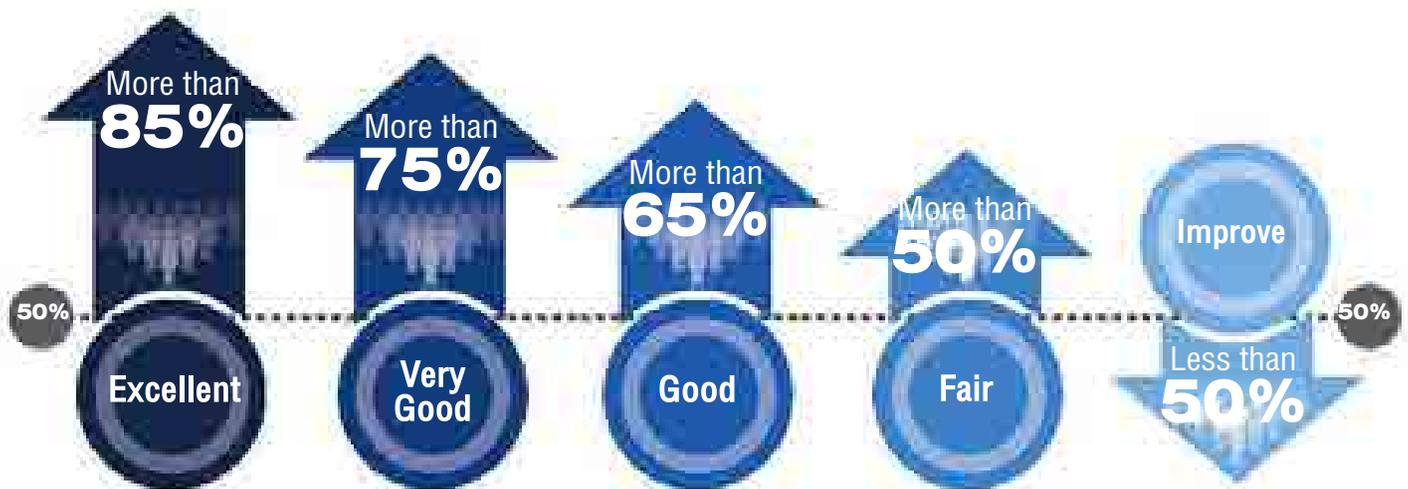
select the eligible list of executives possessing qualifications similar to success profiles of positions. Then, the competency and readiness for the positions of the eligible list will be assessed by the 360-Degree Competency Assessment to develop a successor pool as a guideline for the selection of executives eligible for key positions when they become vacant and a preparation of executives who are successors to have an opportunity to enhance their capabilities to replace future positions with high efficiency and ensure business continuity and achievement of AOT's goals, mission and vision.

AOT has set guidelines for competency development of executives to increase their capabilities to perform duties as in accordance with the required qualifications of future successors. It has provided the executives with the opportunity to be trained in various important courses, including Armed Forces College, King Prajadhipok's Institute, Top Executive Transportation Management Program, Top Executive Program of the Capital Market Academy, PPPs for Executives Program, Preparatory Course for Public Airport Manager, Leadership Succession Program and AOT Advanced Airport Management Program (AAMP) in collaboration with the Aviation Strategies International Institute.

### Self-Assessment of the Board of Directors

AOT's Good Corporate Governance Handbook stipulates that yearly self-assessments of directors have to be conducted to be used as a framework for the Board of Directors' performance assessment and improvement. The Board of Directors has approved to use assessment forms of State Enterprise Policy Commission under the Ministry of Finance as specified in the "Effective Operation Guidelines of State Enterprise Committee".

The procedure for AOT Board of Directors' self-assessment starts with the Corporate Governance Committee's consideration on the performance assessment forms of the Board of Directors and subcommittees. Then, the forms will be proposed to the AOT Board of Directors for consideration and AOT will submit the forms to all AOT directors to assess AOT Board of Directors' performance. The forms will be sent back to AOT for result analysis. AOT will propose assessment results and comments to the AOT Board Meeting for acknowledgement and better improvement of AOT Board of Directors' performance. In 2018, the AOT Board of Directors resolved to approve 2 forms of performance assessment consisting of an assessment of the Board of Directors and a self-assessment of individual director. Criteria of assessment are as follows:



The results of performance assessment of AOT Board of Directors in 2018 were proposed to AOT Board of Directors for acknowledgement. The recommendations derived from the assessment were also used for concretely establishing guidelines for improvements of the Board of Directors' performance efficiency. The summary of results was as follows:

1. Self-assessment of Individual Directors: the form consisted of 6 parts with 32 questions covering the following assessment topics:

- Core Competency
- Independence
- Preparedness
- Practice as a Director
- Committee Activities
- Vision to Create Long - Term Value

The overall assessment result was **Excellent** with an average score of **93.60%**.

2. Assessment of Board of Directors: the form consisted of 6 parts with 42 questions covering the following assessment topics:

- Structure and qualifications of the Board of Directors
- Roles, duties and responsibilities of the Board of Directors
- Practices of the Board of Directors
- Communication of the Board of Directors

- Relationship between the Board of Directors and the management
- Meeting preparations and procedures

The overall assessment result was **Excellent** with an average score of **99.33%**

The Board of Directors also added some useful comments which would enable the Corporate Secretary Department to coordinate and prepare documents for the directors in a more effective manner.

#### Self-Assessment of Subcommittees

AOT's Corporate Governance Policy prescribes that the Board of Directors and subcommittees conduct self-assessment once a year so as to jointly consider performance and problems for further improvements. The procedures of self-assessment of subcommittees are as follows:

- 1) The Corporate Governance Committee considers self-assessment forms of subcommittees.
- 2) The subcommittees considers the appropriateness of the forms to be further used as performance assessment.
- 3) The Secretaries of subcommittees conclude and report the performance results of subcommittees, and proceed with efficiency improvement.
- 4) The Secretary of the Board of Directors reports the assessment results of subcommittees to the Board of Directors.

The assessment results of all subcommittees for the year 2018 were Excellent.



Audit Committee  
**98.75%**



Nomination Committee  
**98%**



Remuneration Committee  
**100%**



Corporate Governance Committee  
**98.25%**



Risk Management Committee  
**99%**

### Assessment of the President's Performance

The President Performance Assessment Subcommittee, appointed by the AOT Board of Directors, comprises directors and management acting as Secretary to the Subcommittee. The Subcommittee assesses the President's performance every 6 months by considering the previous operating result's according to the indicators in the operation plans proposed to AOT Board of Directors for approval. The plans cover such issues as business development, corporate improvement and human resource development.

### Subcommittees

The AOT Board of Directors appoints subcommittees to screen important tasks according to AOT Articles of Association. The term of office is 1 year (starting from the period during the Annual General Shareholders' Meeting

in the year appointed to the Annual General Shareholders' Meeting in the following year. The subcommittees' responsibilities are stipulated in 5 charters, namely the Audit Committee, the Nomination Committee, the Remuneration Committee, the Corporate Governance Committee and the Risk Management Committee.

### The Audit Committee

The AOT Board of Directors appoints the Audit Committee according to the AOT Articles of Association which comprises at least 3 directors with at least 1 director expert in accounting and finance. They must also possess qualifications as required by the law on securities and exchange. In the fiscal year 2018, the Audit Committee held 12 meetings in total. As of 30 September 2018, the Audit Committee consisted of 3 independent directors as follows:

Name	Position
(1) Air Marshal Prakit Skunasingha	Chairman of the Audit Committee (Independent Director)
(2) Mr. Manit Nitiprateep	Member of the Audit Committee (Independent Director)
(3) Mr. Wara Tongprasin	Member of the Audit Committee (Independent Director)

Remark: The 3<sup>rd</sup> member is knowledgeable in accounting and finance and capable of auditing the AOT's financial statements.

The Audit Committee holds at least one meeting per quarter. Each meeting requires a minimum of two-thirds of the existing members for a quorum. The Chairman and each of the members shall have one vote. A decision shall be made upon a simple majority. In case of a tie vote, the Chairman shall have the casting vote.

The Audit Committee prescribes that at least one meeting with the auditor from the Office of the Auditor General of Thailand and without presence of executives shall be held per year. In the fiscal year 2018, the Audit Committee held 4 meetings with the auditor from the Office of the Auditor General of Thailand.

#### Scope of Authority and Duties

- (1) The Audit Committee shall prepare the Audit Committee Charter or scope of responsibility in writing, covering the structure and responsibilities of the Committee in details. The Charter will provide clear understanding of the Committee's roles and responsibilities for the directly involved parties, including the Board of Directors, the Audit Committee Members, the executives, the internal auditor and the auditor.
- (2) The Board of Directors shall approve the Charter while the Audit Committee shall review the Charter at least once a year to ensure that the Charter corresponds to the environment and reflects the actual operations. Changes to the Charter shall be approved by the Board of Directors.
- (3) Review and ensure that good corporate governance, internal control system, internal audit system, risk management system, financial and accounting reporting system and information security system are in accordance with the global standards, concise, appropriate, efficient and effective. Review the efficiency and effectiveness of good corporate governance, risk management, internal control system, internal audit procedures and security of AOT's information.
- (4) Review internal performance and give advice to the Board of Directors and/or the management where the committee deems appropriate to create efficiency and be in conformity with the corporate governance principles.
- (5) Review documentation and self-assessments of AOT's anti-corruption measures according to Thailand's Private Sector Collective Action Coalition Against Corruption for accuracy as well as oversee and examine the appropriateness and adequacy of the policy and anti-corruption guidelines.
- (6) Oversee internal control, preparation of financial reports and other processes related to anti-corruption measures and compliance with the anti-corruption policy.
- (7) Review risk assessment and give advice to the AOT Board of Directors regarding necessary actions required for risk mitigation which shall be further implemented by the executives.
- (8) Hold a meeting with the President to discuss the report on the performance as in line with the anti-corruption policy at least once a year, regularly report internal audit results of AOT's anti-corruption measures to the AOT Board of Directors and give recommendations and instructions to the AOT Board of Directors and executives.
- (9) Review the accuracy and appropriateness of the accounting standards used for examining AOT's financial reports. The Audit Committee is to ensure sufficient and reliable disclosure of information in accordance with generally accepted accounting standards and international accounting standards.
- (10) Review and ensure that AOT is in full compliance with laws and Cabinet's resolutions, Articles of Association and related regulations and review processes in accordance with AOT's code of ethics and code of conduct.
- (11) Review and ensure that AOT is in full compliance with the law on securities and exchange, regulations of the Stock Exchange of Thailand and other related business laws.
- (12) Provide recommendations to the AOT Board of Directors in appointing, transferring, promoting and assessing the performance of the Vice President of the Office of Audit.

- (13) Consider annual promotion of the Vice President of the Office of Audit with the President and consider the appointment, transfer and performance of officers in the Office of Audit together with the Vice President of the Office of Audit and the President.
- (14) Direct, advise, monitor and support the independent operations of the Office of Audit to ensure quality of the audit report and that it is useful to support further improvement as well as to ensure that useful recommendation is implemented to reduce and maintain level of risks to the acceptable level.
- With regard to the management of the Office of Audit, the President, who is responsible for the management of AOT, oversees and supports audits covering all AOT's units, decides on audit results, remarks and recommendations of the Office of Audit in a timely and appropriate manner and explain reasons to the Audit Committee in case of no command found as recommended.
- (15) Approve budget, plans, annual audit plans, manpower plans and plans regarding knowledge, skill, and characteristic development of officers of the Office of Audit to ensure that the auditing covers finance, accounting, operations and information technology system with regular follow-ups.
- (16) Consider the adequacy of resources that support efficient auditing for the maximum benefits of AOT.
- (17) Revise AOT's rules, regulations, orders and notifications regarding the specification of scope of duties and responsibilities of the Audit Office at least once a year, to ensure that the Audit Office is sufficiently independent in effective operations. If there is limitation to independence of the Audit Office, the matter shall be proposed to AOT Board of Directors for further improvement.
- (18) Secure an efficient communication channel between the Audit Committee and the Vice President of the Office of Audit as the Audit Committee performs its duty through the Audit Office.
- (19) The Audit Committee is responsible for considering the Charter and audit plan of the Audit Office, and approve them when authorized by the Board of Directors. The Committee is also responsible for considering and providing opinions to the Board of Directors on the qualification and performance of the Vice President of the Office of Audit, and assess efficiency and effectiveness of the Office of Audit.
- (20) The Audit Committee shall consider the benchmarking of AOT's internal audit with other leading organizations by regularly conducting an external quality review at least every 5 years, which will improve the Office of Audit's efficiency in its operations as in line with the specified guidelines and objectives.
- (21) Consider and ensure that the connected transactions or transactions that may contain conflict of interest are reasonable, accurate, extremely beneficial to AOT and in full compliance with the laws and the regulations of the Stock Exchange of Thailand.
- (22) Consider, select and nominate an independent person to be the Company's auditor and propose remuneration and dismissal of the Company's auditor.
- (23) Consider the auditor's letters submitted to the executives to provide comments and recommendations regarding irregularities or significant flaws found during the auditing, and give advice to AOT Board of Directors. The Committee may request information from the auditor regarding the letters for correct understanding and follow up to ensure that those beneficial comments and recommendations are brought into the Board of Directors' consideration and implementation. In case where any comments and recommendations are set aside without acceptable reasons, the Committee shall discuss with the management and bring the issue to the Board of Directors for reconsideration.
- (24) The Audit Committee shall be responsible for discussing the audit scope and methods of the auditor as well as the results and the auditor's performance.

- (25) The Audit Committee shall invite the auditor to attend its meeting without presence of the management at least once a year.
- (26) Promote the independence of the auditor and support the operation of the Office of Audit to ensure freedom, fairness and conformity to international standards for the Professional Practice of Internal Auditing as well as promote sufficient and appropriate cooperation between the AOT's management, the auditor and the Office of Audit.
- (27) The Audit Committee shall discuss with AOT's management on risks it is facing and risk management plan, including legal impact, taxes, rules and regulations that may have impact on AOT's operations, legal cases that already exist and future cases.
- (28) The Audit Committee may hold a meeting with the executives at least once a year by summoning the President, senior executives and any other persons involved in the agenda items and shall regularly discuss with certain executive positions such as the executives who oversee accounting and financial, legal and internal control units.
- (29) The Audit Committee shall consider the essence of issues that may affect the operations of AOT. The Audit Committee has direct responsibility towards the Board of Directors.
- (30) Review the summary and evidence in case where an officer or executive is allegedly involved in fraudulent act or abuses their authority that may damage AOT. Result of the review shall be presented to the Board of Directors for immediate consideration.
- (31) A new Audit Committee member shall receive useful information critical to perform his/her duty from related documents or discussion with the management, auditor and internal auditor so as to gain an understanding of key issues surrounding the operation.
- (32) Prepare an internal audit report of the Audit Committee at least once in a quarter of a year and an annual performance report in the fourth quarter to be disclosed in the AOT's annual report. Most importantly, the annual performance report shall be signed by the Chairman of the Audit Committee and contain at least the following information:
- (32.1) Remarks on the preparation process and disclosure of accurate, complete and reliable information in the financial reports
- (32.2) Remarks on the sufficiency of the AOT's risk management and internal control systems
- (32.3) Remarks on compliance with securities and exchange laws, regulations of the Stock Exchange of Thailand and other related business laws
- (32.4) Remarks on the appropriateness of the auditor
- (32.5) Remarks on the connected transactions that may contain conflict of interest
- (32.6) Number of meetings of the Audit Committee and the attendance record of each individual member
- (32.7) Comments or remarks on the duties performed by the Audit Committee in conformity with the Charter
- (32.8) Compliance with the Charter
- (32.9) Other items that the shareholders and investors shall be informed according to the scope of duties and responsibilities as assigned by the AOT Board of Directors
- In performing the above-mentioned duties, the Audit Committee shall consider the essence of the issues that may have impact on the AOT's operations.
- Information Disclosure of the Internal Audit Supervisor**
- In the AOT Board meeting No. 5/2015 held on 29 April 2015, the meeting resolved to appoint Mr. Somboon Noinamkham as the Vice President of the Office of Audit from 6 May 2015. Mr. Somboon had good knowledge and experience in finance and accounting, which was critical and beneficial to the AOT's internal audits and the Audit Committee's ability to perform their duties and review the financial statement credibility, and had good understanding of the Company's operations and risk management.

### The Nomination Committee

The AOT Board of Directors appoints the Nomination Committee according to the AOT Articles of Association, prescribing that the Nomination Committee shall consist of at least 3 directors with at least 1 independent director. In the fiscal year 2018, the committee held 2 meetings in total. As of 30 September 2018, the Nomination Committee members were as follows:

Name	Position
(1) Mr. Manit Nitiprateep	Chairman of the Nomination Committee (Independent Director)
(2) Squadron Leader Prajak Sajjasophon	Member of the Nomination Committee (Independent Director)
(3) Mrs. Rawewan Netrakavesna	Member of the Nomination Committee (Independent Director)

### Scope of Authority and Duties

- (1) Establish a policy, criteria and procedures of director nomination
- (2) Nominate and select persons with qualifications required by related laws and regulations and propose them to the AOT Board of Directors for consideration of appointment
- (3) Propose the appointment of directors in replacement of those who vacate office according to the Articles of Association to the Board of Directors
- (4) Perform any other tasks as assigned by the Board of Directors

### The Remuneration Committee

The AOT Board of Directors appoints the Remuneration Committee according to the AOT Articles of Association, prescribing that the Remuneration Committee shall consist of at least 3 directors with at least 1 independent director. The Chairman of the Committee must be an independent director. In the fiscal year 2018, the Remuneration Committee held 2 meetings. As of 30 September 2018, the Remuneration Committee members were as follows:

Name	Position
(1) Mr. Wara Tongprasit	Chairman of the Remuneration Committee (Independent Director)
(2) Mr. Thawatchai Arunyik	Member of the Remuneration Committee (Independent Director)
(3) Miss Suttirat Rattanachot	Member of the Remuneration Committee

### Scope of Authority and Duties

- (1) Consider the remuneration guidelines for the Board of Directors
- (2) Consider the criteria or procedures for determining the fair and reasonable remuneration and benefits for the Board of Director and submit to the Board of Directors before seeking approval from the shareholders' meeting
- (3) Consider the criteria or procedures for determining the remuneration for the external parties who are appointed to be members of committees, subcommittees, and working groups and propose them to the Board of Directors for approval

### The Corporate Governance Committee

The AOT Board of Directors appoints the Corporate Governance Committee according to the AOT Articles of Association, prescribing that the Corporate Governance Committee shall consist of at least 3 directors with at least 1 independent director. In the fiscal year 2018, the Corporate Governance Committee held 2 meetings. As of 30 September 2018, the Corporate Governance Committee consisted of 4 members, 3 out of whom were independent directors, as follows:

Name	Position
(1) Mrs. Rawewan Netrakavesna	Chairman of the Corporate Governance Committee (Independent Director)
(2) Squadron Leader Prajak Sajjasophon	Member of the Corporate Governance Committee (Independent Director)
(3) Air Marshal Prakit Skunasingha	Member of the Corporate Governance Committee (Independent Director)
(4) President	Member and Secretary of the Corporate Governance Committee

### Scope of Authority and Duties

- (1) Establish a policy on AOT's good corporate governance and corporate social responsibility for sustainability and propose them to the AOT Board of Directors for approval
- (2) Promote and give advice on good corporate governance best practices, as required by the Ministry of Finance and the Stock Exchange of Thailand as well as internationally accepted practices, to the Board of Directors
- (3) Promote corporate social responsibility covering economic, social and environmental dimensions integrated in AOT's operations
- (4) Monitor, assess and review policies, ethics and practice guidelines on AOT's good corporate governance that are in line with laws and international practices, as well as recommendations from related institutions and propose them to the AOT Board of Directors for approval
- (5) Monitor, review and assess AOT's activities promoting corporate social responsibility for sustainability according to international standards
- (6) Appoint working groups to support the operations as deemed appropriate
- (7) Periodically report the operation results to the AOT Board of Directors

### The Risk Management Committee

The AOT Board of Directors appoints the Risk Management Committee according to Article 59 of the AOT Articles of Association, prescribing that the Risk Management Committee shall consist of at least 4 directors. In the fiscal year 2018, the Risk Management Committee held 12 meetings. As of 30 September 2018, the Risk Management Committee consisted of 4 members as follows:

Name	Position
(1) Squadron Leader Prajak Sajjasophon	Chairman of the Risk Management Committee (Independent Director)
(2) Mr. Wara Tongprasin	Member of the Risk Management Committee (Independent Director)
(3) Mr. Manas Jamveha	Member of the Risk Management Committee (Independent Director)
(4) President	Member and Secretary of the Risk Management Committee

### Scope of Authority and Duties

- (1) Establish a policy and framework of risk management and provide advice on risk management at corporate level to the AOT Board of Directors and management
- (2) Oversee and support risk management to be achieved at corporate level
- (3) Recommend risk prevention and mitigation techniques at acceptable level
- (4) Monitor, assess and improve operation plans to continuously mitigate risks and responds to the business conditions
- (5) Appoint working groups and/or officers to support its performance as deemed appropriate and necessary

### Nomination and Appointment of AOT Directors and President

**Independent Directors** account for more than 50% of the Board members, comprising:

- (1) Squadron Leader Prajak Sajjasophon
- (2) Air Marshal Prakit Skunasingha
- (3) Mr. Thawatchai Arunyik
- (4) Mr. Manit Nitiprateep
- (5) Mr. Thanin Pa-Em
- (6) General Chartudom Titthasiri
- (7) Mr. Manas Jamveha
- (8) Mrs. Rawewan Netrakavesna
- (9) Mr. Sarawut Benjakul
- (10) Police Lieutenant General Manu Mekmok
- (11) Mr. Wara Tongprasin

The required qualifications of AOT's independent directors are stricter than the minimum requirement set by the Securities and Exchange Commission and the Stock Exchange of Thailand. The AOT's independent director must possess the following qualifications:

- (1) An Independent Director holds no more than 0.5% of the total number of voting shares of AOT, subsidiaries, affiliates, major shareholders or entities with controlling authority of AOT, including the shares held by those related persons.
- (2) An Independent Director is not involved in the management and is not an officer, an employee, a consultant with monthly salary or an entity with controlling authority of AOT, subsidiaries, affiliates, major shareholders or entities with controlling authority of AOT, unless there has been no benefits or interests arising from such relationships for at least two years. Such prohibited characteristic excludes the case where the Independent Director was a government official or a consultant of government agencies that were major shareholders or entities with controlling authority of AOT.
- (3) An Independent Director has no business relationship such as being a customer, partner, creditor/trade debtor, creditor/loan debtor, etc., whether directly or indirectly in terms of finance and management of AOT, subsidiaries, affiliates, major shareholders or entities with controlling authority of AOT in such a manner that may obstruct the exercise of independent discretion. Also, an Independent Director is not or was not a significant shareholder or an entity with controlling authority over a party with business relationship with AOT, subsidiaries, affiliates, major shareholders or entities with controlling authority of AOT.
- (4) An Independent Director is not a close relative or has other relationships that may remove the independence exercised over other directors, executives, major shareholders of AOT, subsidiaries, affiliates, entities with controlling authority or persons who are nominated to be directors, executives or entities with controlling authority of AOT or subsidiaries. An Independent Director is not appointed as a representative to safeguard interests of the directors, major shareholders or shareholders related to major shareholders.
- (5) An Independent Director who possesses qualifications according to Item No. 1 - 4 may be assigned from the AOT Board of Directors to make management decisions of AOT, the parent company, subsidiaries, affiliates, subsidiaries of the same level, major shareholders or entities with controlling authority of AOT. Such decisions can be made on a collective decision basis.
- (6) An Independent Director is not an auditor, a professional service provider whether being legal or financial consultant of AOT, subsidiaries, affiliates, major shareholders or entities with controlling authority of AOT, and not a significant shareholder, an entity with controlling authority, a partner

of an audit office that employs auditors of AOT, subsidiaries, affiliates, major shareholders or entities with controlling authority of AOT, or a partner of professional service providers, unless there has been no benefits or interests arising from such relationships for at least two years.

- (7) An Independent Director does not engage in a business of the same nature as and which is significantly competitive to that of AOT or subsidiaries, or a significant partner in a partnership, or a director who is involved in the management, an officer, an employee, a consultant with monthly salary, or holds more than 1% of the total number of voting shares of other companies which are engaged in businesses of the same nature as and which are significantly competitive to those of AOT or subsidiaries.
- (8) An Independent Director does not have any other characteristic which can compromise his/her freedom of expression of views about AOT's business operations.

However, the AOT directors who have been nominated according to the criteria and process in nominated directors and possess complete qualifications pursuant to the above-mentioned definition of the independent director will be appointed as independent directors by the resolutions of the AOT Board of Director meeting and/or shareholders' meeting.

### Nomination of Directors

When a director position is vacant, the Nomination Committee is responsible for nominating an appropriate person for replacement. The criteria are as follows:

- (1) Select a candidate from the Director's Pool which is a list of state enterprise directors prepared by the Ministry of Finance. The list comprises the names of persons who are knowledgeable, experienced and expert in various areas that may be beneficial to the state enterprise operations.
- (2) Possess knowledge, ability and experience in different fields of profession, without sex or race discrimination, which are beneficial and add value to AOT
- (3) Possess qualifications as stated in the AOT Articles of Association, the Standard Qualifications for Directors and State Enterprise Officials Act, the Public Limited Companies Act, the Securities and Exchange Act and the Good Corporate Governance Principles of the

Securities and Exchange Commission and the Stock Exchange of Thailand

- (4) Possess attributes which support corporate governance, independence, accountability, care, loyalty, and time dedication etc.

AOT places high priority on the persons with specific skills, experience, professional knowledge and other qualifications that existing directors still lack of and are very necessary for the business as in line with the business strategies according to the composition of AOT's Board Skill Matrix in order to provide the maximum benefits to AOT and not to cause conflict of interest among the directors.

AOT has established procedures for the nomination of directors as follows:

1. In case where a director position becomes vacant either on rotation or before the end of the term, the Board meeting shall resolve that the Nomination Committee proceeds the nomination of directors replacing the vacant director positions.
2. The Nomination Committee shall nominate the persons with consideration on the missing qualifications of directors as necessary and consistent with the strategies for AOT's operations.
3. The Nomination Committee shall conclude the nomination results and nominate persons eligible for director position along with supporting rationales and propose them to the Board of Directors for approval.
4. The AOT Board of Directors shall consider and select the eligible nominees as proposed by the Nomination Committee before further seeking the Shareholders' Meeting's approval for appointment of directors. The name list of nominees must be approved by the State Enterprise Policy and Supervisory Commission (SEPC) as in accordance with the Rule of the Office of the Prime Minister Re: State Enterprise Policy Formulation B.E. 2557 (2014).

The voting for election of the directors who leave office on rotation shall be approved by the General Annual Shareholders' Meeting with a majority of votes of the shareholders attending the meeting and having voting rights. The criteria and election procedures are as follows:

- 1) For the election of the directors who leave office before the end of term, the Board of Directors may elect directors in replacement of the vacant positions with at least three-fourths of votes of the number of the remaining directors. However, the term of office of the persons in replacement will equal the remaining term of office of the leaving directors.
- 2) The election of the directors who leave office on rotation shall be approved from the General Annual Shareholders' Meeting. The persons receiving the highest score shall be appointed as directors. The number of appointed persons equals the number of directors to be elected at that time. Criteria and election procedures are as follows:
  - 2.1) The Nomination Committee shall consider the list of persons with appropriate qualifications, propose to the Board of Directors for consideration and submit to the General Shareholders' Meeting for election. AOT allows all shareholders to nominate directors and therefore invites shareholders to nominate directors from 1 July - 30 September every year. AOT informs the shareholders through the Stock Exchange of Thailand's communications channel and on its website. The criteria on pre-nomination and nomination forms are also published on website.
  - 2.2) In case the number of nominated persons does not exceed the number of directors to be selected, AOT shall ask the shareholders' meeting to vote for the entire list of nominated persons by voting for individual nominee.
  - 2.3) In case the number of nominated persons exceeds the number of directors to be selected, shareholders shall vote for the candidates in the number that does not exceed the number of directors to be elected. The persons receiving the highest scores shall be appointed as directors at the number of directors to be elected.

However, the guidelines for the nomination of state enterprise directors of the State Enterprise Policy Office (SEPO) determine the selection methods with the State Enterprise Director Screening Subcommittee that is in charge of selecting the persons eligible for directorship in state enterprises to be proposed to the Chairman of the State Enterprise Policy

Commission for approval. AOT has then made some changes on the nomination schedule of directors retiring by rotation in the Annual General Meeting of Shareholders, effective from the 2018 Annual General Meeting of Shareholders onwards as follows:

- (1) The rights to propose an AGM agenda item and a director nominee according to the criteria and procedures proposed by the Corporate Governance Committee will be granted to the shareholders for at least 3 months, during 1 June - 31 August every year.
- (2) The Corporate Secretary will conduct initial screening of qualifications and documents and report the progress of the granting of the shareholders' rights to the Nomination Committee.
- (3) The Nomination Committee as appointed by the AOT Board of Directors will consider the qualifications, knowledge, capabilities, experience and eligibility which will be further proposed to the AOT Board of Directors. In this regard, the Nomination Committee shall consider the election of directors in replacement of those who retire by rotation at the same time to be proposed to the AOT Board of Directors and the shareholders' meeting, respectively.
- (4) The AOT Board of Directors proposes the names of persons approved by the Nomination Committee to the SEPC for approval as stipulated in the Rule of the Office of the Prime Minister Re: State Enterprise Policy Formulation and Supervision.
- (5) The persons who are approved by the AOT Board of Directors and the SEPC will be listed in the agenda item along with the opinions of the AOT Board of Directors and the SEPC (if any).
- (6) The persons who are disapproved by the AOT Board of Directors and/or the SEPC, AOT will inform the shareholders of the reasons right after the AOT Board of Directors meeting or in the following day through the dissemination channels of the SET, the corporate website and on the date of the Annual General Meeting of Shareholders.

#### Nomination of AOT President

- (1) The AOT Board of Directors appoints the President Nomination Committee and sets duty and responsibility framework to nominate an AOT President in compliance

with Standard Qualifications for Board of Directors and State Enterprise Officials Act B.E. 2518 (1975), amended by the Standard Qualifications Act for Board of Directors and State Enterprise Officials (Issue 4) B.E. 2543 (2000) and (Issue 6), B.E. 2550 (2007). The candidates must possess qualifications and have no prohibited characteristics as specified in Article 8 (1) (3) (4) (5) (6) (11) and (12). They must also possess specific qualifications as approved in principle by the AOT Board of Directors.

- (2) The President Nomination Committee nominates a knowledgeable, capable and experienced individual who possesses qualifications and has no prohibited characteristics according to Article 8 (1) (3) (4) (5) (6) (9) (10) (11) and (12) of the Standard Qualifications for Board of Directors and State Enterprise Officials Act (Issue 6), B.E. 2550 (2007).
- (3) The nomination must be done by advertising through at least 2 types of media.
- (4) Once suitable candidates are acquired, the committee must propose the names to the Board of Directors for consideration.
- (5) The Board of Directors will then submit the names of selected candidates with their resumes to the President Remuneration Subcommittee (appointed by the Board of Directors) to consider the remuneration.
- (6) The President Remuneration Subcommittee considers the remuneration, employment conditions and details of employment contract. The Subcommittee also negotiates with the selected candidate on the remuneration in accordance with the remuneration criteria and guidelines of the Cabinet's resolutions of 13 June 2000 and 22 June 2004. The main issues to be considered are as follows:
  - (6.1) The remuneration must be in line with the top executive's qualifications, knowledge, abilities, experiences, missions, and goals.
  - (6.2) The employment contract must specify the goals and indicators to be carried out successfully within the timeframe for evaluation.
  - (6.3) Goals, missions and clear indicators need to be set up for measuring the level of accomplishment

of the top executive in order to acquire an executive who is highly competent in management. If the goals cannot be realized, the contract can be terminated.

- (7) After considering the President's remuneration, the Subcommittee submits the results in (6) together with a draft of employment contract to the AOT Board of Directors for consideration and then proposes to the Ministry of Finance for approval.
- (8) Once the Ministry of Finance approves the remuneration and the drafted contract, AOT will then propose to authorized individuals (as stipulated in the State Enterprise Law) for appointment. The employment contract must be signed by the Chairman of AOT Board of Directors or directors assigned by the AOT Board of Directors.

#### **Authority and Duties of the President**

The AOT Articles of Association prescribe that the President has authority and duties as assigned by the Board of Directors and must manage in accordance with operation plans and budgets approved by the Board of Directors with strictness, honesty, and care in order to maintain the benefits of the company and shareholders. The authority and duties also include the following activities:

- (1) Operate and/or manage day-to-day work
- (2) Recruit, appoint, remove, transfer, promote, deduct salaries or wages, impose disciplinary punishment on officers and employees as well as terminate officers and employees as stipulated by AOT Board of Directors' regulations. However, the Board of Directors' approval is to be obtained in the case of department officers or equivalent.
- (3) Supervise the preparation and submission of AOT's business policies, operation plans, and budgets to the AOT Board of Directors for approval. The President is also responsible for reporting the progress of the approved operation plans and budgets to the Board of Directors with the timeframe set by the Board of Directors.
- (4) Operate and/or carry out works according to policies, operation plans, and budgets approved by AOT Board of Directors
- (5) Establish AOT's operation rules

## Supervision of Subsidiaries and Associated Companies

AOT, as shareholders of the subsidiaries and associated companies, has assigned its representatives to work in its subsidiaries and associated companies in order to protect AOT's benefits and collaborate in business operations. AOT's representatives must receive approval from AOT's management or the Board of Directors to hold positions in the Board of Directors of its subsidiaries and associated companies. The assigned directors comprise AOT's personnel, including AOT directors, executives or outsiders who have good understanding of the business and can provide management guidance for the benefits of AOT. The representatives shall have the qualities as stated in the joint venture agreement, the AOT's regulations on Supervision of Subsidiaries and Associated Companies B.E. 2554 (2011) and the Standard Qualifications for State Enterprise Directors and Employees Act.

AOT has prepared and informed its representatives of the regulations on Supervision of Subsidiaries and Associated Companies B.E. 2554 (2001) to ensure that its representatives can perform their duties as in line with AOT's policy. The regulations stipulate the authority to appoint AOT's representatives, the responsibilities of AOT's representatives, and the reports of subsidiaries and associated companies' performance results to the Board of Directors every 6 months. Regulatory units are required to prepare and report the AOT's operating performance results to the Board of Directors on an annual basis.

## Use of Internal Information

AOT has in place the measures for preventing the use of internal information for personal benefits in accordance with the AOT's Good Corporate Governance Principles, AOT's Code of Ethics and guidelines on good corporate governance related to securities trading as stated in AOT's Good Corporate Governance Handbook as follows:

1. The AOT Board of directors and executives according to the definition of the Securities and Exchange Commission (SEC) are required to file a report of securities holding in AOT in the form that is made available in the Electronic Information System and dispatch it to the SEC within the specified timeframe. The practice guidelines are as below:

- 1.1 Persons who are obliged to submit reports:
  - (1) Directors, executives and auditors
  - (2) Spouses or partners
  - (3) Minor children
  - (4) Juristic persons as in items (1) (2) and (3) holding an aggregate number of shares of more than 30% of the total number of voting rights of the juristic persons in question and the aggregate number of shares representing the largest proportion of shares in those juristic persons.
- 1.2 Commencement of duty
  - (1) In case where securities are held before assuming positions, directors or executives still has no duty to prepare reports under Section 59 until the sale, transfer or acceptance of transfer of securities occur.
  - (2) In case where holding or changing the number of shares after assuming positions obliged to report, reports shall be prepared upon the sale, transfer or acceptance of transfer of securities.
- 1.3 Reporting period
  - (1) In case where directors and executives are newly appointed and their names are not yet registered in the SEC's director and executive database of the issuing companies, reports shall be prepared within 7 working days from the day of changes of securities holding.
  - (2) In case where the names directors and executives already exist in the director and executive database, reports shall be prepared within 3 working day from the day the sale, transfer or acceptance of transfer of securities occur.
- 1.4 Reporting method
 

Report through the SET Electronic Information System: [www.sec.or.th](http://www.sec.or.th) by preparing and submitting forms online via the SEC's website: [https://www.sec.or.th/TH/RaisingFunds/EquityDebt/Pages/summary\\_59.aspx](https://www.sec.or.th/TH/RaisingFunds/EquityDebt/Pages/summary_59.aspx).

In addition, the AOT's Corporate Governance Policy prescribes that AOT directors and executives shall have a duty to report the purchase and sale of securities according to the laws and limit the purchase and sale of securities within the specified period and report to AOT at least one day prior to the purchase and sale of securities through the Corporate Secretary and further report to the AOT Board of Directors Meeting for acknowledgement. Most importantly, AOT monitors such performance of duties of directors and executives by requiring the directors and executives to report of changes on securities and disclose the number of shares every time changes are made in the annual report.

2. AOT has in place a policy to oversee the use of internal information by prohibiting AOT's personnel at all levels to use significant internal information that can influence the price of securities and has not yet been disclosed to the public and is perceived through the performance of duties, whether for his/her own interests or the interests of others.
3. The AOT Board of Directors, executives and employees must comply with the law on use of internal information by ensuring equitable and fair treatment to all shareholders. To prevent unlawful acts of AOT's personnel at all levels and all family members who acknowledge or might acknowledge the internal information that has not yet been disclosed to the public, AOT then prohibits those persons to buy or sell shares or persuade other persons to buy or sell or offer to buy or offer to sell AOT shares, whether for himself/herself or via a broker while in the possession of the undisclosed information. AOT and the Stock Exchange of Thailand consider the matter as the purchase or sale of securities for speculation or advantage for the specific groups.
4. AOT has put in place the operational security system to prevent disclosure of internal information related to financial reports that might influence AOT share price and limit access to internal information undisclosed to the public for only the concerned persons. It is the duty of the owner or possessor of undisclosed information to urge the concerned persons to follow the security procedures and strictly comply with the Securities and Exchange Act B.E. 2535 (1992).

Moreover, in case that some changes are made to the compliance with the law on securities and exchange or practice guidelines related to the performance of duties of directors and executives, AOT will place great emphasis on disseminating knowledge and building an understanding for AOT directors, executives and employees on a regular basis to safeguard legal risks and further enhance confidence while creating value and sustainable competitiveness in the AOT's business operations.

## Auditor's Remuneration

### Audit fee

In 2017, AOT and subsidiaries paid 4,150,000 Baht and 600,000 Baht respectively, totaling 4,750,000 Baht, to the Office of Auditor General of Thailand, the auditor of AOT and subsidiaries. This amount did not include overtime pay and travel expense to regional airports of the auditors from the Office of Auditor General of Thailand.

### Other fees

In the accounting period 2017, AOT and subsidiaries did not have other service fees than audit fees paid to the Office of Auditor General of Thailand.

## Implementation of Corporate Governance Code 2017

AOT has recognized the importance of the application of Corporate Governance Code 2017 (CG Code 2017) developed by the Securities and Exchange Commission (SEC) and promulgated since March 2017. In 2018, the Office of the Audit determined good corporate governance as one of the AOT's internal audit plans for the fiscal year 2018 with the following purposes of audits:

- (1) To ensure that AOT has in place a policy and a good corporate governance handbook which is reviewed and updated and the unit mainly responsible for overseeing compliance with the policy and good corporate governance handbook
- (2) To ensure that AOT has complied with the Good Corporate Governance Principles of the Stock Exchange of Thailand B.E. 2555 (2012) and the CG Code 2017 of the Securities and Exchange Commission
- (3) To ensure that AOT has used recommendations of the CGR 2017 of the Thai Institute of Directors (IOD) for improvements of AOT's operations to uplift AOT's good corporate governance standards

The audit results of the Office of Audit showed that AOT's good corporate governance was in compliance with the laws, related practice guidelines of the SET and the SEC and the criteria set by AOT as follows:

- (1) The support was provided to the AOT Board of Directors to ensure compliance with the Good Corporate Governance Principles of the Stock Exchange of Thailand B.E. 2555 (2012) and the CG Code 2017 of the Securities and Exchange Commission.
- (2) The lecture on the CG Code 2017 was organized to enable the Board of Directors and executives to understand and acknowledge of duties and responsibilities and guidelines for compliance with the CG Code of the SEC as well as to show commitment and place importance on transparent business operations based on good governance.
- (3) The Working Group on the Preparation of Annual Registration Statement (Form 56-1) was appointed pursuant to the AOT's Order No. 1325/2016 Re: Appointment of Working Group on the Preparation of Annual Registration Statement (Form 56-1) with duties and responsibilities to ensure accurate, complete and timely information in all topics within the timeframe set by the law.
- (4) The new version of the Annual Registration Statement (Form 56-1) according to the Notification of the Capital Market Committee No. Tor Jor 36/2018 Re: Criteria, Conditions and Methods for Disclosure of Information Relating to the Financial Status and Operating Results of the Issuing Companies (12<sup>th</sup> Copy) dated 18 April 2018 was disseminated to related units to ensure the preparation of correct, complete information according to the topics specified by the law and in line with the CG Code of the SEC. The performance results on the AOT's good corporate governance to be disclosed in the Annual Report (Form 56-2) were also prepared.

In this regard, the Office of Audit proposed the above audit results to the Audit Committee and the AOT Board of Directors for acknowledgement and recommendations for AOT's improvements as in accordance with the CG Code of the SEC.

## Compliance with Good Corporate Governance Principles in Other Matters

The Corporate Governance Report of Thai Listed Companies 2018 (Corporate Governance Report of Thai Listed Companies 2018: CGR2018), initiated by the Thai Institute of Directors (IOD), covered a survey of 657 listed companies. The 2018 CGR results showed that AOT achieved an "Excellent" overall score and was one of 50 top quartile companies by market capitalization of more than 10,000 million Baht. AOT's past performance shows that AOT is continuously committed to developing CG standards to become the quality and competitive organization that gains acceptance among both domestic and international investors.

### (1) In case of more than one class of share, does the company reveal voting right of each type of share or not?

Article 8 of the AOT Articles of Association prescribes that the company's share are ordinary shares with the same value. AOT's share certificates contain shareholder's names and each shareholder has all equal rights as required by laws.

### (2) Director election by cumulative voting (Cumulative Voting)

Article 38 (1) of the AOT Article of Association prescribes that one shareholder shall have the number of votes equivalent to the number of shares held. AOT therefore does not adopt cumulative voting method. However, other methods have been set to protect the right of individual shareholders, such as allowing an individual shareholder to nominate a director in advance.

### (3) Composition of the Board

Article 36 of the AOT Articles of Association prescribes that the Company shall have a Board of Directors which consists of at least 5 persons but not more than 15 persons. At present, AOT has 15 directors, which is in line with the regulations and the nature of airport business operation which requires experts from various fields necessary to operate AOT's business. The Board of Directors has therefore appointed 5 specific committees to screen significant issues, including the Audit Committee, the Nomination Committee, the Remuneration Committee, the Corporate Governance Committee and the Risk Management Committee.

## Internal Control and Risk Management



In the AOT Board of Directors Meeting No. 14/2017 dated 20 December 2017, the AOT Board of Directors assessed the adequacy of the AOT's internal control through the performance report of the Audit Committee on the AOT's internal control for the fiscal year 2017. AOT operated its business within the framework of practice guidelines set by the Committee of Sponsoring Organizations of the Treadway Commission: COSO - Internal Control - Integrated Framework, the Office of Auditor General of Thailand and the Securities and Exchange Commission that prescribed the major components as follows:

### 1. **Control Environment**, comprising:

- 1.1 **Integrity and Ethical Values** AOT executives applied corporate governance principles to business operations. They were role models in performing duties with integrity and ethical values pursuant to the good corporate governance handbook and the practice guidelines framework such as Code of Ethics for Employees B.E. 2554 (2011), Corporate Governance Policy B.E. 2560 (2017) and Anti-Corruption Policy.
- 1.2 **Independence and Governance** The duties and responsibilities of the AOT Board of Directors and the management were clearly separated pursuant to the AOT's Notification on the AOT's Corporate Governance Policy. The AOT Board of Directors established a business policy prescribing that AOT shall operate its business in line with the National Strategy and the strategies of regulatory agencies, laws, objectives, Articles of Association and resolutions of the shareholders' meetings. To ensure effective oversight, the AOT Board

of Directors appointed five subcommittees pursuant to the AOT Articles of Association, comprising the Audit Committee, the Nomination Committee, the Remuneration Committee, the Corporate Governance Committee and the Risk Management Committee.

### 1.3 **Structure, Reporting Line, Authority and Responsibility** AOT revised and improved

the organization structure appropriately in response to current circumstances and in line with its mission, management, operation and development of airports under its supervision to increase the capacity to accommodate growth in aircraft, passenger, cargo and parcel volumes. Some actions, e.g. clear separation of powers through checks and balances and job assignment, were taken.

### 1.4 **Competent Enhancement of Employees** AOT

developed critical knowledge and capabilities for its employees. The units at line and airport level continuously set training and development programs in various areas for employees of each position, plan to build a learning organization and improve knowledge management system as well as a succession plan to ensure business continuity and human resource capability in significant positions.

### 1.5 **Accountable Performance** The AOT Executives

clearly established performance evaluation procedures such as determination of key performance indicators and relations between key performance indicators and appropriate rewards, etc.

## 2. Risk Assessment, comprising:

**2.1 Objectives** AOT determined the objectives for risk assessment that might arise from job descriptions or activities which were not covered by the current internal control system or refrained from operational mistakes and were not in compliance with the established internal control system.

**2.2 Risk Identification and Risk Management** AOT identified and managed risks that might arise from job descriptions or activities that might come from errors, damages, unmet objectives as well as risk of assets that must be protected to ensure that the internal control could manage the weak point to be at risk appetite level pursuant to the best practice guidelines.

**2.3 Probability of Corruption** AOT implemented the internal control system as a key tool for prevention of fraud risks in the construction procurement process, non-construction procurement process and entrepreneur selection process through process control activities. Control points in the activities exposed

to risk factors were defined to identify preventive measures for weakness of working processes or possible issues of fraud risks and risk impacts.

**2.4 Change Identification and Analysis** AOT identified critical risk factors by applying control self-assessment (CSA) both internally and externally. The criteria for considering the significance level of risks after identifying risk factors were established by means of risk probability and impact assessment.

## 3. Control Activities, comprising:

**3.1 Control Activities for Risks Mitigation** AOT assigned its units to define control points of core activities to prevent redundancy or refraining from performing duties in order to reduce the probability of operational risks by designing internal control activities in alignment with risk levels. For example, an internal control measure for internal control improvement must be set up as the first priority for any activities with the highest risks. The plan must also be in line with the basic risk management techniques.



**3.2 General Control Activities over Technology** AOT developed and revised a policy and practice guidelines on ICT security and details of procedures/related regulations on a yearly basis to control AOT's ICT performance.

**3.3 Control Policy and Techniques** Control activities were defined according to the company's objectives in order to inform the executives at line and airport level about which procedure was exposed to critical risks and which stage of procedure had significance level and risk probability in order to prevent or reduce risks from risk management results that could jeopardize the achievement of objectives of internal control.

**4. Information and Communication**, comprising:

**4.1 Development and Utilization of Information System** AOT developed Master Plans and operational plans, revised and announced an ICT security policy on 18 June 2015 to determine directions and projects necessary for the development of the IT system consisting of a systematic data processing.

**4.2 Internal Communication** AOT ensured effective internal communication to its employees in the same direction via a range of communication channels as deemed appropriate.

**4.3 Communication with Outsiders** AOT had several communication channels available for each target group such as the communities surrounding the airports: each airport regularly arranged community relations activities to

enhance good relationship, develop knowledge and understanding of airport operations, the investors and shareholders: opinion-gathering activities were arranged, etc.

**5. Monitoring and Assessment**, comprising:

**5.1 Monitoring and Independent Assessment** AOT had in place a continuous monitoring system of the assessment of performance and control activities during the implementation phase. The assessment of adequacy and effectiveness of internal control and the achievement of company's objectives in the form of self-control and/or independent assessment of control were taken at least once a year.

**5.2 Timely Assessment and Communication of Flaws for Appropriate Improvements** AOT monitored and examined performance and its results compliance with the specified internal control system and improved deficiencies appropriately based on how important and urgent the mission was. Some actions were taken such as the assessment of adequacy during the performance according to the internal control system, the improvements of deficiencies found in the self-assessments on a quarterly basis and/or independent assessment of control at least once a year. The executives were required to report to the superiors immediately in case of corruption or suspected corruption, non-compliance with laws, rules and regulations and other acts that might have significant impacts on the organization.

## Connected Transactions

The Type of transactions and agreements can be summarized as follows:

### 1. Connected transactions with the Ministry of Finance as AOT's major shareholder

#### Type of Transaction

AOT has leased state properties, where AOT's 6 airports are located, from the Treasury Department and is obliged by the lease agreements to pay the Ministry of Finance the lease fees. In addition, the Ministry of Finance has also guaranteed a total of AOT's loans granted by Japan International Cooperation Agency (JICA) due to its status as a state enterprise. At present, the Ministry of Finance has not yet collected the guarantee fees from AOT since the loan guarantees had been made before the Ministerial Regulation Prescribing Rates and Conditions on Collection of Guarantee Fee of the Ministry of Finance B.E. 2551 (2008) came into force on 7 July 2008. However, the Ministry of Finance shall, by virtue of the Public Debt Management Act B.E. 2548 (2005), collect a guarantee fee from a state agency, state enterprise or state financial institution.

### 2. Transactions from sales, purchases and services with subsidiaries

#### Type of Transaction

AOT formed a joint venture with Suvarnabhumi Airport Hotel Company Limited (SAH) to operate a hotel business and provide laundry services. SAH signed a 25-year land lease agreement with AOT to construct the hotel in Suvarnabhumi Airport area, which came into effect from the date that Suvarnabhumi Airport was officially opened (28 September 2006). AOT extended the term of agreement, according to the assistance measures for airlines and entrepreneurs in 2009 and 2010, with 2 more years each, totaling 29 years. AOT later



permitted to extend the term of agreement to 30 years and granted the permit holder to renew the term of agreement twice more, with 10 years validity for each term as specified in the AOT Letter No. 1759/2012 dated 23 February 2012. AOT has charged a lease fee and collected revenue-sharing from the hotel operator as from the opening date of the SAH's hotel. During the lease term, AOT reserves the right to adjust the rate of the lease fee as deemed appropriate.

### Policy Regarding AOT's Future Connected Transactions

AOT will mutually take care of connected transactions that might take place in the future to ensure that they are reasonable and offer fair rate of return. Also, the connected transactions must be correctly approved according to the procedures and relevant regulations. AOT will disclose the types and values of AOT's connected transactions conducted with individuals who might have a conflict of interest under the notifications and regulations of the Securities and Exchange Commission and the Stock Exchange of Thailand.



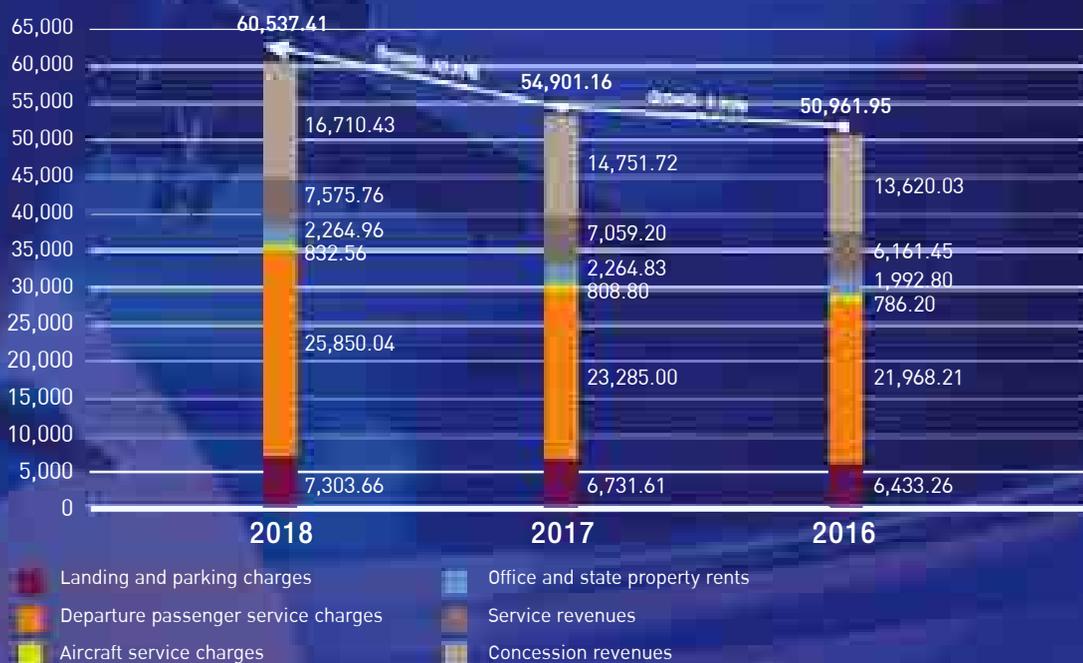
TO MEET  
OUR TARGETS

## Summary of AOT's Financial Information

## FINANCIAL HIGHLIGHT

Operating results (Million Baht)	2018	2017	2016 [Adjusted]
Revenues from sales or services	60,537.41	54,901.16	50,961.95
Earnings before Financial Costs, Income Taxes, Depreciation and Amortisation including other, Non-operating Income and Expenses (EBITDA)	36,352.22	31,431.39	30,442.32
Net profit attributable to the Company	25,170.76	20,683.60	19,318.30
<b>Financial Position (Million Baht)</b>			
Total assets	187,708.55	178,409.93	172,216.39
Total liabilities	43,439.43	46,721.24	51,902.17
Total equity	144,269.12	131,688.69	120,314.22
<b>Financial Ratios</b>			
Liquidity ratio (Times)	3.32	3.46	3.26
Net profit to revenues from sales or services (%)	41.58	37.67	37.91
Return on equity (%)	18.29	16.45	16.97
Return on total assets (%)	13.75	11.80	11.64
Debt to equity ratio (Times)	0.30	0.35	0.43
Book value per share (Baht)	10.07	9.20	8.40
Earnings per share (Baht)	1.76	1.45	1.35

### Revenues from sales or services (Million Baht)



### Financial Position (Million Baht)



### Financial Position (Million Baht)



### Financial Ratios

Liquidity ratio (Times)



Return on equity (%)



Return on total assets (%)



Debt to equity ratio (Times)



Book value per share (Baht)



Earning per share (Baht)



Airports of Thailand Public Company Limited and its subsidiaries

## Management discussion and analysis of financial statements

For the year ended September 30<sup>th</sup>, 2018

### Overall performance and significant events

The overall aviation industry of Thailand during October 2017 - September 2018 has improved comparing to the same period last year. This is in line with growth in the tourism sector. A support from the Thai government on the tourism contributed to such growth. As a consequence, a number of tourists travelling to Thailand increases, especially for Chinese tourists. The rapid expansion of low cost airlines leads to the price competition. This benefits to passengers due to cheaper air fares and the diversity of flight routes. Moreover, the International Civil Aviation Organization (ICAO) has removed Thailand from the list of significant safety concerns. As a result, Thai airlines can expand its service and increase the number of flights. This is positive to both aviation industry and the overall economy.



For the year ended September 30<sup>th</sup>, 2018, the air traffic volume from six airports under the Airports of Thailand Public Company Limited (AOT) was 874,999 flights, a 6.24% increase comparing to last year. It comprised 462,225 international flights and 412,774 domestic flights. The total number of passengers was 139.52 million, a 7.99% increase comparing to last year. It comprised 80.49 million international passengers and 59.03 million domestic passengers which mainly from the increase in international flights and passengers.

In 2018, AOT generated net profit of Baht 25,170.76 million. It increased by Baht 4,487.16 million or 21.69% comparing to last year. Total revenues increased by Baht 5,444.97 million, total expenses increased by Baht 502.57 million, and income tax expense increased by Baht 457.31 million.

## 1. Analysis of operations

### 1.1 Operating results for the year ended September 30<sup>th</sup>, 2018

Unit: Million Baht

	2018	2017	Increase (decrease)	% YoY
Revenues from sales or services	60,537.41	54,901.16	5,636.25	10.27
<i>Aeronautical revenue</i>	33,986.26	30,825.41	3,160.85	10.25
<i>Portion</i>	56%	56%		
<i>Non-aeronautical revenue</i>	26,551.15	24,075.75	2,475.40	10.28
<i>Portion</i>	44%	44%		
Other income	1,598.52	1,789.80	(191.28)	(10.69)
<b>Total revenues</b>	<b>62,135.93</b>	<b>56,690.96</b>	<b>5,444.97</b>	<b>9.60</b>
<u>Less</u> Total expenses	31,008.56	30,505.99	502.57	1.65
<b>Profit before income tax expense</b>	<b>31,127.37</b>	<b>26,184.97</b>	<b>4,942.40</b>	<b>18.87</b>
<u>Less</u> Income tax expense	5,902.71	5,445.40	457.31	8.40
<b>Net profit for the year</b>	<b>25,224.66</b>	<b>20,739.57</b>	<b>4,485.09</b>	<b>21.63</b>
<b>Profit attributable to:</b>				
Owners of the parent	25,170.76	20,683.60	4,487.16	21.69
Non-controlling interests	53.90	55.97	(2.07)	(3.70)
<b>Earnings per share (Baht)</b>	<b>1.76</b>	<b>1.45</b>	<b>0.31</b>	<b>21.38</b>

Net profit for the year ended September 30<sup>th</sup>, 2018 was Baht 25,170.76 million. It increased by Baht 4,487.16 million or 21.69% comparing to last year. Revenues from sales or services increased by Baht 5,636.25 million or 10.27% as a result of an increase in aeronautical revenue of Baht 3,160.85 million or 10.25% and non-aeronautical revenue of Baht 2,475.40 million or 10.28% because of increasing in number of flights and passengers. Other income decreased by Baht 191.28 million or 10.69% mainly from a decrease in gain on foreign exchange. Total expenses increased by Baht 502.57 million or 1.65%. Income tax expense increased by Baht 457.31 million or 8.40% which was in line with an increase in profit.

The detailed analysis of each type of revenues and expenses are as follow;

### 1.2 Aeronautical Revenue

Unit: Million Baht

	2018	2017	Increase (decrease)	% YoY
Landing and parking charges	7,303.66	6,731.61	572.05	8.50
Departure passenger service charges	25,850.04	23,285.00	2,565.04	11.02
Aircraft service charges	832.56	808.80	23.76	2.94
<b>Total</b>	<b>33,986.26</b>	<b>30,825.41</b>	<b>3,160.85</b>	<b>10.25</b>



A portion of aeronautical revenue in each type in FY 2018 did not change significantly comparing to last year. The majority of aeronautical revenue was departure passenger service charges.

For the year ended September 30<sup>th</sup>, 2018, aeronautical revenue of Baht 33,986.26 million increased by Baht 3,160.85 million or 10.25% comparing to last year due to an increase in departure passenger service charges of Baht 2,565.04 million or 11.02%. This was because of an increase in the number of passengers in six airports 7.99% which mainly from an increase in passengers of low cost airlines 13.66%. Moreover, landing and parking charges and aircraft service charges increased slightly by Baht 572.05 million and Baht 23.76 million, respectively. This was because the number of flights increased by 6.24% which mainly from an increase in flights of low cost airlines 11.96%.

### 1.3 Non-Aeronautical Revenue

Unit: Million Baht

	2018	2017	Increase (decrease)	% YoY
Office and state property rents	2,264.96	2,264.83	0.13	0.01
Service revenues	7,575.76	7,059.20	516.56	7.32
Concession revenues	16,710.43	14,751.72	1,958.71	13.28
<b>Total</b>	<b>26,551.15</b>	<b>24,075.75</b>	<b>2,475.40</b>	<b>10.28</b>



A portion of non-aeronautical revenue in each type in FY 2018 did not change significantly comparing to last year. The majority of non-aeronautical revenue was concession revenues.

For the year ended September 30<sup>th</sup>, 2018, non-aeronautical revenue of Baht 26,551.15 million increased by Baht 2,475.40 million or 10.28% comparing to last year due to an increase in concession revenues of Baht 1,958.71 million or 13.28%. The main reasons were an increase in number of passengers, customers in airports including the increase in revenue sharing rate. In addition, service revenues increased by Baht 516.56 million or 7.32% which mainly from advance passenger checking service.

#### 1.4 Other income

	Unit: Million Baht			
	2018	2017	Increase (decrease)	% YoY
Gain on foreign exchange	212.30	442.87	(230.57)	(52.06)
Interest income	1,021.98	1,036.14	(14.16)	(1.37)
Gain (Loss) on sales of assets	4.82	(53.31)	58.13	109.04
Others	359.42	364.10	(4.68)	(1.29)
<b>Total</b>	<b>1,598.52</b>	<b>1,789.80</b>	<b>(191.28)</b>	<b>(10.69)</b>

Other income for the year ended September 30<sup>th</sup>, 2018 was Baht 1,598.52 million. It decreased by Baht 191.28 million or 10.69% comparing to last year mainly from gain on foreign exchange decreased by Baht 230.57 million due to the appreciation of Thai Baht against Japanese Yen was less than last year.

#### 1.5 Total expenses

	Unit: Million Baht			
	2018	2017	Increase (decrease)	% YoY
Employee benefit expenses	7,001.73	6,499.05	502.68	7.73
Utilities expenses	2,603.19	2,520.66	82.53	3.27
Outsourcing expenses	5,623.03	5,328.45	294.58	5.53
Repairs and maintenance	2,486.74	2,545.31	(58.57)	(2.30)
State property rental	3,875.62	4,099.31	(223.69)	(5.46)
Depreciation and amortisation expenses	5,641.67	5,644.51	(2.84)	(0.05)
Property tax	158.13	138.05	20.08	14.55
Loss on impairment of assets	82.13	148.70	(66.57)	(44.77)
Other expenses	2,520.16	2,387.02	133.14	5.58
Financial costs	1,016.16	1,194.93	(178.77)	(14.96)
<b>Total</b>	<b>31,008.56</b>	<b>30,505.99</b>	<b>502.57</b>	<b>1.65</b>

For the year ended September 30<sup>th</sup>, 2018, total expenses were Baht 31,008.56 million. It increased by Baht 502.57 million or 1.65% comparing to last year. This was mainly due to an increase in employee benefit expenses of Baht 502.68 million. Outsourcing expenses increased of Baht 294.58 million and other expenses increased of Baht 133.14 million. While state property rental decreased of Baht 223.69 million as a result of last year AOT had recorded the additional state property rental of Suvarnabhumi Airport since 2013. Financial costs decreased by Baht 178.77 million and loss on impairment of assets decreased by Baht 66.57 million. Other categories of expenses did not change significantly comparing to last year.

## 2. Analysis of financial position

The financial position as at September 30<sup>th</sup>, 2018 of AOT is as follows:

Unit: Million Baht

	2018	2017	Increase (decrease)	% change
Total assets	187,708.55	178,409.93	9,298.62	5.21
Total liabilities	43,439.43	46,721.24	(3,281.81)	(7.02)
Total equity	144,269.12	131,688.69	12,580.43	9.55

The material changes in assets, liabilities and equity as at September 30<sup>th</sup>, 2018 comparing to September 30<sup>th</sup>, 2017 are as follows:

### 2.1 Analysis of assets

Total assets as at September 30<sup>th</sup>, 2018 were Baht 187,708.55 million. They increased by Baht 9,298.62 million or 5.21% from September 30<sup>th</sup>, 2017 as detailed below.

Unit: Million Baht

	2018	2017	Increase (decrease)	% change
Current assets	77,068.09	71,655.01	5,413.08	7.55
Investment	1,257.04	1,650.77	(393.73)	(23.85)
Property plant equipment and investment properties	104,887.28	102,260.49	2,626.79	2.57
Other non-current assets	4,496.14	2,843.66	1,652.48	58.11
<b>Total assets</b>	<b>187,708.55</b>	<b>178,409.93</b>	<b>9,298.62</b>	<b>5.21</b>

Current assets of Baht 77,068.09 million increased by Baht 5,413.08 million or 7.55% due to an increase in short-term investments of Baht 5,850.06 million. While cash and cash equivalents decreased of Baht 715.65 million. Trade accounts receivable, other receivables, inventories and supplies and other current assets did not change significantly comparing to last year.

Investment of Baht 1,257.04 million decreased by Baht 393.73 million or 23.85% due to a decrease in available-for-sale investments of Baht 448.68 million as a result of change in fair value.

Property plant equipment and investment properties of Baht 104,887.28 million increased by Baht 2,626.79 million or 2.57%. This was mainly from the construction contracts for aprons including midfield satellite building 1 (levels B2, B1 and G) and extension of connecting the south tunnel (structure and main system work) of Suvarnabhumi Airport.

Other non-current assets of Baht 4,496.14 million increased by Baht 1,652.48 million or 58.11% due to an increase in advance payment of Baht 1,458.49 million. The majority was advance payment of the construction contracts for midfield satellite building 1 (levels 2-4) and extension of connecting the south tunnel (sub system work) of Suvarnabhumi Airport. Moreover, deferred tax assets increased by Baht 315.70 million.

## 2.2 Analysis of liabilities

Total liabilities as at September 30<sup>th</sup>, 2018 were Baht 43,439.43 million. They decreased by Baht 3,281.81 million or 7.02% from September 30<sup>th</sup>, 2017 as detailed below.

	2018	2017	Increase (decrease)	% change
Current liabilities	23,202.73	20,728.19	2,474.54	11.94
Long-term loans	13,684.89	19,228.75	(5,543.86)	(28.83)
Other non-current liabilities	6,551.81	6,764.30	(212.49)	(3.14)
<b>Total liabilities</b>	<b>43,439.43</b>	<b>46,721.24</b>	<b>(3,281.81)</b>	<b>(7.02)</b>

Unit: Million Baht

Current liabilities of Baht 23,202.73 million increased by Baht 2,474.54 million or 11.94% due to an increase in other payables of Baht 1,592.46 million mainly from state property rental payable, work in processes payable of Baht 516.42 million and income tax payable of Baht 376.05 million. While trade accounts payable decreased of Baht 234.78 million.

Long-term loans of Baht 13,684.89 million decreased by Baht 5,543.86 million or 28.83% due to a repayment of borrowing of Baht 5,425.08 million and the effect from foreign exchange rates of Baht 636.53 million.

Other non-current liabilities of Baht 6,551.81 million decreased by Baht 212.49 million or 3.14% due to a decrease in finance leased liabilities of Baht 297.36 million.

## 2.3 Analysis of equity

The total equity as at September 30<sup>th</sup>, 2018 was Baht 144,269.12 million. It increased by Baht 12,580.43 million or 9.55% from total comprehensive income for the year ended September 30<sup>th</sup>, 2018 of Baht 24,865.71 million less dividend payment of Baht 12,285.28 million.

### 3. Analysis of equity

As at September 30<sup>th</sup>, 2018, cash and cash equivalents were Baht 8,602.10 million. They decreased by Baht 715.65 million from September 30<sup>th</sup>, 2017 as detailed below.

	Unit: Million Baht
	2018
Cash flows from operating activities	33,818.12
Cash flows from investing activities	(15,607.84)
Cash flows from financing activities	(18,925.93)
<b>Net decrease in cash and cash equivalents</b>	<b>(715.65)</b>
Cash and cash equivalents at the beginning of the year	9,317.75
Cash and cash equivalents at the end of the year	8,602.10

The change in cash and cash equivalents for the year ended September 30<sup>th</sup>, 2018 can be analysed as below;

Cash generated from operating activities of Baht 33,818.12 million. It resulted from an operation of the current year.

Cash used in investing activities of Baht 15,607.84 million. It resulted from cash paid for investment in property plant and equipment of Baht 9,750.49 million. The majority was investment at the Suvarnabhumi Airport, Phuket International Airport and Hat Yai International Airport. There was net cash paid for short-term investments of Baht 5,850.06 million.

Cash used in financing activities of Baht 18,925.93 million mainly from dividend payment of Baht 12,285.28 million and repayment for long-term loans of Baht 5,468.11 million.

### 4. Ratio analysis

	2018	2017
<b>Profitability ratio</b>		
Ratio of profit from operations to revenue from operations (%)	50.73	46.97
Return on equity (ROE) (%)	18.29	16.45
Return on total assets (ROA) (%)	13.75	11.80
<b>Financial structure and liability ratio</b>		
Debt to equity ratio (Time)	0.30	0.35
Liquidity ratio (Time)	3.32	3.46

AOT has made profit continuously. This was shown by the ratio of profit from operations to revenue from operations increased by 3.76%. The return on total assets increased by 1.95%. The return on equity increased by 1.84%. For the financial structure, AOT was able to maintain its financial structure by having debt to equity ratio less than one time and liquidity ratio exceeding three times.

## 5. Factors affecting future operation

The situation of intense competition of aviation industry together with the increase of demand for travelling by air resulting in a development of airport services in Thailand. This requires a concrete action plan to accommodate the demand of air transportation that is expected to increase in the future especially for the development of aviation infrastructure.

AOT manages and operates the six airports in Thailand that are the key parts of Thailand's air travel infrastructure under the strategic development plan to meet the growing demand for air travel. This focusses on developing infrastructure in order to support growth in the number of flights and passengers volume in the future. As part of this ongoing process, AOT has been continuously improving and enhancing its six airports. The AOT's Board of Directors has approved the revision of the master plan of six airports. The plan accelerates the improvements of airports' ability to handle a significant increase in aircraft traffic and passenger volume. AOT has expanded the capacity of its airports in line with the Twelfth National Economic and Social Development Plan, which stipulates the strategy for advancing infrastructure and logistics, including the Ministry of Transport's 2017 Transport Infrastructure Development Strategy which describes how to enhance the competitiveness of Thailand's transport network and increase national economic growth. As a consequence of the development plan being implemented, passengers will receive good services, standard facilities and an adequate infrastructure that will result convenience to passengers and quick airport services. AOT is currently researching and developing the new business especially for air cargo transportation which is one of core mission to perform the integrated operation among six airports.

In addition, the government has a policy to promote secondary-city tourism. This policy will help to mitigate the high tourist density in primary cities. It will also facilitate a congestion of passengers at Suvarnabhumi Airport and Don Mueang International Airport. The AOT's Board of Directors has approved the plan for the airport network in Thailand by managing four regional airports of Department of Airports - Udon Thani International Airport, Sakon Nakhon Airport, Chumphon Airport and Tak Airport. The expansion of airport network system is to prepare the growth in industrial tourism in the future and to promote Thailand to be the aviation hub in Asia. This will also contribute the economic growth and increase equality in domestic income distribution at the provincial, regional and national levels.

## Air Traffic Statistics

### Service Operation Results

AOT operates 6 international airports in Thailand, namely Suvarnabhumi Airport, Don Mueang International Airport, Chiang Mai International Airport, Hat Yai International Airport, Phuket International Airport and Mae Fah Luang-Chiang Rai International Airport. In the fiscal year 2018, AOT served 135 scheduled airlines, 125 of which were mixed passenger-cargo airlines, and 10 of which were pure cargo airlines.

The number of aircraft movements at the 6 AOT's airports grew by 6.24% to 874,999 flights with 426,225 international flights and 412,774 domestic flights representing an increase of 11.29% and 1.11% respectively. The total number of passengers handled at the 6 airports was 139,518,488, an increase of 7.99%. Out of this number was 80,489,531 international passengers, increased from 2017 by 10.96%, while domestic passengers increased by 4.18% to 59,028,957. The total freight and postal parcel volume amounted to 1,646,766 tons, increased by 4.56%, including 1,554,120 tons of international freight which increased by 6.69% and 92,646 tons of domestic freight which was 21.60% lower than the previous year.

Thailand's tourism industry tended to grow continuously almost throughout the year, except for a slight slowdown by the end of the year. However, the tourism marketing promotion on cultural based tourism and special interest tourism, the expansion of airlines' flight routes and the state of global economy contributed to positive growth of European tourist arrivals. There was also potential growth of tourists from other regions such as America and Australia. AOT has prepared to accommodate travelers by various means of management to alleviate the congestion problems such as management of off-peak periods, alternative use of non-congested regional airports and increasing of airport capacity as well as planning for the 4 airports transferred from the Department of Airport to increase airport capacity for the foreseeable future.

Flights Handled  
at the 6 airports



: Fiscal Year

	Air Traffic Movements (flights)		
	2017	2018	%
Suvarnabhumi Airport	345,768	364,047	5.29
Don Mueang International Airport	253,544	269,964	6.48
Chiang Mai International Airport	72,041	75,593	4.93
Hat Yai International Airport	30,472	29,184	-4.23
Phuket International Airport	104,849	116,487	11.10
Mae Fah Luang - Chiang Rai International Airport	16,901	19,724	16.70
<b>Total 6 airports</b>	<b>823,575</b>	<b>874,999</b>	<b>6.24</b>

	Total Passenger Volume (persons)		
	2017	2018	%
Suvarnabhumi Airport	59,079,215	62,814,644	6.32
Don Mueang International Airport	37,183,617	40,563,727	9.09
Chiang Mai International Airport	9,973,449	10,808,866	8.39
Hat Yai International Airport	4,347,130	4,265,718	-1.87
Phuket International Airport	16,230,431	18,260,833	12.51
Mae Fah Luang - Chiang Rai International Airport	2,385,224	2,804,700	17.59
<b>Total 6 airports</b>	<b>129,199,066</b>	<b>139,518,488</b>	<b>7.99</b>

	Freight and Postal Parcels Volume (tons)		
	2017	2018	%
Suvarnabhumi Airport	1,420,289	1,500,139	5.62
Don Mueang International Airport	70,580	57,692	-18.26
Chiang Mai International Airport	18,593	14,911	-19.80
Hat Yai International Airport	11,848	8,754	-26.11
Phuket International Airport	48,418	61,624	27.27
Mae Fah Luang - Chiang Rai International Airport	5,172	3,646	-29.51
<b>Total 6 airports</b>	<b>1,574,900</b>	<b>1,646,766</b>	<b>4.56</b>

## Airports in Bangkok Metropolitan and Greater Bangkok



In 2018, Suvarnabhumi Airport and Don Mueang International Airport handled **634,011** flights, an increase of **5.79%** from the fiscal year 2017.



A total number of **103,378,371** passengers passed through the two main airports, representing an increase of **7.39%**



Freight and postal parcel volume was **1,557,831** tons, increased by **4.49%**

### Suvarnabhumi Airport

Suvarnabhumi Airport served 110 scheduled airlines, including 100 mixed passenger-cargo airlines and 10 pure cargo airlines. In the fiscal year 2018, international air traffic movements continued to grow due to the adjustment of airlines' flight plans from domestic routes to more international routes. This caused Suvarnabhumi Airport to serve 364,047 flights, an increase of 5.29%. This included 277,928 international flights or a 6.93% increase, and 86,119 domestic flights, an increase of 0.30%. In terms of passengers, the airport handled 62,814,644 passengers in total or a 6.32% increase. This included 51,154,386 international passengers, an increase of 6.57%, and 11,660,258 domestic passengers, an increase of 5.27% from the previous year. Freight and postal parcels handled at the airport were 1,500,139 tons, an increase of 5.62%, including 1,459,060 tons of international freight or a 6.19% increase, and 41,079 tons of domestic freight or a 11.17% decrease.



### Don Mueang International Airport

Don Mueang International Airport served a total number of 15 scheduled airlines, 12 of which were low cost airlines. In the previous year, low cost airlines focused its marketing mainly on promoting international flight routes. As a result, the total air traffic movements at Don Mueang International Airport in the fiscal year 2018 increased by 6.48% to 269,964 flights. Among these were 96,160 international flights and 173,804 domestic flights, increased by 15.49% and 2.07% respectively. Total passengers handled at the airport was 40,563,727, increased by 9.09%. This included 15,832,707 international passengers, an increase of 19.24%, and 24,731,020 domestic passengers, an increase of 3.45%. Freight and postal parcels handled at the airport were 57,692 tons, decreased by 18.26%, including 48,862 tons of international freight or a 2.06% increase, and 8,830 tons of domestic freight or a 61.11% decrease.



### Chiang Mai International Airport

In the fiscal year 2018, Chiang Mai International Airport experienced significant growth in air traffic movements due to the increase in numbers of low cost airlines operated flights from Don Mueang International Airport and Chinese tourists' international direct flights to Chiang Mai. The airport served 32 scheduled airlines with the total number of 75,593 flights, increased by 4.93%. This included 20,532 international flights, representing an increase of 13.43%, and 55,061 domestic flights, increased by 2.08%. The airport served 10,808,866 passengers in total, an increase of 8.38%. This included 2,542,583 international passengers, representing an increase of 16.41%, and 8,266,283 domestic passengers, increased by 6.12%. Freight and postal parcels handled at the airport were 14,911 tons, decreased by 19.80%. This included 1,511 tons of international freight or a 15.96% increase, and 13,400 tons of domestic freight or a 22.50% decrease.



### Hat Yai International Airport

In the fiscal year 2018, Hat Yai International Airport served 10 scheduled airlines. It handled a total of 29,184 flights, decreased by 4.23%. This included 3,278 international flights, increased by 76.33% and domestic flights of 25,906, decreased by 9.46%. Passengers handled at the airport totaled 4,265,718 persons, a decrease of 1.87% compared to the year on year. This number included 346,697 international passengers, increased by 38.62%, and 3,919,021 domestic passengers, a decrease of 4.34%. Freight and postal parcels handled at the airport were 8,754 tons, decreased by 26.11%, including 11 tons of international freight and 8,743 tons of domestic freight.



### Phuket International Airport

In the fiscal year 2018, the number of visitors to Phuket International Airport significantly increased due to the Chinese tourists' direct flights to the city and low cost flights from Don Mueang International Airport. Phuket International Airport served 51 scheduled airlines and handled 116,487 flights, which was 11.10% higher than the previous year. Out of the total flights, 62,557 were international scheduled and chartered flights, representing a 21.55% increase. Total number of domestic flights was 53,930, representing a 1.02% increase. The airport served 18,260,833 passengers in total, an increase of 12.51%. This included 10,398,376 international passengers, an increase of 18.94%; while domestic passengers amounted to 7,862,457 or a 5.00% increase. Freight and postal parcels handled at the airport were 61,624 tons, increased by 27.27%, including 44,676 tons of international freight or a 33.33% increase, and 16,948 tons of domestic freight or a 13.66% increase.



### Mae Fah Luang-Chiang Rai International Airport

In the fiscal year 2018, Mae Fah Luang-Chiang Rai International Airport served 12 scheduled airlines and handled 19,724 flights in total which increased by 16.70%. This included the International flights of 1,770, increased by 138.22%; while domestic flights were 17,954, increased by 11.12%. The number of passengers arriving and departing from the airport totaled 2,804,700 or a 17.59% increase. This included 214,782 international passengers, an increase of 161.39%; while domestic passengers amounted to 2,589,918 or a 12.46% increase. In terms of freight and postal parcels, the airport handled a total of 3,646 tons of domestic freight, representing a 29.51% decrease.



## Air Traffic Statistics

### Suvarnabhumi Airport & Don Mueang International Airport

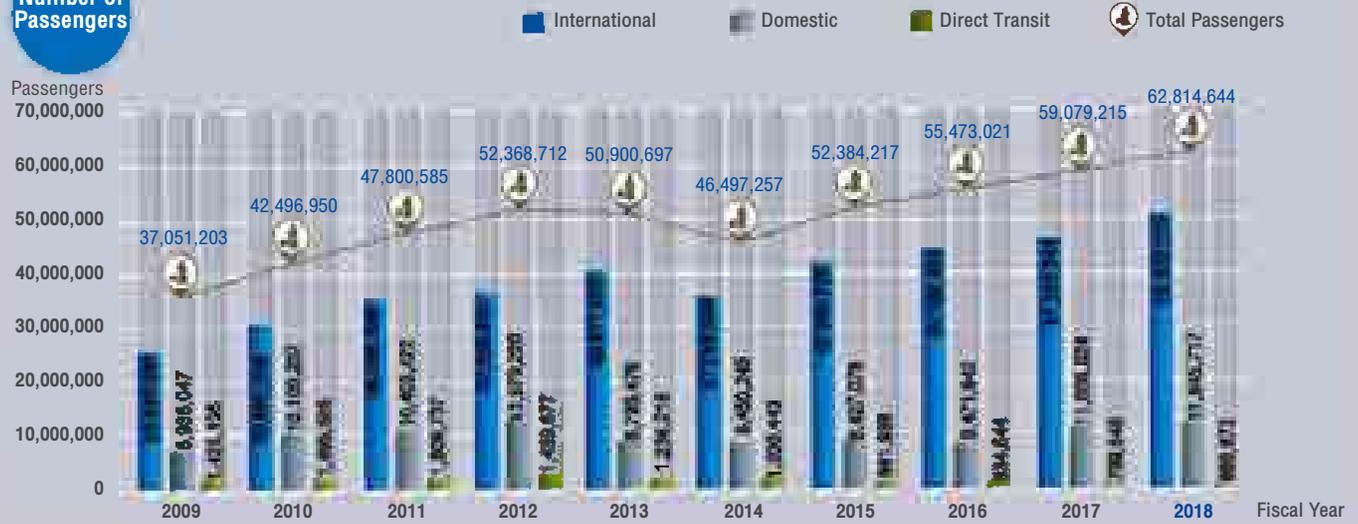


### Suvarnabhumi Airport

#### Aircraft Movements



#### Number of Passengers

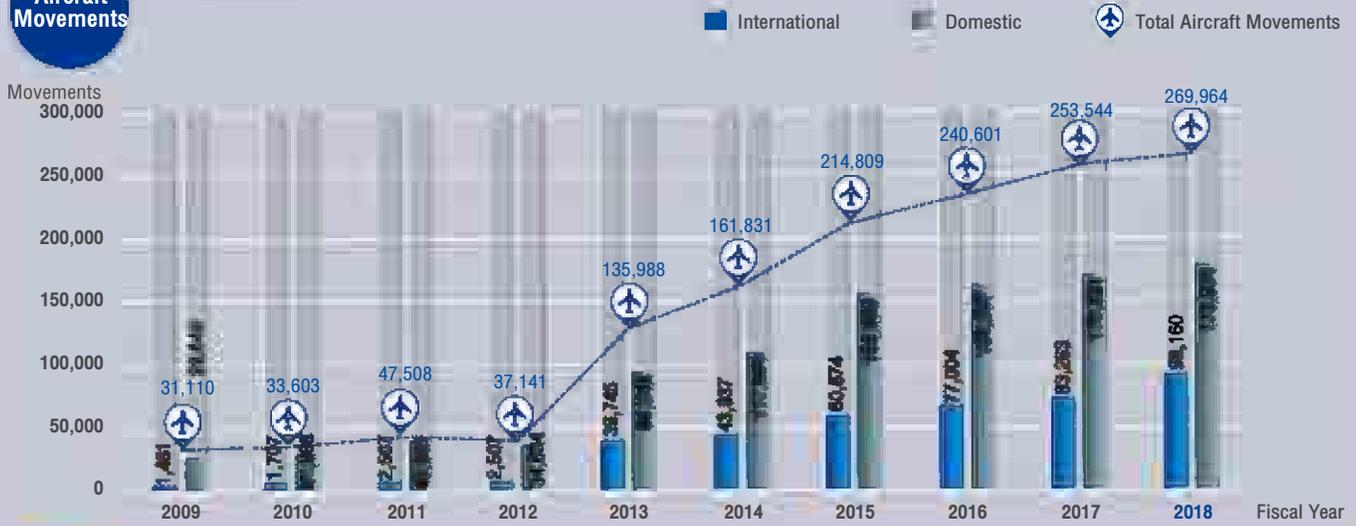


#### Cargo Volumes

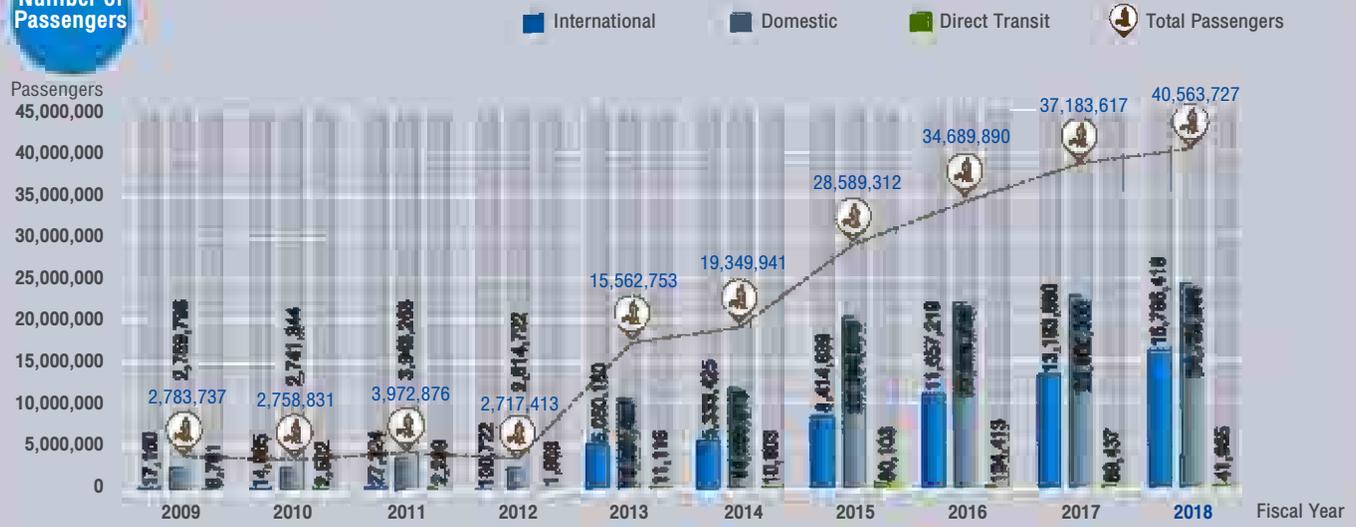


### Don Mueang International Airport

#### Aircraft Movements



#### Number of Passengers



#### Cargo Volumes

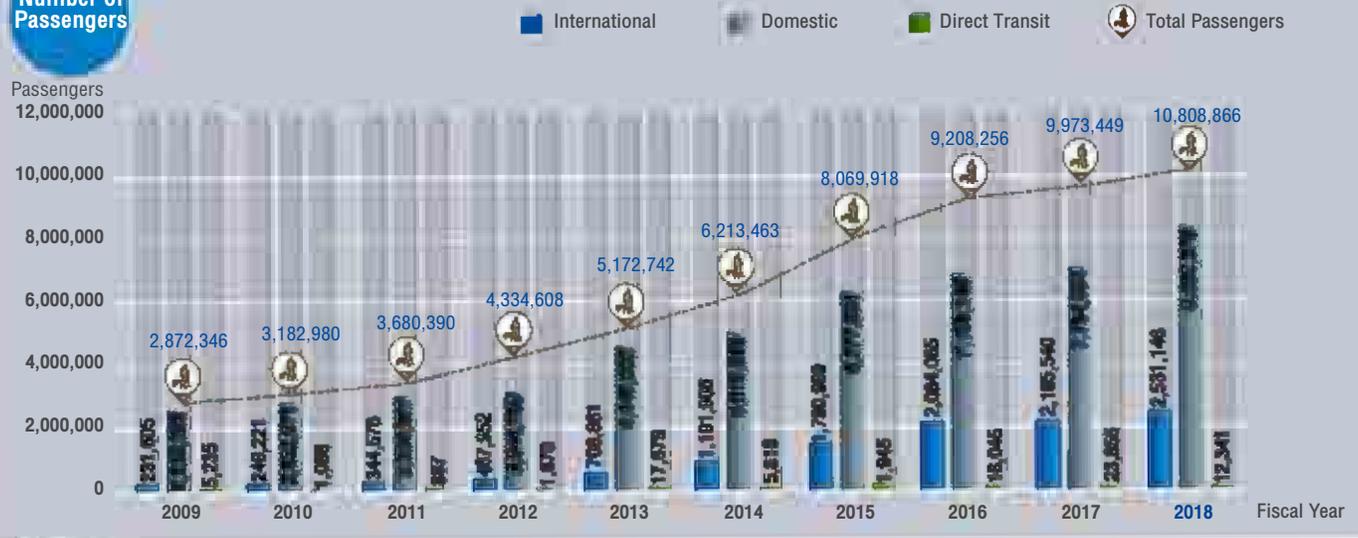


### Chiang Mai International Airport

#### Aircraft Movements



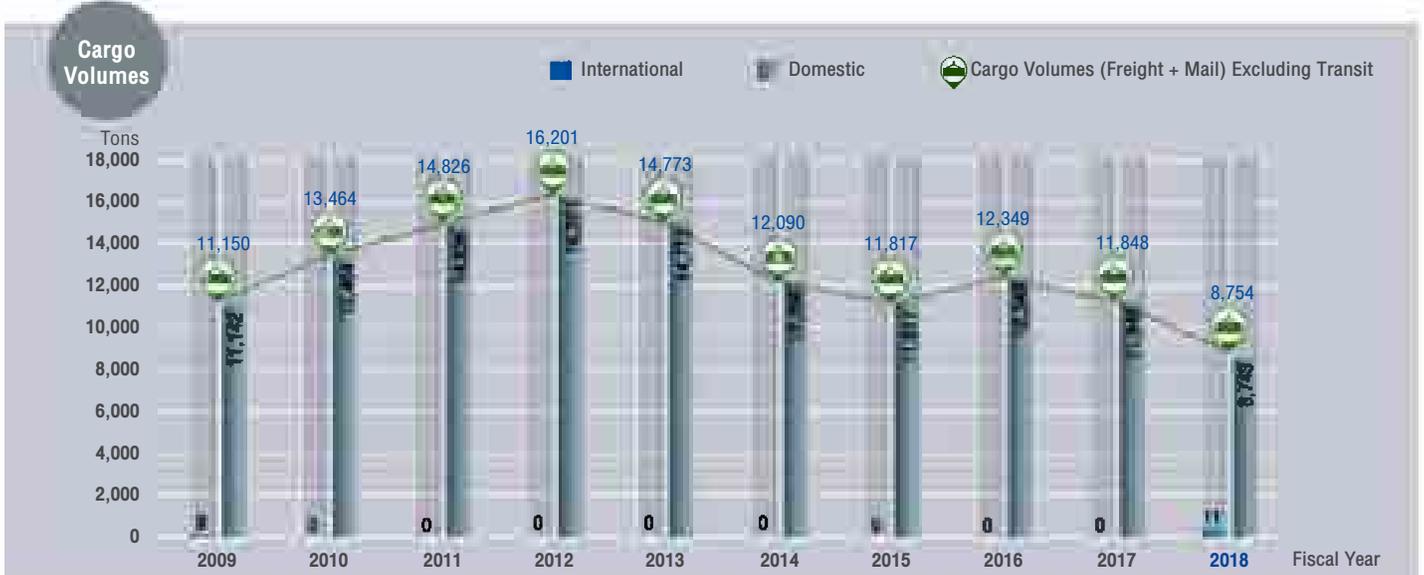
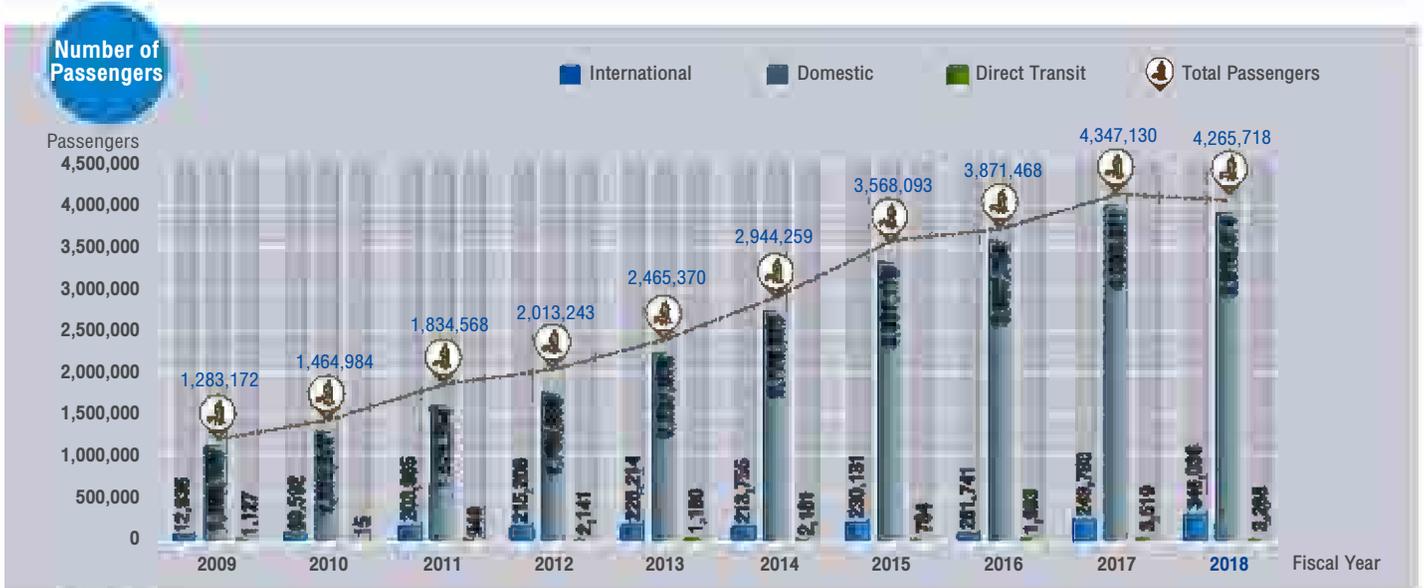
#### Number of Passengers



#### Cargo Volumes



### Hat Yai International Airport

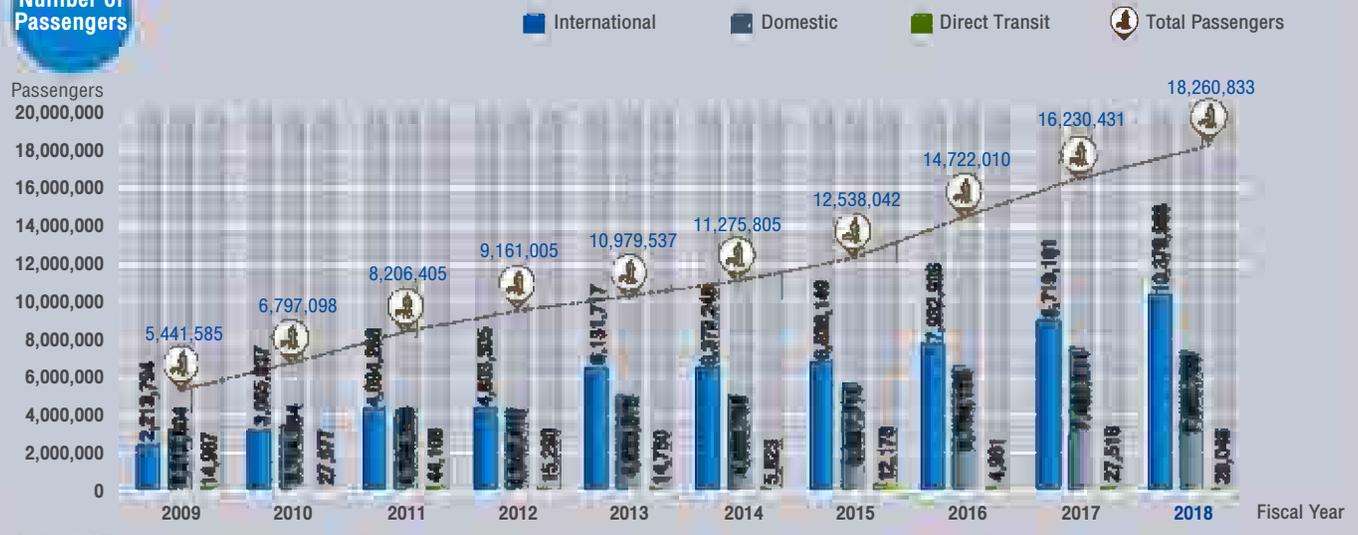


### Phuket International Airport

#### Aircraft Movements



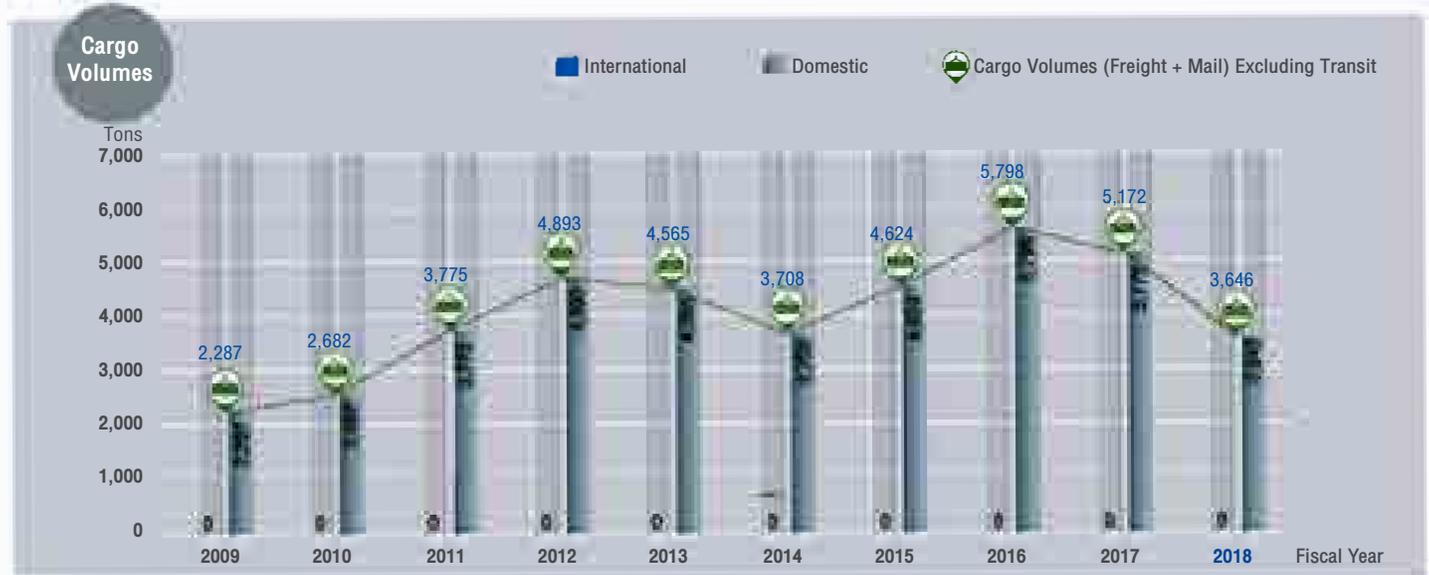
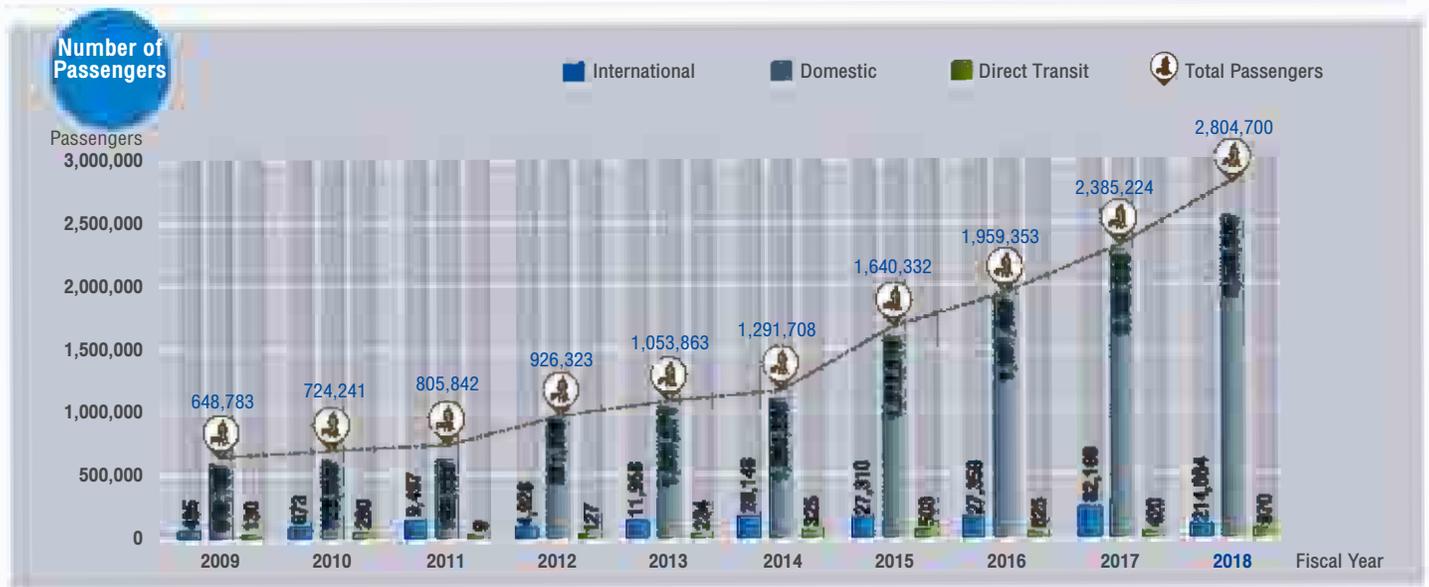
#### Number of Passengers



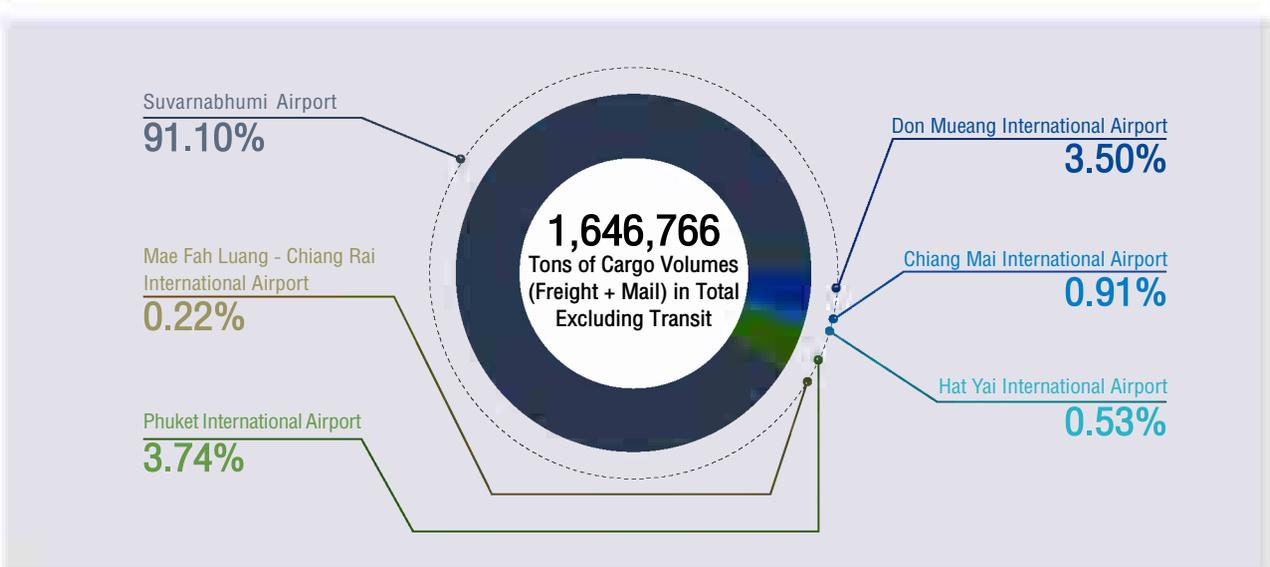
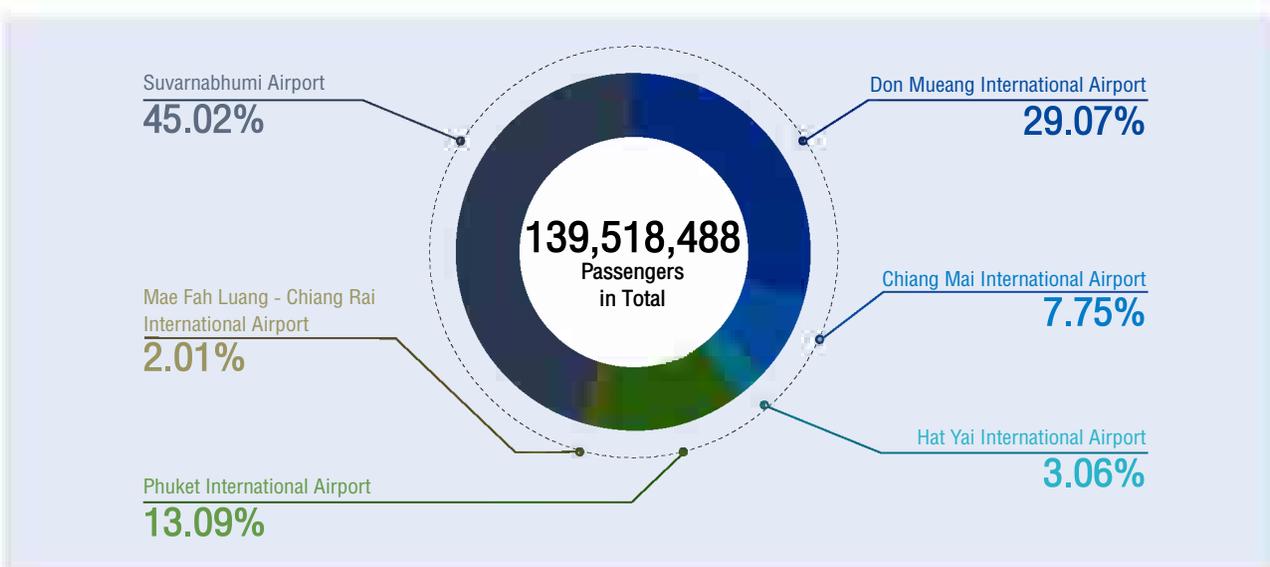
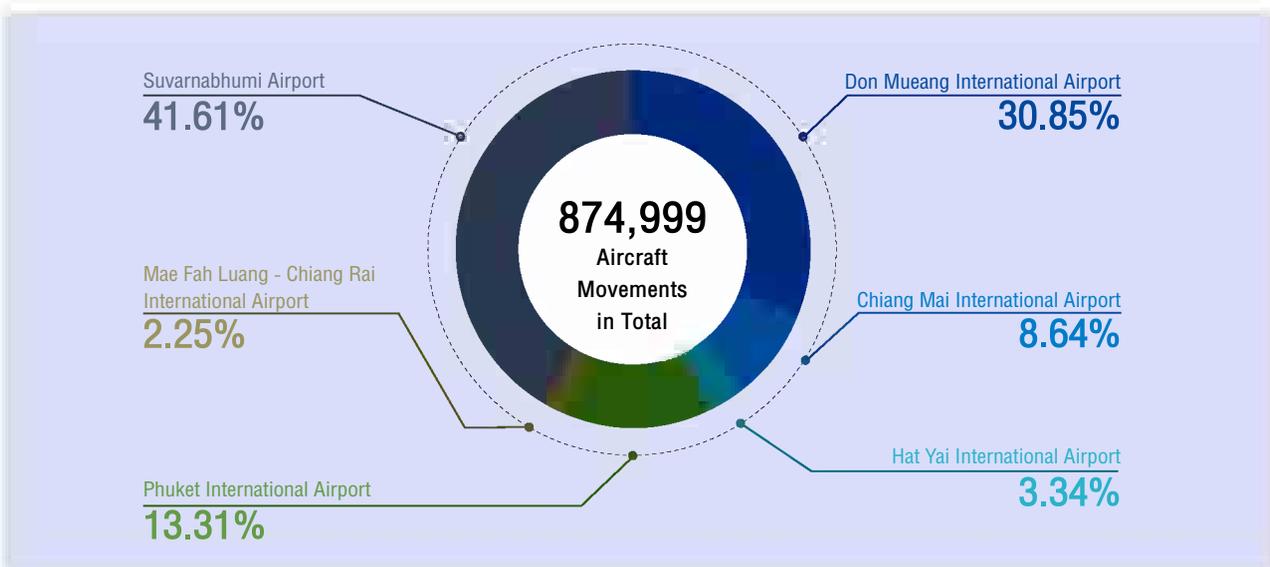
#### Cargo Volumes



### Mae Fah Luang - Chiang Rai International Airport



### AOT's Air Traffic Statistics



## Airport Development Projects

### AOT's Airport Development Master Plans

#### 1. Suvarnabhumi Airport Development Master Plan

Suvarnabhumi Airport was officially opened on 28 September 2006 and has the capacity to handle 45 million passengers per year. In consideration of continuous increasing number of flights and passengers every year, with a total number of 60.86 million passengers in 2017, AOT then had to consider developing master plans in alignment with growth and factors contributing to project delays such as environmental impact assessment and project approval procedures, etc. To ensure its feasibility and viability, the Suvarnabhumi Airport Development Project is divided into 4 phases as follows:



- 1.1 Suvarnabhumi Airport Development Project Phase 2 (Present - 2021) is aimed to increase Suvarnabhumi Airport's annual passenger handling capacity to 60 million.  
The project is currently under construction.
- 1.2 Suvarnabhumi Airport Development Project Phase 3 (2017 - 2021) is aimed to increase Suvarnabhumi Airport's handling capacity of air traffic movements until 2025 with annual passenger handling capacity not less than 90 million. It is broken down into 2 projects as follows:
  - 1.2.1 Construction Project of the Second Passenger Terminal  
The construction project of the Second Passenger Terminal to handle 30 million passengers per year is currently in the process of procuring a designer and is planned to begin construction in 2019 and be completed by 2021.
  - 1.2.2 Construction of the Third Runway  
The construction of the third Runway coupled with runway and taxiway systems is currently in the design process and is planned to begin construction in 2019 and be completed by 2021.
- 1.3 Suvarnabhumi Airport Development Project Phase 4 (2020 - 2026) is aimed to increase Suvarnabhumi Airport's handling capacity of air traffic movements until 2030 with annual passenger handling capacity to 105 million.
- 1.4 Suvarnabhumi Airport Development Project Phase 5 (2025 - 2030) is aimed to increase Suvarnabhumi Airport's handling capacity of air traffic movements until 2035 with annual passenger handling capacity to 120 million.



## 2. Don Mueang International Airport Development Master Plan

Don Mueang International Airport completed its development project phase 2 in 2015, thus increasing the annual passenger handling capacity to 30 million. Given the continuous growth in flight and passenger numbers of Don Mueang International Airport every year, with a total number of 38.30 million passengers in 2017 and an estimated number of 47.66 million passengers in 2020, AOT then pursued development within the airport areas to increase Don Mueang International Airport's passenger handling capacity.

Don Mueang International Airport Development Plan Phase 3, a continuous development plan to Phase 2 which would be operated during 2018 - 2024, was proceeded with the aim to restore the annual passenger handling capacity of the airport up to 40 million.

The project is currently in the process of requesting for budget approval.

## 3. Phuket International Airport Development Master Plan

The construction project of Phuket International Airport was proceeded according to the Phuket International Airport Development Project (2010 - 2014). This project was completed and launched on 25 June 2018 with the annual passenger handling capacity of 12.5 million. In consideration of the continuous growth in air traffic movements, with a total number of 16.85 million passengers in 2017, Phuket International Airport then have to pursue continuous development in alignment with the current project in the following phase.

Phuket International Airport Development Project Phase 2 is the development of facilities continued from the Phuket International Airport Development Project (fiscal years 2010 - 2014) operated during 2018 - 2022. Once completed, Phuket International Airport will have the annual handling capacity of passengers up to 18 million.

Presently, this project is in the process of requesting for budget approval.

In addition, the Phuket International Development Project Phase 2 demonstrates the ultimate capacity of Phuket International Airport.





A total number of

**10.23** million passengers

#### 4. Chiang Mai International Airport Development Master Plan

Presently, Chiang Mai International Airport can handle 8 million passengers per year. In consideration of the continuous growth in air traffic movements, with a total number of 10.23 million passengers in 2017, Chiang Mai International Airport was then faced with inadequate facilities and airport congestion. To solve those problems, AOT therefore set up development plans as follows:

4.1 Chiang Mai International Airport Development Project Phase 1 (2018 - 2022) is aimed to increase airport handling capacity of air traffic movements until 2025 with annual passenger handling capacity to 16.5 million.

The project is currently in the process of requesting for budget approval.

4.2 Chiang Mai International Airport Development Project Phase 2 (2021- 2025) is aimed to increase airport handling capacity of air traffic movements until 2035 with annual passenger handling capacity to 20 million.

#### 5. Mae Fah Luang-Chiang Rai International Airport Development Master Plan

At present, Mae Fah Luang-Chiang Rai International Airport has the capacity to handle 3 million passengers per year. In 2017, Mae Fah Luang-Chiang Rai International Airport served a total number of 2.50 million passengers which did not exceed its existing handling capacity. However, since Mae Fah Luang-Chiang Rai International Airport has faced with airport congestion which was not in line with the service standards, therefore, the initial stage of development has to be implemented by appropriate allocation of areas inside the passenger terminal and the improvement of other airport facilities. The development is divided into three phases as follows:



A total number of

**2.50** million passengers

5.1 Improvement of facilities at Mae Fah Luang-Chiang Rai International Airport according to the service standards (2018 - 2022) consisted of improvement and appropriate allocation of areas inside the passenger terminal and problem solving for congested service areas as well as landside road system improvement. Once completed, Mae Fah Luang-Chiang Rai International Airport will still have the handling capacity of 3 million passengers per year.

Improvement works are currently in the process of designing, developing terms of reference and requesting for budget approval.

5.2 Mae Fah Luang-Chiang Rai International Airport Development Project Phase 1 (2024 - 2028) is aimed to increase Mae Fah Luang-Chiang Rai International Airport's handling capacity of air traffic movements until 2033 with annual passenger handling capacity to 4.8 million.

5.3 Mae Fah Luang-Chiang Rai International Airport Development Project Phase 2 (2029 - 2033) is aimed to increase Mae Fah Luang-Chiang Rai International Airport's handling capacity of air traffic movements until 2038 with annual passenger handling capacity to 5.2 million.



A total number of  
**4.36**  
million passengers

## 6. Hat Yai International Airport Development Master Plan

Presently, Hat Yai International Airport has the capacity to handle 2.55 million passengers per year. In 2017, Hat Yai International Airport served a total number of 4.36 million passengers and is prone to continuous growth in passenger volume, resulting in congested service areas. Moreover, in consideration of the current state of Hat Yai International Airport, the airside area appears to be congested due to constrained parking bays and runway and taxiway systems. Also, the existing passenger terminal cannot handle future increased passenger volume. To solve those problems, AOT has therefore set up a plan which is divided into 2 phases as follows:

Hat Yai International Airport Development Project Phase 1 (2021 - 2025) is aimed to increase Hat Yai International Airport's handling capacity of air traffic movements until 2038 with annual passenger handling capacity to 10.5 million.

The project is currently in the process of being proposed to the AOT Board of Directors and further requesting for budget approval.

The development plans are in line with the AOT's Airport Development Master Plan as approved by the AOT Board of Directors. However, due to the projected growth in passenger volume, AOT has conducted a study to revise development plans of airports under its supervision by making some adjustments on procedures and terms of reference to accelerate each phase of the development projects to be completed earlier than scheduled, and increasing urgent and intermediate plans during 2018 - 2019 to alleviate congestion and enhance services while waiting for the development project to be conducted. Then, AOT can help leverage the country's air transport management systematically and more efficiently and promote growth of transport, logistics, tourism and service industry sector as key mechanism for driving the country's economy and society as a whole within the framework of the 20-year National Strategy focusing on national development towards "Stability, Prosperity and Sustainability".

## AOT Human Resource Development

AOT has continuously placed an importance on and put all efforts in human resource enhancement to ensure that its personnel at all levels have capabilities to manage airports according to national and international aviation standards and direct the organization towards its vision and strategies. AOT also aims to produce its personnel to be lecturers who have expertise in aviation standards to pass on knowledge to other AOT officers.

At present, AOT has personnel who were accredited as certified lecturers in civil aviation security by the Civil Aviation Authority of Thailand and gave lectures to external agencies.

Besides, AOT has given its personnel an opportunity and master degree scholarships to pursue further study in air transport in the leading institutes abroad. AOT also emphasized the promotion of core values within the organization to bring about expected behaviors of personnel and drive itself towards sustainability.

The framework for human resource development in the fiscal year 2018 can be concluded as follows:

### 1. Annual Human Resource Development Plan

- 1.1 Airport Management Courses: Airport Operations (AO), Junior Airport Management (JAM), Intermediate Airport Management (IAM) and Senior Airport Management (SAM). These courses included classroom-based learning, e-learning and study visits to His Majesty the late King Bhumibol Adulyadej's Royal Initiative Projects and workshops. For SAM course, personnel from U-Tapao International Airport and Civil Aviation Authority of Thailand were invited to attend the course to strengthen relationships and exchange knowledge and experience.
- 1.2 Airport Operations Courses: Commercial Aircraft Rescue and Fire Fighting, 3Ss for Security Standards, Safety Awareness and Recommended Practices in Aerodrome Manual.





- 1.3 General Knowledge and Management Courses: Internal Control System and Risk Management, State Enterprise Performance Appraisal, Foreign Languages, Business Continuity Management and BGP and RP.
- 1.4 AOT Executives' Competency Development Courses
  - 1.4.1 Leadership Development Courses for Management Level: The 7 Habits of Highly Effective People, Strategic Thinking: Decoding the Future, Influencer: Leading Change, Coaching for Performance and Systematic Creative Thinking.
  - 1.4.2 Preparatory Courses for Public Airport Manager Examination of Management Levels (Vice President (level 9 or higher) as in accordance with the Regulations of the Civil Aviation Board No. 88 on Knowledge and Competency of Public Airport Manager as published in the Royal Gazette dated 27 March 2013.
  - 1.4.3 Courses for AOT Board of Directors and Senior Executives: Director Accreditation Program (DAP), Director Certification Program (DCP), Top Executive Program in Energy Literacy, Top Executive Program of Capital Market Academy, Leadership Succession Program, Top Executive Program in Good Governance for Sustainable Development and Advance Master Management Program.
  - 1.4.4 AOT Advanced Airport Management Program (AAMP), in collaboration with the Aviation Strategies International Institute (ASI-I) under Trainair Plus Project to enhance managerial competency and airport management expertise of AOT successors.
  - 1.4.5 Advanced Management Program : AMP<sup>Plus</sup> for AOT competent employees to develop new organizational management ideas and support operations in line with the organization's vision and mission.



- 1.5 Corporate Governance (CG) and Corporate Social Responsibility (CSR) Courses: a special talk to promote good corporate governance and ethical values on the topic “New Era of AOT: Corporate Governance Minded” and “Human Rights for Sustainability”.
- 1.6 Overseas Training Courses: Aviation Medicine for Medical Examiner and Assessors (Competency - Based) at SAA in Singapore, Management of Aviation Facilitation at IATA in Canada, Airport Strategic Management Diploma at IATA in Canada and Diploma in Airport Engineering at SAA in Singapore.
- 1.7 Collaborative Academic Programs between AOT and Civil Aviation Training Center to enhance skills and capabilities in airport management and operations: Aerodrome Apron Control Officers, Flight Operation Office, Aeronautical Information Service and Aeronautical Information Service Cartography.
- 1.8 Aviation Standard Training Course for External Agencies: “3Ss course for Security Standards

(Primary Level)”, knowledge review in Analysis of X-ray scanners and Awareness of Security and X-ray Explosives Detection.

- 1.9 Granting 3 Overseas Master’s Degree Scholarships: 1) Master of Science in Air Transport Management, Coventry University, UK 2) Master of Science in Airport Planning and Management Cranfield University, UK and 3) Master of Business Administration in Aviation Management, Embry - Riddle Aeronautical University, USA.

## 2. AOT Human Resource Management and Development Master Plan

### 2.1 Core Values Promotion Projects

The promotion of 5 AOT core values or the so-called 5 hearts has been continuously supported by executives at all levels. The results of AOT core values surveys were used as guidelines to push forward AOT core values in pursuit of expected behaviors from their officers and employees at all levels which will create parallel work patterns and drive AOT’s business operations toward its vision. AOT has promoted its core values through different levels of its personnel as follows.

#### 2.1.1 Senior executives as role models of AOT core values

#### 2.1.2 Division directors as change agents with their roles in driving changes in individual behaviors and working methods within the units by putting AOT core values into practice

2.1.3 Employees at operational level as young role models for their colleagues: The division directors (Change agents) will select operational level employees with behaviors consistent with AOT core values to attend a seminar on Young Role Model. These employees are new generations who will help push forward AOT core values and further pass on core values to their colleagues.



In addition, AOT applied Service Minded, one of AOT core values, as a principle for service development at airport service touch points, starting with the security screening checkpoint and further areas. This demonstrates that AOT core values are clearly put into practice.

AOT also organized activities to promote an atmosphere where AOT core values were embraced by its officers and employees, e.g. photo contest, VDO Clip contest, Mr. and Miss Core Values contest and Inspiration Talk on AOT core values with role models of 5 hearts to acquire ideas, practice guidelines of internal and external role models as well as further get inspired to behave in line with AOT core values in a sustainable manner.

## 2.2 Knowledge Management (KM) Projects

Recognizing the importance of effective airport management, AOT then applied knowledge management to improve its airport management by using knowledge and experience of AOT personnel to develop airport service processes in support of the 4<sup>th</sup> strategy (Intelligence Service) under the AOT Strategy House. Critical knowledge was collected from personnel within the organization, by the so-called Community of Practice (CoP) group consisting of KM Expert 1: Airport Service Delivery, KM Expert 2: Airport Service Facility and KM Expert 3: Airport Engineering and Standard. These experts are specialist in different areas who contribute their knowledge in support of the organization's operations by sharing their knowledge, experience and problems solving method of each case to exchange and learn lessons and best practices. In addition, The KM: CoP New Generation network was also established for new generation personnel to develop their knowledge and skills derived from the KM Expert by developing into microlearning video clips for easy understanding and more efficiently solving work problems. These clips were downloaded on the AOT's Knowledge Management System (KMS).

Moreover, knowledge was captured from internal and external gurus, e.g. front-line employees, retiring employees (Tacit to Explicit Knowledge) in positions crucial for the organization's work systems. Information exchange with external agencies was also arranged through the KM Day. The study visits under Sister Airport Projects were an exchange of best practices between international airports which could be applied to AOT's business operations to keep pace with changes and airport business competition.



### 2.3 Competency development of AOT employees

2.3.1 Core Competency Assessment comprising 1) Service Minded: Providing services beyond customers' expectation 2) Safety and Security: Excellence in security and safety standards 3) Teamwork: Respect different opinions and collaboration 4) Innovation: Constant development 5) Integrity: Adhering to the organizational benefit. AOT expected that its employees' behaviors would demonstrate the above-mentioned competency at an expected or higher level in order to promote and support the operations which placed focus on service quality and concern for safety in accordance with the international standards. In this regard, AOT therefore conducted core competency assessments of employees at all level.

2.3.2 Managerial Competency Assessment comprising 1) Airport Acumen 2) Integrity 3) Risk Management 4) People Development 5) Operating Excellence 6) Responsible for Society 7) Team Development 8) Strategic Management. AOT expected that its executives' behaviors would demonstrate the above-mentioned managerial competency at an expected or higher level. The assessments' results will be applied in management and development planning of human resources. In this regard, AOT therefore conducted managerial competency assessments of its employees at all managerial level.

#### 2.3.3 Functional Competency Profile

Functional Competency Development and Competency Management system are crucial and fundamental for human resource management in all areas. It aims to ensure of organizational preparedness in response to airport business competition and to manage its human resource in a systematic, continuous, efficient and effective manners as well as in line with the core functions of each work group. It also serves as guidelines for employee development in light of their skills needed by each unit and in conformity with the AOT's operational directions towards sustainability.

To ensure a systematic, continuous, efficient and effective human resource management in a clearer manner and in line with the core functions of work groups and to serve as correct and clear guidelines for employee development, AOT then proceeded with the search for the guidelines for functional competency assessment which were categorized into 4 groups as follows:

- 1) Safety & Security: Suvarnabhumi Airport (Operations and Maintenance Group), Don Mueang International Airport (Operations and Maintenance Group), Phuket International Airport (Operations and Maintenance Group), Regional Airports consisting of Operations and Maintenance Groups (Chiang Mai International Airport, Hat Yai International Airport and Mae Fah Luang-Chiang Rai International Airport).
  - 2) Support Core Operation: Engineering and Construction Group, Business Development and Marketing Group and Information and Communication Technology Group.
  - 3) Business Support Airport: Suvarnabhumi Airport (Business Support and Commercial Operations Group), Don Mueang International Airport (Business Support Group), Phuket International Airport (Business Support Group) and Regional Airports consisting of Business Support Groups (Chiang Mai International Airport, Hat Yai International Airport and Mae Fah Luang-Chiang Rai International Airport).
  - 4) Back Office: Corporate Strategy Group, Human Resources and Administration Group, Accounting and Finance Group, Legal and Corporate Secretary Group and Office of Audit
- In the fiscal year 2018, AOT conducted functional competency assessments in Safety and Security group, except for other groups which would be proceeded next year.

### 3. Human Resource Development Outcome for Fiscal Year 2018

AOT organized 1,072 training courses/programs with 9,330 employees participated in the courses/programs. Details were as follows:



**3.1 Airport Management Training**

- 308 courses/programs
- 2,896 participants

**3.2 General Management Training**

- 206 courses/programs
- 1,565 participants

**3.3 Functional & Operation Training**

- 432 courses/programs
- 3,604 participants

**3.4 Soft Skills Training**

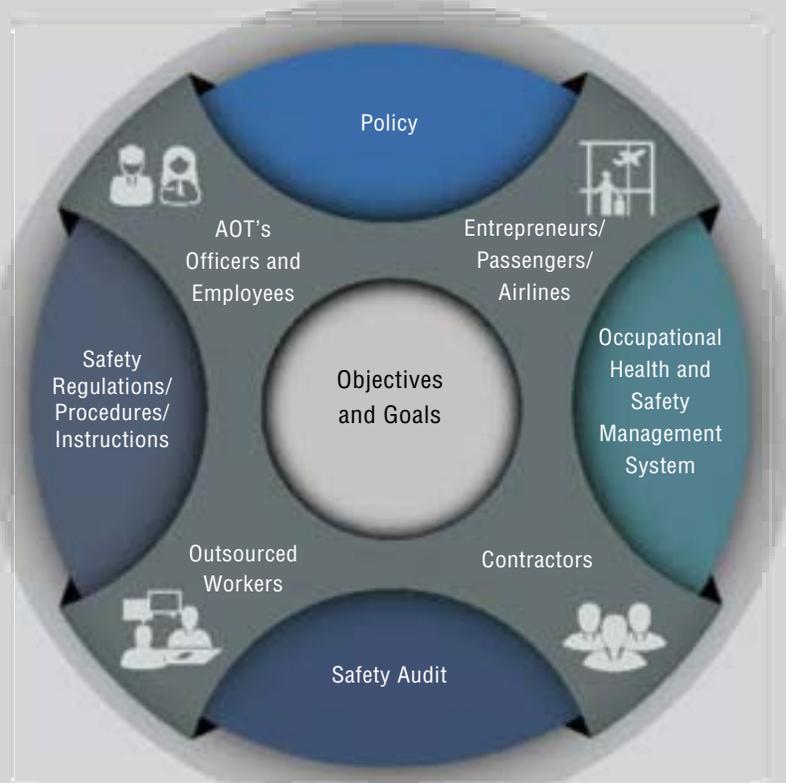
- 126 courses/programs
- 1,265 participants

## Safety, Occupational Health and Working Environment Operations

### Administration and Management on Safety, Occupational Health and Working Environment

AOT is committed to operating and managing the world's smartest airports with service mind, corporate social responsibility and concern about health protection, safety and working environment for all officers and employees. The safety, occupational health and working environment policy is therefore established to focus on law compliance, risk assessment, prevention, protection and improvement as well as review of working processes for continuous improvement by adhering to the occupational health and safety framework as follows:

1. Safety, occupational health and working environment policy
2. Objectives and goals for occupational health and safety operations
3. Procedures, regulations, and instructions for occupational health and safety
4. Safety audit
5. Safety control of contractors and outsourced workers
6. Continual development and improvement of occupational health and safety management system standard for sustainability





AOT Headquarters

### The AOT's Occupational Health and Safety Management System According to the Standards of OHSAS 18001:2007/TIS 18001-2011

To ensure that the AOT's occupational health and safety operations meet the internationally accepted standards and that the officers become aware of dangers and hidden risk of work activities as well as to develop plans and measures to mitigate and control risks at the risk appetite level, AOT has therefore pursued the occupational health and safety management system in conformity with the standards of OHSAS 18001:2007/TIS 18001-2011. AOT Headquarters, Phuket International Airport, Mae Fah Luang-Chiang Rai International Airport, Chiang Mai International Airport, Hat Yai International Airport, Don Mueang International Airport and Suvarnabhumi Airport proceeded with certification requests to ensure the same standards of safety, occupational health and working environment operations, thereby further leading to efficiency and sustainable development.



Phuket International Airport

Mae Fah Luang - Chiang Rai  
International Airport

Chiang Mai International Airport



Hat Yai International Airport



Don Mueang International Airport



Suvarnabhumi Airport

## Trainings, Seminars, Study Visits and Campaigns for Health Promotion

### Training courses on occupational safety consist of:

- Courses required by laws: Safety Officer at Supervisory Level, Safety Officer at Management Level, Basic Fire Fighting Training, Workplace Safety for New Employees and Safety on Electrical Works
- Courses for knowledge and work efficiency enhancement: Risk Identification and Assessment Based on Occupational Health and Safety Management System for Safety Officer at Supervisory Level, Occupational Health and Safety Internal Audit and Workplace Safety



### Seminar and Study Visit on Occupational Health and Safety Management System for Officers



### Seminar and Study Visit of Safety, Occupational Health and Working Environment Committee at AOT Headquarters



## Workplace Safety and Health Promotion Campaigns

- Fire and Evacuation Drill



- Occupational Safety Week and Safe Driving Promotion during Songkran Festival

- Elevator rescue training at AOT Headquarters



- Health Promotion Campaign “Competency Rehabilitation and Simple Happiness in Ergonomics Style”



- Production of health promotion video for AOT officers and employees as well as airport workers



The Occupational Safety and Health Department produced a health promotion video as a medium to promote the health campaign and raise awareness of AOT officers and airport workers on the importance of exercise for their good health. The video demonstrates the physical fitness with exercise songs by AOT officers and employees as well as airport workers.

It has been disseminated through AOT's communications channels and served as daily exercise guidelines for AOT officers and employees as well as airport workers to enhance their wellness and work performance.

### Awards and Accomplishments on Safety, Occupational Health and Working Environment

In 2018, AOT participated in the national-level contest of Outstanding Workplace - Safety, Occupational Health and Working Environment held by the Department of Labour Protection and Welfare, the Ministry of Labour. The awards were as follows:

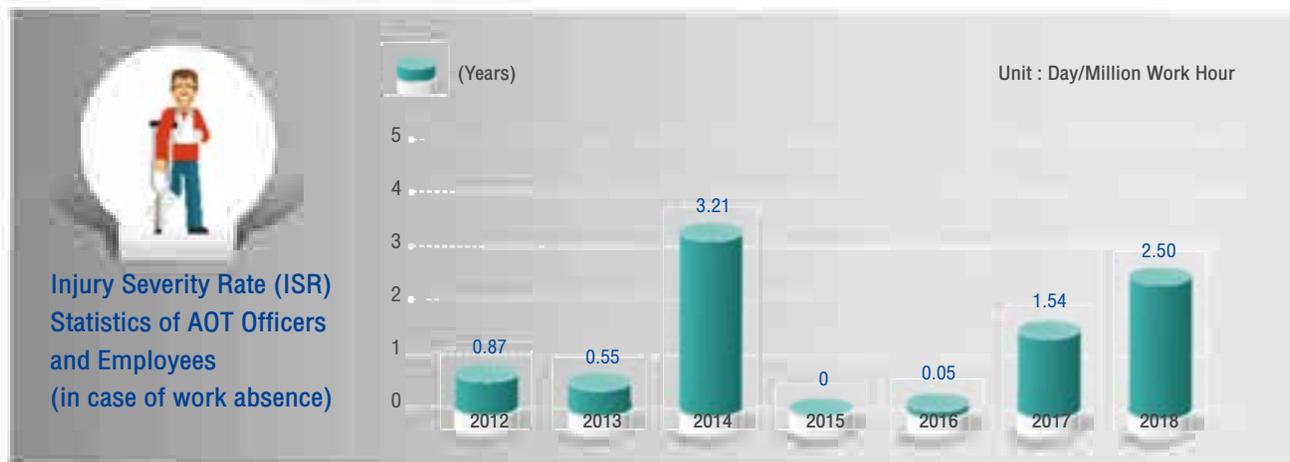
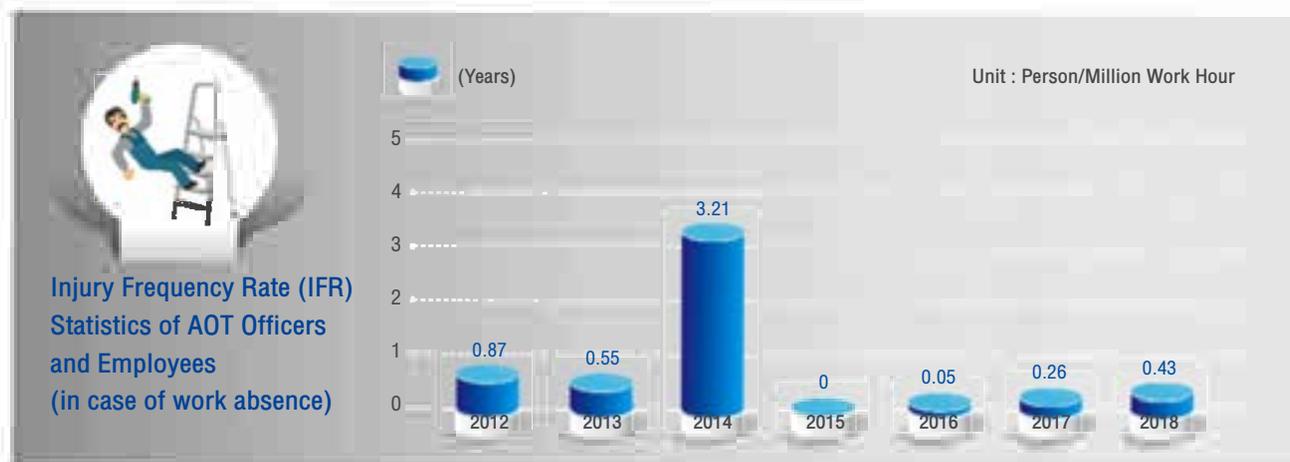
**AOT Headquarters** received the Outstanding Workplace Award for 12 consecutive years (Certificate of Honor).

**Mae Fah Luang-Chiang Rai International Airport** received the Outstanding Workplace Award for 9 consecutive years (Certificate of Honor).

### Workplace Accident Statistics

Injury Frequency Rate (IFR) and Injury Severity Rate (ISR) (in case of work absence)

Injury Frequency Rate (IFR) and Injury Severity Rate (ISR) (in case of work absence) are the indices of success for passive safety indicating the number of injured employees leading to absence (person/million work hour) and the number of days lost from accidents (day/million work hour), respectively. In 2018, the IFR was equivalent to 0.43 person/million work hour and the ISR was equivalent to 2.5 days/million work hour.



## Aviation and Airport Safety and Security Standards

### AOT Airport Security Standards

Civil Aviation currently tends to be continuously threatened by the acts of unlawful interference - the acts to jeopardize the safety of passengers, crew, ground operators and general publics committed by either group of people such as terrorists, protesters and motivated people or individuals such as criminals. Those acts are likely to be unpredictable attacks since the 9/11 attacks in 2001 until now.

Although there is still no information indicating that Thailand's airports are facing those threats, AOT as the operator of six international airports, namely Suvarnabhumi Airport, Don Mueang International Airport, Chiang Mai International Airport, Hat Yai International Airport, Phuket International Airport and Mae Fah Luang-Chiang Rai International Airport, does not ignore the evolution of threats, especially those arising from terrorism, but still recognizes the importance of threats and wide area impacts that can significantly affect public confidence.

Airport security standards are one of the foundations of the AOT Strategy House for the organization's sustainable development. To cope with a wide range of threats, all airports under AOT's supervision have established the same security measures in accordance with the government regulations overseen by the Civil Aviation Authority of Thailand (CAAT) and the standards of the International Civil Aviation Organization (ICAO) in Annex 17 to the Convention on International Civil Aviation: Security as follows:

1. **Airport Security Programme (ASP)** Each of the airports under AOT's supervision develops an Airport Security Programme in line with the National Civil Aviation Security Programme (NCASP) initiated by CAAT and ICAO to provide security standards and practice guidelines for a given airport. The preventive and proactive security measures, established in the airport security programmes of each airport, are consistently revised and adjusted to respond to threats and keep pace with current situations.
2. **Preventive Security Measures** AOT establishes the standardized and effective security measures in line with the government regulations and international standards as follows:
  - 2.1 **Measures relating to access control** AOT defines airport restricted areas, issues personal and vehicle security passes for accessing to those areas, determines access points stationed by security officers to inspect persons, baggage and vehicles before accessing to those areas and to prevent unauthorized access as well as issue the AOT's regulations on access to or presence in the areas for security purpose in line with the government regulations.

**2.2 Measures relating to aircraft** AOT and aircraft operators are jointly responsible for the security of aircraft parking in the airside area. In this regard, AOT installs LED lighting along the airside fence line and aircraft parking positions as well as undertakes foot and vehicle patrols and monitors via Closed Circuit Television (CCTV) in the airside area where aircraft are parked. In addition, the aircraft operators can also implement additional security measures for parked aircraft such as aircraft inspection/screening before take-offs, controls of personal and vehicle access to aircraft parking areas, controls of all access points to aircraft parking areas, etc.

**2.3 Measures relating to passenger and their cabin baggage** AOT is responsible for the screening pursuant to Section 60/17 of Thailand Air Navigation Act which prescribes inspection measures and standard operating procedures in line with the government regulations and international standards. Passengers are required to go through advanced security devices before boarding the aircraft, e.g. full body scanners, walk through metal detectors and hand held metal detectors. Their cabin baggage will be screened by modern x-rays and explosive trace detectors (ETD) to prevent weapons/ dangerous objects/ prohibited objects from being taken on board.

**2.4 Measures relating to hold baggage** All hold baggage must be screened by x-rays, explosive trace detectors (ETD) and high technology explosive search of in-line baggage screening equipment which are installed at Suvarnabhumi Airport, Don Mueang International Airport and Phuket International Airport. Screened baggage will be protected from the act of unlawful interference until boarding the aircraft, under supervision of aircraft operators, airport security officers patrolling at sorting areas and monitoring via closed circuit television (CCTV).

**2.5 Measures relating to landside** AOT performs a landside security risk assessment and sets up the security measures for this area in response to threats faced by each airport. Major measures are, for example, constant foot and vehicle patrols of public areas and CCTVs monitoring within a specified timeframe, voice announcements warning the airport users not to leave their belongings unattended and provision of communication channels when suspicious persons/objects/vehicles are found as well as provision of explosive ordnance disposal (EOD) officers along with canines to inspect suspicious objects associated with explosives.



*In-line Baggage Screening System*



*Passenger Screening by Full Body Scanner*

**2.6 Measures relating to cargo, mail and other goods** The aircraft operators must provide a security plan in line with the airport security plan since they have established the security of catering loaded onto the aircraft, inspection of on-board air cargo and mail by x-rays, security control of screened items from the beginning to the on-board handling to prevent acts of unlawful interference. AOT establishes security measures for the areas where air cargo, parcel and catering are executed and supports the security of aircraft operators, e.g. access control and area patrol.

**2.7 Measures relating to Cyber threats** AOT initiates a risk assessment associated with Cyber threats to ensure that appropriate measures are developed to protect the confidentiality of certain important information and prevent communication technology used in civil aviation from unlawful interference.

**3. Data Security Measures** AOT continuously forms intelligence cooperation with national security and intelligence agencies and international organizations such as Counter Terrorist Operations Center, National Intelligence Coordinating Center, Office of Transport Security (OTS) in Australia and Transportation Security Administration (TSA) to be informed the data of threats and then analyze and assess their potential risks facing the airports under AOT's supervision as well as to notify the airports for proactive security measures setting up in order to handle those threats promptly and efficiently.

**4. Security Measures for Emergency Situations as follows:**

4.1 Each of AOT's airports develops an emergency plan and a contingency plan according to the ICAO standards as well as continuously organizes full-scale exercise, partial exercise and table-top exercise according to specified periods.

4.2 AOT defines the standards of security preparedness level in accordance with the national civil aviation security risk assessment manual developed by CAAT. Stricter security standards are added to each level of preparedness. Each airport can also upgrade its security preparedness level according to its risk assessment results of specific situations.



*Airport Emergency Exercise in Case of Crowd Control*

## 5. Aviation Security Quality Control

AOT has set up an aviation security quality control plan and assigned responsible units to control and monitor the operations according to specified security standards and in line with the government regulations and international standards. To control the quality of activities as planned, AOT provides aviation security survey, inspection, audit and test as well as analyzes the detected flaws to determine guidelines for improvements, thereby increasing airport security efficiency.

In addition, the AOT's aviation security inspectors have passed the aviation security inspector training course in accordance with the ICAO standards. The detected flaws will be analyzed for integrated and consistent improvements.

## 6. Aviation Security Training

AOT realizes the importance of personnel development on civil aviation security. As specific knowledge, ability and skills are required for work operations, AOT therefore develops the AOT Aviation Security Training Programme (ASTP) for security training as in line with the National Civil Aviation Security Training Programme (NCASTP) and ICAO's security training standards. The training consists of initial and recurrent levels as well as on-the-job training. More topics will be added to the training course each year by combining the information acquired by security inspection units with the information collected from news, technology and collaboration with related government agencies and international organizations to analyze, assess and prepare up-to-date learning and teaching information to be applied for the training course and workshop, thereby creating skills and expertise in response to threats especially the terrorism pattern in the current situation.

In addition, the training courses on security awareness are also arranged for those who work at the airports. The course emphasizes participation of the airport units for airport safety purpose. The AOT's aviation security instructors are those who have been certified by CAAT.

## Bird and Wildlife Hazard Surveys and Assessments at AOT's Airports

Pursuant to the Civil Aviation Regulations Relating to Practice Standards for Airport Operational Processes B.E. 2557 (2014) and ICAO's Recommendations in Annex 14 volume 1 Chapter 9.4 and Doc 9137 (Airport Service Manual) Part 3 - Bird Control and Reduction, prescribing that all aerodromes used for international operations must develop and implement a bird hazard control management programme within the area of responsibility of the aerodrome along with consistent bird hazard assessment surveys.

The Aerodrome Standard and Safety Department, a responsible unit for the standard and safety of airports under AOT's supervision, must conduct bird hazard surveys and assessments under different seasons for all AOT's airports to collect data on the abundance of birds, changing of environments and other risk factors to analyze and recommend appropriate methods for bird hazards prevention. Details of surveys and assessments for the fiscal year 2018 were as follows:



**Suvarnabhumi Airport**  
**3** times of survey per year  
 in 3 seasons  
 (October/February/August)

**Don Mueang International Airport**  
**3** times of survey per year  
 in 3 seasons  
 (November/April/August)

**Chiang Mai international Airport**  
**1** time of survey in  
 Summer (February)

**Hat Yai International Airport**  
**1** time of survey in  
 Rainy season (June)

**Phuket International Airport**  
**1** time of survey in  
 Summer (April)

**Mae Fah Luang-Chiang Rai International Airport**  
**1** time of survey in  
 Summer (March)

Moreover, all airports are responsible for surveying birds and wildlife hazard to aviation by reporting the discovery of bird and other wildlife species and remains along with the actions taken when they are found and control methods as well as bird strikes according to the aerodrome safety management system to the Civil Aviation Authority of Thailand.

### Bird and Wildlife Hazard Survey and Assessment Methods at AOT's Airports

AOT currently applies the methods of Qualitative Risk Assessment Matrix underlying Transport Canada Guidelines (2005) to its bird hazard assessment methods to identify high-risk bird species for further management and control measures.

Factors for assessing a potential of strike and a potential of damage in the Risk Matrix are as follows:

1. Potential of Damage, based on the size and weight of birds categorized into small, medium and large.



2. Potential of Strike, based on such factors as abundance derived from the surveys in airports which can be classified into 3 levels: low abundance, medium abundance and high abundance. High abundance of birds poses a high potential of strike and hazardous behaviors such as flight patterns of individual birds or birds in flocks. Flight pattern of birds in flocks poses a high potential of strike. The calculation formula is as below:

$$\text{Percentage of Abundance} = \frac{\text{Times of Birds Found} \times 100}{\text{Survey Times}}$$

High 67-100%      Medium 34-66%      Low 1-33%

### Risk Assessment Table

Bird Strike Risk Assessment		Potential of Strike		
		High (3)	Medium (2)	Low (1)
Potential of Damage	High (3)	Very high	Very high	Medium
	Medium (2)	Very high	Medium	Medium
	Low (1)	Medium	Low	Low

## Risk Levels and Preventive and Corrective Actions

High-risk  
level

### Risk Characteristics

Large-sized birds with high population, high potential of strike and high potential of damage

### Preventive and Corrective Actions

Short-term and long-term environmental management plans and immediate controls of bird populations

Medium-risk  
level

### Risk Characteristics

Medium-sized birds with high population, potential of strike but very low potential of damage

### Preventive and Corrective Actions

Short-term and long-term environmental management plans and controls of bird populations

Low-risk

### Risk Characteristics

Small-sized birds with low to medium population, low potential strike and low potential of damage. However, they can induce birds of prey into the airport area.

### Preventive and Corrective Actions

Environmental management plans

Once the surveys and assessments are completed, the Aerodrome Standard and Safety Department will provide the airports with recommendations and guidelines for improvements according to the principles in order to develop operational plans for problem solving in alignment with the physical characteristics of each airport.

## Bird and Wildlife Hazard Surveys and Assessments at AOT's Airports



## Environmental Operations

### Environmental Governance

“Environmentally Friendly Airport” is AOT’s commitment to environmental management to reduce impacts arising from the operations of 6 airports under its supervision. The Environmental Department is responsible for managing, monitoring environmental quality and undertaking projects according to the direction of airport environmental management policy in a continuous and efficient manners.

### Environmental Management Policy

AOT is committed to managing airport environment in line with the airport environmental management policy to move towards becoming the leading airports that are friendly to the environment and the community with details as follows:

1. **Resource management** and energy consumption to maintain environmental quality in and around airports
2. **Building understanding** and community and stakeholder engagement to maintain and develop environmental quality
3. **Compliance with environmental laws** and regulations
4. **Raising awareness** of environmental quality maintenance and sustainable energy consumption among employees

### Sanitary Operations and Environmental Management at Airports

With concerns for the environment, AOT aims to create a balance between airport operations and environmental sanitation management in anticipation of the friendly airports by facilitating travel and protecting aircraft, crew, passengers and cargo from unnecessary delays. AOT is aware of its responsibility of maintaining, monitoring and pursuing environmental management to ensure that airports are safe for the airport users as follows:

#### 1. Sanitary monitoring

AOT controlled, prevented and removed insects and pests with Integrated Pest Management (IPM), an integration of the physical and biological methods to control, prevent and remove insects and pests as carriers of disease before deciding to use chemicals as a final measure to prevent environmental impacts. AOT also monitored in terms of physical, biological and chemical aspects, sanitation of buildings, places and drinking water as well as sanitation of food in restaurants at Suvarnabhumi Airport.

Moreover, AOT placed importance on sanitation management of entrepreneurs adhering to regulations, relevant laws and environmental sanitation standards. A training event to enhance skills and knowledge of food sanitation was therefore held under the project entitled “Clean Food Good Taste” during 19-20 March

2018 with Mr. Sirote Duangratana, General Manager of Suvarnabhumi Airport, presiding over the ceremony to give Clean Food Good Taste guaranteed signs to restaurants at Suvarnabhumi Airport that passed the standard criteria in 2018 audited by Samut Prakan Provincial Health Office and present the Outstanding Restaurants award on sanitation to the restaurants that passed the standard criteria for five consecutive years as from the day Suvarnabhumi Airport launched the project “Clean Food Good Taste” until present (2013-2017). In fact, there was a continuous increase in the number of persons interested in this project every year.

**2. Measurement and management of environmental pollution at Suvarnabhumi Airport**

With its responsibility to create work environment with safe and good conditions for employees as well as workers under its supervision, AOT measured dust concentration in different areas such as Air Traffic Control Tower, fire stations and baggage handling conveyor system, based on total suspended particulates (TSP) and particles smaller than 10 microns (PM<sub>10</sub>).

AOT conducted measurements of indoor air quality in various areas such as Airport Operations Building (AOB), Airport Information Management System Building (AIMS), Passenger Terminal and sorting area. Air quality measurement indexes were CO, CO<sub>2</sub>, VOC, temperature, humidity as well as bacteria and fungi.

To reduce the adverse impacts of entrepreneurs’ wastewater discharges on the surrounding communities, AOT regularly collected water and wastewater samples discharged by the entrepreneurs and analyzed soil surface quality in the canals surrounding Suvarnabhumi Airport.



**Food Sanitation**



“AOT implemented food sanitation practices to control and monitor airport restaurants to ensure their cleanliness and safety according to food sanitation principles.”



Measurement and management of environmental pollution at Suvarnabhumi Airport



The project on audiometric testing for the communities affected by noise in the NEF>40 and NEF 30-40 area

The Environmental Department carried out the project on audiometric testing for people affected by noise in the NEF>40 and NEF 30-40 area from the operation of Suvarnabhumi Airport during 9 June - 23 September 2018.

The purpose of this project was to check hearing ability of people affected by noise in the vicinity of Suvarnabhumi Airport, comprising 28 communities/villages and 10 schools (around 3,500 people) in Lat Krabang and Min Buri districts, Bangkok and Bang Phli and Bang Sao Thong districts, Samut Prakan province.

Comprehensive hearing tests were also given to the people living in the vicinity of Suvarnabhumi Airport who had abnormal hearing and participated in the AOT's project for at least three consecutive years (2014-2017). About 10 participants had severe to profound hearing loss and were provided with hearing aids, thus demonstrating AOT's concern and responsibility for the community and society.



## Community Activity Support



The Environmental Department participated in the community's traditional and cultural events and other activities to foster relationship with the community on different occasions as appropriate.

The participation and support given to community activities were the parts of the community relations which help promoting people's participation and supporting other public relations activities of the project to be efficiently conducted. The focus was placed on enhancing good relationships between AOT and community.

To express its sincere care and good wishes for the communities surrounding Suvarnabhumi Airport, AOT's support, therefore, emphasized greater importance on public than the individuals. However, AOT might have to attend certain social activities of community members as deemed appropriate to enhance a good relationship, leading to the community's positive attitudes towards AOT's projects as well as their acceptance, cooperation and support for the operation of Suvarnabhumi Airport in the future.



## Raising Awareness of AOT Employees on Environmental Issues



On 8 June 2018, AOT held a special talk on the topic "Reduce Plastic, Stop Global Warming" on the occasion of the World Environment Day for a total of 300 employees. Its purpose was to enhance employees' knowledge and understanding of environmental problems and use of natural resources, raise awareness in reducing environmental problems and promote reasonable use of natural resources for the maximum benefits.

## Corporate Social Responsibility

AOT has continuously focused attention on the community, society and environment while operating its airport business in the context of AOT's Corporate Social Responsibility Master Plan for fiscal years 2016 - 2019. In the fiscal year 2018, projects and activities beneficial to the community, society and environment were as follows:

### Economy

AOT organized an activity "AOT's Application of the Sufficiency Economy Philosophy", held at the Agricultural Service Center, the Chaipattana Foundation, Bueng Thonglang Subdistrict, Lam Lukka District, Phatum Thani Province, with approximately 80 executives and employees participating. The activity was aimed at embracing the royal thought about the sufficiency economy by providing budget support of 150,000 Baht to the Agricultural Service Center of the Chaipattana Foundation to purchase fruit dehydrator, backpacks lawn mower and lawn mower tractors. Not only did the Agricultural Service Center of the Chaipattana Foundation benefit from the equipment, but also farmers in the Center and surrounding the communities were allowed to use fruit dehydrator without charge to reduce cost of living and generate income. The Center also offered preserved fruits for sale at lower price than the market price. In essence, the activity educated employees in the sufficiency economy to be further applied in daily lives or as guidelines for supplementary occupations.



## Society

### • Education

#### Support for the Border Patrol Police Schools

With emphasis on the development of the youth's remote school education, AOT has continuously provided support for a total of 7 Border Patrol Police Schools located in Narathiwat, Mukdahan, Chiang Rai, Chantaburi, Tak (2 schools) and Chiang Mai Provinces. In the fiscal year 2018, AOT provided financial support of 4,080,500 Baht for the construction of school building at AOT Border Patrol Police School in Celebration of H.R.H. Princess Srinagarindra's Birthday Centenary in Mukdahan Province as the school further offered classes for high school juniors, scholarships and learning materials, totaling 6,690,500 Baht, to support missions and activities of all 7 Border Patrol Police Schools where its executives and employees also made annual visits.



#### AOT Volunteers Project

AOT has continuously provided basic fire fighting training for young people in schools and communities surrounding the airports since 2010, with AOT employees volunteering to be the instructors who teach and transfer experience on basic rescue and fire fighting. Those who participate in this training will have basic knowledge and be prepared to protect their lives and properties in case of unexpected circumstances. In 2018, AOT held trainings and presented fire fighting equipment and portable fire extinguishers to 8 schools and communities surrounding the airports, including Phaholyothin (Phuang Charoen Uppatham) School, Don Mueang, Bangkok; Wat Bang Chalong Nok, Samut Prakan Province; Wat Welu Wanaram (Sinsap Anusorn) School, Bangkok; Ban Pa Tam School, Chiang Mai Province; Rattanaphon Witthaya School, Songkhla; Ban Khon Mai Khao School, Phuket Province; Ban Nong Bua Kae and Ban Mae Khao Tom Luang School, Chiang Rai Province.

In the fiscal year 2018, AOT also held trainings on energy and environment saving for 2 consecutive years at 6 schools surrounding the airports, including Prachautid School, Don Mueang, Bangkok; Wat King Kaew School, Samut Prakan Province; Wattanothai Payap School, Chiang Mai Province; Hat Yai Charoen Rat Pittaya School, Songkhla Province; Thalang Phra Nang Sang School, Phuket Province; and Chiang Rai Provincial Administrative Organization School, Chiang Rai Province.

- Religion

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#### “AOT’s Kathin Ceremony” Project 2018

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To promote and preserve Thai tradition and foster good relationships with the communities surrounding Suvarnabhumi Airport, AOT senior executives and employees jointly held a kathin ceremony, at Wat Pak Bung, Khlong Song Ton Nun Subdistrict, Lat Krabang, Bangkok, the spiritual center for the communities surrounding Suvarnabhumi Airport.




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#### “Candles Presentation for Buddhist Lent” Project 2018

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To promote and preserve Thai tradition and foster good relationships with the communities surrounding its Headquarters and Don Mueang International Airport, AOT Senior Executives Vice President along with executives and employees jointly presented candles, clothes and other necessities for Buddhist Lent to the monks at Wat Don Mueang - Phra Arramluang, Wat Sai Amphan Emsan and Wat Khlong Ban Mai, the spiritual centers for people living in Don Mueang area.



- Tradition and Culture

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#### “National Children’s Day” Activity 2018

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AOT executives and employees organized a National Children’s Day 2018 activity to provide information about 6 airports under the AOT’s supervision as well as present rewards to the young people participating in the event held at 601 squadron, Wing 6 of the Royal Thai Air Force, Don Mueang.



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### “National Elderly Day” Activity

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AOT annually held an activity on the occasion of the National Elderly Day at Bang Khae Home for Elderly Persons 2 as in accordance with the arrangement plan of the Office of Promotion and Protection of Children, Youth, the Elderly and Vulnerable Groups which required an arrangement of activities for the elder throughout April 2018. The activity was a campaign for all sectors to realize the important roles of elderly persons and encourage them to participate in activities based on their own capabilities with dignity.



## Environment

### “AOT Volunteers to Conserve Mangrove Forest” Project 2018

AOT has recognized the importance of the conservation and rehabilitation of the mangrove ecosystem and therefore organized the “AOT Volunteers to Conserve Mangrove Forest” Project which is an ongoing project since 2014. The project has been initiated to conserve natural resources and environment as well as raise awareness in social contribution among AOT employees and encourage



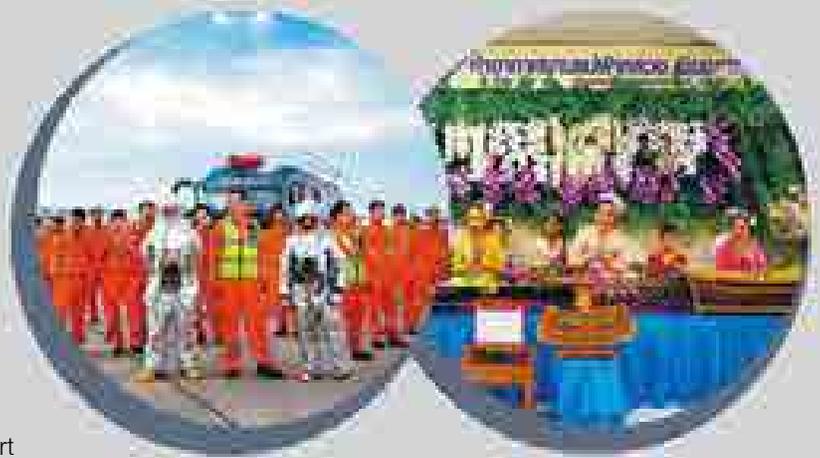
them to take part as volunteers in the revival and conservation of seashore environment at the Bangpu Nature Education Center in Bang Pu Mai Subdistrict, Mueang District, Samut Prakan Province, where Suvarnabhumi Airport, AOT's main airport, is located. Held for 5 consecutive years, the project was led by a team of over 500 volunteers, comprising AOT senior executives, AOT employees, Samut Prakan government officials, teachers and students in the surrounding areas of Headquarters and Suvarnabhumi Airport to plant 9,999 *Avicennia alba* trees (Samae Khao) and Cork trees. So far, there were a total of 49,995 *Avicennia alba* trees (Samae Khao) and Cork trees. AOT also measured and monitored their growth which represented 80% of young plants' existence and growth.

In addition, AOT provided support for organizations and communities surrounding the airports as follows:

- Providing financial support of 2,000,000 Baht for the scholarship project under “His Royal Highness Crown Prince Maha Vajiralongkorn's Scholarship Foundation”; 2,000,000 Baht to the Royal Thai Air Force to procure durable goods for the Royal Thai Air Force Hospital (Srikan); 1,000,000 Baht to the Royal Thai Army Wives Association for the disabled Royal Thai Army personnel and their families; 300,000 Baht to help underprivileged people in remote areas (the Compassion of the Princess Mother's Projects) and 5,000,000 Baht for the Public - Private Partnerships (PPPs) Capacity Building Project of the Institute of Research and Development for Public Enterprises and donating 130,000 Baht on Thai Veterans' Day 2018.

## Community Relations Activities

AOT is committed to operating its airport business under the Commercial State Enterprise concept that takes part in creating stability and economic value to the country. By striking a balance between the state context focusing on the benefits of the country and its people and the commercial context highlighting the income generation for airport development, national competitiveness and satisfaction of airport users, AOT has been operating its business across 3 dimensions (economic, social and environmental) as in line with international standards and related rules and regulations to ensure stable and sustainable operations while delivering “value” to the society.



In the context of sustainability, AOT has incorporated the guidelines of the Stock Exchange of Thailand and the Sustainable Development Goals (SDGs) set by the United Nations while defining goals of the AOT’s current Strategic Plan to achieve sustainable growth along with good corporate governance and corporate social responsibility. Meanwhile, the Sustainable Development Master Plan (2016-2019) has been developed under the “Corporate Citizenship Airport” concept referring to as being the airport that gains acceptance and participation from the community and society since it creates value in terms of economic, social and environmental aspects for the community, society and the country in a concrete manner. It comprises 3 major strategies, including Strategy 1: Sustainability Management, Strategy 2: Stakeholder Engagement and Strategy 3: Sustainability Initiatives.

The Strategy 3: Sustainability Initiatives aims at becoming the corporate citizenship airport through 3 levels of initiatives, namely the corporate-level initiative under the “Learning Airport” concept, the airport-level initiative responding to the positioning of each airport and community relations initiatives.

In the fiscal year 2018, AOT conducted activities as follows:

1. Corporate-level initiatives under the “learning airport” concept to promote learning and enhance skills, especially on air transportation business both the overview and airport management which is AOT’s core business. The AOT Volunteer Project, comprising Youth Environmental Awareness and Basic Fire Fighting, still promoted the development of knowledge and skills related to AOT’s Core Competency-Safety and Security.



### Youth Environmental Awareness



### Basic Fire Fighting



2. Airport-level initiatives that were in line with the positioning of each airport.



### Suvarnabhumi Airport

#### Suvarnabhumi Airport Ecosystem Development Pilot Project



The project can truly respond to the need of local government agencies and community members. The activity is to remove water hyacinth, weeds and waste materials that blocked water passage in order to improve the quality of water to be suitable for agriculture, fishery, water transportation and drainage as well as reduce risks arising from the use of herbicide that cause negative impacts on plants and aquatic animals as food for humans and airport operational risks on flood.



before



after



## Don Mueang International Airport

### Clean Energy Learning Initiative



Clean Energy Learning Initiative was carried out for Bamrung Rawiwan Witthaya School to educate students and teachers by installing solar cells. This knowledge would be integrated into the Science, Technology, Engineering, Mathematics (STEM) education and the science club's activities. At present, the school is a model school in knowledge management through clean energy exhibitions for other schools in Don Mueang district.



Chiang Mai International Airport

### Baan Chom Chaeng reservoir construction project

Baan Chom Chaeng is one potential community to be improved continually to be a tourist attraction due to its availability of culture, wisdom, community forest trails and agricultural areas, ranging from the conservation of forest areas, reforestation, construction of check dam and construction of reservoir.



before

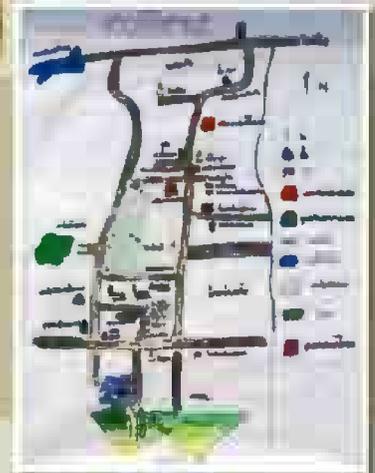
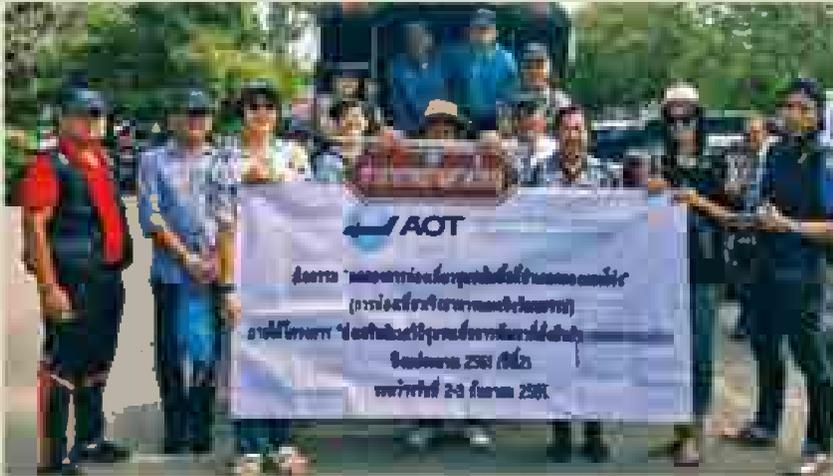


after



### Hat Yai International Airport

Eco-community living promotion for sustainable development project at Khlong Hoi Khong district



The project focuses on community development by means of tourism by setting up tourism activities managed by the community and promoting tourism along tourist routes. This enabled the community members to enhance their management and development skills, present tourism products, build knowledge and area management methods, build more in-depth community engagement, rather than the donation or volunteering activities and satisfy the community and truly yield benefits for community development.



## Phuket International Airport

### HKT Loves Coral



The initiative for marine ecosystem restoration, marine conservation awareness raising and enhancement of employees' diver skills. These initiatives also met the context of airport positioning strategic role as "Gateway to the Andaman" and core competency and yielded Social Return on Investment (SROI) as specified.



Mae Fah Luang - Chiang Rai International Airport

Early childhood development room at Baan Pang Lao Child Development Center



The initiatives can respond to the concept of sustainable capital development (human capital) and stakeholders gained targeted benefits.

Good health festival for the elderly in Rim Kok subdistrict



Learning and Development Center for elderly people in Tha Sai subdistrict



## Awards and Accolades

### DJSI 2018

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

AOT was selected as a member of the Dow Jones Sustainability Indices (DJSI) Emerging Market in 2018 in the category of Transportation and Transportation Infrastructure (TRA) for the fourth consecutive year. This reflects its commitment to achieving every dimension of organizational management including economic, social and

environmental. This will enable AOT to operate the world's smartest airports while ensuring economic growth with profitability in parallel with a balance of social and environmental responsibility.

### THSI (Thailand Sustainability Investment) 2018

AOT was selected for Thailand Sustainability Investment (THSI) in the SET-listed company category with stock value of more than 100,000 million Baht for the fourth consecutive year. The Stock Exchange of Thailand used information received from sustainability assessment questionnaires for the preparation of THSI by developing a list of stocks that passed the assessment criteria on environment, social and governance (ESG) aspects as a role model for other listed companies and attract attention of both domestic and international investors. On 31 October 2018, the award giving ceremony was held at Professor Sangvian Indaravijaya Auditorium, the Stock Exchange of Thailand, with Mr. Pattanapong Suwannachat, AOT Chief Finance Officer, was the AOT representative to receive this award.

**THSI**  
 THAILAND  
 SUSTAINABILITY  
 INVESTMENT 2018





**“Best” Sustainability Report Award 2018**



On 7 December 2018, AOT was granted “Best” Sustainability Report Awards 2018 at the Sustainability Report Awards 2018 Ceremony, jointly organized by the Securities and Exchange Commission (SEC), the Thaipat Institute, the CSR Club and the Thai Listed Companies Association, held at the Stock Exchange of Thailand. There were 100 companies in total that submitted their sustainability reports for annual contest. AOT was 1 of the 12 companies receiving the Best Sustainability Report Awards.

**Thailand’s Top Corporate Brand Value 2018 and ASEAN’s Top Corporate Brand Value 2018**



AOT won an honorary award “Thailand’s Top Corporate Brand Value 2018” in transport and logistics business category for the fourth consecutive year, with the highest corporate brand value accounting for 432,841 million Baht compared to other organizations in all business categories in Thailand. AOT also received the ASEAN’s Top Corporate Brand Value 2018 in ASEAN countries, with its corporate brand value of 13,607 million US dollars, from the Faculty of Commerce and Accountancy. The award giving ceremony was held at Sukree Kaewcharoen Auditorium, the Stock Exchange of Thailand, with Mr. Pattanapong Suwannachat, AOT Chief Finance Officer, was the AOT representative to receive this award.



TO MEET  
OUR TARGETS



## Financial Statements



## Report of Responsibilities for the Financial Reports of the AOT Board of Directors

The AOT Board of Directors is responsible for the financial statements of AOT and its subsidiaries. The financial statements are prepared in accordance with the generally accepted accounting principles and the appropriate accounting policy, and with careful discretion and reasonable estimate. Significant information is also adequately and transparently disclosed in the notes to financial statements for the benefits of the shareholders and general investors.

The AOT Board of Directors has in place good corporate governance, risk management system and internal control to ensure that accounting records are accurate, complete, timely and adequate to protect the assets as well as to prevent fraud or significant irregular operations.

The AOT Board of Directors appointed the Audit Committee comprising independent directors to review credibility and correctness of financial reports as well as evaluate efficiency of internal control and internal audit. The Audit Committee's opinions were presented in the Audit Committee report and included in this annual report.

The AOT Board of Directors viewed that the Company's internal control and internal audit systems can ensure credibility of financial statements of AOT and its subsidiaries for the year ended 30 September 2018 which correctly showed the financial position, operating result and cash flow, and were audited by the independent auditor in accordance with the financial reporting standards. The auditor's opinions were presented in the auditor's report and included in this annual report.



(Mr. Prasong Poontaneat)  
Chairman of the  
Board of Directors



(Mr. Nitinai Sirismatthakarn)  
President



## AUDITOR'S REPORT

### To The Shareholders of Airports of Thailand Public Company Limited

#### Opinion

The State Audit Office of the Kingdom of Thailand has audited the accompanying consolidated financial statements of Airports of Thailand Public Company Limited and its subsidiary (the Group) and the separate financial statements of Airports of Thailand Public Company Limited (the Company), which comprise the consolidated and separate statements of financial position as at September 30, 2018, the consolidated and separate statements of income, the consolidated and separate statements of comprehensive income, the consolidated and separate statements of changes in equity and the consolidated and separate statements of cash flows for the year then ended, and notes to the consolidated and separate financial statements, including a summary of significant accounting policies.

In the State Audit Office of the Kingdom of Thailand's opinion, the above mentioned consolidated and separate financial statements present fairly, in all material respects, the consolidated financial position of Airports of Thailand Public Company Limited and its subsidiary and separate financial position of Airports of Thailand Public Company Limited, respectively, as at September 30, 2018, and their consolidated and separate financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRSs).

#### Basis for Opinion

The State Audit Office of the Kingdom of Thailand conducted the audit in accordance with the State Audit Standards and Thai Standards on Auditing (TSAs). The State Audit Office of the Kingdom of Thailand's responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements section of the State Audit Office of the Kingdom of Thailand's report. The State Audit Office of the Kingdom of Thailand is independent of the Group and the Company in accordance with the State Audit Standards and the Code of Ethics for Professional Accountants determined by the Federation of Accounting Professions that are relevant to the State Audit Office of the Kingdom of Thailand's audit of the consolidated and separate financial statements, and the State Audit Office of the Kingdom of Thailand has fulfilled other ethical responsibilities in accordance with these standards and requirements. The State Audit Office of the Kingdom of Thailand believes that the audit evidence the State Audit Office of the Kingdom of Thailand has obtained is sufficient and appropriate to provide a basis for the State Audit Office of the Kingdom of Thailand's opinion.

#### Key Audit Matter

Key audit matter is that matter that, in the State Audit Office of the Kingdom of Thailand's professional judgment, was of most significance in the audit of

the consolidated and separate financial statements of the current period. This matter was addressed in the context of the State Audit Office of the Kingdom of Thailand's audit of the consolidated and separate financial statements as a whole, and in forming the State Audit Office of the Kingdom of Thailand's opinion thereon, and the State Audit Office of the Kingdom of Thailand does not provide a separate opinion on these matter.

The State Audit Office of the Kingdom of Thailand identifies the followings as key audit matter:

#### Concession revenues recognition

Refer to note to financial statement No. 3.3.17, the company recognised concession revenues in accordance with the period of time and commission rates specified in the contract. Concession revenues is determined to be a key audit matter because this type of revenue involves large sales transactions and the amount of that revenue is material to the financial statements. Additionally, at present, the information technology system is used to input and process data of day-to-day sales transactions and generate the output report that can be used for revenue recognition. Therefore, the State Audit Office of the Kingdom of Thailand considers this as a key audit matter.

The State Audit Office of the Kingdom of Thailand performed significant audit procedures as follows:

1. Obtained an understanding and assessed the design of key controls related to the company's revenues recognition.
2. Tested the operations of key internal controls with respect to revenue recognition including IT General Control and IT Application Control related to concession revenue recognition derived from selling in-store merchandise.
3. Tested the samples of supporting documents related to sales transactions occurring during the year and near the end of the accounting period in order to check the accuracy of revenue records according to terms and conditions of the contract,

the company's accounting policies and related Financial Reporting Standards.

4. Recalculated concession revenue recognition with the contract and sales figures audited by other auditors as shown in the confirmation report of the revenue derived from selling in-store merchandise this year.
5. Performed analytical procedures by comparing revenue recognised in statements of income against budget and last year's revenue information.

#### Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated and separate financial statements and auditor's report thereon. The management expects that the annual report is made available to the State Audit Office of the Kingdom of Thailand after the date of this auditor's report.

The State Audit Office of the Kingdom of Thailand's opinion on the consolidated and separate financial statements does not cover the other information and the State Audit Office of the Kingdom of Thailand will not express any form of assurance conclusion thereon.

In connection with the audit of the consolidated and separate financial statements, the State Audit Office of the Kingdom of Thailand's responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements or the State Audit Office of the Kingdom of Thailand's knowledge obtained in the audit, or otherwise appears to be materially misstated.

When the State Audit Office of the Kingdom of Thailand reads the annual report, if the State Audit Office of the Kingdom of Thailand concludes that there is a material misstatement therein, the State Audit Office of the Kingdom of Thailand is required to communicate the matter to those charged with governance.

### Responsibilities of Management and Those Charged with Governance for the Consolidated and Separate Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with TFRSs, and for such internal control as management determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, management is responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group and the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's and the Company's financial reporting process.

### Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements

The State Audit Office of the Kingdom of Thailand's objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes the State Audit Office of the Kingdom of Thailand's opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the State Audit Standards and TSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

As part of an audit in accordance with the State Audit Standards and TSAs, the State Audit Office of the Kingdom of Thailand exercises professional judgment and maintains professional skepticism throughout the audit. The State Audit Office of the Kingdom of Thailand also:

- Identifies and assesses the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence that is sufficient and appropriate to provide a basis for the State Audit Office of the Kingdom of Thailand's opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Concludes on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Company's ability to continue as a going concern. If the State Audit Office of the Kingdom of Thailand concludes that a material uncertainty exists, the State Audit Office of the Kingdom of Thailand is required to draw attention in the auditor's report of the State Audit Office of the Kingdom of Thailand to the related

disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify the State Audit Office of the Kingdom of Thailand's opinion. The State Audit Office of the Kingdom of Thailand's conclusions are based on the audit evidence obtained up to the date of the auditor's report of the State Audit Office of the Kingdom of Thailand. However, future events or conditions may cause the Group and the Company to cease to continue as a going concern.

- Evaluates the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtains sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. The State Audit Office of the Kingdom of Thailand is responsible for the direction, supervision and performance of the group audit. The State Audit Office of the Kingdom of Thailand remains solely responsible for the State Audit Office of the Kingdom of Thailand's audit opinion.

The State Audit Office of the Kingdom of Thailand communicates with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that the State Audit Office of the Kingdom of Thailand identifies during the State Audit Office of the Kingdom of Thailand's audit.

The State Audit Office of the Kingdom of Thailand also provides those charged with governance with a statement that the State Audit Office of the Kingdom of Thailand has complied with the State Audit Standards and relevant ethical requirements regarding independence, and to communicate with

them all relationships and other matters that may reasonably be thought to bear on the State Audit Office of the Kingdom of Thailand's independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, the State Audit Office of the Kingdom of Thailand determines those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore the key audit matters. The State Audit Office of the Kingdom of Thailand describes these matters in the auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, the State Audit Office of the Kingdom of Thailand determines that a matter should not be communicated in the State Audit Office of the Kingdom of Thailand's report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

(Signed) *Pattra Showsri*  
(Pattra Showsri)  
Inspector General  
Acting Deputy Auditor General

(Signed) *Narong Panusuwat*  
(Narong Panusuwat)  
Director of Financial and Procurement  
Audit Office No.12

*The State Audit Office of the Kingdom of Thailand  
November 23, 2018*

## AIRPORTS OF THAILAND PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

**STATEMENTS OF FINANCIAL POSITION**

AS AT SEPTEMBER 30, 2018

		Unit : Baht				
		Consolidated financial statements		Separate financial statements		
Notes		2018	2017	2018	2017	
<b>Assets</b>						
<b>Current assets</b>						
	Cash and cash equivalents	7	8,602,097,052	9,317,749,917	8,541,937,498	9,308,828,800
	Short-term investments	8	64,204,146,570	58,354,085,894	64,204,146,570	58,354,085,894
	Trade accounts receivable	9	3,282,228,300	3,068,565,761	3,236,267,565	3,085,456,126
	Other receivables	10	191,028,922	221,821,444	188,524,195	221,817,272
	Inventories and supplies	11	331,389,182	277,434,865	325,510,117	270,880,891
	Other current assets	12	457,201,503	415,352,653	453,267,416	397,295,036
	<b>Total current assets</b>		<b>77,068,091,529</b>	<b>71,655,010,534</b>	<b>76,949,653,361</b>	<b>71,638,364,019</b>
<b>Non - current assets</b>						
	Investment in bonds	13	109,978,629	55,029,634	109,978,629	55,029,634
	Available-for-sale investments	14	1,072,513,530	1,521,194,898	1,072,513,530	1,521,194,898
	Investments in subsidiary	15	-	-	610,668,000	610,668,000
	General investments	16	74,550,000	74,550,000	74,550,000	74,550,000
	Investment properties	17	8,552,868,084	8,635,055,021	8,552,868,084	8,635,055,021
	Property, plant and equipment	18	96,334,410,883	93,625,438,639	95,066,422,490	92,335,875,501
	Intangible assets	19	391,190,039	415,736,682	391,190,039	415,736,682
	Deferred tax assets	20	935,683,860	619,988,355	935,073,889	619,485,107
	Other non - current assets	21	3,169,265,789	1,807,931,609	3,168,670,015	1,807,284,001
	<b>Total non - current assets</b>		<b>110,640,460,814</b>	<b>106,754,924,838</b>	<b>109,981,934,676</b>	<b>106,074,878,844</b>
	<b>Total assets</b>		<b>187,708,552,343</b>	<b>178,409,935,372</b>	<b>186,931,588,037</b>	<b>177,713,242,863</b>

The accompanying notes are an integral part of these financial statements.

# AIRPORTS OF THAILAND PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

## STATEMENTS OF FINANCIAL POSITION

AS AT SEPTEMBER 30, 2018

Unit : Baht

	Notes	Consolidated financial statements		Separate financial statements	
		2018	2017	2018	2017
<b>Liabilities and equity</b>					
<b>Current liabilities</b>					
Short-term loans from financial institution	22	-	30,000,000	-	-
Trade accounts payable	23	1,719,961,728	1,954,745,314	1,681,895,333	1,709,389,278
Work in processes payable		2,038,005,158	1,521,584,125	2,038,005,158	1,521,584,125
Other payables	24	9,351,846,391	7,759,387,566	9,324,509,967	7,777,255,310
Current portion of long-term liabilities	26, 27	4,222,584,683	4,251,950,845	4,150,246,109	4,084,910,845
Income tax payable		2,389,331,701	2,013,280,444	2,378,375,176	2,002,197,090
Short-term provisions	29	326,056,779	337,790,612	326,056,779	337,790,612
Other current liabilities	25	3,154,939,176	2,859,455,691	3,098,080,859	2,802,131,791
<b>Total current liabilities</b>		<b>23,202,725,616</b>	<b>20,728,194,597</b>	<b>22,997,169,381</b>	<b>20,235,259,051</b>
<b>Non-current liabilities</b>					
Long-term loans	26	13,684,893,057	19,228,749,730	13,423,749,372	19,202,999,730
Finance leased liabilities	27	83,064,364	380,422,092	83,064,364	380,422,092
Employee benefit obligations	28	2,405,171,255	2,267,213,022	2,402,390,328	2,264,786,033
Long-term provisions	29	585,253,081	672,688,677	585,253,081	669,248,677
Other non-current liabilities	30	3,478,324,390	3,443,975,575	3,476,021,410	3,442,271,616
<b>Total non-current liabilities</b>		<b>20,236,706,147</b>	<b>25,993,049,096</b>	<b>19,970,478,555</b>	<b>25,959,728,148</b>
<b>Total liabilities</b>		<b>43,439,431,763</b>	<b>46,721,243,693</b>	<b>42,967,647,936</b>	<b>46,194,987,199</b>
<b>Equity</b>					
<b>Share capital</b>					
Authorized share capital 14,285,700,000					
ordinary shares of Baht 1 each		14,285,700,000	14,285,700,000	14,285,700,000	14,285,700,000
Issued and fully paid-up share capital					
14,285,700,000 ordinary shares					
of Baht 1 each	31	14,285,700,000	14,285,700,000	14,285,700,000	14,285,700,000
Premium on share capital	31	12,567,669,243	12,567,669,243	12,567,669,243	12,567,669,243
<b>Retained earnings</b>					
Appropriated-Legal reserve					
	32	1,428,570,000	1,428,570,000	1,428,570,000	1,428,570,000
Unappropriated					
		114,780,431,121	101,894,954,912	114,841,590,034	102,036,960,503
Other components of equity		840,410,824	1,199,355,918	840,410,824	1,199,355,918
<b>Total equity attributable to owners</b>		<b>143,902,781,188</b>	<b>131,376,250,073</b>	<b>143,963,940,101</b>	<b>131,518,255,664</b>
of the parent					
Non-controlling interests		366,339,392	312,441,606	-	-
<b>Total equity</b>		<b>144,269,120,580</b>	<b>131,688,691,679</b>	<b>143,963,940,101</b>	<b>131,518,255,664</b>
<b>Total liabilities and equity</b>		<b>187,708,552,343</b>	<b>178,409,935,372</b>	<b>186,931,588,037</b>	<b>177,713,242,863</b>

The accompanying notes are an integral part of these financial statements.

  
 (Nitinai Sirismatthakarn)  
 President

  
 (Somboon Noinamkham)  
 Senior Executive Vice President

AIRPORTS OF THAILAND PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY  
**STATEMENTS OF INCOME**  
 FOR THE YEAR ENDED SEPTEMBER 30, 2018

Unit : Baht

Notes	Consolidated financial statements		Separate financial statements	
	2018	2017	2018	2017
<b>Revenues from sales or services</b>				
Landing and parking charges	7,303,653,064	6,731,607,043	7,303,653,064	6,731,607,043
Departure passenger service charges	25,850,042,216	23,285,002,577	25,850,042,216	23,285,002,577
Aircraft service charges	832,562,090	808,802,800	832,562,090	808,802,800
Office and state property rents	2,264,964,496	2,264,830,018	2,285,147,056	2,285,012,578
Service revenues	7,575,755,106	7,059,198,958	6,743,725,178	6,240,344,780
Concession revenues	16,710,430,845	14,751,720,962	16,727,881,550	14,769,062,815
<b>Total revenues from sales or services</b>	<b>60,537,407,817</b>	<b>54,901,162,358</b>	<b>59,743,011,154</b>	<b>54,119,832,593</b>
<b>Other income</b>				
Gain on foreign exchange	33 212,300,995	442,874,652	212,289,242	442,870,661
Interest income	1,021,982,116	1,036,138,542	1,021,921,571	1,036,111,709
Gain (Loss) on sale of assets	4,822,963	(53,315,239)	4,680,980	(53,335,799)
Other income	359,416,892	364,099,162	271,214,681	283,619,516
<b>Total other income</b>	<b>1,598,522,966</b>	<b>1,789,797,117</b>	<b>1,510,106,474</b>	<b>1,709,266,087</b>
<b>Total revenues</b>	<b>62,135,930,783</b>	<b>56,690,959,475</b>	<b>61,253,117,628</b>	<b>55,829,098,680</b>
<b>Expenses</b>				
Employee benefit expenses	7,001,730,249	6,499,044,448	6,995,878,685	6,492,994,613
Utilities expenses	2,603,184,958	2,520,663,977	2,577,166,995	2,493,699,895
Outsourcing expenses	5,623,031,474	5,328,444,323	5,388,555,287	5,108,421,695
Repairs and maintenance	2,486,740,683	2,545,305,881	2,477,613,596	2,535,606,597
State property rental	34 3,875,620,345	4,099,307,206	3,875,620,345	4,099,307,206
Depreciation and amortisation expenses	5,641,672,817	5,644,512,808	5,590,661,431	5,597,234,974
Property tax	35 158,125,227	138,054,159	154,341,614	135,280,677
Loss on impairment of assets	36 82,133,656	148,704,508	82,133,656	148,704,508
Other expenses	37 2,520,160,166	2,387,017,201	2,149,281,751	2,025,862,492
Financial costs	38 1,016,164,062	1,194,932,809	1,002,658,226	1,178,039,660
<b>Total expenses</b>	<b>31,008,563,637</b>	<b>30,505,987,320</b>	<b>30,293,911,586</b>	<b>29,815,152,317</b>
<b>Profit before income tax expense</b>	<b>31,127,367,146</b>	<b>26,184,972,155</b>	<b>30,959,206,042</b>	<b>26,013,946,363</b>
Income tax expense	5,902,708,277	5,445,396,478	5,869,291,637	5,414,303,468
<b>Profit for the year</b>	<b>25,224,658,869</b>	<b>20,739,575,677</b>	<b>25,089,914,405</b>	<b>20,599,642,895</b>
<b>Profit attributable to:</b>				
Owners of the parent	25,170,761,083	20,683,602,564	25,089,914,405	20,599,642,895
Non-controlling interests	53,897,786	55,973,113	-	-
	25,224,658,869	20,739,575,677	25,089,914,405	20,599,642,895
<b>Earnings per share</b>				
Basic earnings per share	39 1.76	1.45	1.76	1.44

The accompanying notes are an integral part of these financial statements.

  
 (Nitinai Sirismatthakarn)  
 President

  
 (Somboon Noinamkham)  
 Senior Executive Vice President

AIRPORTS OF THAILAND PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY  
**STATEMENTS OF COMPREHENSIVE INCOME**  
 FOR THE YEAR ENDED SEPTEMBER 30, 2018

Unit : Baht

Notes	Consolidated financial statements		Separate financial statements	
	2018	2017	2018	2017
<b>Profit for the year</b>	<b>25,224,658,869</b>	<b>20,739,575,677</b>	<b>25,089,914,405</b>	<b>20,599,642,895</b>
<b>Other comprehensive income :</b>				
Items that will be reclassified to profit or loss in subsequent periods				
Gain (loss) on remeasuring available-for-sale investments	(448,681,368)	354,552,793	(448,681,368)	354,552,793
Income tax relating to gain (loss) from remeasuring available-for-sale investments	89,736,274	(70,910,559)	89,736,274	(70,910,559)
Total items that will be reclassified to profit or loss in subsequent periods	(358,945,094)	283,642,234	(358,945,094)	283,642,234
Items that will not be reclassified to profit or loss in subsequent periods				
Gain on remeasuring of post-employment benefit obligations	-	134,993,777	-	135,650,758
Income tax relating to gain from remeasuring of post-employment benefit obligations	-	(26,998,756)	-	(27,130,152)
Total items that will not be reclassified to profit or loss in subsequent periods	-	107,995,021	-	108,520,606
<b>Other comprehensive income (loss) for the year - net of income tax</b>	<b>(358,945,094)</b>	<b>391,637,255</b>	<b>(358,945,094)</b>	<b>392,162,840</b>
<b>Total comprehensive income for the year</b>	<b>24,865,713,775</b>	<b>21,131,212,932</b>	<b>24,730,969,311</b>	<b>20,991,805,735</b>
<b>Total comprehensive income attributable to:</b>				
Owners of the parent	24,811,815,989	21,075,450,053	24,730,969,311	20,991,805,735
Non-controlling interests	53,897,786	55,762,879	-	-
	<b>24,865,713,775</b>	<b>21,131,212,932</b>	<b>24,730,969,311</b>	<b>20,991,805,735</b>



(Nitinai Sirismatthakarn)  
President



(Somboon Noinamkham)  
Senior Executive Vice President

The accompanying notes are an integral part of these financial statements.

## AIRPORTS OF THAILAND PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

# STATEMENTS OF CHANGES IN EQUITY

FOR THE YEAR ENDED SEPTEMBER 30, 2018

Unit : Baht

Notes	Consolidated financial statements										Total equity
	Total equity attributable to owners of the parent						Other components of equity		Total equity attributable to owners of the parent	Non-controlling interests	
	Issued and fully paid - up share capital	Premium on share capital	Legal reserve	Retained earnings	Unappropriated	Other comprehensive income of available-for-sale investments					
Balance as at October 1, 2016	14,285,700,000	12,567,669,243	1,428,570,000	90,859,888,943	915,713,684	120,057,541,870	256,678,727	120,314,220,597			
Dividend paid	-	-	-	(9,756,741,850)	-	(9,756,741,850)	-	(9,756,741,850)			
Total comprehensive income for the year	-	-	-	20,791,807,819	283,642,234	21,075,450,053	55,762,879	21,131,212,932			
Balance as at September 30, 2017	14,285,700,000	12,567,669,243	1,428,570,000	101,894,954,912	1,199,355,918	131,376,250,073	312,441,606	131,688,691,679			
Balance as at October 1, 2017	14,285,700,000	12,567,669,243	1,428,570,000	101,894,954,912	1,199,355,918	131,376,250,073	312,441,606	131,688,691,679			
Dividend paid	-	-	-	(12,285,284,874)	-	(12,285,284,874)	-	(12,285,284,874)			
Total comprehensive income (loss) for the year	-	-	-	25,170,761,083	(358,945,094)	24,811,815,989	53,897,786	24,865,713,775			
Balance as at September 30, 2018	14,285,700,000	12,567,669,243	1,428,570,000	114,780,431,121	840,410,824	143,902,781,188	366,339,392	144,269,120,580			



(Nitinai Sirismatthakarn)  
President



(Somboon Noimakharn)  
Senior Executive Vice President

The accompanying notes are an integral part of these financial statements.

AIRPORTS OF THAILAND PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY  
**STATEMENTS OF CHANGES IN EQUITY**  
 FOR THE YEAR ENDED SEPTEMBER 30, 2018

Unit : Baht

Notes	Separate financial statements						Total equity
	Issued and fully paid - up share capital	Premium on share capital	Retained earnings		Other components of equity	Total equity	
			Legal reserve	Unappropriated			
	14,285,700,000	12,567,669,243	1,428,570,000	91,085,538,852	915,713,684	120,283,191,779	
40	-	-	-	(9,756,741,850)	-	(9,756,741,850)	
	-	-	-	20,708,163,501	283,642,234	20,991,805,735	
	14,285,700,000	12,567,669,243	1,428,570,000	102,036,960,503	1,199,355,918	131,518,255,664	
	14,285,700,000	12,567,669,243	1,428,570,000	102,036,960,503	1,199,355,918	131,518,255,664	
40	-	-	-	(12,285,284,874)	-	(12,285,284,874)	
	-	-	-	25,089,914,405	(358,945,094)	24,730,969,311	
	14,285,700,000	12,567,669,243	1,428,570,000	114,841,590,034	840,410,824	143,963,940,101	

Balance as at October 1, 2016

Dividend paid

Total comprehensive income for the year

Balance as at September 30, 2017

Balance as at October 1, 2017

Dividend paid

Total comprehensive income (loss) for the year

Balance as at September 30, 2018



(Nitinai Sirismatthakarn)  
 President



(Somboon Noimamkham)  
 Senior Executive Vice President

The accompanying notes are an integral part of these financial statements.

## AIRPORTS OF THAILAND PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

**STATEMENTS OF CASH FLOWS**

FOR THE YEAR ENDED SEPTEMBER 30, 2018

Unit : Baht

Notes	Consolidated financial statements		Separate financial statements	
	2018	2017	2018	2017
<b>Cash flows from operating activities</b>				
Profit before income tax expense	31,127,367,146	26,184,972,155	30,959,206,042	26,013,946,363
Adjustment to reconcile profit before income tax expense to net cash provided by (paid from) operating activities				
Doubtful account	(6,575,656)	(126,135,875)	(6,755,336)	(125,782,445)
Allowance for damaged and obsoleted supplies	3,959,374	(4,553,287)	3,959,374	(4,553,287)
Depreciation and amortisation expenses	5,641,672,817	5,644,512,808	5,590,661,431	5,597,234,974
Income from donated assets	(255,190)	(271)	(255,190)	(271)
Loss on impairment of assets	82,133,656	148,704,508	82,133,656	148,704,508
Gain on foreign exchange	(212,178,088)	(442,771,338)	(212,178,088)	(442,771,338)
(Gain) loss on disposal of equipments	(3,540,675)	57,879,565	(3,398,696)	57,900,125
Deferred income	(2,272,990)	(2,272,990)	(2,272,990)	(2,272,990)
Provisions	4,478,613	36,367,013	7,918,613	32,927,013
Dividend income	(100,037,214)	(94,807,707)	(100,037,214)	(94,807,707)
Provision for employee benefit obligations	217,337,729	244,073,617	216,983,792	243,815,721
Interest income	(1,021,982,116)	(1,036,138,542)	(1,021,921,571)	(1,036,111,709)
Financial costs	1,016,164,062	1,194,932,809	1,002,658,226	1,178,039,660
Operating profit before changes in operating assets and liabilities	36,746,271,468	31,804,762,465	36,516,702,049	31,566,268,617
Decrease (increase) in operating assets				
Trade accounts receivable	(207,086,883)	(71,465,018)	(144,056,103)	(69,962,111)
Other receivables	(2,169,859)	3,786,460	316,083	3,761,847
Inventories and supplies	(57,913,692)	(11,810,670)	(58,588,601)	(11,985,066)
Other current assets	(41,848,849)	(30,875,720)	(55,972,380)	(34,207,601)
Other non-current assets	75,947,735	889,640	75,895,901	668,244
Increase (decrease) in operating liabilities				
Trade accounts payable	238,254,725	85,161,154	446,396,407	85,794,388
Other payables	1,696,924,957	(543,791,475)	1,651,761,303	(496,973,819)
Other current liabilities	329,272,436	266,801,954	329,738,018	256,727,665
Long-term provisions	47,675,522	-	47,675,522	-
Employee benefit obligations	(79,379,497)	(267,722,515)	(79,379,497)	(267,722,515)
Other non-current liabilities	47,879,190	15,877,096	47,705,535	16,030,296
	38,793,827,253	31,251,613,371	38,778,194,237	31,048,399,945
Interest received	1,054,955,958	961,310,828	1,054,910,028	961,283,954
Income tax paid	(6,030,661,556)	(5,110,703,742)	(5,997,011,364)	(5,090,322,235)
<b>Net cash provided by operating activities</b>	<b>33,818,121,655</b>	<b>27,102,220,457</b>	<b>33,836,092,901</b>	<b>26,919,361,664</b>

The accompanying notes are an integral part of these financial statements.

## AIRPORTS OF THAILAND PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

**STATEMENTS OF CASH FLOWS**

FOR THE YEAR ENDED SEPTEMBER 30, 2018

Unit : Baht

Notes	Consolidated financial statements		Separate financial statements	
	2018	2017	2018	2017
<b>Cash flows from investing activities</b>				
Cash received from short-term investments	62,350,000,000	60,500,000,000	62,350,000,000	60,500,000,000
Invested in short-term investments	(68,200,060,676)	(63,550,062,795)	(68,200,060,676)	(63,550,062,795)
Invested in investment in bond	(54,960,457)	-	(54,960,457)	-
Dividend received from investments	100,037,214	94,807,707	100,037,214	94,807,707
Cash received from sale of assets	8,713,505	10,655,837	8,571,449	10,635,277
Invested in investment properties	(3,133,894)	(156,503,763)	(3,133,894)	(156,503,763)
Invested in property plant and equipment	(9,750,489,688)	(5,146,106,730)	(9,722,330,379)	(5,135,774,974)
Invested in intangible assets	(57,949,226)	(176,189,967)	(57,949,226)	(176,189,967)
Net cash used in investing activities	(15,607,843,222)	(8,423,399,711)	(15,579,825,969)	(8,413,088,515)
<b>Cash flows from financing activities</b>				
Cash paid for repayment of short-term loan	(150,000,000)	(130,000,000)	-	-
Cash received from promissory notes	120,000,000	130,000,000	-	-
Cash paid for repayment of finance leased liabilities	(288,607,851)	(261,633,071)	(288,607,851)	(261,580,196)
Cash paid for repayment of long-term loans	(5,468,107,559)	(3,962,334,476)	(5,393,799,818)	(3,798,394,476)
Cash received from long-term loan	215,000,000	-	-	-
Dividend paid	(12,285,284,874)	(9,756,741,850)	(12,285,284,874)	(9,756,741,850)
Interest paid	(1,068,931,014)	(1,266,622,744)	(1,055,465,691)	(1,249,738,530)
Net cash used in financing activities	(18,925,931,298)	(15,247,332,141)	(19,023,158,234)	(15,066,455,052)
<b>Net (decrease) increase in cash and cash equivalents</b>	<b>(715,652,865)</b>	<b>3,431,488,605</b>	<b>(766,891,302)</b>	<b>3,439,818,097</b>
<b>Cash and cash equivalents at the beginning of the year</b>	<b>7 9,317,749,917</b>	<b>5,886,261,312</b>	<b>9,308,828,800</b>	<b>5,869,010,703</b>
<b>Cash and cash equivalents at the end of the year</b>	<b>7 8,602,097,052</b>	<b>9,317,749,917</b>	<b>8,541,937,498</b>	<b>9,308,828,800</b>
<b>Supplementary cash flow information</b>				
Increase in property plant and equipment from donation	255,190	270	255,190	270
Invested in property plant and equipment on payables	1,910,237,711	1,941,479,883	1,908,515,503	1,941,013,547
Invested in equipment under financial leases liabilities	234,843,305	84,397,317	234,843,305	84,397,317

The accompanying notes are an integral part of these financial statements.

  
 (Nitinai Sirismatthakarn)  
 President

  
 (Somboon Noinamkham)  
 Senior Executive Vice President

AIRPORTS OF THAILAND PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

**NOTES TO FINANCIAL STATEMENTS**

FOR THE YEAR ENDED SEPTEMBER 30, 2018

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15.	Investment in subsidiary	38.	Financial costs
16.	General investments	39.	Basic earnings per share
17.	Investment properties	40.	Dividends
18.	Property, plant and equipment	41.	Fair value hierarchy
19.	Intangible assets	42.	Disclosure of financial instruments
20.	Deferred income tax and income tax	43.	Related party transactions
21.	Other non-current assets	44.	Commitments
22.	Short-term loans from financial institution	45.	Contingent liabilities and contingent assets
23.	Trade accounts payable	46.	Suvarnabhumi Airport development project
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AIRPORTS OF THAILAND PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY  
**NOTES TO FINANCIAL STATEMENTS**  
FOR THE YEAR ENDED SEPTEMBER 30, 2018

## 1. General information

Airports of Thailand Public Company Limited (AOT) which was registered as a public limited company on September 30, 2002. The Ministry of Finance is the major shareholder with 70% stake. AOT performs and promotes the business operation of international airports as well as related businesses. At present, the Company operates six international airports: Suvarnabhumi Airport (BKK), Don Mueang Airport (DMK), and four Regional International Airports (Chiang Mai (CNX), Hat Yai (HDY), Phuket (HKT) and Mae Fah Luang Chiang Rai (CEI)).

Company's address of the registered office is No. 333, Cherdwutagard Road, Don Mueang, Bangkok 10210.

These consolidated and separate financial statements were approved by the Audit Committee, the authorised Board of Directors, on November 23, 2018.

## 2. Basis of financial statements preparation

These consolidated and separate financial statements are prepared in accordance with Thai generally accepted accounting principles under the Accounting Act B.E. 2543 (2000), being those Thai Accounting Standards issued under the Accounting Professions Act B.E. 2547 (2004), including interpretations and accounting guidance which were announced by the Federation of Accounting Professions, and the financial reporting requirements of the Securities and Exchange Commission under the Securities and Exchange Act B.E. 2535 (1992) and amendment.

The financial statements have been prepared in accordance with the notification of the Department of Business Development "Summarised information required in the financial statements No.2, B.E. 2559 (2016)", under the third paragraph of Section 11 of the Accounting Act B.E. 2543 (2000).

These consolidated and separate financial statements are prepared under the historical cost convention with the exception of certain amounts, which are accounted for using the fair value method as explained in the accounting policies.

The significant transactions arising between the Company and subsidiary are eliminated in the consolidated financial statements.

The consolidated financial statements present financial position and financial performance of AOT and its subsidiary.

The subsidiary is Suvarnabhumi Airport Hotel (SAH). AOT holds 60% of shares.

The separate financial statements present the financial position and financial performance of AOT.

For reporting purposes, the Company and its subsidiary are referred to as “the Group”.

These financial statements are presented in Baht currency and rounded to the nearest Baht. The numbers are rounded to the nearest million Baht in notes to financial statements.

The preparation of financial statements in conformity with Thai generally accepted accounting principles requires the use of certain accounting estimates. It also requires management to exercise its judgement in the process of applying the Group’s accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in note 4.

An English language version of the consolidated and separate financial statements have been prepared from the financial statements that are in the Thai language. In the event of a conflict or a difference in interpretation between the two languages, the Thai language financial statements shall prevail.

### 3. Accounting policies

#### 3.1 Thai financial reporting standards issued by the Federation of Accounting Professions, which the Group has applied.

The Group has adopted the Thai financial reporting standards issued by the Federation of Accounting Professions which are effective for the period beginning on or after January 1, 2017. The management has determined that these standards have no material impact to the Group’s financial statements.

#### 3.2 Thai financial reporting standards issued by the Federation of Accounting Professions, which the Group has not applied before an effective date.

**Effective for the period beginning on or after January 1, 2018**

- Thai Accounting Standard No. 1 (Revised 2017) Presentation of Financial Statements
- Thai Accounting Standard No. 2 (Revised 2017) Inventories
- Thai Accounting Standard No. 7 (Revised 2017) Statement of Cash Flows
- Thai Accounting Standard No. 8 (Revised 2017) Accounting Policies, Changes in Accounting Estimates and Errors
- Thai Accounting Standard No. 10 (Revised 2017) Events after the Reporting Period
- Thai Accounting Standard No. 11 (Revised 2017) Construction Contracts
- Thai Accounting Standard No. 12 (Revised 2017) Income Taxes
- Thai Accounting Standard No. 16 (Revised 2017) Property, Plant and Equipment
- Thai Accounting Standard No. 17 (Revised 2017) Leases

- Thai Accounting Standard No. 18 (Revised 2017) Revenue
- Thai Accounting Standard No. 19 (Revised 2017) Employee Benefits
- Thai Accounting Standard No. 20 (Revised 2017) Accounting for Government Grants and Disclosure of Government Assistance
- Thai Accounting Standard No. 21 (Revised 2017) The Effects of Changes in Foreign Exchange Rates
- Thai Accounting Standard No. 23 (Revised 2017) Borrowing Costs
- Thai Accounting Standard No. 24 (Revised 2017) Related Party Disclosures
- Thai Accounting Standard No. 26 (Revised 2017) Accounting and Reporting by Retirement Benefit Plans
- Thai Accounting Standard No. 27 (Revised 2017) Separate Financial Statements
- Thai Accounting Standard No. 28 (Revised 2017) Investments in Associates and Joint Ventures
- Thai Accounting Standard No. 29 (Revised 2017) Financial Reporting in Hyperinflationary Economies
- Thai Accounting Standard No. 33 (Revised 2017) Earnings per Share
- Thai Accounting Standard No. 34 (Revised 2017) Interim Financial Reporting
- Thai Accounting Standard No. 36 (Revised 2017) Impairment of Assets
- Thai Accounting Standard No. 37 (Revised 2017) Provisions, Contingent Liabilities and Contingent Assets
- Thai Accounting Standard No. 38 (Revised 2017) Intangible Assets
- Thai Accounting Standard No. 40 (Revised 2017) Investment Property
- Thai Accounting Standard No. 41 (Revised 2017) Agriculture
- Thai Financial Reporting Standard No. 2 (Revised 2017) Share-based Payment
- Thai Financial Reporting Standard No. 3 (Revised 2017) Business Combinations
- Thai Financial Reporting Standard No. 4 (Revised 2017) Insurance Contracts
- Thai Financial Reporting Standard No. 5 (Revised 2017) Non-current Assets Held for Sale and Discontinued Operations
- Thai Financial Reporting Standard No. 6 (Revised 2017) Exploration for and Evaluation of Mineral Resources

- Thai Financial Reporting Standard No. 8 (Revised 2017)	Operating Segments
- Thai Financial Reporting Standard No. 10 (Revised 2017)	Consolidated Financial Statements
- Thai Financial Reporting Standard No. 11 (Revised 2017)	Joint Arrangements
- Thai Financial Reporting Standard No. 12 (Revised 2017)	Disclosure of Interests in Other Entities
- Thai Financial Reporting Standard No. 13 (Revised 2017)	Fair Value Measurement
- Thai Standing Interpretations Committee No. 10 (Revised 2017)	Government Assistance-No Specific Relation to Operating Activities
- Thai Standing Interpretations Committee No. 15 (Revised 2017)	Operating Leases-Incentives
- Thai Standing Interpretations Committee No. 25 (Revised 2017)	Income Taxes-Changes in the Tax Status of an Entity or its Shareholders
- Thai Standing Interpretations Committee No. 27 (Revised 2017)	Evaluating the Substance of Transactions Involving the Legal Form of a Lease
- Thai Standing Interpretations Committee No. 29 (Revised 2017)	Service Concession Arrangements: Disclosures
- Thai Standing Interpretations Committee No. 31 (Revised 2017)	Revenue-Barter Transactions Involving Advertising Services
- Thai Standing Interpretations Committee No. 32 (Revised 2017)	Intangible Assets-Web Site Costs
- Thai Financial Reporting Interpretations Committee No. 1 (Revised 2017)	Changes in Existing Decommissioning, Restoration and Similar Liabilities
- Thai Financial Reporting Interpretations Committee No. 4 (Revised 2017)	Determining Whether an Arrangement Contains a Lease
- Thai Financial Reporting Interpretations Committee No. 5 (Revised 2017)	Rights to Interests arising from Decommissioning, Restoration and Environmental Rehabilitation Funds

- |  |  |
|--|--|
| - Thai Financial Reporting Interpretations Committee No. 7 (Revised 2017)  | Applying the Restatement Approach under TAS 29 (Revised 2017) Financial Reporting in Hyperinflationary Economies |
| - Thai Financial Reporting Interpretations Committee No. 10 (Revised 2017) | Interim Financial Reporting and Impairment   |
| - Thai Financial Reporting Interpretations Committee No. 12 (Revised 2017) | Service Concession Arrangements  |
| - Thai Financial Reporting Interpretations Committee No. 13 (Revised 2017) | Customer Loyalty Programmes  |
| - Thai Financial Reporting Interpretations Committee No. 14 (Revised 2017) | TAS 19 (Revised 2017) - The Limit on a Defined Benefit Asset, Minimum Funding Requirements and their Interaction |
| - Thai Financial Reporting Interpretations Committee No. 15 (Revised 2017) | Agreements for the Construction of Real Estate   |
| - Thai Financial Reporting Interpretations Committee No. 17 (Revised 2017) | Distributions of Non-cash Assets to Owners   |
| - Thai Financial Reporting Interpretations Committee No. 18 (Revised 2017) | Transfers of Assets from Customers   |
| - Thai Financial Reporting Interpretations Committee No. 20 (Revised 2017) | Stripping Costs in the Production Phase of a Surface Mine  |
| - Thai Financial Reporting Interpretations Committee No. 21 (Revised 2017) | Levies   |

The Group's management has determined and concluded that Thai financial reporting standards which are effective for the periods beginning on or after January 1, 2018 will not significantly impact the financial statements when adopted.

**Effective for the period beginning on or after January 1, 2019**

- |  |                                       |
|--|---------------------------------------|
| - Thai Financial Reporting Standard No. 15 | Revenue from Contracts with Customers |
|--|---------------------------------------|

Thai Financial Reporting Standard No. 15 "Revenue from Contracts with Customers" establishes principles for reporting useful information to users of financial statements about the nature, amount, timing and uncertainty of revenue and cash flows arising from an entity's contracts with customers. The Group's management is currently assessing the impact of this standard when adopted.

Effective for the period beginning on or after 1 January 2020.

- |   |   |
|---|---|
| - Thai Accounting Standard No. 32                           | Financial instruments: Presentation                         |
| - Thai Financial Reporting Standard No. 7                   | Financial Instruments: Disclosures                          |
| - Thai Financial Reporting Standard No. 9                   | Financial Instruments                                       |
| - Thai Financial Reporting Interpretations Committee No. 16 | Hedges of a Net Investment in a Foreign Operation           |
| - Thai Financial Reporting Interpretations Committee No. 19 | Extinguishing Financial Liabilities with Equity Instruments |

The Group's management is currently determining the impact of initial adoption those Thai Accounting Standard, Thai Financial Reporting Standards and Thai Financial Reporting Interpretations Committee which are effective for the period beginning on or after 1 January 2020 when adopted.

### 3.3 Significant accounting policies

#### 3.3.1 Group accounting - Investments in subsidiaries

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls a subsidiary when the Group is exposed to, or has rights to, variable returns from its involvement with the subsidiary and has the ability to affect those returns through its power over the subsidiary. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

Intercompany transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the transferred asset. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

The Company's separate financial statements, the investments in subsidiaries are recorded at cost less impairment (if any)

The Group required to test for impairment of investments in subsidiaries when there is an indication that an investment might be impaired. If the carrying value of the investment is higher than its recoverable amount, impairment loss is charged to the statements of income.

#### 3.3.2 Foreign currency translation

##### (a) Functional and presentation currency

Items presented in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the Group's entities operate (the functional currency). The financial statements are presented in Baht, which is the company's functional and presentation currency.

#### (b) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of transactions or valuation where items are re-measured. Foreign exchange gains and losses resulting from the settlement of such transactions and from translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the profit or loss.

When a gain or loss on a non-monetary item is recognised in other comprehensive income, any exchange component of that gain or loss is recognised in other comprehensive income. Conversely, when a gain or loss on a non-monetary item is recognised in profit or loss, any exchange of that gain or loss is recognised in profit and loss.

#### 3.3.3 Cash and cash equivalents

Cash and cash equivalents in the statements of cash flows comprise cash on hand, deposits held at call with banks but do not include deposits with banks which are held to maturity, and other short-term highly liquid investments with maturities of three months or less from the date of acquisition and not subject to withdrawal restrictions.

Bank overdrafts are included in current liabilities on the statements of financial position.

#### 3.3.4 Short-term investments

Short-term investments comprise fix-term deposits with maturity over three months but not over 1 year, bills of exchange, promissory notes and investments in debt and equity securities that the management intends to hold for less than 12 months.

#### 3.3.5 Trade accounts receivable

Trade accounts receivable are carried at the original invoice amount and subsequently measured at the remaining amount less any allowance for doubtful receivables based on a review of all outstanding amounts at the year end. The amount of the allowance is the difference between the carrying amount of the receivable and the amount expected to be collectible based on past collection experience and the current status of accounts receivable as of the statements of financial position. Bad debts are written off during the year in which they are identified and recognised in the statements of income within other expenses.

#### 3.3.6 Inventories and supplies

Inventories are stated at the lower of cost or net realisable value. Cost is determined by the weighted average method. The cost of purchase comprises both the purchase price and costs directly attributable to the acquisition of the inventory, such as import duties and transportation charges, less all attributable discounts, allowances or rebates. Net realisable value is the estimate of the selling price in the ordinary course of business, less the costs to complete and to make the sale of inventories and supplies including selling expenses.

The Group recognises allowance, where necessary, for obsolete, slow-moving and defective inventories and supplies.

### 3.3.7 Investments

Investments other than investments in subsidiaries are classified into the following two categories: 1. Available-for-sale investment. 2. general investments. The classification is dependent on the purpose for which the investments were acquired. Management determines the appropriate classification of its investments at the time of the purchase and re-evaluates such designation on a regular basis.

(1) Investments intended to be held for an indefinite period of time, which may be sold in response to liquidity needs or changes in interest rates, are classified as available-for-sale investments; and are included in non-current assets unless management has expressed the intention of holding the investment for less than 12 months from the statements of financial position date or unless they required to be sold for raise operating capital, in which case they are included in current assets.

Investments in equity securities which are marketable securities are classified as available-for-sale investment and carried at fair value in the statements of financial position. Any value changes are recognised as unrealized gain (loss) and presented separately in other components of equity. Changes in value during period are presented in the statements of comprehensive income.

(2) Investments in non-marketable equity securities are classified as general investments and presented at cost less allowance for impairment of investments.

The company tests for impairment whenever there is indication that the investment might be impaired. If the carrying value of the investment is higher than its recoverable amount, an impairment loss is recognised to the statements of income.

On disposal of an investment, the difference between the disposal proceeds and the carrying amount is recognised to the statements of income. When disposing of part of the Group's holding of a particular investment in debt or equity securities, the carrying amount of the disposed part is determined by the weight average carrying amount of the total holding of the investment.

### 3.3.8 Investment properties

Investment properties mean properties that are held for long-term rental yields or for capital appreciation or both, and they are not occupied by the Group.

Investment properties are measured initially at its cost including related transaction costs. After initial recognition, investment properties are carried at cost less accumulated impairment loss (if any).

Depreciation is calculated on the straight line basis to write off the cost of each asset, except for land which is considered to have an indefinite life, to its residual value over the estimated useful life.

Depreciation is calculated on the straight line basis over the estimated useful life of each asset as follows:

	Useful life (years)
- Building with rental space	30 and 50

Subsequent expenditure is capitalised to the asset's carrying amount only when it is probable that future economic benefits associated with the expenditure will flow to the Group and the cost of the item can be measured reliably. All repairs and maintenance costs are recognised at the time they are incurred. When part of an investment property is replaced, the carrying amount of the replaced part is derecognised.

### 3.3.9 Property, plant and equipment

Property, plant and equipment are recorded at cost as of the date of acquisition or at the completion date. All AOT buildings are constructed on state properties leased from the Treasury Department, Ministry of Finance. According to the regulations of the Ministry of Finance and the Royal Thai Air Force, all constructions become the property of the Ministry of Finance upon completion. However, AOT records such properties as assets since AOT accepts all risks and benefits of such properties, and pays compensation for the use of state properties to the Treasury Department. After AOT was converted to a limited public company, the Ministry of Finance and the Royal Thai Air Force issued a new regulation. Moreover, the Ministry of Finance and the Department of Commercial Aviation issued 2 new regulations. These new regulations came into effect on September 30, 2002. Clause 8 of three new regulations stated that the ownership of the buildings and constructions will belong to the Ministry of Finance when the contract to use the state property land made under these regulations is terminated. The total period of time shall not exceed 50 years from the effective date of utilization agreement. AOT had committed to 4 utilization agreements since September 30, 2002, and amended 1 utilization agreement on September 28, 2004. The use of state property land lasts for 30 years (September 30, 2032). AOT is allowed to extend the period for using state property land 2 times, 10 years each extension (September 30, 2052). AOT has paid compensation for using state properties to the Treasury Department as Note 34.

An item of property, plant and equipment is stated at cost less any accumulated depreciation and any accumulated impairment loss.

The cost of an item of property, plant and equipment comprises its purchase price, import duties and non-refundable input taxes (after deducting trade discounts and rebates) and any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. These can include the initial estimated costs of dismantling and removing the item, and restoring the site on which it is located, the obligation for which an entity incurs either when the item is acquired or as a consequence of having used the item during a particular period.

Subsequent expenditure is capitalised to the asset's carrying amount only when it is probable that future economic benefits associated with the expenditure will flow to the Group and the cost of the item can be measured reliably. All repairs and maintenance costs are recognised at the time they are incurred. When part of property, plant and equipment is replaced, the carrying amount of the replaced part is derecognised.

Depreciation is calculated on the straight line basis to write off the cost of each asset, to its residual value over the estimated useful life as follows:

	Useful life (years)
Building, construction, and landscape architecture	10 - 50
Electricity, water supply, fuel, communication and air conditioning systems	10 - 20
Machinery, tools & appliances and equipment	5 - 10
Vehicles	5 - 8
Furniture, fixture and office equipment	2 - 10

The asset's residual value, useful lives, and depreciation method are regularly reviewed at least at the end of each reporting period. No depreciation is provided on land and assets under construction.

Where the carrying amount of an asset is higher than its recoverable amount, it is written down immediately to its recoverable amount as stated in Note 3.3.11

Gain or loss on disposal of property, plant and equipment is determined by the difference between the disposal proceeds and the carrying amount is recognised as other income or expense in the statements of income.

Interest costs on loans to finance the construction of property, plant and equipment or the production of a qualifying asset are capitalised as part of cost of the asset, during the period of time required to complete and prepare the property for its intended use.

### 3.3.10 Intangible assets

The Group intangible assets are software licenses which can be detached from the related equipment presented at cost deducted by accumulated amortisation expense. Software licenses are amortised on a straight line basis according to the 5-10 years estimated useful life of assets.

### 3.3.11 Impairment of assets

Assets, which are not goodwill, with a definite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may be higher than the recoverable amount. An impairment loss is recognised for the amount by which the carrying amount of the asset exceeds its recoverable amount which is the higher of an asset's fair value less costs to sell and value in use. For the

purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows. Assets that have suffered impairment are reviewed for possible reversal of the impairment as at the statements of financial position date.

### 3.3.12 Leases

#### Where the Group is the lessee

Leases of property, plant and equipment, where the group assumes substantially all risks and rewards of ownership are classified as finance leases. Finance leases are capitalised at the inception of the lease base on the lower of the fair value of the leased assets and the present value of the minimum lease payments. Each lease payment is allocated to the principal and to the finance charges so as to achieve a constant rate on the finance balance outstanding. The outstanding rental obligations, net of finance charges, are included in other long-term payables. The interest element of the finance cost is charged to the statements of income over the lease period so as to achieve a constant periodic rate of interest on the remaining balance of the liability for each period. The property, plant or equipment acquired under finance leases is depreciated over the shorter period of the useful life of the assets or the lease term.

Leases not transferring a significant portion of the risks and rewards of ownership to the lessees are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessors) are recognised at the statements of income on a straight-line basis over the period of the lease.

When an operating lease is terminated before the lease has expired, any payment required to be made to the lessor by way of penalty is recognised as an expense in the period which the termination takes place.

#### Where the Group is the lessor

Assets from operating leases are included in investment properties, present in their statements of financial position. The depreciation shall be consistent with the Group's normal depreciation policy for similar assets. Rental income (net of any incentives given to lessees) is recognised on a straight-line basis over the lease term.

### 3.3.13 Loans

Loans are initially recognised at the fair value of received proceeds, net of transaction costs incurred. Loans are subsequently carried at amortised cost by using the effective interest method, any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the statements of income over the period of the loans.

Loans are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the statements of financial position date.

### 3.3.14 Income tax

The income tax expense for the period comprises current and deferred tax. Tax is recognised as income or expense and included in the calculation of net profit or loss for the period, except for the extent that related to items is recognised in other comprehensive income or directly in equity. In this case the tax is also recognised in other comprehensive income or directly in equity, respectively.

- Current income tax

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of reporting period in the country where the Group operates and generate taxable income. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

- Deferred income tax

Deferred income tax is recognised, using the liability method, on temporary differences arising from differences between the tax base of assets and liabilities and their carrying amounts in the financial statements. However, the deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantially enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred income tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

Deferred income tax is provided on temporary differences arising from investments in subsidiaries except where the timing of the reversal of the temporary differences is controlled by the Group and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income tax assets and liabilities relate to income tax levied by the same taxation authority on either the taxable entities or different taxable entities where there is an intention to settle the balances on a net basis.

### 3.3.15 Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and a reliable estimate of the amount can be made. Where the Group expects a provision to be reimbursed, for example under an insurance contract, the reimbursement is recognised as a separate asset but only when the reimbursement is virtually certain.

### 3.3.16 Employee benefit obligations

- Post-employment benefits

The Group has post-employment benefits including defined contribution and defined benefit plans. The defined contribution plan is the pension plan under which the Group pays fixed contributions into a separate entity. The group has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods. The defined benefit plan is the pension plan that is not the defined contribution plan. Typically defined benefit plans define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

Post-employment benefits comprise of:

#### *Defined contribution plan*

AOT has established a “Provident fund for employees of Airport Authority of Thailand” which is registered on March 28, 1994 in accordance with the Provident Fund Act, B.E. 2530 (1987). (Currently, The name has changed to “Provident fund for employees of Airports of Thailand Public Company Limited”). Employees are required to contribute to the fund at the rates 2-15 % of their salaries/wages and AOT will contribute to the fund for each staff and employee who are members of the fund at rates as follows:

- (1) Employees and permanent staff

Year of service	% of salaries
Less than 10 years	9
Over 10 years	10
Over 20 years	12
Over 25 years	15

- (2) For temporary employees who are hired for 5 years and 3 years, AOT will pay contributions with the rate of 3% of wages.

AOT contributions are recognised as expenses in the statements of income in which they incurred. The provident fund is separated from the Group which managed by provident fund management company that is under the regulation of the provident fund committee.

#### *Defined benefit plan*

- (a) Retirement benefit

#### Case 1. 60-year-old employees

The Group provides post-retirement benefit to its retirees. The employees are entitled to benefits which are the amount of retirement benefit based on relevant regulations which are notification of State Enterprise Workers Relations Confederation or Thai Labor Law. The severance pay will be at the rate according to salary and number of years of service which will happen in the future.

#### Case 2. Early retirement - only AOT's staff

AOT provides an early retirement benefit program to its employees. The qualifications of employees and the basis of payment have to be approved by AOT's Board of Directors. The qualifications of employees who will join the program varies year by year following the management's policy. This makes difficulty in estimating the number of employees who wish to participate in the plan. AOT, therefore, has not included such scheme as part of an employee benefit obligations.

#### (b) The staff pension fund of Airport Authority of Thailand (AAT) - only AOT's staff

AOT has established "The Staff Pension Fund of Airport Authority of Thailand" and contributed to the pension fund at the rate 10% of its employees' salaries who did not transfer to a provident fund, to provide an adequate reserve of the obligation due at the end of each accounting period. Contributions are included in employee benefit obligations in the statements of financial position. The benefit will be paid to retirees based on the AOT regulation on Staff Pension Fund B.E. 2546 (2003). The calculation of this benefit composes of 2 parts.

- 1) An amount calculated from the service period for AAT till September 29, 2002, multiplied with the salary rate as at September 29, 2002.
- 2) An amount calculated from the service period for AOT multiplied with the salary rate of the last service month.

- Other long-term employee benefit - only AOT's staff

AOT provides a reward for 25-service year employees. The number of service years includes probation period and is counted till July 1 of each year.

The obligation arising from post-employment benefits which classified as defined benefit plan and other long-term benefit mentioned above is calculated by an independent actuary using the projected unit credit method. The present value of liabilities from the plan stipulate by discount future paid cash flows with government bond interest rate which is the same currency with the benefit paid to employees, included the condition and due date similar to condition of the liability of estimated benefit after retirement.

Gain and loss from actuarial estimation for post-employment benefit is recognised immediately the statements of comprehensive income. Gain and loss from actuarial estimation for other long-term employee benefit is recognised in the statements of income in the period which they are incurred.

- Short-term employee benefits

The Group recognises liabilities and expenses arising from employees' unused annual leave which are permitted to carry forward to the next period at the expected cost of the carried forward annual leave. The amount is undiscounted.

### 3.3.17 Revenues recognition

Landing and parking charges, departure passenger service charges, aircraft service charges, and service charges are recognised as revenues in which services are provided

Rent for offices and real estate properties, and concession revenues are recognised as revenues according to the period of time and commission rates specified in the contract.

Revenues from hotel business and restaurant are recorded as revenues in which services are provided in accordance with the price in invoice (excluding VAT) for goods and services after discount and added service charges.

Interest income is recognised according to the period of time to which it applies, taking into account the actual rate of return.

Dividend income is recognised when the right to receive payment is established.

### 3.3.18 Dividend payment

Dividend distribution to shareholders is recognised as a liability in the Group's financial statements in the period in which the dividend payment is approved. Interim dividend is recognised when it is approved by the Board of Director.

### 3.3.19 Financial instruments

The Group applied financial instruments to reduce risk exposure associated with fluctuations in foreign currency exchange rates which affect to liabilities. These instruments primarily comprise of cross currency swap contracts of liabilities from Japanese Yen to Thai Baht. The Group recognises a foreign currency asset when the Group will receive or a foreign currency liability when the Group will settle. Foreign currency asset or liabilities are translated into Thai Baht by using the closing exchange rate of the Bank of Thailand. A financial asset and financial liability from cross currency swap contracts shall be offset and presented a net amount in the statements of financial position when the Group has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis. Gains and losses resulting from the settlement of foreign currency transactions and from the translation of assets and liabilities denominated in foreign currencies are recognised in the statements of income.

### 3.3.20 Segment information

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker. The chief operating decision-maker, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as President.

### 3.3.21 Fair value measurement

Financial assets and liabilities carried at fair value, by valuation method. The different levels of fair value hierarchy categorised by Fair value measurement have been defined as follows:

- Level 1 Quoted market prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.
- Level 2 Inputs other than quoted prices included within Level 1 that are observable for the assets or liabilities, either directly or indirectly.
- Level 3 Unobservable inputs for the assets or liabilities

## 4. Critical accounting estimates, assumptions and judgments

Accounting estimates, assumptions and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. During the year ended September 30, 2018, the estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are outlined below.

### Allowance for doubtful accounts

Allowance for doubtful accounts is intended to adjust the value of receivables for probable credit losses. The management uses judgement to establish reserves for estimated losses for each outstanding debtor. The allowance for doubtful accounts is determined through the analysis of debt aging, collection experience, and taking into account of change in the current economic environment. However, the use of different estimates and assumptions could affect the amount of allowance for receivable losses and adjustments to the allowance may therefore be required in the future.

### Plant and equipment and intangible assets

Management has determined the estimated useful life and residual value of plant and equipment and intangible assets of which are principally based on technical information. The management will also review to write down technically obsolete or non-used assets by sales or abandon.

### Estimated impairment of assets

Refer to note to the financial statement no. 3.3.11, the Group tests for impairment of assets whether there is an indication that an asset may be impaired. Operating cash flow projection until the end of an asset's useful life are estimated by extrapolating.

### Employee benefit obligations

The Group provides for post-employment benefits or retirement benefit, payable to employees based on relevant regulations which are notification of State Enterprise Worker Relations Confederation and Thai Labour Law and other long-term employee benefit which is reward for 25-service year employees. The present value of these employee benefits obligations is determined based on various assumptions which include the discount rate, the rate of salary inflation, and employee turnover. Any changes in these assumptions will impact the net periodic cost recorded for provision for employee benefits.

Other estimates are disclosed in each related section of the notes to financial statements.

## 5. Capital risk management

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

## 6. Segment information

The Group engages in airport and hotel business. Segment information of its airport business is presented by geographical areas. The airport business comprises both aeronautical and non-aeronautical revenues. Aeronautical revenue is revenue directly related to air traffic, for example, landing and parking charges, departure passenger service charges and aircraft service charges. Non-aeronautical revenue is revenue not directly related to air traffic, for example, office and state property rents, service revenues and concession revenues. The chief operating decision-maker assessed the performance of operating segments by using profit from operation of segments.

The accounting policies for the operating segments are the same as those used in the preparation of the financial statements.

The Group accounts for inter-segment sale/transfers as same as sale/transfers made to third parties.





For the year ended September 30, 2018, the Group's revenues from only one major customer amounting to Baht 8,634.54 million, generated from DMK by Baht 2,438.27 million, BKK by Baht 5,107.82 million, CNX by Baht 247.22 million, HDY by Baht 2.91 million and HKT by Baht 838.32 million and accounted for 14.46% of the total revenues from sales and services.

For the year ended September 30, 2017, the Group's revenues from only one major customer amounting to Baht 7,393.91 million, generated from DMK by Baht 1,870.02 million, BKK by Baht 4,641.66 million, CNX by Baht 209.10 million, HDY by 2.67 million Baht and HKT by Baht 670.46 million and accounted for 13.47% of the total revenues from sales and services.

## 7. Cash and cash equivalents

	Consolidated financial statements		Separate financial statements	
	2018 Million Baht	2017 Million Baht	2018 Million Baht	2017 Million Baht
Cash	609.74	593.38	606.92	590.63
Current account and savings deposits	5,462.88	6,494.06	5,405.54	6,487.89
Fixed deposits	2,500.00	2,200.00	2,500.00	2,200.00
Savings deposit at the AOT Savings and Credit Cooperative Limited	29.48	30.31	29.48	30.31
<b>Total</b>	<b>8,602.10</b>	<b>9,317.75</b>	<b>8,541.94</b>	<b>9,308.83</b>

## 8. Short-term investments

	Consolidated and Separate financial statements	
	2018 Million Baht	2017 Million Baht
Fixed deposits	64,204.15	58,354.09
<b>Total</b>	<b>64,204.15</b>	<b>58,354.09</b>

## 9. Trade accounts receivable

	Consolidated financial statements		Separate financial statements	
	2018 Million Baht	2017 Million Baht	2018 Million Baht	2017 Million Baht
Trade accounts receivable - third parties	3,913.38	3,706.30	3,860.49	3,671.26
Trade accounts receivable - related party (Note 43.1)	-	-	6.66	51.83
<b>Total</b>	<b>3,913.38</b>	<b>3,706.30</b>	<b>3,867.15</b>	<b>3,723.09</b>
<u>Less</u> : Allowance for doubtful accounts	(631.15)	(637.73)	(630.88)	(637.63)
<b>Trade accounts receivable - net</b>	<b>3,282.23</b>	<b>3,068.57</b>	<b>3,236.27</b>	<b>3,085.46</b>

As at September 30, 2018, the allowance for doubtful accounts in the consolidated financial statements amounting of Baht 631.15 million consists of 30 executing legal cases accounted for Baht 173.26 million, 20 cases in the process of hearing and consideration of the court accounted for Baht 305.32 million, 26 cases under process of gathering evidence for further legal action accounted for Baht 49.43 million, 100 cases in the process pursuing accounted for Baht 97.70 million and 4 cases under the process of bad debt written off after the court has finalised the case accounted for Baht 5.44 million.

As at September 30, 2017, the allowance for doubtful accounts in the consolidated financial statements amounting of Baht 637.73 million consists of 26 executing legal cases accounted for Baht 165.62 million, 12 cases in the process of hearing and consideration of the court amounted for Baht 226.82 million, 27 cases under process of gathering evidence for further legal action accounted for Baht 48.53 million and 111 cases in the process compromising and pursuing totaling Baht 196.76 million.

Trade accounts receivable are classified as follows:

	Consolidated financial statements		Separate financial statements	
	2018 Million Baht	2017 Million Baht	2018 Million Baht	2017 Million Baht
Not overdue	3,031.12	2,922.14	2,990.98	2,945.16
Not over 6 months	220.01	123.34	213.95	117.20
Over 6 months - 1 year	43.55	28.47	43.55	28.47
Over 1 year - 2 years	38.25	35.46	38.25	35.44
Over 2 years	580.45	596.89	580.42	596.82
<b>Total</b>	<b>3,913.38</b>	<b>3,706.30</b>	<b>3,867.15</b>	<b>3,723.09</b>

## 10. Other receivables

	Consolidated financial statements		Separate financial statements	
	2018 Million Baht	2017 Million Baht	2018 Million Baht	2017 Million Baht
Accrued interest	177.02	209.98	177.00	209.98
Receivables from extended credit	2.02	1.03	2.02	1.03
Other receivables	11.99	10.81	9.50	10.81
<b>Total</b>	<b>191.03</b>	<b>221.82</b>	<b>188.52</b>	<b>221.82</b>

## 11. Inventories and supplies

	Consolidated financial statements		Separate financial statements	
	2018 Million Baht	2017 Million Baht	2018 Million Baht	2017 Million Baht
Inventories	2.80	2.73	-	-
Supplies	394.15	336.30	391.07	332.48
<u>Less</u> Allowance for damaged and obsolete supplies	(65.56)	(61.60)	(65.56)	(61.60)
Inventories and supplies - net	331.39	277.43	325.51	270.88

## 12. Other current assets

	Consolidated financial statements		Separate financial statements	
	2018 Million Baht	2017 Million Baht	2018 Million Baht	2017 Million Baht
Accrued input tax	441.31	403.33	440.37	388.55
Prepaid insurances	2.78	2.86	1.95	1.31
Prepaid expenses	13.11	9.16	10.95	7.44
Total	457.20	415.35	453.27	397.30

## 13. Investment in bonds

	Consolidated and Separate financial statements	
	2018 Million Baht	2017 Million Baht
Bank of Thailand's bond	55.00	-
Bank of Thailand's bond used as collateral	55.00	55.00
Premium (discount) to bond	(0.02)	0.03
Total	109.98	55.03

AOT has pledged bond amounting to Baht 55.00 million as collateral for fine and surcharge with the Revenue Department until the determination of petition to waive or reduce fine and surcharge relating to value added tax for the construction of Suvarnabhumi Airport is finalised. The bond was matured on February 23, 2018. AOT issued a letter on January 3, 2018 to the Revenue Department requesting to place a new bond in lieu of the matured one. Currently, the Revenue Department is considering AOT's request.

#### 14. Available-for-sale investments

	Consolidated and Separate financial statements									
	Percentage of Shareholding		At Cost		Fair Value		Book Value		Dividends	
	2018 %	2017 %	2018 Million Baht	2017 Million Baht						
- Bangkok Aviation Fuel Service Plc.	4.94	4.94	21.00	21.00	1,071.00	1,519.87	1,071.00	1,519.87	39.69	38.43
- Vayupak mutual fund 1	0.00037	0.00037	1.00	1.00	1.51	1.32	1.51	1.32	0.01	0.01
			22.00	22.00	1,072.51	1,521.19	1,072.51	1,521.19		

#### 15. Investment in subsidiary

	Separate financial statements							
	Country of Incorporation	Nature of Business	Percentage of Shareholding		Investment Cost method		Dividends	
			2018 %	2017 %	2018 Million Baht	2017 Million Baht	2018 Million Baht	2017 Million Baht
- Suvarnabhumi Airport Hotel Co., Ltd. (SAH)	Thailand	Hotel and restaurant	60.00	60.00	610.67	610.67	-	-

#### 16. General investments

Name of Company	Consolidated financial statements							
	Percentage of Shareholding		At Cost		Book Value		Dividends	
	2018 %	2017 %	2018 Million Baht	2017 Million Baht	2018 Million Baht	2017 Million Baht	2018 Million Baht	2017 Million Baht
Phuket Air Catering Co., Ltd.	10.00	10.00	10.00	10.00	10.00	10.00	25.00	23.50
Don Mueang International Airport Hotel Co., Ltd.	9.00	9.00	10.80	10.80	10.80	10.80	5.40	5.40
Trade Siam Co., Ltd.	1.50	1.50	0.75	0.75	0.75	0.75	0.21	0.18
Thai Aviation Refuelling Co., Ltd.	10.00	10.00	53.00	53.00	53.00	53.00	29.72	27.29
Thai Airport Ground Services Co., Ltd.	28.50	28.50	311.26	311.26	311.26	311.26	-	-
<u>Less</u> : Allowance for impairment in value of investment			(311.26)	(311.26)	(311.26)	(311.26)		
Total			74.55	74.55	74.55	74.55		

Name of Company	Separate financial statements							
	Percentage of Shareholding		At Cost		Book Value		Dividends	
	2018 %	2017 %	2018 Million Baht	2017 Million Baht	2018 Million Baht	2017 Million Baht	2018 Million Baht	2017 Million Baht
Phuket Air Catering Co., Ltd.	10.00	10.00	10.00	10.00	10.00	10.00	25.00	23.50
Don Mueang International Airport Hotel Co., Ltd.	9.00	9.00	10.80	10.80	10.80	10.80	5.40	5.40
Trade Siam Co., Ltd.	1.50	1.50	0.75	0.75	0.75	0.75	0.21	0.18
Thai Aviation Refuelling Co., Ltd.	10.00	10.00	53.00	53.00	53.00	53.00	29.72	27.29
Thai Airport Ground Services Co., Ltd.	28.50	28.50	285.00	285.00	285.00	285.00	-	-
Less : Allowance for impairment in value of investment			(285.00)	(285.00)	(285.00)	(285.00)		
Total			74.55	74.55	74.55	74.55		

AOT invests in 2,850,000 ordinary shares, at Baht 100 each, of Thai Airport Ground Services Co., Ltd. Fully payment was made for 142,500 shares totaling Baht 14.25 million. 50% payment was made for 2,707,500 shares totaling Baht 135.38 million. The Company called for an additional 50% payment, totaling Baht 135.38 million. As at June 30, 2015, AOT paid share subscription payable of Baht 117.88 million to the executing officer. The remaining amount of Baht 17.50 million was paid to official receiver of on March 17, 2016. At present, it is under the operation of the official receiver, Legal Execution Department. It is considered as AOT has fully paid share subscription. Even though AOT hold 28.50% of voting rights, it does not have a significant influence because AOT does not have a power to participate in the financial and operating policy decisions. Therefore, Thai Airport Ground Services Co., Ltd. is not considered as associate.

## 17. Investment properties

Investment properties considering by type of assets are as follows:

- Building or space occupied by AOT and rented under operating lease contract
- Building or space occupied by AOT to be rented under operating lease contract
- Land held by AOT for a currently undetermined future use

	Consolidated and Separate financial statements		
	Land Million Baht	Building with rental space Million Baht	Total Million Baht
<b>Cost</b>			
As at October 1, 2017	1,730.68	10,741.75	12,472.43
- Transfer from assets under construction	-	3.13	3.13
- Reclassifications	-	287.60	287.60
As at September 30, 2018	1,730.68	11,032.48	12,763.16
<b>Accumulated depreciation</b>			
As at October 1, 2017	-	3,836.85	3,836.85
- Depreciation for the year	-	247.53	247.53
- Reclassifications	-	125.39	125.39
As at September 30, 2018	-	4,209.77	4,209.77
<b>Allowance for impairment</b>			
As at October 1, 2017	-	0.52	0.52
As at September 30, 2018	-	0.52	0.52
<b>Book value - net</b>			
As at September 30, 2017	1,730.68	6,904.38	8,635.06
As at September 30, 2018	1,730.68	6,822.19	8,552.87

As at September 30, 2018, the fair value of investment properties in the consolidated and separate financial statements are Baht 278,733.14 million. The fair value of land amounted to Baht 2,688.28 million was determined by market approach and the fair value of building and building improvement amounted to Baht 276,044.86 million were determined by income approach due to the use of significant unobservable inputs such as estimated revenue.

Amounts recognised in the statements of income that are related to investment properties are as follows:

	Consolidated and Separate financial statements	
	2018 Million Baht	2017 Million Baht
Revenues from sale or service		
Office and state property rents	1,542.56	1,528.76
Service revenues	778.75	703.37
Concession revenues	12,697.88	11,138.60
Direct operating expenses arise from investment properties that generated rental income for the year	5,184.58	5,404.62

## 18. Property, plant and equipment

	Consolidated financial statements							
	Land Million Baht	Building, construction, landscape architecture Million Baht	Electricity, water supply, fuel, communica- tion and air conditioning systems Million Baht	Machinery, tools & appliances, equipment Million Baht	Vehicle Million Baht	Furniture, fixture, office equipment Million Baht	Assets under construction Million Baht	Total Million Baht
<b>Cost</b>								
As at October 1, 2017	1,115.83	103,543.84	16,839.19	39,498.53	434.65	1,691.00	12,656.39	175,779.43
- Additions	-	3.59	153.53	877.12	19.68	19.37	7,231.72	8,305.01
- Transfer from assets under construction	-	613.28	494.62	255.96	-	11.19	(1,409.65)	(34.60)
- Reclassifications	-	(285.88)	(42.48)	44.98	(1.30)	0.97	(4.42)	(288.13)
- Donations	-	-	-	0.26	-	-	-	0.26
- Sale and disposals	-	(7.15)	(134.69)	(364.03)	(13.56)	(13.58)	-	(533.01)
As at September 30, 2018	1,115.83	103,867.68	17,310.17	40,312.82	439.47	1,708.95	18,474.04	183,228.96
<b>Accumulated depreciation</b>								
As at October 1, 2017	-	35,970.91	10,003.30	33,628.74	294.00	1,587.81	-	81,484.76
- Depreciation for the year	-	2,606.29	709.95	1,935.52	29.06	34.26	-	5,315.08
- Reclassifications	-	(125.39)	-	0.01	(0.01)	-	-	(125.39)
- Sale and disposals	-	(5.33)	(127.31)	(361.45)	(13.56)	(12.80)	-	(520.45)
As at September 30, 2018	-	38,446.48	10,585.94	35,202.82	309.49	1,609.27	-	86,154.00

	Consolidated financial statements							
	Land Million Baht	Building, construction, landscape architecture Million Baht	Electricity, water supply, fuel, communica- tion and air conditioning systems Million Baht	Machinery, tools & appliances, equipment Million Baht	Vehicle Million Baht	Furniture, fixture, office equipment Million Baht	Assets under construction Million Baht	Total Million Baht
<b>Allowance for impairment</b>								
As at October 1, 2017	-	262.69	135.92	235.94	25.51	9.17	-	669.23
- Allowance for impairment of the year	-	11.05	23.66	38.30	4.90	0.92	-	78.83
- Sale and disposals	-	-	(4.98)	(1.78)	-	(0.75)	-	(7.51)
As at September 30, 2018	-	273.74	154.60	272.46	30.41	9.34	-	740.55
<b>Book value - net</b>								
As at September 30, 2017	1,115.83	67,310.24	6,699.97	5,633.85	115.14	94.02	12,656.39	93,625.44
As at September 30, 2018	1,115.83	65,147.46	6,569.63	4,837.54	99.57	90.34	18,474.04	96,334.41

	Separate financial statements							
	Land Million Baht	Building, construction, landscape architecture Million Baht	Electricity, water supply, fuel, communica- tion and air conditioning systems Million Baht	Machinery, tools & appliances, equipment Million Baht	Vehicle Million Baht	Furniture, fixture, office equipment Million Baht	Assets under construction Million Baht	Total Million Baht
<b>Cost</b>								
As at October 1, 2017	1,115.83	101,932.22	16,318.13	39,290.58	434.65	1,321.21	12,656.39	173,069.01
- Additions	-	1.23	150.47	866.56	19.68	13.17	7,224.47	8,275.58
- Transfer from assets under construction	-	608.92	494.62	255.96	-	8.61	(1,402.71)	(34.60)
- Reclassifications	-	(285.88)	(42.48)	44.98	(1.30)	0.97	(4.42)	(288.13)
- Donations	-	-	-	0.26	-	-	-	0.26
- Sale and disposals	-	(3.12)	(134.69)	(363.57)	(13.56)	(13.16)	-	(528.10)
As at September 30, 2018	1,115.83	102,253.37	16,786.05	40,094.77	439.47	1,330.80	18,473.73	180,494.02
<b>Accumulated depreciation</b>								
As at October 1, 2017	-	35,613.26	9,485.08	33,441.08	294.00	1,230.48	-	80,063.90
- Depreciation for the year	-	2,570.85	709.16	1,924.98	29.06	30.02	-	5,264.07
- Reclassifications	-	(125.39)	-	0.01	(0.01)	-	-	(125.39)
- Sale and disposals	-	(1.29)	(127.31)	(360.99)	(13.56)	(12.38)	-	(515.53)
As at September 30, 2018	-	38,057.43	10,066.93	35,005.08	309.49	1,248.12	-	84,687.05

	Separate financial statements							
	Land Million Baht	Building, construction, landscape architecture Million Baht	Electricity, water supply, fuel, communica- tion and air conditioning systems Million Baht	Machinery, tools & appliances, equipment Million Baht	Vehicle Million Baht	Furniture, fixture, office equipment Million Baht	Assets under construction Million Baht	Total Million Baht
<b>Allowance for impairment</b>								
As at October 1, 2017	-	262.69	135.92	235.94	25.51	9.17	-	669.23
- Allowance for impairment of the year	-	11.05	23.66	38.30	4.90	0.92	-	78.83
- Sale and disposals	-	-	(4.98)	(1.78)	-	(0.75)	-	(7.51)
As at September 30, 2018	-	273.74	154.60	272.46	30.41	9.34	-	740.55
<b>Book value - net</b>								
As at September 30, 2017	1,115.83	66,056.27	6,697.13	5,613.56	115.14	81.56	12,656.39	92,335.88
As at September 30, 2018	1,115.83	63,922.20	6,564.52	4,817.23	99.57	73.34	18,473.73	95,066.42

As at September 30, 2018, AOT has allowance for impairment of assets for Mae Fah Luang-Chiang Rai Airport amounting to Baht 740.55 million (as at September 30, 2017 amounting to Baht 669.23 million). The Group considers impairment of assets at the cash-generating unit level at each airport. The recoverable amount is defined as the value-in-use because all business activities are operated on state properties leased from the Treasury Department, Ministry of Finance. According to the regulations of the Ministry of Finance, all constructions become the property of the Ministry of Finance upon completion, so the fair value less cost to sell is equal to zero.

The determination of value-in-use is estimated from future cash flows over the assets' useful life. The growth rate used in the calculation after the fifth year is fixed and is not exceed the AOT's average long-term growth rate. The cash flows estimation is performed on the reasonable basis and includes the forecast of air traffic and passenger which are considered as the best estimates. The applied discount rate is 9.06 % which is the AOT's weighted average cost of capital (WACC).

As at September 30, 2018 and 2017, the finance lease assets which included in machinery, tools & appliances and equipment are detailed as follows:

	Consolidated financial statements		Separate financial statements	
	2018 Million Baht	2017 Million Baht	2018 Million Baht	2017 Million Baht
Cost	1,502.08	1,292.13	1,502.08	1,291.92
<u>Less</u> : Accumulated depreciation	(960.40)	(698.18)	(960.40)	(697.97)
<u>Less</u> : Allowance for impairment	(6.17)	(6.17)	(6.17)	(6.17)
Book Value	535.51	587.78	535.51	587.78

## 19. Intangible assets

	Consolidated financial statements and Separate financial statements
	Million Baht
<b>Cost</b>	
As at October 1, 2017	2,064.44
- Additions	30.37
- Transfer from assets under construction	31.47
- Reclassifications	(3.90)
- Sale and disposals	(3.22)
As at September 30, 2018	2,119.16
<b>Accumulated amortisation</b>	
As at October 1, 2017	1,641.79
- Amortisation for the year	79.06
- Reclassifications	-
- Sale and disposals	(2.96)
As at September 30, 2018	1,717.89
<b>Allowance for impairment</b>	
As at October 1, 2017	6.91
- Allowance for impairment for the year	3.30
- Sale and disposals	(0.13)
As at September 30, 2018	10.08
<b>Book value - net</b>	
As at September 30, 2017	415.74
As at September 30, 2018	391.19

As at September 30, 2018 and 2017, the finance lease assets which included in intangible assets are detailed as follows:

	Consolidated financial statements and Separate financial statements	
	2018 Million Baht	2017 Million Baht
Cost	61.19	43.86
<u>Less</u> Accumulated amortisation	(36.78)	(26.32)
Book Value	24.41	17.54

## 20. Deferred income tax and income tax

### 20.1 Deferred income tax as at September 30, 2018 and 2017 comprise of:

	Consolidated financial statements		Separate financial statements	
	2018 Million Baht	2017 Million Baht	2018 Million Baht	2017 Million Baht
Deferred tax assets	1,811.64	1,556.79	1,811.03	1,556.29
<u>Less</u> Deferred tax liabilities	(875.96)	(936.80)	(875.96)	(936.80)
Deferred tax assets-net	935.68	619.99	935.07	619.49

Changes in deferred tax assets and liabilities are as follows:

	Consolidated financial statements									
	Finance leased liabilities Million Baht	Allowance for doubtful accounts Million Baht	Depreciation - plant and equipment Million Baht	Impairment - plant and equipment Million Baht	Impairment - investment Million Baht	Employee benefits Million Baht	Property tax Million Baht	Provisions Million Baht	Others Million Baht	Total Million Baht
<b>Deferred tax assets:</b>										
As at October 1, 2016	29.09	152.68	285.10	105.94	57.00	483.91	57.24	210.37	286.95	1,668.28
- Transaction recorded in the statements of income	4.86	(25.14)	8.32	29.38	-	(4.59)	(5.17)	(47.06)	(45.09)	(84.49)
- Transaction recorded in other comprehensive income	-	-	-	-	-	(27.00)	-	-	-	(27.00)
As at September 30, 2017	33.95	127.54	293.42	135.32	57.00	452.32	52.07	163.31	241.86	1,556.79
- Transaction recorded in the statements of income	4.46	(1.31)	28.48	14.90	-	27.62	0.33	9.42	170.95	254.85
As at September 30, 2018	38.41	126.23	321.90	150.22	57.00	479.94	52.40	172.73	412.81	1,811.64

	Separate financial statements									
	Finance leased liabilities Million Baht	Allowance for doubtful accounts Million Baht	Depreciation - plant and equipment Million Baht	Impairment - plant and equipment Million Baht	Impairment - investment Million Baht	Employee benefits Million Baht	Property tax Million Baht	Provisions Million Baht	Others Million Baht	Total Million Baht
<b>Deferred tax assets:</b>										
As at October 1, 2016	29.09	152.68	285.10	105.94	57.00	483.91	57.24	210.37	286.95	1,668.28
- Transaction recorded in the statements of income	4.86	(25.16)	8.32	29.38	-	(4.94)	(5.17)	(47.06)	(45.09)	(84.86)
- Transaction recorded in other comprehensive income	-	-	-	-	-	(27.13)	-	-	-	(27.13)
As at September 30, 2017	33.95	127.52	293.42	135.32	57.00	451.84	52.07	163.31	241.86	1,556.29
- Transaction recorded in the statements of income	4.46	(1.35)	28.48	14.90	-	27.55	0.33	9.42	170.95	254.74
As at September 30, 2018	38.41	126.17	321.90	150.22	57.00	479.39	52.40	172.73	412.81	1,811.03

	Consolidated financial statements and Separate financial statements				
	Investment in available-for-sale investments Million Baht	Depreciation - plant and equipment Million Baht	Others Million Baht	Total Million Baht	
<b>Deferred tax liabilities</b>					
As at October 1, 2016		228.94	11.31	674.18	914.43
- Transaction recorded in the statements of income		-	4.93	(53.47)	(48.54)
- Transaction recorded in other comprehensive income		70.91	-	-	70.91
As at September 30, 2017		299.85	16.24	620.71	936.80
- Transaction recorded in the statements of income		-	20.93	7.97	28.90
- Transaction recorded in other comprehensive income		(89.74)	-	-	(89.74)
As at September 30, 2018		210.11	37.17	628.68	875.96

The movement on the deferred income tax account for the years ended September 30, 2018 and 2017 are as follows:

	Consolidated financial statements	
	2018 Million Baht	2017 Million Baht
Deferred tax assets-net balance as at October 1	619.99	753.85
- Transaction recorded in the statements of income	225.95	(35.95)
- Transaction recorded in other comprehensive income	89.74	(97.91)
Deferred tax assets-net balance as at September 30	935.68	619.99

	Separate financial statements	
	2018 Million Baht	2017 Million Baht
Deferred tax assets-net balance as at October 1	619.49	753.85
- Transaction recorded in the statements of income	225.84	(36.32)
- Transaction recorded in other comprehensive income	89.74	(98.04)
Deferred tax assets-net balance as at September 30	935.07	619.49

Deferred tax assets are recognised for all deductible temporary differences to the extent that it is probable that taxable profit will be available against which the deductible temporary difference can be utilised.

## 20.2 Income tax expense in the statements of income for the years ended September 30, 2018 and 2017 comprises of:

	Consolidated financial statements		Separate financial statements	
	2018 Million Baht	2017 Million Baht	2018 Million Baht	2017 Million Baht
Current income tax for the year	6,418.25	5,413.54	6,384.63	5,382.08
Adjustments in respect of prior year	(289.59)	(4.10)	(289.50)	(4.10)
Total income tax	6,128.66	5,409.44	6,095.13	5,377.98
Origination and reversal of temporary differences	(225.95)	35.95	(225.84)	36.32
Total deferred income tax	(225.95)	35.95	(225.84)	36.32
Income tax expense	5,902.71	5,445.39	5,869.29	5,414.30

The tax on the Group's profit before tax differs from the amount that calculated from tax based profit multiplies by the tax rate as follows:

	Consolidated financial statements		Separate financial statements	
	2018 Million Baht	2017 Million Baht	2018 Million Baht	2017 Million Baht
Profit before income tax expense	31,127.37	26,184.97	30,959.21	26,013.95
Income tax calculated at a tax rate of 20%	6,225.47	5,236.99	6,191.84	5,202.79
Income not subject to tax	(20.00)	(18.96)	(20.00)	(18.96)
Expenses not deductible for tax purposes	263.08	534.09	263.05	534.24
Additional taxable expenses	(276.25)	(302.63)	(276.10)	(299.67)
Over income tax in prior year	(289.59)	(4.10)	(289.50)	(4.10)
Income tax expense	5,902.71	5,445.39	5,869.29	5,414.30

## 21. Other non-current assets

	Consolidated financial statements		Separate financial statements	
	2018 Million Baht	2017 Million Baht	2018 Million Baht	2017 Million Baht
Receivables from the Revenue Department	279.57	77.65	279.36	77.44
Cash place to the court	0.52	0.52	0.52	0.52
Advance payment	2,634.64	1,176.15	2,634.64	1,176.15
Guarantee money	5.68	5.49	5.29	5.05
Cross Currency Swap contracts	248.86	548.12	248.86	548.12
Total	3,169.27	1,807.93	3,168.67	1,807.28

- Receivables from the Revenue Department amounting to Baht 279.57 million presented in the consolidated financial statements as at September 30, 2018, comprise of:

Refundable Value Added Tax and Corporate Income Tax by AOT amounting to Baht 279.36 million (as at September 30, 2017: Baht 77.44 million).

Refundable withholding corporate income tax by SAH amounting to Baht 0.21 million (as at September 30, 2017: Baht 0.21 million).

- Advance payment amounting to Baht 2,634.64 million presented in the consolidated financial statements as at September 30, 2018, mainly was advance payment from Suvarnabhumi Airport development project amounting to Baht 2,502.85 million.
- AOT entered into cross currency swap contracts to protect risk of exchange rates. AOT recognised gain or loss from exchange rate of each contract to settle or receive separately on a gross basis by recording as other non-current assets or other non-current liabilities and recognised by offsetting in case AOT intended to settle or receive on a net basis.

As at September 30, 2018, cross currency swap contracts, presented under other non-current assets and other non-current liabilities (Note 30), were changed by the effect of foreign exchange rate of long-term loans.

## 22. Short-term loans from financial institution

	Consolidated financial statements	
	2018 Million Baht	2017 Million Baht
Short-term loans from financial institution	-	30.00
Total	-	30.00

## 23. Trade accounts payable

	Consolidated financial statements		Separate financial statements	
	2018 Million Baht	2017 Million Baht	2018 Million Baht	2017 Million Baht
Trade accounts payable	1,719.96	1,954.75	1,681.90	1,709.39
Total	1,719.96	1,954.75	1,681.90	1,709.39

## 24. Other payables

	Consolidated financial statements		Separate financial statements	
	2018 Million Baht	2017 Million Baht	2018 Million Baht	2017 Million Baht
Other payables	129.19	118.96	129.25	118.96
Accrued expenses	7,896.94	6,446.46	7,875.48	6,464.12
Unearned income	1,325.72	1,193.97	1,318.10	1,192.50
Other payables-related party (Note 43.1)	-	-	1.68	1.68
Total	9,351.85	7,759.39	9,324.51	7,777.26

## 25. Other current liabilities

	Consolidated financial statements		Separate financial statements	
	2018 Million Baht	2017 Million Baht	2018 Million Baht	2017 Million Baht
Employee's bonus payable	1,949.66	1,776.33	1,940.81	1,767.89
Refundable and guarantee deposits	233.97	191.19	206.88	163.34
Accrued output tax	221.30	206.65	217.79	204.00
Accrued property tax	263.12	260.42	260.61	258.34
Value added tax payable	253.93	193.50	252.25	191.64
Withholding tax payable	52.38	58.64	51.14	57.41
Other liabilities	180.58	172.73	168.60	159.51
<b>Total</b>	<b>3,154.94</b>	<b>2,859.46</b>	<b>3,098.08</b>	<b>2,802.13</b>

## 26. Long-term loans

	Consolidated financial statements				Separate financial statements			
	2018		2017		2018		2017	
	Million Yen	Million Baht	Million Yen	Million Baht	Million Yen	Million Baht	Million Yen	Million Baht
Foreign loans	58,434.74	16,901.32	76,263.10	22,888.62	58,434.74	16,901.32	76,263.10	22,888.62
<u>Less</u> : Current portion of long-term liabilities	(12,023.36)	(3,477.57)	(12,280.18)	(3,685.62)	(12,023.36)	(3,477.57)	(12,280.18)	(3,685.62)
	46,411.38	13,423.75	63,982.92	19,203.00	46,411.38	13,423.75	63,982.92	19,203.00
Domestic loans	-	333.48	-	192.79	-	-	-	-
<u>Less</u> : Current portion of long-term liabilities	-	(72.34)	-	(167.04)	-	-	-	-
	-	261.14	-	25.75	-	-	-	-
<b>Total</b>	<b>46,411.38</b>	<b>13,684.89</b>	<b>63,982.92</b>	<b>19,228.75</b>	<b>46,411.38</b>	<b>13,423.75</b>	<b>63,982.92</b>	<b>19,203.00</b>

### Foreign loans

AOT foreign loans were borrowed in Japanese yen from overseas financial institutes, guaranteed by the Ministry of Finance with fixed annual interest rate at 0.75-2.70 % and 2003-2042 payment due. AOT entered into cross currency swap contracts for 99.39 % of the remaining balance of loan (as at September 30, 2018, exchange rate was Yen 100 = Baht 28.9234)

On April 26, 2017, the Board of Director's meeting No. 5/2017 had a resolution to approve AOT's management to negotiate with the financial institution for a partial settlement of debt before the maturity date. On April 23, 2018, AOT paid back the principal and interest of Baht 1,643.76 million (represented principal of Yen 5,628.48 million and interest of Yen 3.79 million, totalling Yen 5,632.27 million).

#### Domestic loans

SAH entered into a loan agreement with a local financial institution in order to refinance the existing loan and use for its operation. The credit facility is Baht 778.00 million. A right to use land and hotel system from land rental agreement between AOT (lessor) and SAH (lessee) and a right of hotel management contract have been pledged as a collateral of the loan. The interest rate is BIBOR: Bangkok Interbank offered rate (one month) plus 2.10 - 2.42% per annum. The loan is due for payment within 7 years 3 months from the date of agreement (November 27, 2017).

The movements in the borrowings can be analysed as follows

	Consolidated financial statements	Separate financial statements
	Million Baht	Million Baht
Opening amount as at October 1, 2017	23,081.41	22,888.62
- Receiving of borrowings	215.00	-
- Repayment of borrowings	(5,425.08)	(5,350.77)
- Difference from exchange rate	(636.53)	(636.53)
Closing amount as at September 30, 2018	17,234.80	16,901.32

## 27. Finance leased liabilities

	Consolidated financial statements		Separate financial statements	
	2018 Million Baht	2017 Million Baht	2018 Million Baht	2017 Million Baht
Finance leased liabilities	787.34	848.95	787.34	848.95
Less Deferred interest	(31.60)	(69.23)	(31.60)	(69.23)
Total	755.74	779.72	755.74	779.72
Less Current portion of finance leased liabilities	(672.68)	(399.30)	(672.68)	(399.30)
Finance leased liabilities (over 1 year)	83.06	380.42	83.06	380.42
Over 1 year but not over 5 years	82.71	380.42	82.71	380.42
Over 5 years	0.35	-	0.35	-
Total	83.06	380.42	83.06	380.42

## 28. Employee benefit obligations

The amounts recognised in the statements of financial position as at September 30, 2018 and 2017 are as follows:

	Consolidated financial statements		Separate financial statements	
	2018 Million Baht	2017 Million Baht	2018 Million Baht	2017 Million Baht
1. Short-term employee benefits				
- Accumulating absences	79.49	76.40	79.49	76.40
2. Long-term employee benefits				
- Post-employment benefits	2,308.57	2,174.78	2,305.79	2,172.35
- Other long-term employee benefits	17.11	16.03	17.11	16.03
Total	2,325.68	2,190.81	2,322.90	2,188.38
Total employee benefit obligations	2,405.17	2,267.21	2,402.39	2,264.78

Long-term employee benefit obligations are as follows:

	Consolidated financial statements		Separate financial statements	
	2018 Million Baht	2017 Million Baht	2018 Million Baht	2017 Million Baht
Present value of employee benefit obligations	2,325.68	2,190.81	2,322.90	2,188.38

The movements in the long-term employee benefit obligations for the years ended September 30, 2018 and 2017 are as follows:

	Consolidated financial statements		Separate financial statements	
	2018 Million Baht	2017 Million Baht	2018 Million Baht	2017 Million Baht
Beginning balance as at October 1	2,190.81	2,357.58	2,188.38	2,356.06
Current service cost	153.33	135.96	153.05	135.77
Interest cost	60.92	91.36	60.85	91.30
Actuarial gains and losses				
- Experience	-	728.04	-	727.92
- Demographic assumptions	-	(1,141.55)	-	(1,141.58)
- Financial assumptions	-	287.14	-	286.63
Benefits paid	(79.38)	(267.72)	(79.38)	(267.72)
Ending balance as at September 30	2,325.68	2,190.81	2,322.90	2,188.38

Expenses recorded in the statements of income for the years ended September 30, 2018 and 2017 are as follows:

	Consolidated financial statements		Separate financial statements	
	2018 Million Baht	2017 Million Baht	2018 Million Baht	2017 Million Baht
Current service cost	156.42	144.08	156.14	143.89
Interest cost	60.92	91.36	60.85	91.30
Actuarial loss	-	8.63	-	8.63
Expenses recorded in the statements of income	217.34	244.07	216.99	243.82

Major actuarial assumptions

	Consolidated financial statements					Separate financial statements								
	2018					2017								
Discount rate (%)	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0				
Average salary increase rate (%)	7.0	7.5	9.0	9.5	10.0	7.0	7.5	9.0	9.5	10.0	7.0	9.0	9.5	10.0
Inflation rate (%)	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	

The sensitivity analysis for each significant assumption

	Consolidated financial statements					
	Change in assumption		Impact on defined benefit obligation			
			Increase in assumption		Decrease in assumption	
	2018 (%)	2017 (%)	2018 Million Baht	2017 Million Baht	2018 Million Baht	2017 Million Baht
Discount rate	0.50	0.50	(122.93)	(119.56)	134.55	130.85
Salary growth rate	0.50	0.50	119.85	116.60	(111.05)	(108.05)

	Separate financial statements					
	Change in assumption		Impact on defined benefit obligation			
			Increase in assumption		Decrease in assumption	
	2018 (%)	2017 (%)	2018 Million Baht	2017 Million Baht	2018 Million Baht	2017 Million Baht
Discount rate	0.50	0.50	(122.77)	(119.42)	134.37	130.69
Salary growth rate	0.50	0.50	119.68	116.46	(110.89)	(107.91)

As at year 2018 and 2017, the weighted average duration of the defined benefit obligation is 21 years.

## 29. Provisions

	Consolidated financial statements			
	Noise impact Million Baht	Fine and surcharge Million Baht	Lawsuit compensation Million Baht	Total Million Baht
As at October 1, 2017	471.46	-	539.02	1,010.48
- Addition of provisions	-	47.68	37.59	85.27
- Used during the year	(151.33)	-	(23.23)	(174.56)
- Reversal of non-occurred provisions	-	-	(9.88)	(9.88)
As at September 30, 2018	320.13	47.68	543.50	911.31
- Short-term provisions	278.38	47.68	-	326.06
- Long-term provisions	41.75	-	543.50	585.25
Total	320.13	47.68	543.50	911.31

	Separate financial statements			
	Noise impact Million Baht	Fine and surcharge Million Baht	Lawsuit compensation Million Baht	Total Million Baht
As at October 1, 2017	471.46	-	535.58	1,007.04
- Addition of provisions	-	47.68	37.59	85.27
- Used during the year	(151.33)	-	(23.23)	(174.56)
- Reversal of non-occurred provisions	-	-	(6.44)	(6.44)
As at September 30, 2018	320.13	47.68	543.50	911.31
- Short-term provisions	278.38	47.68	-	326.06
- Long-term provisions	41.75	-	543.50	585.25
Total	320.13	47.68	543.50	911.31

As at September 30, 2018, AOT has recorded a provision for liabilities arising from 31 cases of lawsuits in an amount of Baht 863.63 million. There are normal 3 cases with the claim of Baht 543.50 million. Noise pollution claims, 28 cases, are Baht 320.13 million.

As at September 30, 2018, AOT has provision for compensation for noise impact for Suvarnabhumi Airport amounting to Baht 231.95 million to improve building and construction.

As at September 30, 2018, AOT has provision for compensation for noise impact for Phuket airport amounting to Baht 88.18 million to improve building and construction.

AOT has requested for a whole amount of VAT refund for the construction of Suvarnabhumi Airport for the taxable period during January 2006 to June 2008 from the Revenue Department. Subsequently, AOT rechecked the actual used space, and then submitted the estimated use of building space, the completion date of construction and the date that AOT started to use the building. This resulted to an additional VAT payment with the fine and surcharge. AOT already paid for an additional VAT on March 12, 2010. AOT has requested to waive or reduce fine and surcharge together with an extension of additional VAT filing. AOT has pledged its bond of Baht 55.00 million (Note 13) as a collateral for the fine and surcharge. On January 26, 2018, the Revenue Department notified AOT that an extension of additional VAT filing was not allowed because of AOT already submitted the VAT form in due date. At present, the Revenue Department has been considering the petition to waive or reduce fine and surcharge. AOT already recorded provisions for the fine and surcharge in the financial statements.

### 30. Other non-current liabilities

	Consolidated financial statements		Separate financial statements	
	2018 Million Baht	2017 Million Baht	2018 Million Baht	2017 Million Baht
Retentions	232.21	337.86	231.79	337.86
Refundable and guarantee deposits over 1 year	979.58	900.09	977.70	898.38
Deferred revenue	37.61	39.89	37.61	39.89
Cross currency swap contracts	2,193.93	2,099.54	2,193.93	2,099.54
Other non-current liabilities	34.99	66.60	34.99	66.60
<b>Total</b>	<b>3,478.32</b>	<b>3,443.98</b>	<b>3,476.02</b>	<b>3,442.27</b>

### 31. Share capital and premium on share capital

	No. of Shares Shares	Share capital Baht	Premium on share capital Baht	Total Baht
As at September 30, 2018 and 2017	14,285,700,000	14,285,700,000	12,567,669,243	26,853,369,243

AOT had authorized share capital of 14,285,700,000 ordinary shares with a par value of Baht 1 per share (2017: 14,285,700,000 ordinary shares with a par value of Baht 1 per share). The shares were issued and fully paid-up share capital.

### 32. Legal reserve

According to Article 116 of the Public Limited Companies Act B.E.2535 (1992), AOT is required to appropriate not less than 5% of its annual net income as a reserve until the reserve fund reaches 10% of the authorized share capital. AOT reserve fund was already appropriated to 10% of the issued and fully paid-up share capital.

### 33. Gain on foreign exchange rate

	Consolidated financial statements		Separate financial statements	
	2018 Million Baht	2017 Million Baht	2018 Million Baht	2017 Million Baht
Realised Gain	212.22	159.52	212.21	159.52
Unrealised Gain	0.08	283.35	0.08	283.35
<b>Total</b>	<b>212.30</b>	<b>442.87</b>	<b>212.29</b>	<b>442.87</b>

### 34. State property rental

	Consolidated and Separate financial statements	
	2018 Million Baht	2017 Million Baht
Land used by AOT	3,875.62	4,075.23
Land used by Don Mueang International Airport Hotel Co.,Ltd. for hotel business	-	24.08
<b>Total</b>	<b>3,875.62</b>	<b>4,099.31</b>

#### 34.1 State property used by AOT

Suvarnabhumi Airport

The Treasury Department issued a letter No. Gor Kor 0316/15722 dated September 29, 2017, to inform AOT about the rental charge for using the state property at Suvarnabhumi Airport and the period of rent adjustment as follows:

- The beginning period of the new rate according to the regulation of the Ministry of Finance and the Department of Commercial Aviation in relation to the approval for AOT to use the state property under the supervision of the Department of Commercial Aviation relating to Suvarnabhumi Airport 2002 (B.E. 2545) shall be effective on October 1, 2012 (FY 2013).

- The rental charge for Suvarnabhumi Airport for the period during 2013 to 2022 is as follows:

The rental charge for the period during 2013 to 2017 will be adjusted, from the revenue-sharing approach as stated in the agreement, by adding an average Consumer Price Index (CPI). In case CPI is negative, it will be set as zero. This resulted AOT to pay the additional rental charge totalling Baht 1,380.11 million (The amount paid in 2017, was based on the estimated revenue by the Treasury Department). AOT already paid Baht 1,380.11 million on September 29, 2017. However, AOT recorded the expense of Baht 1,378.13 million in September 2017 by using the actual revenue for calculation.

The rental charge for the period during 2018 to 2022 is based on the revenue-sharing approach at 5% of operating revenues and the return on assets approach which is calculated at the rate of 3% of annual asset value of the commercial areas, duty free area at the rate of 0.01% of annual asset value and the new project development area at the rate of 2% of annual asset value. The total rental charge based on the return on assets approach is Baht 900.27 million per annum and this amount will be increased 9% every 3 years.

#### Don Mueang Airport and provincial airports

According to the regulation of the Ministry of Finance and the Royal Thai Air Force in relation to the approval for AOT to use the state property under supervision of the Royal Thai Air Force relating to Don Mueang Airport (partial) and Chiang Mai Airport (partial) 2002 (B.E. 2545) and the regulation of the Ministry of Finance and the Department of Commercial Aviation in relation to the approval for AOT to use the state property under supervision of the Department of Commercial Aviation relating to licensed regional airports 2002 (B.E. 2545) allowing the Treasury Department to collect the rental charge for using the state property from AOT at the rate of 5% of operating revenues of AOT arising from Don Mueang Airport (partial) and at the rate of 2% of operating revenues of AOT arising from each regional airport without any expenses deduction in each accounting period until the commercial operation of Suvarnabhumi Airport. Afterwards, the rental charge rates will be adjusted according to the rates set up by the Treasury Department.

On April 19, 2017, the Treasury Department issued a letter informing the rental charge for using state property at DMK and regional airports (CNX, CEI, HKT, and HDY). The rental charge for using state property is based on operating revenues of AOT, generated from the utilisation of state property of each airport without any expenses deduction for each accounting year over 10 years from 2007 to 2016. The rental charge rates are at 5% for airports with operating gains and 2% for airports with operating losses. The total amount of rental charge was Baht 1,264.33 million, and the rental charge after 2016 will be adjusted according to rate set up by the Treasury Department. The adjusted rate is still in the consideration of Treasury Department.

Since 2017, AOT has recorded the rental charge for using state property at Don Mueang Airport and regional airports by the revenue sharing at the rate of 5% of operating revenues without any expenses deduction for airports with operating gains, and at the rate of 2% of operating revenues without any expenses deduction for airports with operating losses. The rates are expected to be paid and based on the best estimation by AOT's management.

## 35. Property tax

	Consolidated financial statements		Separate financial statements	
	2018 Million Baht	2017 Million Baht	2018 Million Baht	2017 Million Baht
Property tax	158.13	138.05	154.34	135.28
Total	158.13	138.05	154.34	135.28

## 36. Loss on impairment of assets

	Consolidated financial statements		Separate financial statements	
	2018 Million Baht	2017 Million Baht	2018 Million Baht	2017 Million Baht
Loss on impairment of Mae Fah Luang Chiang Rai Airport	82.13	148.70	82.13	148.70
Total	82.13	148.70	82.13	148.70

## 37. Other expenses

	Consolidated financial statements		Separate financial statements	
	2018 Million Baht	2017 Million Baht	2018 Million Baht	2017 Million Baht
Operating expenses	2,436.76	2,338.95	2,065.88	1,977.79
Non-operating expenses	83.40	48.07	83.40	48.07
Total	2,520.16	2,387.02	2,149.28	2,025.86

## 38. Financial costs

	Consolidated financial statements		Separate financial statements	
	2018 Million Baht	2017 Million Baht	2018 Million Baht	2017 Million Baht
Interest expense of loans from financial institutions	960.02	1,135.59	946.52	1,118.70
Interest expense from finance leased liabilities	56.14	59.34	56.14	59.34
Total	1,016.16	1,194.93	1,002.66	1,178.04

### 39. Basic earnings per share

Basic earnings per share is calculated by dividing profit attributable to ordinary equity holders of the parent by the weighted average number of ordinary shares outstanding during the year.

	Consolidated financial statements		Separate financial statements	
	2018	2017	2018	2017
Profit attributable to shareholders of the parent company (Million Baht)	25,170.76	20,683.60	25,089.91	20,599.64
Weighted average number of ordinary shares outstanding during the year (Million shares)	14,285.70	14,285.70	14,285.70	14,285.70
Basic earnings per share (Baht per share)	1.76	1.45	1.76	1.44

The Group didn't issue diluted ordinary shares during the reporting period, therefore, there was no presentation of diluted earnings per share.

### 40. Dividends

On January 25, 2018, the Annual Shareholders' meeting of AOT approved the dividend payment for the year 2017 of Baht 0.86 per share to shareholders who are entitled to dividends, amounting to Baht 12,285.28 million. AOT paid the dividends on February 7, 2018. (AOT approved the change in par value of registered share capital from Baht 10 per share to Baht 1 per share. Therefore, the number of issued and paid-up shares of AOT increased for 12,857,130,000 shares, which increased from 1,428,570,000 shares to 14,285,700,000 shares. AOT had registered the change with the Ministry of Commerce on February 3, 2017. The change of the par value of shares was effective in the Stock Exchange of Thailand on February 9, 2017.)

On January 27, 2017, the Annual Shareholders' meeting of AOT approved the dividend payment for the year 2016 of 6.83 Baht per share to shareholders who are entitled to dividends, amounting to Baht 9,756.74 million. AOT paid the dividends on February 9, 2017.

#### 41. Fair value hierarchy

The Group had the following financial assets that were measured at fair value using different levels of inputs:

	Consolidated and Separate financial statements		
	Level 1 Million Baht	Level 2 Million Baht	Level 3 Million Baht
<b>Financial assets measured by fair value</b>			
<b>Assets as at September 30, 2018</b>			
- Available-for-sale investments			
Equity instruments	1,072.51	-	-
<b>Assets as at September 30, 2017</b>			
- Available-for-sale investments			
Equity instruments	1,521.19	-	-

As at September 30, 2018 the Group had the following assets that were disclosed at fair value using different levels of inputs:

	Consolidated and Separate financial statements		
	Level 1 Million Baht	Level 2 Million Baht	Level 3 Million Baht
<b>Assets disclosed at fair value</b>			
- Investment properties (Note 17)			
Land	-	2,688.28	-
Building and building improvement	-	-	276,044.86
- Cross currency swap contract (Note 42)	-	2,128.82	-

#### 42. Disclosure of financial instruments

The Group faces the principal financial risks as follows:

##### Interest rate risk

Interest rate risk arises from changes in market interest rate which may have and effects on AOT operating results and cash flow in the present and the future. AOT has short term and long term deposits in the financial institutes. AOT has liabilities from loans with fixed interest rate and AOT's subsidiary has liabilities from loans with floating interest rate.

Average interest rates of the financial assets and liabilities with interest as at September 30, 2018 and 2017 are as follows:

	Consolidated financial statements					
	2018					
	Interest rate (%)	Within 1 year Million Baht	More than 1 year Million Baht	More than 2 years Million Baht	More than 5 years Million Baht	Total Million Baht
Cash and current account	-	342.02	-	-	-	342.02
Cash equivalents	0.90	8,260.08	-	-	-	8,260.08
Short-term investments and investment in bonds	1.56	64,314.13	-	-	-	64,314.13
		72,916.23	-	-	-	72,916.23
Short-term loans from financial institution						
Domestic loans	3.88	72.34	53.59	149.51	58.04	333.48
Foreign loans	1.82	3,477.57	3,045.40	6,864.40	3,513.95	16,901.32
		3,549.91	3,098.99	7,013.91	3,571.99	17,234.80

	Consolidated financial statements					
	2017					
	Interest rate (%)	Within 1 year Million Baht	More than 1 year Million Baht	More than 2 years Million Baht	More than 5 years Million Baht	Total Million Baht
Cash and current account	-	(898.13)	-	-	-	(898.13)
Cash equivalents	0.79	10,215.88	-	-	-	10,215.88
Short-term investments and investment in bonds	1.67	58,409.12	-	-	-	58,409.12
		67,726.87	-	-	-	67,726.87
Short-term loans from financial institution	4.85	30.00	-	-	-	30.00
Domestic loans	5.48	167.04	25.75	-	-	192.79
Foreign loans	1.71	3,685.62	3,685.62	8,308.62	7,208.76	22,888.62
		3,882.66	3,711.37	8,308.62	7,208.76	23,111.41

	Separate financial statements					
	2018					
	Interest rate (%)	Within 1 year Million Baht	More than 1 year Million Baht	More than 2 years Million Baht	More than 5 years Million Baht	Total Million Baht
Cash and current account	-	343.77	-	-	-	343.77
Cash equivalents	0.91	8,198.17	-	-	-	8,198.17
Short-term investments and investment in bonds	1.56	64,314.13	-	-	-	64,314.13
		72,856.07	-	-	-	72,856.07
Foreign loans	1.82	3,477.57	3,045.40	6,864.40	3,513.95	16,901.32

	Separate financial statements					
	2017					
	Interest rate (%)	Within 1 year Million Baht	More than 1 year Million Baht	More than 2 years Million Baht	More than 5 years Million Baht	Total Million Baht
Cash and current account	-	(896.80)	-	-	-	(896.80)
Cash equivalents	0.79	10,205.63	-	-	-	10,205.63
Short-term investments and investment in bonds	1.67	58,409.12	-	-	-	58,409.12
		67,717.95	-	-	-	67,717.95
Foreign loans	1.71	3,685.62	3,685.62	8,308.62	7,208.76	22,888.62

### Exchange rate risk

AOT had risk from the variance of currency exchange rate that affects liabilities, operating expenses and interest payment in foreign currency. AOT risk management policy is to set up the risk management subcommittee on foreign debt. AOT entered into cross currency swap for Japanese Yen loans to Thai Baht which was 99.39% of the remaining amount of loans by applying financial derivative of Cross Currency Swap, Participating Swap and Cross Currency Swap KOT Link which referring to the Kingdom of Thailand solvency in proportion of 46 : 26 : 28 with Thai and foreign financial institutions.

### Credit risk

Credit risk is arisen from the delayed payment of debt of the client. Setting the clear service payment, continually trace the client of outstanding debt, and ask for the guarantee from the client schedule, are the ways to hedge the said matter. The client's fair value stated in the statements of financial position is the net value of the debtor after deducting doubtful account.

### Liquidity risk

AOT and its subsidiary manage liquidity risk by sufficiently maintaining the level of cash and cash equivalents to support the company's operations and decrease risk from the effects of cash flow fluctuation.

### Fair value of financial instruments

The financial assets and liabilities, including borrowing, bear interest close to the market rate. The management believed that fair value of financial assets and liabilities did not have significant difference from book value.

The favourable fair value of cross currency swap contracts of AOT was Baht 2,128.82 million. It was calculated based on financial model using discounted cash flow method. The discount rate for calculation of the present value of net cash flows has been determined from relevant market factors, for example, foreign exchange rate and interest rate.

## 43. Related party transactions

Enterprises and individuals that directly, or indirectly through one or more intermediaries, control, or are controlled by, or are under common control with, the company, subsidiaries and fellow subsidiaries are related parties of the company. Associates and individuals owning, who have the voting power with significant influence over the company, key management personnel, including directors of the company and close members of the family of these individuals, such associated and individuals are also considered as related parties.

In considering relationship between individuals and related parties, attention is directed to the substance of the relationship, and not merely the legal form.

The following transactions were carried out with related party. Prices between AOT and its related party are based on normal prices as same as business transactions carried out with non-related parties.

### 43.1 Outstanding balances arising from purchases, sales or services

	Separate financial statements	
	2018 Million Baht	2017 Million Baht
<u>Trade accounts receivable</u>		
Subsidiary	6.66	51.83
<u>Other current liabilities</u>		
Subsidiary	1.68	1.68

### 43.2 Revenues and expenses

	Separate financial statements	
	2018 Million Baht	2017 Million Baht
<u>Revenues</u>		
Rental incomes from subsidiary	20.18	20.18
Service revenues from subsidiary	24.26	23.89
Concession revenues from subsidiary	17.45	17.34
Total	61.89	61.41
<u>Expenses</u>		
Employee benefit expenses from subsidiary	0.06	-
Other expenses from subsidiary	1.38	1.05
Total	1.44	1.05

### 43.3 Management remuneration

	Consolidated financial statements		Separate financial statements	
	2018 Million Baht	2017 Million Baht	2018 Million Baht	2017 Million Baht
Short-term employee benefits	152.69	141.75	146.52	136.72
Post-employment benefits	1.59	2.96	1.59	2.96
Total	154.28	144.71	148.11	139.68

## 44. Commitments

The Group legal commitments, which are not considered as expenses in the accounting period, are as follows:

Capital expense commitments, as at September 30, 2018 and 2017 comprises of;

	Consolidated and Separate financial statements	
	2018 Million Baht	2017 Million Baht
Contracts for Head Office, Don Mueang and Regional Airports	1,196.23	1,551.32
Contracts for Suvarnabhumi Airport	23,994.15	24,069.22
Noise Impact for Phuket Airport	48.07	46.07
Noise Impact for Suvarnabhumi Airport	135.69	130.57
Total	25,374.14	25,797.18

Operating expense commitments (VAT included), as at September 30, 2018 and 2017 comprises of;

	Consolidated financial statements		Separate financial statements	
	2018 Million Baht	2017 Million Baht	2018 Million Baht	2017 Million Baht
Contracts with private sector	2,908.88	3,422.49	2,908.88	3,422.49
Hotel management contract and logo fee	727.69	838.75	-	-
Repair and maintenance contracts	1,470.90	2,265.90	1,470.90	2,265.90
Leasing contracts for assets and others	1,050.17	1,303.67	1,050.02	1,303.67
<b>Total</b>	<b>6,157.64</b>	<b>7,830.81</b>	<b>5,429.80</b>	<b>6,992.06</b>

As at September 30, 2018, Suvarnabhumi Airport Hotel has obligations arising from 20-year-contract of hotel management (February 1, 2005 - January 31, 2025) in the amount of Baht 721.27 million for hotel management fee (wages and personnel expenses) and Baht 6.42 million for the logo fee. The total obligations were Baht 727.69 million.

The Group, as a lessee, had commitments in operating lease for rental assets. The minimum lease payments that will be paid in the future of non-cancellable operating leases as at 30 September 2018 and 2017 are as follows:

	Consolidated financial statements		Separate financial statements	
	2018 Million Baht	2017 Million Baht	2018 Million Baht	2017 Million Baht
Within 1 year	441.28	441.25	441.13	441.07
Over 1 year but not over 5 years	572.51	805.63	572.51	805.48
<b>Total</b>	<b>1,013.79</b>	<b>1,246.88</b>	<b>1,013.64</b>	<b>1,246.55</b>

## 45. Contingent liabilities and contingent assets

### 45.1 Lawsuits

The Group was prosecuted with 47 cases and 96 litigation groups which comprise of:

45.1.1 AOT was prosecuted with 38 general cases. The plaintiff filed a lawsuit against AOT to compensate for the damages in an approximate amount of Baht 2,763.74 million (excluding interest). The cases are under consideration of the court and not settled. The attorney-at-law of the Office of the Attorney General represents AOT.

45.1.2 AOT was prosecuted to Administrative court with 96 litigation groups (regrouping of the cases) resulting from impact of noise pollution. The plaintiff sued AOT to pay damages totaling Baht 1,919.39 million. The cases are under consideration of the Administrative Court. The attorney-at-law of the Office of the Attorney General is an attorney to defend the cases for AOT.

45.1.3 AOT has been sued over the termination of a management contract with a private company to manage buildings and parking at Suvarnabhumi Airport. The plaintiff sued AOT at the Administrative Court to pay for damages amounting to Baht 128.98 million. AOT, as a defendant, counterclaimed the plaintiff for breach of the contract. On September 25, 2014, the Central Administrative Court dismissed the case and ordered the plaintiff to pay for damages amounting to Baht 82.68 million to AOT including interest rate of 7.5% per annum from the prosecution day until the payment is completed. The Court also ordered the bank to take responsibility with the plaintiff for outstanding collateral not exceeding of Baht 51.70 million. At present, the bank already paid Baht 51.70 million to AOT. However, the private company appealed further. The case is currently under the consideration of the Supreme Administrative Court.

45.1.4 AOT has been sued by two private companies at the Central Administrative Court for the termination of contract for management of logistic services in free zone area at Suvarnabhumi Airport. The damages that AOT has to pay is Baht 165.80 million including interest rate of 7.5% per annum and the fee for bank guarantee of Baht 2.96 million per annum until AOT returns bank guarantee. AOT has requested the Department of Administrative Litigation, Office of the Attorney General, to appoint the attorney-at-law on its behalf for proceeding the case. Later, the prosecutor has asked to adjust the damages claim to be Baht 3,253.50 million. The case is currently under the consideration of the Central Administrative Court.

As a result of the termination, the subcontractor has sued the prosecutor to be a defendant to the Justice Court for claiming the fee by each subcontract. Subsequently, the prosecutor has filed a petition to the Court requesting AOT to be a co-defendant in all cases. Therefore, AOT has become a defendant in 6 cases of which the amount in dispute is Baht 495.24 million (these cases are currently under the consideration of the Southern Bangkok Civil Court).

45.1.5 Suvarnabhumi Airport Hotel Company (the hotel management) has an obligation under the management contract to manage Suvarnabhumi Airport Hotel. The Social Security Office issued a letter to the hotel management requesting that it submit a social security fund of Baht 3.41 million and a replacement fund for 2011 of Baht 0.03 million. This issue arose due to the fact that the hotel management did not submit the funds in full because the Social Security Office included the service charge paid to employees as part of their wages. This case was brought to the Labour Court on January 6, 2017. On June 19, 2017, the court ruled that the service charge is not considered as wages paid by the employer. The Social Security Office has appealed the case on August 29, 2017. On March 29, 2018, the Court of Appeal for Specialized Cases affirmed the decision of the Labour Court with ruling that the service charge is not considered as wages paid by the employer. The Social Security Office did not submit a petition, therefore, the case was finalised.

## Prosecution by AOT

45.1.6 AOT prosecuted 13 former core leaders of the People's Alliance for Democracy (PAD) to the Civil Court, Black cases No. 6453/2008 and Black cases No. 6474/2008 for closing down the Suvarnabhumi and Don Mueang Airports. The Civil Court ordered the 13 former PAD core leaders to collectively pay AOT Baht 522.16 million in compensation including interest rate of 7.5% per annum thereon backdating from December 3, 2008. The Appeal Court agreed with the order of the Civil Court. The 13 former PAD core leaders did not file a petition to the Supreme Court within deadline. They asked for an extension time for filing a petition after the period due. The Civil Court rejected a petition. The 13 former PAD core leaders appealed the order of the Civil Court. The Appeal Court agreed with the Civil Court. Later, they filed a petition to the Supreme Court against the orders of the Civil and Appeal Courts. On September 21, 2017, the Supreme Court issued an order to dismiss a petition. The case is finalised. The Department of Legal Execution, Office of the Attorney General, is in process of investigation the assets and enforcement the case by seizing 13 former PAD core leaders' assets. Further, the Department of Legal Execution could find assets of the 13 former PAD core leaders. AOT has already requested seizing those assets to the officers of the Legal Execution Department.

## 45.2 Noise impact

### Suvarnabhumi Airport

AOT's Board of Directors have resolved on May 15, 2008, to pay compensation to people who are affected by noise pollution arisen from the operations of Suvarnabhumi Airport in accordance with the cabinet's resolution on May 29, 2007 and August 31, 2010. The compensation payments base on actual air traffic and are for buildings that were constructed before 2001 as follows:

- Areas with noise exposure forecast (NEF) over 40: To negotiate and purchase land and constructions by comparing with the compensation guideline for expropriated immovable property as stated in the Act on Expropriation of Immovable Property B.E.2530 (1987). If owners do not want to sell the property, they will receive money for building improvement.
- Areas with NEF 30-40: To support building and construction improvement by evaluating noise level. If the noise level is over 10 decibel (a), an owner will receive money for buildings and constructions improvement according to the criteria of the study of National Institute of Development Administration (NIDA).

At the cabinet meeting on October 15, 2013, the cabinet consented to the basis of extending the compensation for noise pollution resulting from the operations of Suvarnabhumi Airport in accordance with the cabinet's resolutions on May 29, 2007 and August 31, 2010 for buildings constructed from 2001 to the commencement date of Suvarnabhumi Airport on September 28, 2006. The basis of payment follows the cabinet's resolutions on May 29, 2007 and August 31, 2010. In addition, the cabinet agreed that AOT should consider paying the compensation for noise pollution resulting from the operations of Suvarnabhumi Airport in cases outside the scope of the cabinet's resolutions on May 29, 2007 and August 31, 2010 on a case by case basis for buildings constructed until the commencement date of Suvarnabhumi Airport on September 28, 2006.

However, AOT established compensation fund committee for the impact of Suvarnabhumi Airport. The objective of the fund is to set criteria and methods to mitigate and help people who are affected from the operations of Suvarnabhumi Airport. It is in compliance with the resolution of the National Environment Board meeting No. 2/2009 dated May 4, 2009.

### Phuket Airport

AOT's Board of Directors passed a resolution on August 19, 2016 to approve the details of the proposed solutions for noise pollution resulting from the operations of Phuket Airport. The compensation is for buildings constructed before 2010:

- Compensation in areas with NEF over 40: To negotiate with owners to purchase land and constructions. If owners do not want to sell their properties, AOT will support the improvement of buildings to reduce the impact from noise pollution by giving money to owners. The value assessment methods are as follows:

For purchasing land and constructions: Assess the value of the land and constructions by comparing with the compensation guideline for expropriated immovable property as stated in the Act on Expropriation of Immovable Property 1987 (B.E.2530).

For improvement of buildings: Use the building improvement guidelines from the study of National Institute of Development Administration (NIDA).

- Compensation in areas with NEF 30-40: AOT will support the improvement of buildings to reduce the impact from noise pollution according to guidelines from the study of NIDA. AOT will finance owners to help them improve their properties themselves.

The cabinet passed a resolution on September 6, 2016 to increase the investment budget of Phuket Airport development project to Baht 3,069.90 million for compensation of noise pollution.

### 45.3 Disputes

AOT received the letter from the Thai Arbitration Institute acknowledging the receipt of the Statement of Claim for the case of a joint venture submitted the Statement of Claim, arising from the construction contract of the elevated frontage roads for Suvarnabhumi Airport, to the Thai Arbitration Institute with the Black cases No. 33/2010 dated May 4, 2010. The joint venture requested AOT to pay for damages amounting to Baht 1,206.17 million and Yen 99.22 million including interest. The Thai Arbitration Institute has already appointed the arbitrator to consider the dispute. The case is under the process of examination of witnesses of claimants. Therefore, AOT could not estimate whether and to what extent the damages will incur according to the claimants.

### 46. Suvarnabhumi Airport development project

On October 30, 2017, AOT's Board of Directors' Meeting No. 11/2017 approved to purchase and install the Automated People Mover (APM) system for the Suvarnabhumi Airport Development Project of fiscal year 2011-2017 amount of Baht 2,999.90 million (including VAT 7%). AOT signed the agreement for this project on November 20, 2017. The project's period is 870 days starting from the date that AOT informs the vender to commence the work.

On January 24, 2018, AOT's Board of Directors' Meeting No. 1/2018 approved to purchase and install the Baggage Handling System (BHS) and Exclusive Detection System (EDS) (Departure) for the Suvarnabhumi Airport Development Project of fiscal year 2011-2017 amount of Baht 3,646.56 million (including VAT 7%). AOT signed the agreement for this project on February 15, 2018. The project's period is 810 days starting from the date that AOT informs the vender to commence the work.

On September 19, 2018, AOT's Board of Directors' Meeting No. 10/2018 acknowledged the progress of the Suvarnabhumi Airport Development Project of fiscal year 2011-2017. The construction of the first Midfield Satellite building 1 (Floor B2, B1 and G), the aprons building 1, and extension of connecting the south tunnel (structure and main system work) are under construction and the completion is 85.40%. The public utilities are under construction and the completion is 41.31%. Purchasing and installation of Automated People Mover (APM) are in the progress of operational planning and the survey of systems designing. The construction contracts for midfield satellite building 1 (levels 2-4) and extension of connecting the south tunnel (sub system work) are in the process of planning and execution. Purchasing and installation of Baggage Handling System (BHS) and Explosive Detection System (EDS) (Departure) are in the process of planning the project management, designing and approving the production process and Final Acceptance Test (FAT). The construction control has been operated since September 1, 2016. The construction contract for airline office building and car parking on the east side, the expansion contract of the passenger terminal on the west side, and purchasing and installation of Baggage Handling System and Explosive Detection System (EDS) (Departure) are in the process of procurement.

#### 47. Event after the Reporting date

On November 19, 2014, AOT's Board of Directors' Meeting No. 15/2014 agenda 1.2 to consider a guideline for co-investment with a private company, it passed a resolution that the AOT management to adopt the AOT Chairman's policy as a guideline for operation. Part of the policy is that AOT management needs to evaluate the possibility and appropriateness of a co-investment by establishing a company to provide ground services equipment and aircraft repair centre at the airports under AOT's responsibility. AOT has followed such policy to invest with a private company to set-up a company called as AOT Ground Aviation Services Co., Ltd. The objective is to provide ground services equipment at the airport under AOT's responsibility. The new company was registered with the Ministry of Commerce on October 10, 2018. The details are as follows:

- The registered share capital is Baht 400 million in which AOT's interest is 49% and a private company's interest is 51%. The shares comprise 47% ordinary shares and 4% preference shares. Preference shares are entitled to right equally to ordinary shares except for voting right at the shareholder meeting in which 10 preference shares earn one vote.
- The first shared payment is called at 25% of the registered share capital being Baht 49 million.





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