



T O • T H E • S K Y



**AOT**

AIRPORTS OF THAILAND PLC.  
บริษัท ท่าอากาศยานไทย จำกัด (มหาชน)

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

ANNUAL REPORT 2016









## CONTENTS

12

Message from the  
Chairman

14

Report of the  
Audit Committee

16

Report of the  
Nomination Committee

17

Report of the  
Remuneration Committee

18

Report of the  
Risk Management  
Committee

19

Report of the Corporate  
Governance Committee

20

AOT Board of Directors

22

AOT Senior Executives

24

AOT Organization Chart

26

History

27

Vision  
Mission  
Core Values

28

AOT's Sustainable  
Development Goals  
and Strategies

30

Business Characters

33

Risk Management

35

General Information

37

Securities  
and Shareholders





39

Management Structure

74

Corporate Governance

105

Corporate Social  
Responsibility

108

Internal Control  
and Risk Management

109

Connected  
Transactions

110

Financial Highlight

113

Management discussion  
and analysis of financial  
statements

120

Air Traffic Statistics

132

Suvarnabhumi Airport  
Development Projects

134

AOT Human Resource  
Development

138

Safety, Occupational  
Health and Working  
Environment Operations

143

Aviation and Airport  
Safety and Security  
Standards

149

Environmental  
Operations

152

Community Relations  
Activities

168

Awards  
and Accolades

173

Financial Statement



# GROWING

## Increasing Profits

2016	19,571.46	(Million Baht)
2015	18,728.65	(Million Baht)
2014	12,220.37	(Million Baht)

## Continuous Capacity Enhancement



Suvarnabhumi Airport  
Development Project Phase 2



# EMPOWERING



AOT operates six international airports which facilitate the arrivals and departures of passengers from all corners of the world and provide an impressive range of services at passengers' convenience.



Passenger Volumes Divided into Continents During the Year 2016



- 31.19% South Asia
- 30.46% East Asia and Pacific
- 6.23% Central Asia
- 2.64% Oceania
- 8.35% Middle East
- 0.10% America
- 9.57% Europe
- 0.38% Africa
- 11.06% South East Asia





### Connecting World Destinations



**194**  
destinations

in  
**56**  
countries



**CONNECTIVITY**

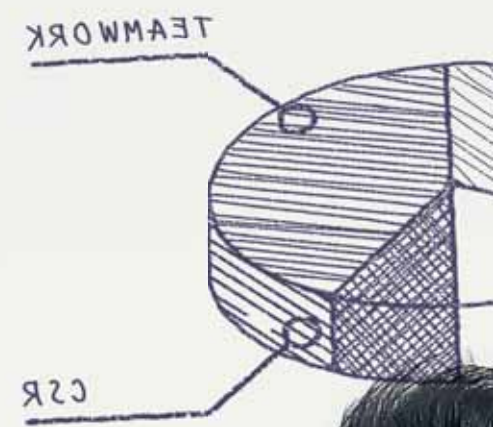
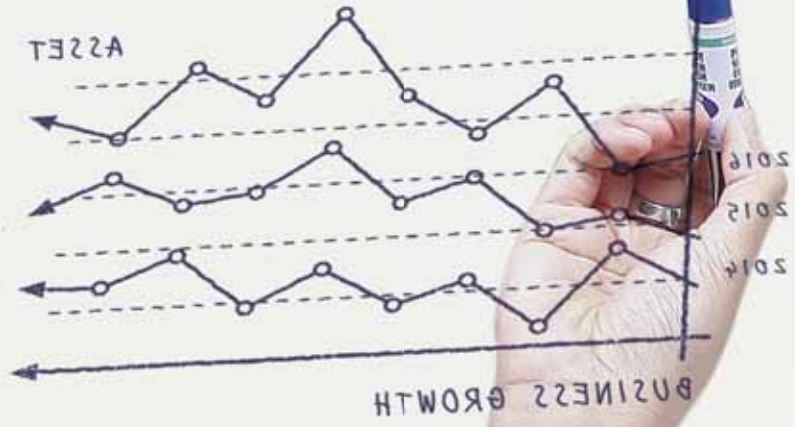


To become a regional air transport hub, AOT has continuously placed importance on business partnerships to enhance service efficiency through its strengths and ongoing improvements.









# MOVING >>

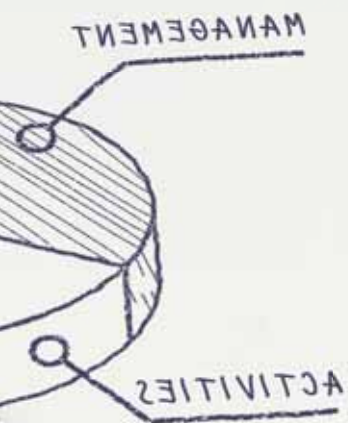


AOT is always committed to developing its personnel and organizational culture. Personnel are encouraged to express systems thinking by use of different information analyzed and put into practice, thus leading to ongoing learning and further securing the Company's future stability.

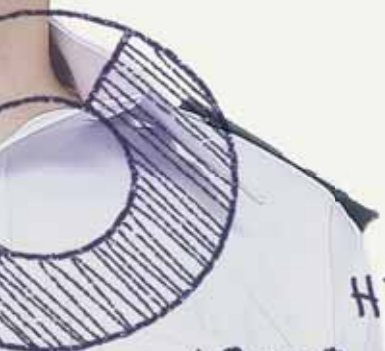


Outcome of Human Resources Development

1,052 programs 6,815 participants



PROFIT SHARING



90%



GROWTH

25%





## Message from the Chairman



No matter how the situation changes, “safety and security standards” are still the first priority which AOT is well aware of, since the severe losses from an incident can have a significant impact affecting many stakeholders

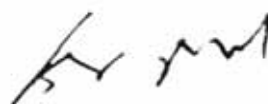


In 2016, the Airports of Thailand Public Company Limited (AOT) operated its business under the strategies of the AOT corporate plan which aimed at developing itself to be the world’s smartest airport operator. This initiative was managed in a sustainable manner under the core strategic objectives of customer service, finance, and safety and security. AOT has accelerated its airport development projects according to the different strategic positioning of the six international airports under its responsibility, namely Suvarnabhumi, Don Mueang, Chiang Mai, Hat Yai, Phuket and Mae Fah Luang Chiang Rai. This requirement for development has been to accommodate a continuous increase of air traffic volume and provide airport users and stakeholders with convenient and efficient services as well as highlight the five core values of AOT; namely, Service Minded, Safety and Security, Teamwork, Innovation, and Integrity.

With an emphasis on ongoing and continuous development, the airports under AOT’s responsibility, in the previous year, were developed in various dimensions, including the adoption of advanced technology for convenience and the improvement of the public transportation system together with commercial stores provided in a variety of styles. Moreover, AOT has become aware of capacity development

in business operations which will be even more challenging in the future. In other words, there is a significant change in the business models of airport management as compared to those in the past. Airport users not only pass through the airport for travelling purposes but they also need to gain new experiences from the various activities provided in the airport areas. These factors, therefore, are specifically linked to corporate sustainability as a result of the opportunities arising from financial sustainability from commercial activities in the airport, apart from the key airport infrastructure services which are AOT’s core business. However, no matter how the situation changes, “safety and security standards” are still the first priority which AOT is well aware of, since the severe losses from an incident can have a significant impact affecting many stakeholders and can also greatly diminish public confidence, which is then hard to gain back.

On behalf of the AOT Board of Directors, we would like to express our gratitude to all stakeholders for entrusting and supporting all dimensions of AOT’s operations. The stakeholders can be assured that the Board of Directors, executives and employees of AOT are prepared to put their best efforts forward in all tasks to enhance the airport business. We will continue to provide high-quality services which are service minded with advanced technology, added value, and responsibility towards society and the community, thereby achieving a sustainable growth of business operations.



(Mr. Prasong Poontaneat)  
Chairman



# 9.83%

Air traffic movements  
(flights) Growth

# 12.30%

Total passenger volume  
(persons) Growth

# 3.94%

Freight and postal parcels  
(tons) Growth



## Report of the Audit Committee

The AOT's Audit Committee was appointed according to the AOT's Order No.180/2016 dated 29 January 2016. The committee comprised 3 independent directors with expertise which were Mr. Nantasak Poolsuk as Chairman of the Committee, Air Marshal Prakit Skunasingha and Mr. Wara Tongprasin as Members of the Committee and Vice President of the Office of Audit as Secretary of the Committee. Then the AOT's Order No. 1976/2016 dated 7 October 2016 was issued, in amendment to the former one, when Mr. Nantasak Poolsuk completed his term of office. The Audit Committee then was revised and consisted of 3 independent directors with expertise which were Air Marshal Prakit Skunasingha as Chairman of the Committee, Mr. Manit Nitipraterp and Mr. Wara Tongprasin as Members of the Committee and Vice President of the Office of Audit as Secretary of the Committee, effective from 29 September 2016.

The Audit Committee carried out its duties 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 AOT Audit Committee Charter, as in line with the regulations of the Stock Exchange of Thailand.

The Audit 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 to ensure compliance with relevant laws, rules and regulations, and efficiency and effectiveness in the operations.

In 2016, the Audit Committee held 12 meetings with senior executives, concerned parties and auditor participating in various agenda items. The Committee has continuously prepared a report on its performance to be proposed to the Board of Directors for acknowledgement. Its key performance can be summarized as follows:

1. **Financial Reporting Review:** The Audit Committee, in cooperation with the management and the Office of Audit, reviewed the Company's quarterly and annual financial statements for the fiscal year 2016 as well as the connected transactions and conflicts of interest. The auditor was invited to participate in every meeting to consider

quarterly and annual financial statements. 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 preparation of financial statements, improvement of significant accounting information affecting financial statements, adequacy and appropriateness of accounting records and scope of audit, disclosure of accurate, complete, adequate information and independence of auditor. This was to ensure 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 the users.

2. **Good Governance Review:** The Audit Committee reviewed the specified operating processes and the Company's 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. It also conducted self-assessments of the entire Audit 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, scope of responsibility, independence, meeting, reviews, provision of comments and 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.
3. **Risk Management Review:** The Audit Committee reviewed the risk management, the risk management plans and approaches to corporate risk profile affecting the operations

and provided recommendations for better improvements. In the fiscal year 2016, it held meetings with the Risk Management Committee to jointly integrate the operations for consistency, efficiency and effectiveness.

4. **Internal Control System Efficiency Audit:** The Audit Committee reviewed the adequacy, appropriateness and effectiveness of internal control system. It encouraged the Company to establish a preventive control system in the operating procedures in an adequate and an appropriate manners. It also reviewed the internal control assessment report prepared in accordance with the Rules of the Office of the Auditor General of Thailand on the Establishment of Internal Control Standards B.E. 2544 (2011) and the internal control framework set by the Committee of Sponsoring Organization of the Treadway Commission (COSO). The Company could be assured of its internal audit as in accordance with the specified standards.
5. **Audit Committee Charter Review:** The Audit Committee reviewed the Audit Committee Charter for the year 2016 to ensure its appropriateness and conformity with the revised Internal Audit Handbook 2012 of the State Enterprise Policy Office, the Ministry of Finance, and the Notification of the Stock Exchange of Thailand on Best Practices for Audit Committee, and the performance of duties as assigned by the Board of Directors and proposed for the Board of Directors' approval.
6. **Supervision of Internal Audit:** The Audit Committee approved the annual and long-term internal audit plans as well as the revision of audit plans in accordance with the changing risks. It provided recommendations and followed up the improvements according to the audit result report to ensure good corporate governance and adequate internal control. The committee also approved the revision of the Audit Office Charter and the Internal Audit Manual in compliance with the State Enterprise Internal Audit Manual, Revision in 2012 issued by the State Enterprise Policy Office, the Ministry of Finance and the

annual training plans of the Office of Audit. It also supported the use of technology as a tool to increase efficiency and effectiveness in the operations, considered the adequacy and appropriateness of resources of the Office of Audit, and encouraged the auditors to enhance their knowledge, experience and obtain professional certificates. In addition, it evaluated the performance and considered annual promotion of the Vice president of the Office of Audit.

7. **Appointment of Auditor:** The Audit Committee considered and resolved to approve the appointment of the Office of the Auditor General of Thailand (OAG) as the Company's auditor for the fiscal year 2016 and proposed the matter to the Board of Directors for consideration before seeking approval from the 2016 Annual General Shareholders' Meeting for approval of appointment and remuneration of the auditor for the fiscal year 2016.

In conclusion, the Audit Committee has performed its duties and responsibilities as stated in the Audit Committee Charter approved by the Board of Directors, with appropriate knowledge and competence, prudence, adequate independence for equal benefits of stakeholders. The Audit Committee viewed that the AOT had continuously improved its good corporate governance, risk management system, internal control system and audit system in an appropriate, adequate and efficient manner; the disclosure of information was adequate; and the Company complied with the laws, rules and regulations related to its 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 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 according 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 2016, the Nomination Committee held 3 meetings to nominate directors replacing the vacant positions as assigned by the AOT Board of Directors. The Committee has continuously reported its performance together with comments and recommendations to the AOT Board of Directors and has completely performed its duties as prescribed in the Nomination Committee Charter with due care and independence. Its duties include the following:

1. Consider and nominate persons from different professions with the qualifications required by relevant laws and regulations such as the Act on Standard Qualifications of Directors and Employees of State Enterprises, the Public Limited Company Act, the Securities and Stock Exchange Act, the Regulations of the Office of Prime Minister, the Cabinet Resolutions as well as the AOT Regulations and AOT's Good Corporate Governance Principles. In addition, the Committee has to consider selecting and screening persons who are eligible for director positions on the basis of knowledge, experience, capability and expertise relating to the AOT's business strategies. The eligible persons must also possess necessary skills of directors by considering Skill Matrix of the AOT Board of Directors as well as Director's Pool of the Ministry of Finance. Moreover, they must not have flawed record and conflict of interest with AOT as follows:
  - 1) Consider an appointment of directors replacing those who retire 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.

- 2) Consider and appoint 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 the qualified persons must be firstly approved by the State Enterprise Policy Commission in compliance with the Regulations of the Office of the Prime Minister on Policy Formulation and Governance of State-owned Enterprises B.E. 2557

2. Consider performance appraisal form of the Nomination Committee for the year 2016 which must be complete, appropriate and in line with the AOT's Governance Policy and the AOT Good Corporate Governance Principles.
3. Provide performance appraisal of the Nomination Committee for the year 2016 and report the results to the AOT Board of Directors as well as disclose them in the annual report.
4. Promote and support AOT to give an opportunity for the minor shareholders to nominate persons to be elected as AOT directors at the 2016 Annual General Shareholders' Meeting according to criteria disclosed on AOT's website from 1 July 2015 to 30 September 2016. However, no shareholders nominate persons to be elected as directors.

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 shareholders, investors and all stakeholders. It is committed to performing its duties based on equality and fairness according to the good corporate governance principles in order that AOT can realize a stable and sustainable development.



(Mr. Manit Nitiprateep)  
Chairman of the  
Nomination Committee

## Report of the Remuneration Committee

Dear shareholders,

The Remuneration Committee has performed its duties as assigned by the Board of Directors within the duties and responsibilities stipulated in the Remuneration Committee Charter. The Remuneration Committee consists of 3 members as follows:

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

The Committee has performed its duties as assigned by the AOT Board of Directors in a careful, fair and reasonable manners by comparing the company's remuneration rate with other listed companies that are in the same industry or have the same business size and with consideration of economic situation, corporate performance and added value AOT creates for the shareholders

During the year 2016, the Committee held 2 meetings to consider the remuneration of the AOT Board of Directors

and outsiders who were appointed as committee members, subcommittee members and staff members with fairness and reasonability. In addition, there was a performance appraisal of the Remuneration Committee in various topics as specified in the performance appraisal form and the results were then reported to the AOT Board of Directors for efficiency operations and improvement.

With emphasis on transparency and accountability, the Committee has also disclosed the remuneration of each director under the topic of the remuneration of the directors and senior executives in the 2016 Annual Report.



(Mr. Wara Tongprasin)  
Chairman of the  
Remuneration Committee



## Report of the Risk Management Committee

Dear shareholders,

Today's rapid changes of situations and trends have caused both positive and negative effects on the organizations. If any organization is ready to prevent and instantly handle various situations, they can remain efficiently. This will further lead to superior growth compared to other organizations at last. Consequently, the AOT Board of Directors has foreseen and realized potential risk factors that might happen in the future and therefore appointed 4 of its directors as the Risk Management Committee, comprising General Kampanat Ruddit as a Chairman, Squadron Leader Prajak Sajjasophon and Mr. Wara Tongprasin as Committee Members, the AOT President as a Committee Member and Secretary, the Senior Executive Vice President (Corporate Strategy) and the Vice President of the Risk Management Department as Assistant Secretaries. The Risk Management Committee is responsible for analyzing, assessing potential risk situations and presenting corrective and preventive actions and then proposed the preventive guidelines to the AOT Board of Directors for acknowledgement in order to establish a risk management policy before concrete implementation.

For the fiscal year 2016, the Risk Management Committee of the AOT Board of Directors has placed importance and put the focus on corruption problems as they are deemed as big problems that will undermine overall organization. As a result, the anti-corruption policy has been included as part of the risk management policy and the risk management system has been defined as a mechanism for the risk assessment on corruption which will be monitored and controlled by the AOT's risk management working group along with the risk management working groups at line and airport level. Also, other operating

results include the approval of organizational - level risk factors, business unit - level risk factors, risk appetites, additional risk management plans, key risk indicators, maintenance of operating results on risk management based on the Down Jones Sustainability Indices (DJSI) for a higher score than the industry average and the emerging markets as well as integration of risk management and business continuity management, resulting in the receipt of international standards (ISO 22301: 2012) and national standards (TISI 22301-2013) certification for the areas of Head office and 6 airports.

The Risk Management Committee is committed to utilizing working experiences in monitoring and controlling its operations, including internal control, risk management and business continuity management, to enhance the shareholders' confidence through efficient risk management processes, reflect good and ethical organization management and business, include the risk management as part of the corporate culture, and create good values for the employees who appear to be a crucial mechanism to ensure the sustainable development of AOT.

General



(Kampanat Ruddit)  
Chairman of the  
Risk Management Committee



## Report of the Corporate Governance Committee

### Dear shareholders,

The Corporate Governance Committee has duties and responsibilities as prescribed in the Corporate Governance Charter related to good corporate governance matters according to the principles set by the Ministry of Finance and the Stock Exchange of Thailand as well as internationally accepted practices. Its duties and responsibilities also include corporate social responsibility towards sustainable development covering all economic, social and environmental dimensions integrated throughout the organization.

In 2016, the Corporate Governance Committee held meetings to perform tasks relating to duties as stipulated in the Corporate Governance Charter which can be summarized as follows:

### Good Corporate Governance

- Consider an approval of revision of the AOT's Good Corporate Governance Handbook to be up-to-date and in accordance with the Principles of Good Corporate Governance for Listed Companies of the Stock Exchange of Thailand, the assessment criteria of the Corporate Governance Report of Thai Listed Companies (CGR) Assessment Project, the criteria of ASEAN CG Scorecard and the State Enterprise Performance Appraisal (SEPA).
- Consider an approval of performance appraisal forms of the AOT Board of Directors and subcommittees.
- Consider an approval of AOT Anti-Corruption Policy and preparation of a self-evaluation form on anti-corruption measures to enter into the certification process conducted by Thailand's Private Sector Collective Action Coalition Against Corruption Council (CAC).
- Consider the result of the Corporate Governance Report of Thai Listed Companies Assessment Project and provide recommendations for improvement and development of AOT's performances to be in line with the criteria and recommendations of the assessment project.
- Consider a report on receipt of recommendations and complaints from AOT's stakeholders. The channels and procedures on receipt of complaints have already been specified on the AOT's website: [www.airportthai.co.th](http://www.airportthai.co.th). Those complaints will be directly sent to the Corporate Governance Committee via an E-mail address: [goodgovernance@airportthai.co.th](mailto:goodgovernance@airportthai.co.th). In 2016, no complaints were made by the AOT's stakeholders.

### Corporate Social Responsibility

- Consider 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 domestic and international well-known awards on good corporate governance and corporate social responsibility as follows:

- Membership of the Dow Jones Sustainability Indices (DJSI) in 2016 under the category of Transportation and Transportation Infrastructure (TRA) for the second consecutive year.
- Annual General Shareholders' Meeting (AGM) Assessment for the year 2016: AOT received a full score of 100 from the Thai Investor Association and the Office of the Securities and Exchange Commission.
- "Certificate of ESG100 Company" for the year 2016 from Thaipat Institute: Out of 621 companies listed in the Stock Exchange of Thailand, AOT was ranked among the top 100 listed companies for outstanding performance in terms of Environmental, Social and Governance (ESG) aspects.
- "Thailand Sustainability Investment Awards (THSI) for the year 2016 arranged by the Stock Exchange of Thailand in collaboration with the Office of 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 Khonchai Foundation.
- Integrity & Transparency Assessment (ITA) arranged by the Office of the National Anti-Corruption Commission for the year 2015: AOT received a score of 81.88 which was higher than an average score of 80.45 from a total of 115 government agencies.

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 stable and sustainable growth, thus yielding 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

As of 15 November 2016



 Mr. Prasong Poontaneat  
Chairman



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



 Air Chief Marshal John Rungswang  
Director



 General Kampanat Ruddit  
Independent Director,  
Chairman of the Risk Management  
Committee



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



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



 Miss Suttirat Rattanachot  
Director,  
Member of the Remuneration Committee



 Mr. Manit Nitiprateep  
Independent Director,  
Chairman of the Nomination Committee,  
Member of the Audit Committee



 Mr. Thanin Pa-Em  
Independent Director



▲  
Mr. Wara Tongprasit  
Independent Director,  
Chairman of the Remuneration Committee,  
Member of the Audit Committee,  
Member of the Risk Management Committee



▲  
Mrs. Rawewan Netrakavesna  
Independent Director, Chairman of the  
Corporate Governance Committee,  
Member of the Nomination Committee



▲  
Mr. Sarawut Benjakul  
Independent Director  
(Appointed as AOT Director on  
19 October 2016)



▲  
Mr. Manas Jamveha  
Independent Director  
(Appointed as AOT Director on  
15 November 2016)



▲  
Police Lieutenant General Manu Mekmok  
Independent Director  
(Appointed as AOT Director on  
15 November 2016)



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



▲  
Mr. Voradej Harnprasert  
Director vacated his position due to  
resignation on 1 April 2016



▲  
Mr. Nirandra Theeranartsin  
Director vacated his position since he  
reached full retirement age of 65 years  
on 19 June 2016



▲  
Mr. Nantasak Poolsuk  
Director vacated his position since he  
reached full retirement age of 65 years  
on 29 September 2016

## AOT Senior Executives

As of Present







## AOT Senior Executives

As of Present

Mr. Anake Teeraviwatchai  
Senior Advisor 10 and Acting  
Senior Executive Vice President  
(Engineering and Construction)

Mr. Wisoot Khamyod  
General Manager of Mae Fah Luang -  
Chiang Rai International Airport

Group Captain Visutr Chantana  
General Manager of  
Chiang Mai International Airport

Squadron Leader  
Monthanik Rakngam  
General Manager of  
Hat Yai International Airport

Mrs. Monrudee Gettuphan  
General Manager of  
Phuket International Airport

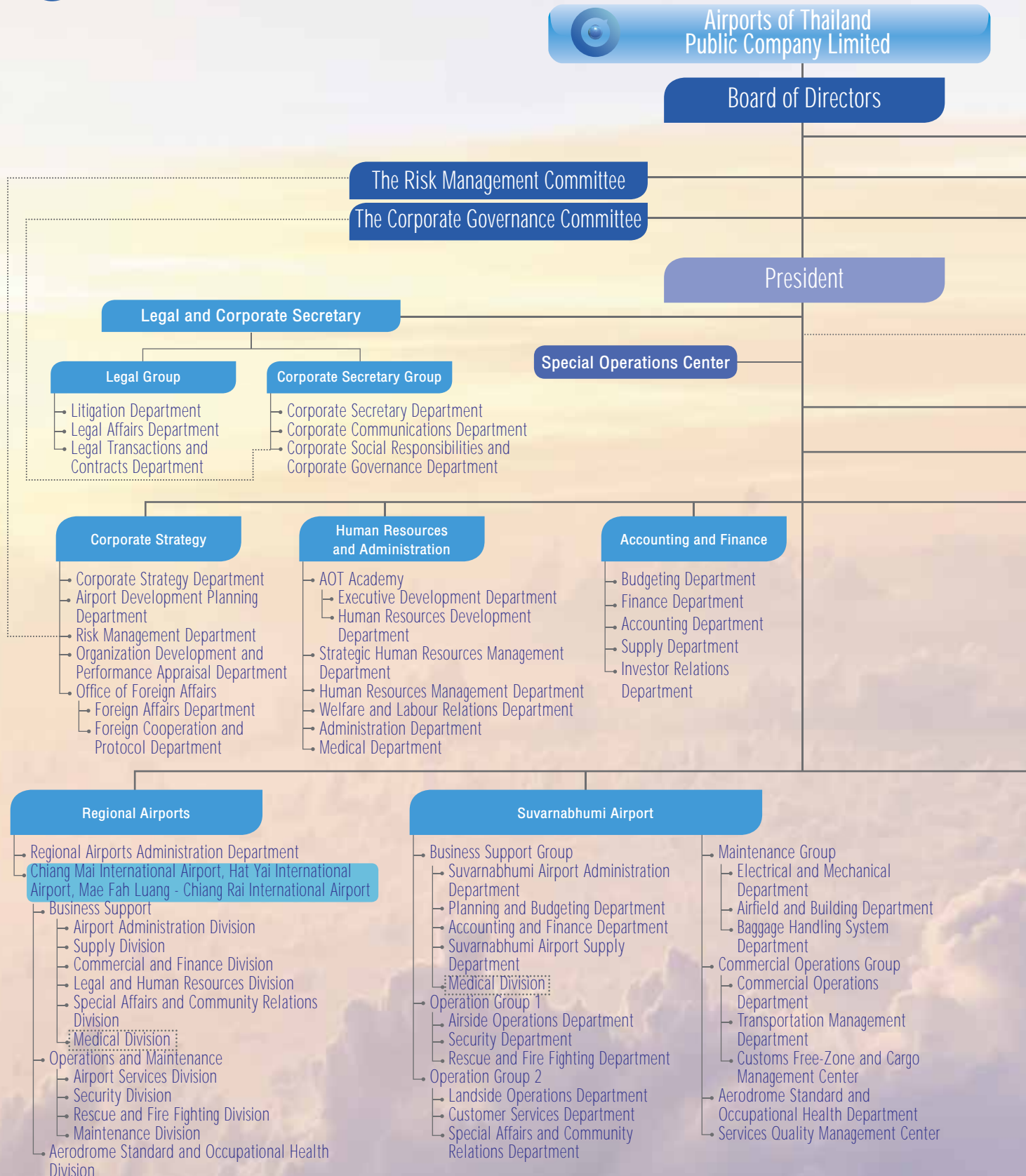
Mr. Phet Chan-charoen  
General Manager of  
Don Mueang International Airport

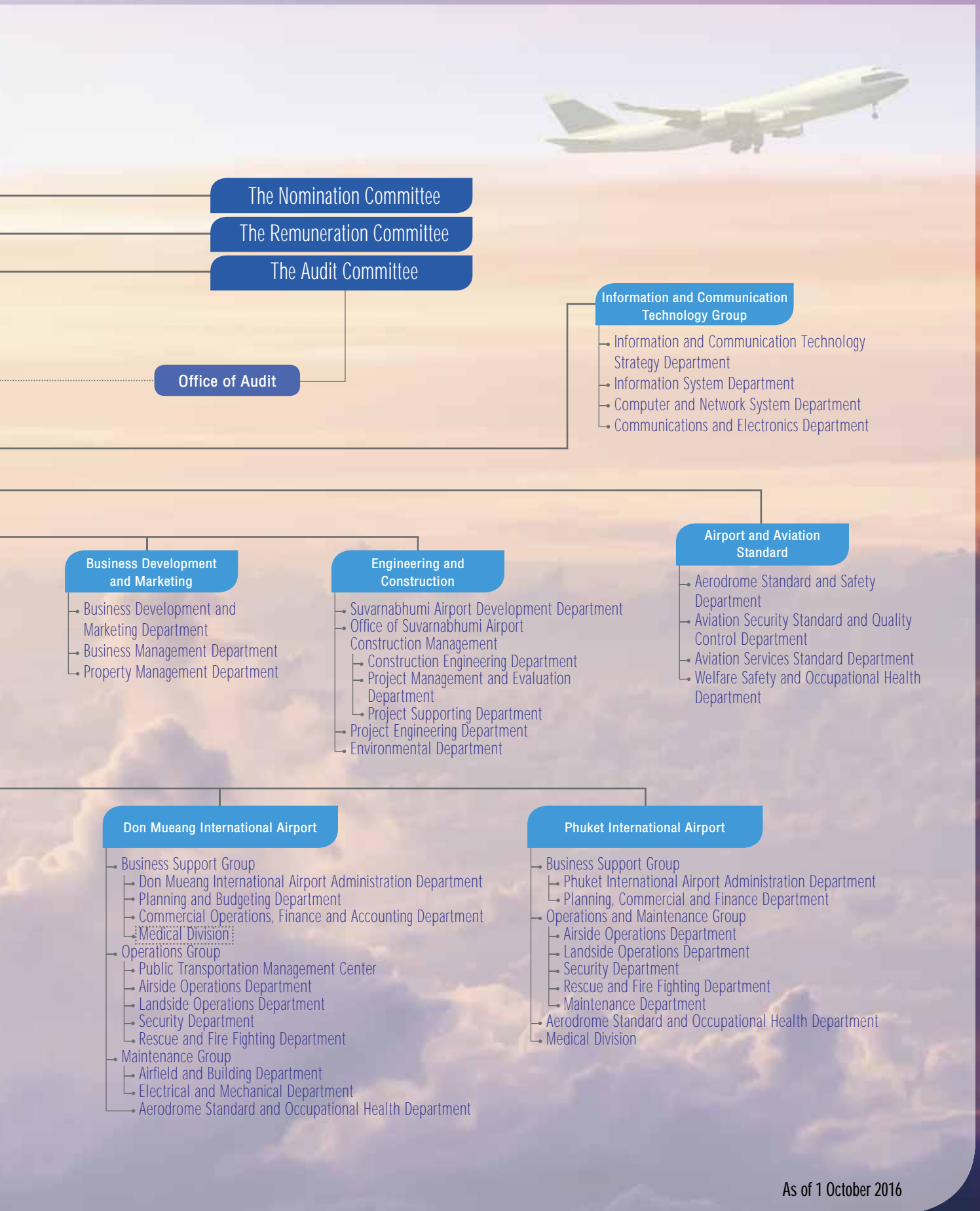
Mr. Wichai Bunyu  
Senior Executive Vice President  
(Business Development and Marketing)

Mr. Sirote Duangratana  
General Manager of  
Suvarnabhumi Airport



# AOT Organization Chart







# AOT OPERATES THE WORLD'S SMARTEST AIRPORTS



## 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 July, 1979, AAT staff started work 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 2016-2019



### Vision

"AOT Operates the World's Smartest Airports"



### Mission

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



### Core Values

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

## AOT's Sustainable Development Goals and Strategies



AOT sets its business directions according to the AOT's revised Corporate Plan (fiscal years 2016 - 2019) by revising factors related to both internal and external operations so as to ensure the AOT's sustainable growth under the AOT Strategy House. There are three main goals - service, finance and standard - underlying the 7 strategies which are as follows:

1. **Airport Strategic Positioning:** To develop a roadmap for the capacity enhancement of the six airports and establish a strategic positioning for each airport.
2. **Airport Service Capacity:** To manage airport handling capacity to serve the air traffic movements and expedite the development of airport infrastructure and facilities.
3. **Aeronautical Business:** To develop aeronautical businesses, both domestic and international, and improve the service efficiency for passengers and airlines.
4. **Non-Aeronautical Business:** To develop non-aeronautical businesses, increase a great variety of services which correspond with the customers and airport users, develop duty-free zones and warehouses, oversee the efficiency of concessions and exploit existing assets for revenue generation.
5. **Intelligent Services:** To apply the Information and Communication Technology (ICT) to the airport operations and continuously improve service quality at the same time by adopting the concept of innovation.
6. **Regional Hub:** To develop the AOT's airports into the aviation hubs that can support different business models, including tourism, transit/transfer hub connecting to other destinations, business, logistics and aircraft maintenance.
7. **Business Development:** To develop new business models to expand both major and related businesses as well as joint ventures with business partners in different businesses.



The strategies are developed based on the following areas:

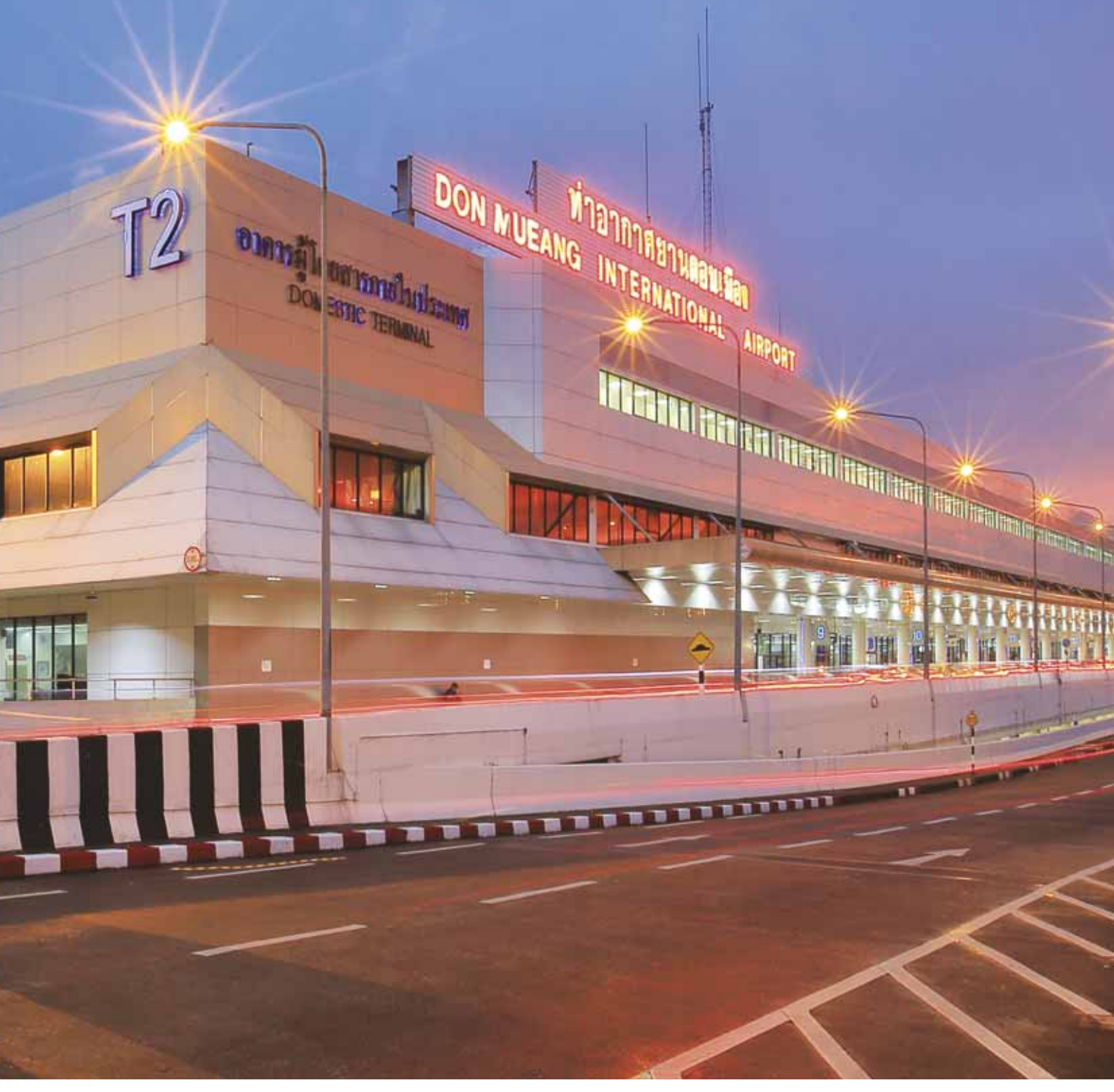


From the above-mentioned strategies, it is clear that AOT is committed to achieving its goal to “operate the world’s smartest airports” in a sustainable manner in 3 areas - service, finance and standard - while emphasizing its good corporate governance and responsibility towards the environment, society, community and stakeholders. In other words, AOT is the major infrastructure service provider. Effective asset management is the key for financial sustainability. The adoption of technology and innovation to design the airport services can create airport users’ satisfaction and great experience while shortening service delivering time/waiting time and reducing congestion, resulting in higher efficiency in generating returns to the stakeholders. Good governance-oriented management is also an important policy of the AOT executives to build sustainable corporate image and reputation. Moreover, AOT considers the development of aviation-related businesses that other worldwide airports have been implementing for a particular period of time. Business adjustment through business expansion is a way to increase the AOT’s competitiveness and positioning as the aviation hub.

The 7 strategies complement well with one another in driving sustainable corporate growth. AOT has analyzed the factors affecting its sustainability and used them as the inputs to drive the achievement of strategic goals. Sustainable growth has been embedded in every level of the operations to create shared values and corporate social responsibility. Significant initiatives are, for example, Green Airport Project under which all 6 airports have completely certified



the Airport Carbon Accreditation by the Airport Council International (ACI). In addition, since the AOT’s employees have been regarded as a source of awareness of corporate social responsibility, therefore, the AOT’s CSR activities are regularly and continually organized. As a result, AOT has been accepted and obtained good collaboration from the society and communities. Under the AOT’s Strategy House, it has placed importance on the strong foundation comprising personnel; safety and security as the heart of service provider business; corporate social responsibility; and technology. Also, good governance is another important factor which helps monitoring every operational level, from basic to strategic and corporate levels, in order to achieve the outstanding performance in all dimensions, enhance ethics and good corporate governance, ensure prudent risk management, create corporate sustainability and cooperate with business partners and key stakeholders.



## Business Characters

### AOT's subsidiaries and associated companies

As of 30 September 2016, AOT has invested in a total of 7 companies operating airport-related or 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:

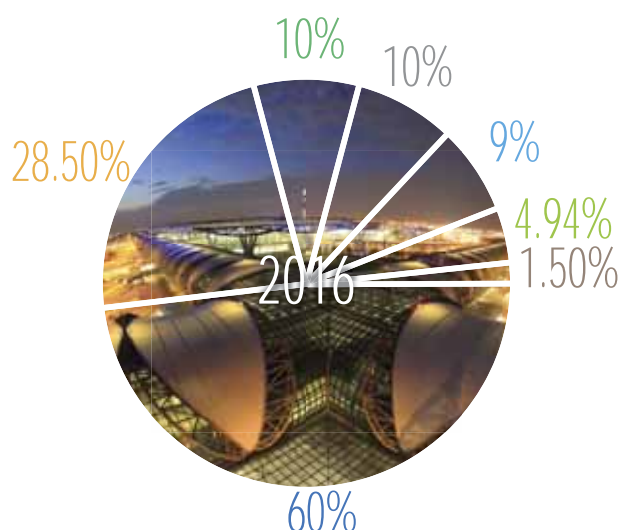
The following table shows details of AOT's subsidiaries and associated companies as of 30 September 2016

Company	Type of Business	Percentage of Shareholding (%)
Suvarnabhumi Airport Hotel Company Limited	Hotel business	60.00
Thai Airport Ground Services*	Cargo depot service, service in aircraft parking area, aircraft maintenance service	28.50
Thai Aviation Refuelling Company Limited	Hydrant dispenser aircraft refueling service	10.00
Phuket Air Catering Company Limited	Catering service	10.00
Don Mueang International Airport Hotel Company Limited	Hotel management and operations 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

\* The Central Bankruptcy Court granted a receiving order against the Company.







- Hotel business
- Cargo depot service, service in aircraft parking area, aircraft maintenance service
- Hydrant dispenser aircraft refueling service
- Catering service
- Hotel management and operations at airport
- Aviation fuel supplies
- Electronics information exchange service

AOT holds a minority stake in some concessionaire companies operating at its responsible airports since they offered their stakes to AOT in return for concession granting.

## Sources of Revenues

### (a) Aeronautical Revenues

Aeronautical revenues consist of airport charges (landing and parking charges and aircraft service charges), passenger service charges and facility charges. When compared to the total operating revenues for the fiscal year 2016, the AOT's aeronautical revenues account for approximately 60.20%, of which the airport charges paid by the airline upon landing and parking of aircraft at the AOT's airports represented 13.29% of the total revenues from sales or services, the passenger service charges collected from the departing passengers represented 45.27% of the total revenues from sales or services, and the facility charges paid by the airlines for use of passenger boarding bridges represented 1.64% of the total operating revenues.

### (b) Non-Aeronautical Revenues

Non-aeronautical revenues consist of concession revenues, office and state property rents and service revenues.

When compared to the total operating revenues for the fiscal year 2016, the AOT's non-aeronautical revenues account for 40.57% of the total revenues from sales or services. In the fiscal year 2016, the concession revenues, paid by the concessionaires for retail businesses, refueling services, catering services, restaurants, car parks, advertisements and currency exchange services under the concession contracts to operate businesses at the AOT's airports, amount to 25.30% of the total revenues from sales or services. Office and state property rents, such as rents of office spaces and other spaces AOT offered to the concessionaires for operations at its airports, airlines and other tenants, represented 4.02% of the total revenues from sales or services. Service revenues, including Advance Passenger Processing System (APPS) charges, service charges collected from the tenants for delivery of services such as electricity, phone, check-in counter, hydrant dispenser aircraft refueling system, passenger terminal services, flight announcement services and other services, equal to 11.25% of the total revenues from sales and services. AOT is in charge of collecting its own operating revenues derived from car parking businesses and limousine services.

## Risk Management

AOT places importance on risk management by developing risk management systems for executives and officers at all levels throughout the organization as in accordance with the Enterprise Risk Management - Integrated Framework issued by the Committee of Sponsoring Organization of the Treadway Commission (COSO). AOT's risk management framework consists of 3 core components as follows:

1. **Risk Governance:** The Risk Management Committee sets a risk management policy which demonstrates a commitment to implementing integrated risk management and putting it into real practice under supervision of the AOT Risk Management Committee so as to ensure that AOT has implemented specified risk management continuously and efficiently.
2. **Risk Management Infrastructure:** AOT has prepared risk management database and tools such as risk map and risk management manual to support the operations of the Risk Management Committee and Internal Control of Lines/Groups/Airports, Internal Control Working Group and Risk Management of AOT's units, risk owner and Risk Management Department.
3. **Risk Management Process:** The process consists of 6 steps, including goal setting, risk identification, risk analysis and assessment, risk response, additional risk management planning, and risk monitoring and reporting. These processes shall be conducted annually to consider the current status of risks as well as future risks that might happen each year.



Within the above mentioned risk management framework, AOT has put it into practice in accordance with risk management processes and infrastructure consisting of all components of risk management integrated framework and it has been closely supervised by the AOT Risk Management Committee and Risk Management Working Group. Also, the result report of corporate-level risk management and significant risk events have been monthly monitored and proposed to the AOT Board of Directors to ensure that AOT can seek higher profit opportunities, mitigate losses or damages caused by potential risks or disasters, and respond to the government policies and expectation of stakeholders and groups affected by AOT's operations in a balanced manner.

### Risk Factors in the Fiscal Year 2016

In the fiscal year 2016, AOT identified corporate-level risk factors that might affect its operations and shareholders' investment and prepared additional risk management plans to mitigate severity of risk factors and maintain them to be within risk appetite or risk tolerance. Corporate-level risk factors in the fiscal year 2016 were as follows:

#### Strategic Risk

AOT is committed to achieving strategic goals to develop the world's best airports and facilities and enhancing service capacity to accommodate the continuous growth in air traffic movements. Positive factors, including expansion of tourism industry and



government's tourism promotion policy, growth of low-cost carriers (LCCs), and low and stable world oil prices, contribute to the increase in capacity enhancement of Asia's airports. In the fiscal year 2016, AOT was in the process of implementing Suvarnabhumi Airport Development Project Phase 2 to enhance competitiveness in Asian regions. The project involved long-term and large-scale constructions, large amounts of capital and related agencies from different sectors which could possibly cause delays. To enable the project to be completed within the specified timeframe and budget with appropriate quality, AOT has therefore implemented risk management systems as tools to monitor significant activities for critical path and prepared additional risk management plans in case the project implementation cannot be proceeded as planned.

#### Operational Risk

Given that increasing trends on growth of aviation industry have caused air traffic congestion, the airports therefore play an important role in handling the increasing number of aircraft movements and passengers movements especially at Suvarnabhumi Airport which is an important airport of Thailand to enhance its competitiveness standing out among Asian countries. The handling of continuously increasing air traffic movements might affect efficiency of runways and taxiways of Suvarnabhumi Airport. AOT is thus aware of service safety based on international standards. In the fiscal year 2016, AOT has undertaken management of risks derived from damages of runway and taxiway surface occurring during the implementation of plans to solve problems related to damaged surface of runways and taxiways by monitoring and expediting runway and taxiway improvements to be completed within the specified timeframe. In doing so, Suvarnabhumi Airport can become an efficient airport operator.

#### Financial Risk

In the fiscal year 2016, AOT has started Suvarnabhumi Airport Development Project Phase 2 to increase passenger handling capacity from 45 to 60 million passengers per year. The main project is divided into sub-projects consisting of constructions of a Midfield Satellite Building 1, its adjacent apron and a South tunnel extension, utility systems, and a new passenger transportation system. Moreover, in the fiscal year 2017, AOT's additional project plans include Midfield Satellite Building 1,

extension of the existing passenger terminal, parking lots building, airline office building, baggage handling systems and explosive detection systems which are all large-scale constructions and require large amounts of capital of up to approximately 6.25 billion Baht. AOT has therefore prepared all AOT's cash flow budget with consideration on cash flows to ensure adequate liquidity. In addition, when considering the debt to equity ratio, it is found that AOT has a low debt to equity ratio. In case where AOT needs more capital from loans, AOT is still eligible to take additional loans. Therefore, AOT can be assured that it has adequate investments for Suvarnabhumi Airport Development Project Phase 2 and liquidity management throughout the project.

#### Compliance Risk

As an operator of airport business and other airport-related businesses, AOT is committed to achieving its strategic objective in compliance with safety and security standards according to the rules and regulations of regulatory agencies. In the fiscal year 2016, AOT has prepared itself for the Universal Security Audit Programme (USAP) of the International Civil Aviation organization (ICAO), expected in the fiscal year 2017. AOT has therefore established a working group for the audit programme and prepared additional risk management plans to ensure that AOT is ready for the audit programme and oversee appropriate security systems.

#### External Risk

In the fiscal year 2016, several incidents which might affect AOT's operations include terrorisms in important places, natural disasters, outbreaks, and other threats such as shootings and bomb blasts in different parts of Paris, France; bombings at Brussels Airport, Belgium; earthquakes in Japan and Ecuador; and Zika virus outbreaks in Brazil and South America. AOT becomes aware and is prepared for coping with the incidents which might occur and affect AOT's operating capacity. AOT has therefore developed a business continuity management system (BCM) according to ISO 22301:2016 and TIS 22301 - 2013 covering Headquarters and 6 airports under AOT's responsibility by setting strategies, preventive measures, preparedness for potential risks and BCM practices to ensure that AOT's operations will be proceeded continuously.





## General Information

Company Name	: The Airports of Thailand Public Company Limited (AOT)
Ticker 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	: 1,428,570,000 shares, par value at 10 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, Sikan, Don Mueang, Bangkok 10210 Tel. +66 2535 1192 Fax. +66 2535 4061, +66 2504 3846
Corporate Social Responsibility 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	: The Stock Exchange of Thailand 93 Ratchadaphisek Road, Dindaeng, Dindaeng, Bangkok 10400 Tel. +66 2009 9000 Fax. +66 2009 9991
• Auditor	: The Office of the Auditor General of Thailand Rama 6 Road, Phayathai, Bangkok 10400 Tel. +66 2271 8000 ext. 2615 Fax. +66 2618 5803

# 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 Pru, Bang Phli, Samut Prakarn 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 Khaw, Talang, Phuket 83110 Tel. +66 7632 7497 - 502
3 Thai Aviation Refuelling Company Limited	Hydrant dispenser aircraft refueling services	530,000,000	530,000,000	5,300,000	100	10.00%	99 Moo 10 Srisa Chorakhae Noi, Bang Saothong, Samut Prakarn 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 and 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 with a total of 1,428,570,000 ordinary shares at fully paid up and a par share value of 10 Baht each.

### Shareholders:

The first 10 major shareholders of AOT as of 17 December 2015 were as follows:

No.	Name	Number of Shares	Percentage of Total Shares
1.	MINISTRY OF FINANCE	1,000,000,000	70.000
2.	THAI NVDR COMPANY LIMITED	73,128,112	5.119
3.	STATE STREET BANK EUROPE LIMITED	28,297,704	1.981
4.	CHASE NOMINEES LIMITED	27,243,173	1.907
5.	SOCIAL SECURITY OFFICE	17,295,900	1.211
6.	NORBAX, INC.	17,023,353	1.192
7.	NORTRUST NOMINEES LIMITED-NT0 SEC LENDING THAILAND CL AC	11,644,863	0.815
8.	STATE STREET BANK AND TRUST COMPANY	7,320,355	0.512
9.	THE BANK OF NEW YORK (NOMINEES) LIMITED	7,236,458	0.507
10.	HSBC (SINGAPORE) NOMINEES PTE LTD	7,030,800	0.492
11.	OTHER SHAREHOLDERS	232,349,282	16.264
		1,428,570,000	100.000

### Remarks:

- Shareholders No. 4, 7, 8, 9 and 10 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 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\* were as follows:

No.	Name	Number of Shares	Percentage of Total Shares
1.	STATE STREET BANK AND TRUST COMPANY	16,174,151	1.13
2.	CHASE NOMINEES LIMITED	11,915,634	0.83

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 major investment projects.
- (2) The Office of Auditor General is responsible for auditing AOT's financial statements.

2015 was paid to the shareholders on 18 June 2015 at the rate of 1.54 Baht per share with the total amount of 2,199,997,800 Baht; while the rest of the dividend was paid on 4 February 2016 at the rate of 5.00 Baht per share with the total amount of 7,142,850,000 Baht.

Dividend payment policy for AOT's subsidiaries and associated companies depends on their performance and cash flow in specific year and in accordance with shareholders' meeting resolution.

### Issuance of other securities

AOT does not issue others 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 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 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 Annual General Meeting of Shareholders 2015 on 22 January 2016, the meeting resolved to pay dividends for the operating results in the accounting year 2015 at the rate of 6.54 Baht per share. This amounted to 9,342,847,800 Baht, representing 49.97% of the net profit according to the Company's financial statements in the accounting period 2015. However, the interim dividend for the first half of the accounting period

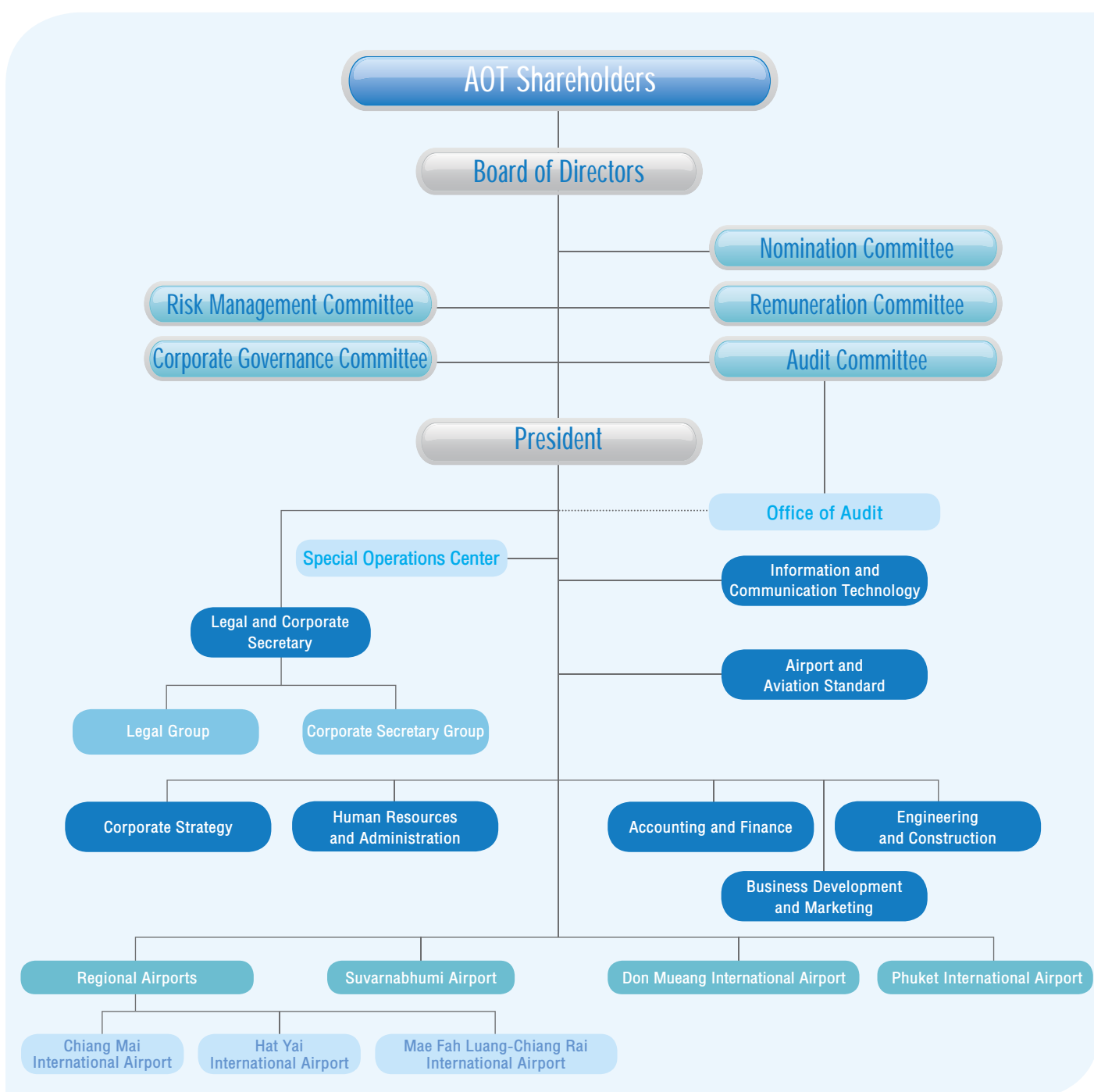
### Capital Structure of Suvarnabhumi Airport Hotel Company Limited

As of 30 September 2016, 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 total shares issued and sold. The shares have already been fully paid up.



## Management Structure

As of 30 September 2016, 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 the Board of Directors

The composition of the Board of Directors according to the AOT Articles of Association is 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 2016, the AOT Board of Directors comprises 12 directors, 11 of whom are non-executive directors and 1 is executive director. There are 7 independent directors which exceeds one-third of the total number of directors. Details are as follows:

No.	Name	Position	Date of Appointment
1.	Mr. Prasong Poontaneat*	Chairman	20 June 2014
2.	Squadron Leader Prajak Sajjasophon*	Independent Director Member of the Nomination Committee Member of the Corporate Governance Committee Member of the Risk Management Committee	20 June 2014
3.	Air Chief Marshal Johm Rungswang*	Director	16 July 2014
4.	General Kampanat Ruddit*	Independent Director Chairman of the Risk Management Committee	21 August 2014
5.	Air Marshal Prakit Skunasingha*	Independent Director Chairman of the Audit Committee Member of the Corporate Governance Committee	21 August 2014
6.	Mr. Thawatchai Arunyik*	Independent Director Member of the Remuneration Committee	9 October 2014
7.	Miss Suttirat Rattanachot*	Director Member of the Remuneration Committee	27 January 2012
8.	Mr. Manit Nitiprateep	Independent Director Chairman of the Nomination Committee Member of the Audit Committee	18 September 2014
9.	Mr. Thanin Pa-Em*	Director	18 September 2014
10.	Mr. Wara Tongprasin	Independent Director Chairman of the Remuneration Committee Member of the Audit Committee Member of the Risk Management Committee	16 July 2014
11.	Mrs. Rawewan Netrakavesna	Independent Director Chairman of the Corporate Governance Committee Member of the Nomination Committee	24 December 2014
12.	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 AOT Director during 17 February 2009 - 1 October 2011.
- Director No. 10 is knowledgeable in accounting and finance.
- \*Directors whose names are in the State Enterprise Director's Pool of the Ministry of Finance.



### Directors who completed their terms of office/resigned during the year 2016:

No.	Name	Period of Directorship
1.	Mr. Voradej Harnprasert	24 December 2014 - 1 April 2016
2.	Mr. Nirandra Theeranartsin	20 June 2014 - 19 June 2016
3.	Mr. Nantasak Poolsuk	30 April 2014 - 29 September 2016

As of 15 November 2016, the AOT Board of Directors comprises 15 directors in total, divided into 2 categories: 14 non-executive and 1 executive directors. There are 11 independent directors which exceeds one-third of the total number of directors. Details are as follows:

No.	Name	Position	Date of Appointment
1.	Mr. Prasong Poontaneat*	Chairman	20 June 2014
2.	Squadron Leader Prajak Sajjasophon*	Independent Director Member of the Nomination Committee Member of the Corporate Governance Committee Member of the Risk Management Committee	20 June 2014
3.	Air Chief Marshal Johm Rungswang*	Director	16 July 2014
4.	General Kampanat Ruddit*	Independent Director Chairman of the Risk Management Committee	21 August 2014
5.	Air Marshal Prakit Skunasingha*	Independent Director Chairman of the Audit Committee Member of the Corporate Governance Committee	21 August 2014
6.	Mr. Thawatchai Arunyik*	Independent Director Member of the Remuneration Committee	9 October 2014
7.	Miss Suttirat Rattanachot*	Director Member of the Remuneration Committee	27 January 2012
8.	Mr. Manit Nitiprateep	Independent Director Chairman of the Nomination Committee Member of the Audit Committee	18 September 2014
9.	Mr. Thanin Pa-Em*	Independent Director	18 September 2014
10.	Mr. Wara Tongprasit	Independent Director Chairman of the Remuneration Committee Member of the Audit Committee Member of the Risk Management Committee	16 July 2014
11.	Mrs. Rawewan Netrakavesna	Independent Director Chairman of the Corporate Governance Committee Member of the Nomination Committee	24 December 2014
12.	Mr. Sarawut Benjakul*	Independent Director	19 October 2016

No.	Name	Position	Date of Appointment
13.	Mr. Manas Jamveha*	Independent Director	15 November 2016
14.	Police Lieutenant General Manu Mekmok	Independent Director	15 November 2016
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 AOT Director during 17 February 2009 - 1 October 2011.
- Director No. 10 is knowledgeable in accounting and finance.
- \*Directors whose names are in the State Enterprise Director's Pool of the Ministry of Finance.

### Authorized Directors

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

### Qualifications of Directors

Directors shall be qualified and not have the 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 AOT's Articles of Association, such as

- Thai Nationality
- Not being over 65 years of age
- Holding director positions in not more than 3 state enterprises
- 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 ones 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 re-appointed.
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 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's 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.

#### Authority, Duties and Responsibilities of the Board of Directors

##### Authority of the 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 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 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 the 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 duty 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 in order to maximize the Company's economic value and the wealth of its shareholders.
6. Hold at least 12 Board meetings per year by convening at least once every 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 the 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 consider revision of 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 the 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 the 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
- 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 the Chairman of the 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 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 Meetings

AOT arranges a Board meeting at least once a month. In 2016, the Board of Directors approved to hold the 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 will also notify the directors of the next meeting date before the Board meeting ends. In the fiscal year 2016, the AOT Board of Directors held a total of 15 meetings.

The Corporate Secretary Office, which is in charge of the meeting arrangements, submits an invitation letter along with agenda items and a complete set of supporting documents in the form of hard copies and CDs 7 days prior to each Board meeting, thus giving the Board 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.

Before the meeting, the Chairman of the Board of Directors will invite the directors to discuss various issues on and off the agenda items.

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. Individual director has one vote. In case the votes are tied, the Chairman of the Board of Directors will make a decisive vote. In the fiscal year 2016, the number of directors attending the meeting and casting votes on each agenda item is 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 are getting attention without presence of the executive director on 27 October 2015

## Attendance Record of Each Director at the Board Meetings

Number	Name	Date/Number of Board Meeting															Total
		27 October 2015 (No.11/2015)	18 November 2015 (No.12/2015)	2 December 2015 (No.13/2015)	23 December 2015 (No.14/2015)	20 January 2016 (No.1/2016)	22 January 2016 (No.2/2016)	17 February 2016 (No.3/2016)	8 March 2016 (No.4/2016)	23 March 2016 (No.5/2016)	27 April 2016 (No.6/2016)	25 May 2016 (No.7/2016)	22 June 2016 (No.8/2016)	27 July 2016 (No.9/2016)	19 August 2016 (No.10/2016)	21 September 2016 (No.11/2016)	
1.	Mr. Prasong Poontaneat	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	15/15
2.	Mr. Nantasak Poolsuk	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	15/15
3.	Squadron Leader Prajak Sajjasophon	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	15/15
4.	Air Chief Marshal Johm Rungswang	✓	✗	✓	✓	✓	✓	✓	✗	✓	✓	✓	✗	✓	✓	✓	12/15
5.	General Kampanat Ruddit	✓	✓	✓	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	14/15
6.	Air Marshal Prakit Skunasingha	✓	✓	✓	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	14/15
7.	Mr. Nirandra Theeranartsin	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Vacated his position as AOT Director since he reached full retirement age of sixty-five years on 19 June 2016				11/11
8.	Mr. Thawatchai Arunyik	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	15/15
9.	Miss Suttirat Rattanachot	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	14/15
10.	Mr. Manit Nitiprateep	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	15/15
11.	Mr. Thanin Pa-Em	✓	✓	✓	✓	✓	✗	✓	✗	✓	✓	✓	✓	✓	✓	✓	13/15
12.	Mr. Voradej Harnprasert	✓	✓	✓	✗	✓	✓	✗	✗	✗	Resigned from directorship on 1 April 2016						5/9
13.	Mr. Wara Tongprasin	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	15/15
14.	Mrs. Rawewan Netrakavesna	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	15/15
15.	Mr. Nitinai Sirismatthakarn	Appointed as AOT Director at the Board Meeting No. 8/2016 held on 22 June 2016											✓	✓	✓	✓	4/4
	Total attending directors	14	13	14	12	14	13	11	11	13	13	13	12	13	13	13	
	Total number of directors	14	14	14	14	14	14	14	14	14	13	13	13	13	13	13	
	Percentage of total directors' meeting attendance at each meeting	100	92.86	100	85.72	100	92.86	78.58	78.58	92.86	100	100	92.31	100	100	100	

Remarks: Director No.2 vacated his position as AOT Director since he reached sixty-five years of age on 29 September 2016.



## Attendance Record of the Board and 5 Specific Committee Meetings from 1 October 2015 - 30 September 2016

Name	Board of Directors	Audit Committee	Nomination Committee	Remuneration Committee	Corporate Governance Committee	Risk Management Committee	2015 Annual General Meeting of Shareholders
	15 meetings	12 meetings	3 meetings	2 meetings	1 meeting	11 meetings	1 meetings
1. Mr. Prasong Poontaneat	15/15	-	-	-	-	-	1/1
2. Squadron Leader Prajak Sajjasophon	15/15	-	3/3	-	1/1	11/11	1/1
3. Air Chief Marshal Johm Rungswang	12/15	-	-	-	-	-	1/1
4. General Kampanat Ruddit	14/15	-	-	-	-	11/11	1/1
5. Air Marshal Prakit Skunasingha	14/15	11/12	-	-	1/1	-	1/1
6. Mr. Thawatchai Arunyik	15/15	-	-	2/2	-	-	1/1
7. Miss Suttirat Rattanachot	14/15	-	-	2/2	-	-	1/1
8. Mr. Manit Nitiprateep	15/15	-	2/2	-	-	-	1/1
9. Mr. Thanin Pa-Em	13/15	-	-	-	-	-	0/1
10. Mr. Wara Tongprasin	15/15	12/12	-	2/2	-	10/11	1/1
11. Mrs. Rawewan Netrakavesna	15/15	-	2/3	-	1/1	-	1/1
12. Mr. Nitinai Sirismatthakarn	4/4	-	-	-	1/1	8/11	1/1
Directors who completed their terms of office/resigned during the year 2016							
13. Mr. Voradej Harnprasert	5/9	-	-	-	-	6/6	1/1
14. Mr. Nirandra Theeranartsin	11/11	-	2/2	-	-	-	1/1
15. Mr. Nantasak Poolsuk	15/15	12/12	-	-	1/1	-	1/1

Remarks:

- Director No.12 was appointed at the Board meeting No. 8/2016 on 22 June 2016.
- Director No.13 resigned from directorship on 1 April 2016.
- Director No.14 vacated his position as AOT Director since he reached sixty-five years of age on 19 June 2016.
- Director No.15 vacated his position as AOT Director since he reached sixty-five years of age on 29 September 2016.

## AOT Executives

AOT executives, according to the definition stated in the Announcement 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 2016, AOT has 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 Sukontasub	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. Wing Commander Suthirawat Suwanawat	Senior Executive Vice President (Engineering and Construction)
8. Group Captain Kanputt Mungklasiri	Senior Executive Vice President (Airport and Aviation Standard)
9. Group Captain Samai Chanthon	Senior Executive Vice President (Regional Airports)
10. Mr. Sirote Duangratana	General Manager of Suvarnabhumi Airport
11. Mr. Phet Chan-charoen	General Manager of Don Mueang International Airport
12. Mrs. Monrudee Gettuphan	General Manager of Phuket International Airport
13. Mr. Somchai Sawasdeepon	Senior Advisor 11
14. Acting Second Lieutenant Narit Yodchan	Senior Advisor 11
15. Mr. Prapon Pattamakijesakul	Senior Specialist 11
16. Mr. Pravit Chaisuwan	Senior Specialist 11
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

However, no change has been made in the executive positions from 1 October 2015 to 30 September 2016.

### Corporate Secretary

At the Board 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 Stock Exchange of Thailand, the Securities and Exchange Commission and relevant regulators.
- (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 Meetings.
- (8) Prepare and keep the shareholders' letters of invitation, supporting documents, and minutes of meetings with complete information within the time frame 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 Executives

The Remuneration Committee considers the appropriateness of the remuneration of directors and 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 2015 Annual General Meeting of Shareholders on 22 January 2016, the meeting resolved to approve directors' remuneration for 2016 and bonus for 2015 as follows:

#### (1) Remuneration of Directors

- 1.1 A monthly remuneration of 30,000 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 15 times a year.

#### (2) Remuneration of Subcommittees

##### 2.1 AOT Management Committee

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

2.3 Directors who were appointed by the Board of Directors to hold positions in a committee, subcommittee or working group 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 2016 must not exceed 18,000,000 Baht.

(5) Director's Bonus for fiscal year 2015 (1 October 2014 - 30 September 2015)

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 2014 - 30 September 2015)

Unit : Baht

No.	Name	Bonus
1.	Mr. Prasong Poontaneat	1,875,000.00
2.	Mr. Nantasak Poolsuk	1,500,000.00
3.	Squadron Leader Prajak Sajjasophon	1,500,000.00
4.	Air Chief Marshal Johm Rungswang	1,500,000.00
5.	General Kampanat Ruddit	1,500,000.00
6.	Air Marshal Prakit Skunasingha	1,500,000.00
7.	Mr. Nirandra Theeranartsin	1,500,000.00
8.	Mr. Thawatchai Arunyik	1,467,741.94
9.	Miss Suttirat Rattanachot	1,500,000.00
10.	Mr. Manit Nitiprateep	1,500,000.00
11.	Mr. Thanin Pa-Em	1,500,000.00
12.	Mr. Voradej Harnprasert	1,157,258.06
13.	Mr. Wara Tongprasin	1,500,000.00
14.	Mrs. Rawewan Netrakavesna	1,157,258.06
15.	Mr. Rakop Srisupa-at	931,451.61
Total		21,588,709.67



## Remuneration of the Board of Directors and specific committees for the year 2016

(1 October 2015 - 30 September 2016)

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 Subcommittees	
1. Mr. Prasong Poontaneat	375,000.00	450,000.00	-	-	-	-	-	-	-	825,000.00
2. Squadron Leader Prajak Sajjasophon	300,000.00	360,000.00	-	-	15,000.00	-	15,000.00	165,000.00	112,500.00	967,500.00
3. Air Chief Marshal Johm Rungswang	240,000.00	360,000.00	-	-	-	-	-	-	393,750.00	993,750.00
4. General Kampanat Ruddit	280,000.00	360,000.00	-	-	-	-	-	225,000.00	93,750.00	958,750.00
5. Air Marshal Prakit Skunasingha	280,000.00	360,000.00	55,000.00	240,333.34	-	-	15,000.00	-	-	950,333.34
6. Mr. Thawatchai Arunyik	300,000.00	360,000.00	-	-	-	30,000.00	-	-	101,250.00	791,250.00
7. Miss Suttirat Rattanachot	280,000.00	360,000.00	-	-	-	15,000.00	-	-	176,250.00	831,250.00
8. Mr. Manit Nitiprateep	300,000.00	360,000.00	-	1,333.33	37,500.00	-	-	-	221,250.00	920,083.33
9. Mr. Thanin Pa-Em	260,000.00	360,000.00	-	-	-	-	-	-	150,000.00	770,000.00
10. Mr. Wara Tongprasin	300,000.00	360,000.00	60,000.00	240,000.00	-	37,500.00	-	150,000.00	45,000.00	1,192,500.00
11. Mrs. Rawewan Netrakavesna	300,000.00	360,000.00	-	-	15,000.00	-	15,000.00	-	225,000.00	915,000.00
12. Mr. Nitinai Sirismatthakarn	80,000.00	99,000.00	-	-	-	-	-	-	93,750.00	272,750.00
Directors who completed their terms of service/resigned during the year 2016										
13. Mr. Voradej Harnprasert	100,000.00	180,000.00	-	-	-	-	-	90,000.00	-	370,000.00
14. Mr. Nirandra Theeranartsin	220,000.00	258,000.00	-	-	33,750.00	-	-	-	277,500.00	789,250.00
15. Mr. Nantasak Poolsuk	300,000.00	358,000.00	75,000.00	298,333.33	-	-	18,750.00	-	112,500.00	1,162,583.33

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

- Director No.12 was appointed at the Board meeting No. 8/2016 on 22 June 2016.
- Director No.13 resigned from directorship on 1 April 2016
- Director No.14 vacated his position as AOT Director since he reached sixty-five years of age on 19 June 2016
- Director No.15 vacated his position as AOT Director since he reached sixty-five years of age on 29 September 2016
- Other subcommittees appointed to support the AOT Board of Directors, including Subcommittee on laws of AOT, Subcommittee on finance and investment of AOT, Committee on corporate affairs of AOT, Subcommittee on performance assessment of AOT's President, Subcommittee on foreign debts risk management of AOT, Subcommittee on examination of technical problems at Suvarnabhumi Airport, Subcommittee on legal examination, Subcommittee on supervising compensation for noise impact from Suvarnabhumi Airport's operations, Subcommittee on supervising operations and management to ensure compliance with AOT's Strategic Plan, Committee on aerodrome strategic development plan, Committee on personnel management and development of AOT, Committee on IT management and communications of AOT, Subcommittee on finance and investment of AOT and Subcommittee on procurement screening of AOT.

## Remuneration of Directors of Subsidiaries and Associated Companies

Name	Position	Company	Remuneration of the Year 2015 (Baht)
1. Mr. Nirandra Theeranartsin	Director	Bangkok Aviation Fuel Services Public Company Limited	1,113,000.00
2. Miss Sasisubha Sukontasub	Chairman	Thai Aviation Refuelling Company Limited	769,920.00
3. Miss Shanalai Chayakul	Director	Thai Aviation Refuelling Company Limited	615,930.00
4. Mr. Sirote Duangratana	Director	Suvarnabhumi Airport Hotel Company Limited	60,000.00
5. Mr. Sirote Duangratana (October 2015 - April 2016)*	Director	Trade Siam Company Limited	105,000.00
6. Mrs. Monrudee Gettuphan	Director	Phuket Air Catering Company Limited	490,000.00

Remark: \*Refer to shareholders of TOT Public Company Limited, Thai Airways International Public Company Limited and Airports of Thailand Public Company Limited that take turns in appointing a representative to take a director position for one-year term of office. In 2016, a representative from TOT Public Company Limited took a director position.

## Remuneration of 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 within the adjustment range earlier approved by the Ministry of Finance.

The consideration of each year's remuneration is based on the performance evaluation carried out in accordance with criteria and methods set by the AOT Board of Directors.

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

Salary structure for AOT's employees is determined by comparing with the payment rate and the survey on

remuneration paid by 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 2016, 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.

### • Monetary remuneration

Executives' remuneration for the year 2016 ending 30 September 2016

Unit : Baht

Remuneration	2015		2016	
	Number of Executives	Amount	Number of Executives	Amount
Salary	20	44,963,920.22	20*	48,441,780.00
Bonus and Others	20	30,626,380.65	20*	33,636,112.50

Remark: \*Exclusive of the President's remuneration

- Other remuneration

- Provident fund

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	2015		2016	
	Number of Executives	Amount	Number of Executives	Amount
Provident Fund Contribution	20	5,673,644.68	20*	6,052,034.80

Remark: \*Exclusive of the President's remuneration

## Personnel

Given that all employees are crucial to the success of six international airports, AOT has therefore a policy to set enhance, develop and improve its human resources management and development. AOT has ensured that they 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 Number of employees.

### Number of employees

As of 30 September 2016, AOT has a total of 6,044 employees and approximately 13,372 outsourced staff as follows:

Business Unit	2012	2013	2014	2015	2016
Head Office	1,097	1,129	1,160	1,232	1,226
Suvarnabhumi Airport	2,579	2,527	2,522	2,695	2,739
Don Mueang International Airport	467	670	793	964	1,236
Chiang Mai International Airport	192	242	247	257	315
Hat Yai International Airport	176	208	210	225	280
Phuket International Airport	289	356	372	496	727
Mae Fah Luang - Chiang Rai International Airport	140	171	173	175	203
Total	4,940	5,303	5,477	6,044	6,726

Remark: Exclusive of outsourced staff

## Significant change in the number of employees in the past three years

The number of employees in 2016 was 9% higher than in 2015.

## 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. 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 temporary staff with five-year contracts of employment.

Criteria for members and AOT's contributions are as follows:

1. **Members' contribution:** A member (employees and temporary staff with five-year contracts of employment) has to contribute at no less than 2% but not over 15% of his/her salary.
2. **AOT's contribution:** paid based on the employee's year of service

## Employees

- 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

## Temporary staff with five-year contracts of employment

The employer will contributed at 3% of his/her salary

AOT's Provident Fund Committee currently comprises 17 members, including the Chairman, eight appointed committee members and eight 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 BBL Asset Management Company Limited.

In the accounting year ending 30 September 2016, AOT's contribution paid to the AOT Employee Provident Fund is as follows:

Type of Payment	Amount (million Baht)		
	2014	2015	2016
Provident Fund Contribution	269.15	290.13	303.24

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

Type of Payment	Amount (million Baht)		
	2014	2015	2016
Support for Employees' Children	3.67	3.92	4.07
Medical treatment	129.96	141.87	159.00
Medical supplies	24.21	26.17	29.30
Employee's children education	9.76	12.53	12.38
Other Expenses for Employees	231.64	81.23	69.40

## Labour disputes over the past 3 years

None



## Board of Directors

As of 30 September 2016, the AOT Board of Directors consists of 12 directors in total. Details of 12 current directors and 3 directors who completed their terms of office/resigned during the year 2016 are as follows:

### 1. Mr. Prasong Poontaneat (Age: 57 years)

#### Chairman

**Date of First Appointment** 20 June 2014

#### Percentage of Shareholding

**As of 1 October 2015** None

**Change during the Year** None

**As of 30 September 2016** None

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

**Family Relationship among Directors and Executives** None

#### Education

- Ph.D., Thaksin University
- M.B.A. (Organization Management), Dhurakij Pundit University
- LL.B., Sukhothai Thammathirat 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
- National Defence Course (Class 52), National Defence College
- Top Executive Program (Class 49), Interior College, Prince Damrongrajapubhap Institute of Research and Development
- Director Certification Program (DCP) (Class 76/2006), Thai Institute of Directors (IOD)

#### Positions in Listed Companies -

**The Stock Exchange of Thailand:** 1 Listed Company

2012 - Present Director,  
Bangchak Petroleum Public Company Limited

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

**Organizations:** 1 Organization

2014 - Present Director General, Revenue Department,  
Ministry of Finance

#### Working Experiences

2012 - 2014 Chairman, Export - Import Bank of Thailand  
2012 - 2014 Vice President, Committee on Financial  
Institution Development Fund  
2012 Chairman,  
Erawan Hotel Public Company Limited  
2011 - 2014 Director, State Enterprise Policy Office,  
Ministry of Finance  
2010 - 2011 Director General, Customs Department,  
Ministry of Finance  
2009 - 2010 Inspector General, Ministry of Finance  
2008 - 2009 Deputy Director General, Revenue Department,  
Ministry of Finance

## 2. Squadron Leader Prajak Sajjasophon (Age: 62 years)

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

**Date of First Appointment** 20 June 2014

### Percentage of Shareholding

**As of 1 October 2015** None

**Change during the Year** None

**As of 30 September 2016** 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), Royal Thai Air Force Academy (Class 22)
- 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
- Top Executive Program 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
- Company Secretary Program (CSP) (Class 20/2006), Thai Institute of Directors (IOD)
- Financial Statement for Directors (FSD) (Class 11/2011), Thai Institute of Directors (IOD)
- Director Certification Program (DCP) (Class 214/2015), Thai Institute of Directors (IOD)

**Positions in Listed Companies - The Stock Exchange of Thailand:** None

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

### Working Experiences

2011 - 2014 President,  
Aeronautical Radio of Thailand Limited

2010 Executive Vice President,  
Aeronautical Radio of Thailand Limited

2009 Executive Vice President (Administration),  
Aeronautical Radio of Thailand Limited

## 3. Air Chief Marshal Johm Rungswang (Age: 58 years)

Director

**Date of First Appointment** 16 July 2014

### Percentage of Shareholding

**As of 1 October 2015** None

**Change during the Year** None

**As of 30 September 2016** None

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

**Family Relationship among Directors and Executives** None

### Education

- Air Force Staff College (Class 36)
- Squadron Officer School (Class 64)
- Japan Royal Military Academy (Electrical Engineering)
- Armed Forces Academies Preparatory School

### Training

- National Defence Course (Class 54), National Defence College
- Royal Military Program (Japan), Royal Military Academy (Japan)
- Air War Program (Japan), Air War College (Japan)
- Air Intercept Controller Course, Directorate of Air Operations
- Air Tactical Training Course, Directorate of Air Operations
- Joint Operations Officers Course, Directorate of Air Operations
- Corporate Governance for Directors and Senior Executives of State Enterprises and Public Organizations (Class 15), King Prajadhipok's Institute
- Top Executive Program in Energy Literacy (Class 5), Thailand Energy Academy

**Positions in Listed Companies - The Stock Exchange of Thailand:** None

**Positions in Other Non-listed Companies/**

**Organizations:** 1 Organization

2016 - Present Commander-in-Chief, Royal Thai Air Force

### Working Experiences

2014 - 2016 Chief of Air Staff, Royal Thai Air Force

2013 - 2014 Deputy Chief of Air Staff, Royal Thai Air Force

2012 - 2013 Assistant Chief of Air Staff for Operations,  
Royal Thai Air Force

2009 - 2012 Director of Air Operations, Royal Thai Air Force

#### 4. General Kampanat Ruddit (Age: 60 years)

Independent Director/ Chairman of the Risk Management Committee

**Date of First Appointment** 21 August 2014

**Percentage of Shareholding**

**As of 1 October 2015** None

**Change during the Year** None

**As of 30 September 2016** None

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

**Family Relationship among Directors and Executives** None

**Education**

- M.A. (Defence Studies), Royal Thai Army Command and General Staff College
- B.Sc. (Civil Engineering), Chulachomklao Royal Military Academy

**Training**

- National Defence Course (Class 52), National Defence College
- Risk Management Program for Corporate Leaders (RCL) (Class 4/2016), Thai Institute of Directors (IOD)
- Financial Statements for Directors (FSD) (Class 31/2016), Thai Institute of Directors (IOD)

**Positions in Listed Companies - The Stock Exchange of Thailand:** None

**Positions in Other Non-listed Companies/**

**Organizations:** 2 Organizations

- 2014 - Present Director,  
Electricity Generating Authority of Thailand
- 2014 - Present Member of the National Legislative Assembly

**Working Experiences**

- 2015 - 2016 Assistant Commander-in-Chief,  
Royal Thai Army
- 2014 - 2015 First Army Area Commander,  
Royal Thai Army
- 2013 - 2014 Assistant Chief of Staff for Operations,  
Royal Thai Army
- 2011 - 2013 First Army Area Deputy Commander,  
Royal Thai Army
- 2009 - 2011 First Division Commanding General,  
the Royal Guard, Royal Thai Army

#### 5. Air Marshal Prakit Skunasingha (Age: 62 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 2015** None

**Change during the Year** None

**As of 30 September 2016** 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**

- Air War Program (Class 36), Air War College
- Squadron Officer School (Class 62)

**Positions in Listed Companies - The Stock Exchange of Thailand:** None

**Positions in Other Non-listed Companies/**

**Organizations:** 2 Non-listed Companies

- 2015 - Present Managing Director,  
Thai Aviation Industries Company Limited
- 2015 - Present Director, Siam Media Network Company Limited

**Working Experiences**

- 2013 - 2014 Director of Communications and Electronics,  
Royal Thai Air Force
- 2010 - 2013 Deputy Director of Communications and  
Electronics, Royal Thai Air Force
- 2009 - 2010 Assistant Comptroller, Royal Thai Air Force
- 2008 - 2009 Deputy Commander,  
Office of the Public Sector Development,  
Royal Thai Air Force

## 6. Mr. Thawatchai Arunyik (Age: 61 years)

Independent Director/ Member of the Remuneration Committee

**Date of First Appointment** 9 October 2014

### Percentage of Shareholding

**As of 1 October 2015** None

**Change during the Year** None

**As of 30 September 2016** None

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

**Family Relationship among Directors and Executives** None

### Education

- B.Sc., University of the East, Manila, 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

**Positions in Listed Companies - The Stock Exchange of Thailand:** None

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

### Working Experiences

2014 - 2015	Governor, Tourism Authority of Thailand
2010 - 2014	Deputy Governor for Domestic Marketing, Tourism Authority of Thailand
2007 - 2010	Executive Director for International Marketing (Europe, Africa and Middle East), Tourism Authority of Thailand

## 7. Miss Suttirat Rattanachot (Age: 57 years)

Director/ Member of the Remuneration Committee

**Date of First Appointment** 27 January 2012

### Percentage of Shareholding

**As of 1 October 2015** None

**Change during the Year** None

**As of 30 September 2016** 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 Listed Companies - The Stock Exchange of Thailand:** None

### Positions in Other Non-listed Companies/

**Organizations:** 3 Organizations

2016 - Present	Director General, Comptroller General's Department, Ministry of Finance
2015 - Present	Director, TOT Public Company Limited
2008 - Present	Management Committee, Bangkok Mass Transit Authority

### Working Experiences

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
2007 - 2010	Deputy Director General, Comptroller General's Department, Ministry of Finance
2005 - 2007	Director of Finance Department, Comptroller General's Department, Ministry of Finance



## 8. Mr. Manit Nitiprateep (Age: 61 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 2015** None

**Change during the Year** None

**As of 30 September 2016** 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
- 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
- Director Certification Program (DCP) (Class 225/2016), Thai Institute of Directors (IOD)
- Director Accreditation Program (DAP) (Class 126/2016), Thai Institute of Directors (IOD)

### Positions in Listed Companies -

**The Stock Exchange of Thailand:** 1 Listed Company

2016 - Present Director, Bangpakong Terminal Public Company Limited

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

2016 - Present Director, Rich Sport Company Limited

### Working Experiences

2013 - 2015 Advisor on Strategic Tax Administration (Finance and Banking), Revenue Department, Ministry of Finance

2011 - 2013 Deputy Director General, Revenue Department, Ministry of Finance

2007 - 2011 Director of Bureau of Large Business Tax Administration, Revenue Department, Ministry of Finance

## 9. Mr. Thanin Pa-Em (Age: 60 years)

Independent Director

**Date of First Appointment** 18 September 2014

### Percentage of Shareholding

**As of 1 October 2015** None

**Change during the Year** None

**As of 30 September 2016** None

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

**Family Relationship among Directors and Executives** None

### Education

- M.Sc. (Economics), Lancaster University, UK
- Diploma in Development Studies, Lancaster University, UK
- M.A. (Government), Thammasat University
- B.A. (Sociology and Anthropology), 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
- Director Certification Program (DCP) (Class 204/2015), Thai Institute of Directors (IOD)

**Positions in Listed Companies - The Stock Exchange of Thailand:** None

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

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

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

### Working Experiences

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

2007 - 2010 Advisor on Plan and Policy (Plan and Policy Analyst, Advisory Level), Office of the National Economic and Social Development Board

## 10. Mr. Wara Tongprasit (Age: 45 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 2015** None  
**Change during the Year** None  
**As of 30 September 2016** 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

- Director Accreditation Program (DAP) (Class 80/2009), Thai Institute of Directors (IOD)
- Advanced Audit Committee Program (AACP) (Class 20/2015), Thai Institute of Directors (IOD)
- Tax system and Tax Accounting Program, Karin Audit Company Limited
- Programs Organized by S.P.O. Organizer Company Limited:
  - Significance 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)
- Land, Building, Equipment and Related Financial Report Standard Interpretation (Effective on 1 January 2014), NYC Management Company Limited

### Positions in Listed Companies -

**The Stock Exchange of Thailand:** 1 Listed Company  
2009 - Present Director, Independent Director and Member of the Audit Committee, Ekarat Engineering Public Company Limited

### Positions in Other Non-listed Companies/

**Organizations:** 2 Non-listed Companies  
2013 - Present Director, Wara Holding Company Limited  
2005 - Present Managing Director, The Access Audit Company Limited

### Working Experiences

2011 - 2012 Deputy Managing Director, Accounting and Finance Department, Log Plus Mining Services Company Limited

## 11. Mrs. Rawewan Netrakavesna (Age: 62 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 2015** None  
**Change during the Year** None  
**As of 30 September 2016** 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
  - 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
- Airport Operation Management Program, Indonesia
- Intermediate Airport Management Program (IAMTI), Canada
- Flight Information Display System (FIDS), Italy
- Civil Aviation Management (ICAO), Philippines

**Positions in Listed Companies - The Stock Exchange of Thailand:** None

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

### Working Experiences

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  
2008 - 2010 Deputy General Manager of Chiang Mai International Airport (Administration), Airports of Thailand Public Company Limited

## 12. Mr. Nitinai Sirismatthakarn (Age: 44 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 2015** None  
**Change during the Year** None  
**As of 30 September 2016** 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
- B.Econ., Chulalongkorn University

### Positions in Listed Companies -

**The Stock Exchange of Thailand:** 1 Listed Company  
2016 - Present Director, Bangkok Aviation Fuel Services Public Company Limited

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

### Working Experiences

2016 - Present President and Member of the Board of Directors,  
Airports of Thailand Public Company Limited  
2015 - 2016 President,  
Airports of Thailand Public Company Limited  
2013 - 2014 Deputy Director,  
Fiscal Policy Research Institute Foundation  
2012 Director, Thailand Future Foundation  
2011 - 2012 Senior Advisor 11,  
Airports of Thailand Public Company Limited  
2010 - 2011 Senior Executive Vice President  
(Business Development and Marketing),  
Airports of Thailand Public Company Limited

Directors who Completed their Terms of Office/Resigned During the  
Fiscal Year 2016

## 1. Mr. Voradej Harnprasert (Age: 58 years)

Director/ Member of the Risk Management Committee

**Date of First Appointment** 24 December 2014

**Date of Termination** 1 April 2016

### Percentage of Shareholding

**As of 1 October 2015** None  
**Change during the Year** None  
**As of 30 September 2016** None

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

**Family Relationship among Directors and Executives** None

### Education

- M.Econ., Middle Tennessee State University, USA
- B.B.A. (Accounting), Technology and Vocational College

**Training** None

**Positions in Listed Companies - The Stock Exchange of Thailand:** None

### Positions in Other Non-listed Companies/

**Organizations:** 2 Organizations  
2015 - Present Inspector General, Ministry of Transport  
2015 - Present Director, Civil Aviation Training Center

### Working Experiences

2011 - 2015 Deputy Permanent Secretary,  
Ministry of Transport  
2011 - 2014 Director General, Civil Aviation Department  
2010 - 2011 Inspector General, Ministry of Transport

## 2. Mr. Nirandra Theeranartsin (Age: 65 years)

**Director/ Chairman of the Nomination Committee**

**Date of First Appointment** 20 June 2014

**Date of Termination** 19 June 2016

**Percentage of Shareholding**

**As of 1 October 2015** None

**Change during the Year** None

**As of 30 September 2016** None

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

**Family Relationship among Directors and Executives** None

**Education**

- Diploma in Modern Management, Wharton University of Pennsylvania, USA
- Graduate Diploma in Human Resource Management, Sasin Graduate Institute of Business Administration of Chulalongkorn University
- B.A. (Political Science) (Gold Medal), Chulalongkorn University

**Training**

- Director Accreditation Program (DAP) (Class 123/2016), Thai Institute of Directors (IOD)

**Positions in Listed Companies - The Stock Exchange of Thailand:** None

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

**Working Experiences**

2014 - 2015	Acting President, Airports of Thailand Public Company Limited
2010 - 2011	Senior Executive Vice President (Regional Airports), Airports of Thailand Public Company Limited
2009 - 2010	General Manager of Suvarnabhumi Airport, Airports of Thailand Public Company Limited

## 3. Mr. Nantasak Poolsuk (Age: 65 years)

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

**Date of First Appointment** 30 April 2014

**Date of Termination** 29 September 2016

**Percentage of Shareholding**

**As of 1 October 2015** None

**Change during the Year** None

**As of 30 September 2016** None

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

**Family Relationship among Directors and Executives** None

**Education**

- M.A. (Public Administration), Thammasat University
- Barrister-at-Law, Institution of Legal Education, Thai Bar Association
- LL.B. (Hons), Chulalongkorn University

**Training**

- Director Accreditation Program (DAP) (Class 123/2016), Thai Institute of Directors (IOD)
- Top Executive Program in Justice Administration, Court of Justice
- Top Executive Program (Class 14), Capital Market Academy, Stock Exchange of Thailand
- Top Executive Program in Political and Electoral Development, Political and Electoral Development Institute
- Top Executive Program in Police Administration, Royal Thai Police

**Positions in Listed Companies - The Stock Exchange of Thailand:** None

**Positions in Other Non-listed Companies/**

**Organizations:** 1 Organization

2015 - Present Senior Public Prosecutor, Office of the Attorney General

**Working Experiences**

2014 - 2015	Inspector General, Office of the Attorney General
2014 - 2015	Director General, Department of Administrative Litigation
2013 - 2014	Director General, Department of Special Litigation
2012	Director General, Department of Economic Crime Litigation
2011	Director General, Training and Development Institute
2010	Director General, Department of People's Rights Protection and Legal Aid





## AOT Executives

As of 30 September 2016, the AOT Executives consists of 20 executives in total. Details are as follows:

### 1. Miss Shanalai Chayakul (Age: 57 years)

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

#### Percentage of Shareholding

**As of 1 October 2015** 0.0002 percent (3,170 shares)

**Change during the Year** None

**As of 30 September 2016** 0.0002 percent (3,170 shares)

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

**As of 1 October 2015** None

**Change during the Year** None

**As of 30 September 2016** None

**Family Relationship among Directors and Executives** None

#### Education

- LL.B. (Second Class Honors), Ramkhamhaeng University
- Barrister-at-law, Institute of Legal Education, Thai Bar Association

#### Training

- Public-Private Partnership Act Program
- Finance for Non-Finance, Thailand Management Association (TMA)
- Programs organized by the Thai Institute of Directors (IOD):
  - Company Secretary Program (CSP) (Class 33/2009)
  - Board Reporting Program (BRP) (Class 1/2009)
  - Effective Minute Taking (EMT) (Class 16/2010)
  - Company Reporting Program (CRP) (Class 1/2011)
  - Director Accreditation Program (DAP) (Class 87/2011)
  - Director Certification Program (DCP) (Class 191/2014)
- Anti-Corruption Strategic Management Program for Senior Executive (Class 4), Sanya Dharmasakti Anti-Corruption Institute, Office of the National Anti-Corruption Commission

- AOT's Leadership Development Program: The 7 habits of Highly Effective People (Class 3)
- Advances for Corporate Secretaries, Thai Listed Companies Association

#### Working Experiences

1 October 2014 - Present	Senior Executive Vice President (Legal and Corporate Secretary) and Acting Corporate Secretary
1 October 2013 - 30 September 2014	Corporate Secretary 11
1 October 2009 - 30 September 2013	Corporate Secretary 10

## 2. Miss Sasisubha Sukontasab (Age: 57 years)

**Senior Executive Vice President (Corporate Strategy)**

### Percentage of Shareholding

**As of 1 October 2015** 0.0023 percent (33,520 shares)

**Change during the Year** None

**As of 30 September 2016** 0.0023 percent (33,520 shares)

### Percentage of Shareholding of Spouse/Underage Child

**As of 1 October 2015** None

**Change during the Year** None

**As of 30 September 2016** 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
- National Defence College (Class 54)
- Director Accreditation Program (DAP) (Class 87/2011), Thai Institute of Directors (IOD)
- Director Certification Program (DCP) (Class 127/2010), Thai Institute of Directors (IOD)
- AOT's Leadership Development Program
- Top Executive Program (Class 19), Capital Market Academy
- Top Executive Program in Energy Literacy (Class 7), Thailand Energy Academy
- Associate Judge in Labour Court Program, Division of Welfare, Central Labour Court

### Working Experiences

1 October 2013 - Present	Senior Executive Vice President (Strategy)
20 November 2012 - 30 September 2013	Senior Executive Vice President (Administration)
18 May - 19 November 2012	Senior Advisor 11
14 October 2011 - 17 May 2012	Senior Executive Vice President (Business Development and Marketing)
1 October 2010 - 13 October 2011	Senior Executive Vice President (Administration)

## 3. Mr. Montri Mongkoldao (Age: 54 years)

**Senior Executive Vice President  
(Human Resources and Administration)**

### Percentage of Shareholding

**As of 1 October 2015** None

**Change during the Year** None

**As of 30 September 2016** None

### Percentage of Shareholding of Spouse/Underage Child

**As of 1 October 2015** 0.0002 percent (3,440 shares)

**Change during the Year** None

**As of 30 September 2016** 0.0002 percent (3,440 shares)

**Family Relationship among Directors and Executives** None

### Education

- M.A. (Political Science), Thammasat University
- B.A. (Political Science), 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)

### Working Experiences

1 July 2014 - Present	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: 58 years)

Senior Executive Vice President (Accounting and Finance)

##### Percentage of Shareholding

As of 1 October 2015 0.0000 percent (10 shares)

Change during the Year None

As of 30 September 2016 0.0000 percent (10 shares)

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

As of 1 October 2015 None

Change during the Year None

As of 30 September 2016 None

Family Relationship among Directors and Executives None

##### Education

- M.B.A. (Business Administration), Kasetsart University
- B.B.A. (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 Program
- Global Infrastructure and Project Financing Program, 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

##### Working Experiences

1 October 2014 - Present	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)
20 November 2012 - 30 September 2013	Senior Specialist 10

#### 5. Mr. Wichai Bunyu (Age: 56 years)

Senior Executive Vice President  
(Business Development and Marketing)

##### Percentage of Shareholding

As of 1 October 2015 None

Change during the Year None

As of 30 September 2016 None

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

As of 1 October 2015 None

Change during the Year None

As of 30 September 2016 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)
- Flight Schedule Planning and Relationship Marketing 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)

##### Working Experiences

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

## 6. Wing Commander Suthirawat Suwanawat (Age: 55 years)

**Senior Executive Vice President (Engineering and Construction)**

**Percentage of Shareholding**

**As of 1 October 2015** None  
**Change during the Year** None  
**As of 30 September 2016** None

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

**As of 1 October 2015** None  
**Change during the Year** None  
**As of 30 September 2016** None

**Family Relationship among Directors and Executives** None

**Education**

- M.Eng., Kasetsart University

**Training**

- Airport Business Overview Program (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 1)
- Global ACI-ICAO Airport Management Professional Accreditation Program (AMPAP) (Class 1), Panama
- National Security Management 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)

**Working Experiences**

1 October 2015 - Present	Senior Executive Vice President (Engineering and Construction)
6 May - 30 September 2015	Vice President, Office of Suvarnabhumi 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 - 4 January 2015	Deputy General Manager of Phuket International Airport (Operations and Maintenance Group)
1 October 2013 - 30 September 2014	Deputy General Manager of Suvarnabhumi Airport (Maintenance Group)
20 November 2012 - 30 September 2013	Vice President, Maintenance Department, Don Mueang International Airport



## 7. Group Captain Kanputt Mungklasiri (Age: 60 years)

Senior Executive Vice President (Airport and Aviation Standard)

### Percentage of Shareholding

As of 1 October 2015 0.0000 percent (500 shares)

Change during the Year None

As of 30 September 2016 0.0000 percent (500 shares)

### Percentage of Shareholding of Spouse/Underage Child

As of 1 October 2015 None

Change during the Year None

As of 30 September 2016 None

Family Relationship among Directors and Executives None

### Education

- B.Sc. (General Science), Royal Thai Air Force Academy

### Training

- Aviation Security Asia Program (Class 1)
- Knowledge Development of Business Management and Business Law Program
- Roles of Executives and Results-Based Management Program (Class 1)
- AOT's Public Airport Manager Program (Class 1)
- Quality Standards for Work Program (Class 3)
- AOT's Public Airport Manager Program (Class 2)
- Occupational Health, Safety and Environment Program (Class 1)
- Regional Southeast Asia Workshop on Testing (Class 1)
- Development of AOT's Business Continuity Management System Program (Class 1)
- Practices of Officers according to Article 26 of Thai Air Navigation Act B.E. 2497 (Class 3)

### Working Experiences

1 October 2014 - Present	Senior Executive Vice President (Airport and Aviation Standard)
1 October 2013 - 30 September 2014	Deputy General Manager of Phuket International Airport (Operations and Maintenance Group)
18 May 2012 - 30 September 2013	Senior Advisor 10
14 October 2011 - 17 May 2012	General Manager of Don Mueang International Airport

## 8. Group Captain Samai Chanthon (Age: 59 years)

Senior Executive Vice President (Regional Airports)

### Percentage of Shareholding

As of 1 October 2015 None

Change during the Year None

As of 30 September 2016 None

### Percentage of Shareholding of Spouse/Underage Child

As of 1 October 2015 None

Change during the Year None

As of 30 September 2016 None

Family Relationship among Directors and Executives None

### Education

- B.Sc. (General Science), Royal Thai Air Force Academy

### Training

- Relationship Management for Executives Program, Royal Thai Air Force (Class 1)
- Arrangement of Seminar on Proliferation Security Initiative (Class 1)
- AOT's Leadership Development Program (Class 1)
- AOT's Public Airport Manager Program (Class 3)
- CEDI - Babson Entrepreneurial Leadership Program, Babson College, USA

### Working Experiences

1 October 2014 - Present	Senior Executive Vice President (Regional Airports)
29 April 2013 - 30 September 2014	Deputy General Manager of Suvarnabhumi Airport (Operations Group)
18 May 2012 - 28 April 2013	Deputy General Manager of Don Mueang International Airport (Operations Group)
15 June 2011 - 17 May 2012	Vice President, Aerodrome Standard and Health, Suvarnabhumi Airport

## 9. Mr. Sirote Duangratana (Age: 49 years)

General Manager of Suvarnabhumi Airport

### Percentage of Shareholding

As of 1 October 2015 None

Change during the Year None

As of 30 September 2016 None

### Percentage of Shareholding of Spouse/Underage Child

As of 1 October 2015 None

Change during the Year None

As of 30 September 2016 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

- 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

### Working Experiences

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

## 10. Mr. Phet Chan-charoen (Age: 58 years)

General Manager of Don Mueang International Airport

### Percentage of Shareholding

As of 1 October 2015 None

Change during the Year None

As of 30 September 2016 None

### Percentage of Shareholding of Spouse/Underage Child

As of 1 October 2015 None

Change during the Year None

As of 30 September 2016 None

Family Relationship among Directors and Executives None

### Education

- B.A. (General Management), Phetchaburi Witthayalongkorn 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 (Class 3)
- 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 of Results (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

### Working Experiences

1 October 2015 - Present	General Manager of Don Mueang International Airport
1 October 2014 - 30 September 2015	Deputy General Manager of Suvarnabhumi Airport (Operations Group)
1 April - 30 September 2014	Senior Specialist 10 and Acting Vice President, Customer Service Department, Suvarnabhumi Airport
1 October 2013 - 31 March 2014	Vice President, Customer Service Department, Suvarnabhumi Airport
1 October 2010 - 30 September 2013	Vice President, Landside Operations Department, Suvarnabhumi Airport

## 11. Mrs. Monrudee Gettuphan (Age: 59 years)

**General Manager of Phuket International Airport**

### Percentage of Shareholding

**As of 1 October 2015** 0.0006 percent (9,040 shares)

**Change during the Year** None

**As of 30 September 2016** 0.0006 percent (9,040 shares)

### Percentage of Shareholding of Spouse/Underage Child

**As of 1 October 2015** 0.0001 percent (1,000 shares)

**Change during the Year** None

**As of 30 September 2016** 0.0001 percent (1,000 shares)

**Family Relationship among Directors and Executives** None

### Education

- M.B.A. (Business Administration), Kasetsart University
- B.A. (English), Chulalongkorn University

### Training

- Advanced Counter-Terrorism Negotiators Program
- Lecturer/Workforce Quality Improvement Program
- Work Quality Standard Program
- Executive Relationship Management, Royal Air Force
- AOT's Leadership Development Program: Strategic Thinking on Future Business Arena
- AOT's Leadership Development Program: Strategies for Change
- Practices of Officers according to Article 26 of Thai Air Navigation Act B.E. 2497
- Air War Program (Class 41), Air War College
- Global ACI-ICAO Airport Management Professional Accreditation Programme (AMPAP)

### Working Experiences

6 May 2015 - Present	General Manager of Phuket International Airport
1 October 2014 - 5 May 2015	Senior Specialist 10 and Acting General Manager of Phuket International Airport
1 April - 30 September 2014	Vice President, Office of Foreign Affairs
1 October 2013 - 31 March 2014	Vice President, Foreign Affairs Department
29 April - 30 September 2013	Vice President, Special Affairs, Suvarnabhumi Airport
20 November 2012 - 28 April 2013	Senior Specialist 9
18 May - 19 November 2012	Vice president, Airport Standard and Occupational Health Department

## 12. Mr. Somchai Sawasdeepon (Age: 58 years)

**Senior Advisor 11**

### Percentage of Shareholding

**As of 1 October 2015** 0.0009 (13,560 shares)

**Change during the Year** None

**As of 30 September 2016** 0.0009 (13,560 shares)

### Percentage of Shareholding of Spouse/Underage Child

**As of 1 October 2015** None

**Change during the Year** None

**As of 30 September 2016** 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, Justice Officials Training Institute
- AOT's Public Airport Manager Program (Class 2)
- Advanced Justice Administration Course (Class 17),  
Office of the Court of Justice
- Advanced Management Program (AMP 188),  
Harvard Business School, Massachusetts, USA
- Thailand Insurance Leadership Program (Class 6),  
Office of Insurance Commission

### Working Experiences

1 October 2013 - Present	Senior Advisor 11
28 March - 30 September 2013	Senior Executive Vice President (Regional Airports)
26 October 2012 - 27 March 2013	Senior Executive Vice President (Engineering and Construction) and Acting President
27 October 2011 - 25 October 2012	Senior Executive Vice President (Engineering and Construction), and Acting General Manager of Suvarnabhumi Airport
15 June - 26 October 2011	Senior Executive Vice President (Engineering and Construction)
27 March 2009 - 14 June 2011	Senior Executive Vice President (Engineering and Construction) and Acting President

### 13. Acting Second Lieutenant Narit Yodchan (Age: 59 years)

Senior Advisor 11

#### Percentage of Shareholding

As of 1 October 2015 None  
 Change during the Year None  
 As of 30 September 2016 None

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

As of 1 October 2015 None  
 Change during the Year None  
 As of 30 September 2016 None

Family Relationship among Directors and Executives None

#### Education

- M.P.A. (Public Administration), National Institute of Development Administration (NIDA)
- B.Ed. (School Management), Chandrakasem Teachers College

#### Training

- Knowledge Development of Business Management and Business Law Program
- AOT's Executives (Administration) Program
- Director Accreditation Program (DAP) (Class 96/2012), Thai Institute of Directors (IOD)
- AOT's Public Airport Manager Program (Class 3)

#### Working Experiences

1 October 2014 - Present	Senior Advisor 11
14 October 2011 -	Executive Vice President
30 September 2014	(Regional Airports)
14 November 2008 -	Senior Specialist 10
13 October 2011	

### 14. Mr. Prapon Pattamakijisakul (Age: 55 years)

Senior Specialist 11

#### Percentage of Shareholding

As of 1 October 2015 0.0000 percent (50 shares)  
 Change during the Year None  
 As of 30 September 2016 0.0000 percent (50 shares)

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

As of 1 October 2015 None  
 Change during the Year None  
 As of 30 September 2016 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), Sanya Dharmasakti Anti-Corruption Institute, Office of the National Anti-Corruption Commission

#### Working Experiences

6 May 2015 - Present	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
15 June 2011 -	Vice President,
19 November 2012	Risk Management Office



## 15. Mr. Pravitt Chaisuwan (Age: 58 years)

Senior Specialist 11

### Percentage of Shareholding

As of 1 October 2015 None  
 Change during the Year None  
 As of 30 September 2016 None

### Percentage of Shareholding of Spouse/Underage Child

As of 1 October 2015 None  
 Change during the Year None  
 As of 30 September 2016 None

Family Relationship among Directors and Executives None

### Education

- M.P.P.M., National Institute of Development and Administration (NIDA)
- 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)

### Working Experiences

6 May 2015 - Present	Senior Specialist 11
1 October 2014 - 5 May 2015	Senior Executive Vice President (Engineering and Construction)
1 April - 30 September 2014	Senior Advisor 10
1 October 2013 - 31 March 2014	Senior Advisor 10 and Acting Senior Executive Vice President (Engineering and Construction)
20 November 2012 - 30 September 2013	Vice President, Office of Suvarnabhumi Airport Construction Management
15 June 2011 - 19 November 2012	Unit Head, Office of Suvarnabhumi Airport Construction Management

## 16. Mr. Pichet Roongvachira (Age: 58 years)

Executive Vice President (Accounting and Finance)

### Percentage of Shareholding

As of 1 October 2015 None  
 Change during the Year None  
 As of 30 September 2016 None

### Percentage of Shareholding of Spouse/Underage Child

As of 1 October 2015 None  
 Change during the Year None  
 As of 30 September 2016 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)

### Working Experiences

6 May 2015 - Present	Executive Vice President (Accounting and Finance)
20 November 2012 - 5 May 2015	Vice President, Budgeting Department
16 December 2008 - 19 November 2012	Deputy Vice President, Budgeting Department
21 November 2001 - 15 December 2008	Director, Budgeting Division, Budgeting Department

## 17. Mr. Noppadol Mongkolsin (Age: 58 years)

Deputy General Manager of Suvarnabhumi Airport  
(Business Support Group)

### Percentage of Shareholding

As of 1 October 2015 None  
Change during the Year None  
As of 30 September 2016 None

### Percentage of Shareholding of Spouse/Underage Child

As of 1 October 2015 None  
Change during the Year None  
As of 30 September 2016 None

Family Relationship among Directors and Executives None

### Education

- M.B.A. (General Management), Krerk 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
- The Adoption of International Financial Reporting Standards (IFRS) for AOT's Financial Report Program

### Working Experiences

6 May 2015 - Present	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)
14 November 2008 - 19 November 2012	Vice President, Accounting Department

## 18. Mrs. Rapeeporn Kongprasert (Age: 56 years)

Vice President, Finance Department

### Percentage of Shareholding

As of 1 October 2015 0.0006 percent (7,960 shares)  
Change during the Year None  
As of 30 September 2016 0.0006 percent (7,960 shares)

### Percentage of Shareholding of Spouse/Underage Child

As of 1 October 2015 None  
Change during the Year None  
As of 30 September 2016 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

### Working Experiences

1 October 2013 - Present	Vice President, Finance Department
1 October 2009 - 30 September 2013	Deputy Vice President, Finance Department
1 August 2007 - 30 September 2009	Director, Disbursement Division, Finance Department

## 19. Mrs. Chantima Lattivan (Age: 58 years)

Vice President, Accounting Department

### Percentage of Shareholding

As of 1 October 2015 0.0003 percent (4,410 shares)

Change during the Year None

As of 30 September 2016 0.0003 percent (4,410 shares)

### Percentage of Shareholding of Spouse/Underage Child

As of 1 October 2015 None

Change during the Year None

As of 30 September 2016 None

Family Relationship among Directors and Executives None

### Education

- B.B.A. (Accounting), (2<sup>nd</sup> Class Honor), Ramkhamhaeng University

### Training

- Accounting Standards for Executives and Accountants 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

### Working Experiences

4 October 2013 - Present	Vice President, Accounting Department
17 December 2007 - 3 October 2013	Deputy Vice President, Accounting Department
14 December 2005 - 16 December 2007	Administrative Officer 7, Accounting Department

## 20. Miss Nattanan Moongthanya (Age: 57 years)

Vice President, Accounting and Finance Department, Suvarnabhumi Airport

### Percentage of Shareholding

As of 1 October 2015 0.0001 percent (2,090 shares)

Change during the Year Change

As of 30 September 2016 0.00003 percent (490 shares)

### Percentage of Shareholding of Spouse/Underage Child

As of 1 October 2015 None

Change during the Year None

As of 30 September 2016 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
- 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)

### Working Experiences

1 October 2013 - Present	Vice President, Accounting and Finance Department, Suvarnabhumi Airport
4 January 2012 - 30 September 2013	Deputy Vice President, Business Planning and Budgeting Department, Suvarnabhumi Airport
14 December 2005 - 3 January 2012	Director, Finance Division, Business Planning and Budgeting Department, Suvarnabhumi Airport





## Corporate Governance

AOT Board of Directors is committed to operating its business by adhering to AOT's good corporate governance principles, the Code of Best Practices for Directors of Listed companies, as well as rules, regulations and guidelines of the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC). The Board of Directors is also determined to enhance AOT's corporate governance best practices at the global level which will create confidence among the shareholders, the investors and all related parties. Moreover, the Board of Directors is committed to overseeing the operations to ensure efficiency and in compliance with the corporate governance principle and policy as published on AOT's website.

### Corporate Governance Policy

The Board of Directors has had a clearly written corporate governance policy since 2006 and it was subject to annual revision. The Board meeting No. 11/2015 held on 27 October 2015 approved the revision of the latest copy of 2015 and required that AOT's Board of Directors, executives and employees abide by the corporate governance policy to ensure efficiency, transparency and accountability in its operations according to the good corporate governance principles. In 2016, The Board of Directors has revised the policy and considered that the current copy is still proper and in accordance with the regulations, notifications and guidelines of the good corporate governance principles of the SET and the SEC. The Board of Directors has, therefore, approved that AOT continues the implementation of the policy as promulgated on 20 November 2015.

However, AOT's Corporate Governance Policy, published on AOT's Intranet and website: [www.airportthai.co.th](http://www.airportthai.co.th), comprises five categories according to the Principles of Good Corporate Governance for Listed Companies 2012 of the Stock Exchange of Thailand 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. In addition to 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. AOT also accommodates the participation of the institutional investors in the shareholders' meetings. 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 of annual general shareholders' meeting and a director nominee, and queries regarding the Company in advance of the shareholders' meetings. 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 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 appointment 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 selection 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 2015 Annual General Shareholders' Meeting on Friday 22 January 2016 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, Sikan, 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 2015 Annual General Shareholders' Meeting date approximately 2 months in advance to allow the shareholders to schedule their attendance. The meeting date was informed on 2 December 2015 as soon as the Board of Directors resolved to hold the Annual General Shareholders' Meeting on 22 January 2016. AOT also informed the shareholders of the names of shareholders who have rights to attend the 2015 Annual General Shareholders' Meeting and receive dividend payment (Record Date) on 16 December 2015 and the closing date of the share register book was 17 December 2015.
- (4) AOT had submitted the letter of invitation both in Thai and English 23 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 for more than 35 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 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 2015 Annual General Shareholders' Meeting on Friday 22 January 2016 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 (Legal and Corporate Secretary) acting as Corporate Secretary, the Senior Executive Vice President (Accounting and Finance) and the Chief Financial Officer (CFO), together with the 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 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 Set 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.

### 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 2016), 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 requires the shareholders to vote for each candidate individually.

At the 2015 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 depository 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) 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) AOT requires that the directors and executives under the definition set by the SET and the SEC submit a conflict of interest report of their own and related persons. The conflicts of interest shall be those related to the operations of AOT or its subsidiaries at the first appointment of the position. The report shall be submitted to the Corporate Secretary within 7 working days from

the day after the notice from AOT and every time there are changes using the forms approved by the Board of Directors.

The Corporate Secretary shall deliver the conflict of interest report to the Chairman of the Board of Directors and the Chairman of the Audit Committee within 7 working days after AOT is informed of such changes to be in compliance with the Securities and Exchange Act B.E.2535. The report can be used for reference in any investigation and prevention conflict of interest.

- (8) Shareholders have equal right to vote. One share equals one vote.
- (9) 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.

#### The Role 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 Board of Directors has clearly established written policies and best practices for treatment of shareholders in AOT's Good Corporate Governance Handbook which is disclosed 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 2016).

## The Treatment of Stakeholders

AOT is committed to promoting cooperation between the Company and the stakeholders to create financial stability and corporate sustainability. In 2016, 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 a policy for employee compensation and welfare. AOT's regulations on employees' rights are disclosed in the circular letters sent to the employees and uploaded to the Intranet. This is to develop knowledge and ability of employees at all levels and constantly enhance their operating 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 has the energy saving policy. It is every employee's duty to continually cooperate in efficient use of resources to create the maximum benefits under the Green Airport concept.
- 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.
- AOT ensures occupational health and safety in the workplace for all AOT's employees. AOT's head office has been awarded the Outstanding Organization in Safety, Occupational Health, and Working Environment award for 9 consecutive years from the Department of Labor Protection and Welfare, Ministry of Labor.

**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 2016).

#### 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 optimum 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 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.





## Intellectual Property

Information and communications technology is considered as a vital factor in promoting business operations and increasing efficiency. It is therefore a mutual responsibility of all AOT's employees to use information and communications technology under the laws, AOT's orders, and standards set by AOT. All employees are 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. AOT has to be disciplined in using the information and communications systems and equipments without creating negative impacts on AOT and others and must not acquire pirated software or intellectual property of 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 and Human Rights

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

AOT ensures that the Board of Directors, executives and employees treat one another and all stakeholders with respect, honor and recognition of humanity. AOT employees shall avoid any action that may affect individual's rights and freedom which is against the law. The above mentioned practice is made corporate ethical standard and appears in the AOT Employees' Code of Conduct B.E. 2554 (2011) embraced by all AOT's employees. Breach of the Code of Conduct is considered disciplinary breach and shall be punished. Also, AOT prescribes under the topic of ethics in AOT's Good Corporate Governance Handbook that the superiors and/or employees shall be treated with equality, courtesy, respect of individuality, human dignity and human rights in regardless of sex, age, race, nationality, religion, belief, political opinion or disability.

## 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 the 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's Board of Directors/President/Vice President of Office of Audit, Airports of Thailand Public Company Limited, 333 Cherdwutagard Road, Srikan Subdistrict, Don Mueang District, 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 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 and 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 2016 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 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 a Code of Ethics for AOT's employees 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 2016. 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 2016 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 2016

Activities	Times / Year
Company Visit	59
Conference Call / Telephone Call	582
E-mail (copy)	89
Analyst Briefing	1
International Roadshow	3
Domestic Roadshow	4

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 2016, AOT brought 100 shareholders to visit Chiang Mai International Airport on Friday, 25 March 2016.

If the investors and concerned individuals have any queries, they are requested to contact AOT's Investor Relations Department at Telephone Number 0 2535 5900, Facsimile Number 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" stated in 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 1<sup>st</sup> Revision (B.E. 2009) to be in compliance with the SET's Principles of Good Corporate Governance for Listed Companies 2006. In 2016, the AOT Board of Directors resolved to revise AOT's Good Corporate Governance Handbook to be in line with the SET's Principles of Good Corporate Governance for Listed Companies 2012, ASEAN CG Scorecard, State Enterprise Performance Appraisal (SEPA) implemented by the State Enterprise Policy Office, AOT's mission, and actual practices. In this revision of AOT's Good Corporate Governance Handbook 2016, key contents included the following:

- Addition of the roles and duties of the Chairman of the Board of Directors
- Addition of the best practices to the Company to the Employee Code of Ethics
  - Perform duties for the achievement of AOT, maintain the standards, and ensure quality, transparency and accountability
  - Adhere to the democratic system in which the country is ruled by the King and bear the country's benefits above oneself
- Addition of duties and responsibilities of AOT's Risk Management Committee to the Code of Conduct Re: Internal Control
- Addition of the business ethics for investor relations
- Addition of AOT's Notification Re: Anti-Corruption Policy

AOT's Good Corporate Governance Handbook a practice guideline which must be acknowledged and strictly abided by all of AOT's 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.

#### Activities Promoting Corporate Governance and Ethics of AOT

In 2016, AOT organized the activities to promote ethical practice among its employees to build consciousness in practicing ethics which contributes to the happiness in their everyday working life as follows:

1. An oath ceremony on 3 December 2015 at AOT Auditorium.
2. Food offering to 59 monks to celebrate New Year. Chao Khun Alongkot Phra Utamaprachatorn, the Abbot of Phra Baht Nampu Temple, Lopburi, chaired the religious ceremony held on 6 January 2016 at the ground in front of the Statue of Field Marshal His Royal Highness Prince Chakrabongse Bhuvanart, AOT's Headquarters.

3. Food offering to 59 monks to celebrate Songkran's Day or Thai New Year. Chao Khun Alongkot Phra Utamaprachatorn, the Abbot of Phra Baht Nampu Temple, Lopburi, chaired the religious ceremony held on 12 April 2016 at the ground in front of the Statue of Field Marshal His Royal Highness Prince Chakrabongse Bhuvanart, AOT's Headquarters.
4. "The promotion of good governance and ethics of AOT" project for the year 2016 which consisted of 3 activities as follows:
  - Activity on the moral and ethical appraisal for the AOT's employees
  - Activity on the motto contest on the topic of "AOT's Anti-Corruption"
  - Activity on the lecture of "Happy Mind, Happy Work" to promote good governance and ethics, create recognition of morals and ethics and participation in anti-corruption of the company, and serve as a forum where the internal and external stakeholders associated with AOT can exchange opinions regarding good governance and ethics on 30 May 2016 at AOT Auditorium. Phra Maha Vudhichai Vajiramedhi (V. Vajiramedhi) from Rai Chern Tawan International Meditation Center in Chiang Rai province, was the lecturer with AOT's members of the Corporate Governance Committee, senior executives, employees and stakeholders attending the seminar.
5. Food Offering to 70 monks to celebrate His Majesty the King's 70<sup>th</sup> Anniversary Ascension to the Throne on 9 June 2016. Chao Khun Alongkot Phra Utamaprachatorn, the Abbot of Phra Baht Nampu Temple, Lopburi, chaired the religious ceremony held on 9 June 2016 at the ground in front of the Statue of Field Marshal His Royal Highness Prince Chakrabongse Bhuvanart, AOT's Headquarters.
6. "AOT's Merit Making, Mind Enhancement and Royal Celebration" activity at Mahayong Temple, Phra Nakhon Si Ayutthaya province, from 15 - 17 June 2016.
7. Award Giving Ceremony is held annually for the outstanding officers, particularly admired officers and employees and outsiders who make contributions to AOT and outstanding units to express admiration, praise and encouragement. In 2016, the ceremony was held on the anniversary of AOT's operations (on Wednesday, 1 July 2016) 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 has been working for AOT for 25 years.
8. Religious ceremony to celebrate the 10<sup>th</sup> anniversary of Suvarnabhumi Airport on 28 September 2016 at the Banquet Room 1, Suvarnabhumi Airport Office building.
9. Food Offering to monks on Tuesdays and Thursdays: 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.
10. "AOT's Merit Making at 5 Temples in Honor of the Royal Family" at 5 temples in Nakhon Ratchasima and Saraburi provinces on 18 August 2016.
11. "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 2016, AOT held a "Core Values Young Role Model" project by selection the employees who had outstanding behaviours and become core values role models with consideration on their narration of incidents or experiences that corresponded with AOT's core values. The project was aimed at supporting and encouraging the employees who had outstanding behaviours and become core values role models as well as inspiring other employees to behave according to AOT's core values.
12. Special lecture on "Risk Management by Good, Smart and Ethical People" was held to reinforce the concept of self-governance and people governance for AOT executives and employees to realize the importance and apply Dharma in daily operations. The event was held on 12 September 2016 at AOT Auditorium with Phra Maha Vudhichai Vajiramedhi (V. Vajiramedhi) as the guest lecturer. AOT directors, senior executives and employees participated in the event.
  - AOT sent its employees to attend the lecture and exchange of opinions on the good corporate governance entitled "Why the Good People Network Is Not Powerful" held on 28 July 2016 at the Aeronautical Radio of Thailand Company Limited.
  - AOT sent its employees to participate in the training course on the "Promotion of Ethics and Transparency of Government Agencies" for the year 2016 organized by the Office of the National Anti-Corruption Commission on 13, 15 and 20 September, 2016.



## Anti-Corruption

AOT is committed to protecting and promoting the anti-corruption which is regarded as a crucial policy to strictly conduct business with integrity, honesty, transparency and accountability so as to create good values and corporate image. In the Board Meeting No. 7/2016 held on 25 May 2016, the Board of Directors resolved to approve the draft AOT Notification Re: Anti-Corruption Policy which prescribed that "AOT's personnel must comply with the Anti-Corruption Policy and not be involved in all forms of corruption, whether direct or indirect". The Board of Directors also defined the definitions according to the Anti-Corruption Policy, duties and responsibilities, practice guidelines and penalties which were promulgated throughout the company, acknowledged and implemented by the AOT Board of Directors, executives and employees.

To implement concrete anti-corruption actions and demonstrate its commitment to tackle all forms of corruption, both direct and indirect, AOT therefore put the policy and practice guidelines into action as follows:

1. The dissemination of AOT's Notification Re: Anti-Corruption Policy and related practice guidelines to both inside and outside AOT by:
  - (1) Communicating internally to AOT's Board of Directors, executives and employees for acknowledgement and strict compliance. All executives and employees are required to sign their names to demonstrate their mutual commitment to anti-corruption.
  - (2) Communicating externally to the subsidiaries, affiliates and stakeholders as well as the public through various communication channels such as letters, AOT's website: [www.airportthai.co.th](http://www.airportthai.co.th) and AOT's Intranet so that all AOT's stakeholders can be informed of and comply with the policy and practice guidelines on concrete measures for anti-corruption as established by AOT such as the practice guidelines on anti-corruption measures of business partners by specifying the terms and conditions (TOR) for the procurement which is regarded as part of the contracts to which the business partners must conform as follows:
    - 1) Business partners must support AOT's Anti-Corruption Policy which prescribes that AOT's personnel must not be involved in all forms of corruption, whether direct or indirect, and strictly comply with AOT's Anti-Corruption Policy.
    - 2) Bidders and business partners are forbidden to offer gifts, assets or any other benefits as well as pay

hospitality expenses and other expenses that might influence the operating decisions or the corporate operations for AOT's personnel.

In 2016, AOT also prepared circular letters to inform all AOT's employees, units and stakeholders to refrain from accepting New year gifts so as to prevent the potentially improper exploitation and conflicting interests as well as enhance transparency in its operations to create the company's transparent and corruption-free culture which creates reliability and confidence among all AOT's stakeholders.

2. The training courses were consistently provided for AOT's personnel to enhance knowledge and understanding of compliance with the policy, AOT's expectation and penalties for non-compliance which was included under the topic of good corporate governance and anti-corruption in AOT's Orientation Course, Airport Operations Course, Junior Airport Management Course, Intermediate Airport Management and Senior Airport Management Course.

AOT also invited the external lecturers expert in anti-corruption to provide knowledge AOT's Board of Directors, executives and employees should know in various topics such as "special lecture on the knowledge of compliance with anti-corruption measures", "risk assessment on corruption according to the practice guidelines of the Stock Exchange of Thailand and internal audit" and "risk management system and internal control to prevent corruption". In addition, AOT encouraged and supported the executives and employees to attend the training courses on anti-corruption organized by the external organizations such as Anti-Corruption: The Practical Guide (ACPG) by the Thai Institute of Directors (IOD) and Anti-Corruption Strategic Management Program for Senior Executive (Class 4) by the Office of the National Anti-Corruption Commission.

3. Complaint or Whistleblowing Procedures

AOT has established the procedures for the receipt of complaints or whistleblowing by setting limits on complaints, persons concerned with the handling of the procedures, protection for complainants and all persons concerned, confidentiality, complaint channels, investigation and violation of procedures or provision of false information. AOT has already disseminated the procedures on AOT's Intranet and website: [www.airportthai.co.th](http://www.airportthai.co.th) and further details can be found under the main topic of "Roles of Stakeholders" and the subtopic of "Contact, Complaint or Whistleblowing Channels".

With its commitment to continuously and strictly protecting and countering corruption, AOT signed a tri-party Memorandum of Understanding (MOU) on “the Movement towards the Prevention and Suppression of Corruption” between the Office of the National Anti-Corruption Commission, the Office of State Enterprise Policy and 55 state enterprises. The MOU is the mutual commitment for all parties to executing the national strategy on prevention and suppression of corruption. The parties support and encourage the state enterprises to conduct Integrity & Transparency Assessment (ITA), which consists of 5 key indicators, including 1. Transparency, 2. Accountability 3. Service Integrity 4. Integrity Culture 5. Work Integrity which consists of them to be aware of their level of integrity and transparency as well as limitation that will lead to relevant solution and improvement. In 2016, AOT achieved a total score of 81.88 which was in the “very high” level, higher than the average of the 115 assessed government agencies with a total score of 80.45. This achievement was actually caused by AOT’s commitment and responsibility for conducting business as in line with the good governance principles and anti-corruption policy.

### Conflict of interest

The Board of Directors considered that the conflict of interest between the personal interest and corporate interest is a significant issue which was then established in AOT’s Corporate Governance Policy and the best practice in AOT’s Good Corporate Governance Handbook. AOT’s Good Corporate Governance Handbook regulates that the Board of Directors, executives and employees must report their interests, as well as the interests of involved parties to avoid exploitation of their positions for personal gains. The practices for the Board of Directors, executives and employees are 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 might have conflict of interest according to the Notice of

the Stock Exchange of Thailand, 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, or employees take the positions of committees or advisors of other business organizations, the positions taken must not cause conflict of interest with AOT and direct operations in AOT. In addition, the Board of Directors and executives are required to report their interests, as well as the interests of involved parties, to AOT within 7 days after being informed. 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.

Conflict of interest is considered a very important policy and has been integrated with AOT’s Corporate Governance Policy in writing. Clear operational instructions related to conflict of interest have also been made as per AOT’s Order No. 648/2012 Re: “Practice Guidelines on Conflict of Interest” to ensure good and transparent control system.

### 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 2012, AOT’s Good Governance Handbook, AOT Corporate Plan, detailed information on various development projects, etc. In addition, 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), Audit Committee Program (ACP), Financial Statements for Directors (FSD), Monitoring the System of Internal Control and Risk Management (MIR), and Monitoring the Internal Audit Function (MIA). 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 values 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, for example.

AOT Board of Directors has 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	Courses					
	Director Accreditation Program (DAP) IOD	Director Certification Program (DCP) IOD	Audit Committee Program (ACP) IOD	Advanced Audit Committee Program (AACP) IOD	Top Executive Program (Capital Market Academy)	Corporate Governance for Directors and Senior Executives in State Enterprises and Public Organizations (King Prajadhipok Institute)
Mr. Prasong Poontaneat	-	Class 76/2006	-	-	Class 14	-
Mr. Nantasak Poolsuk	Class 123/2016	-	-	-	Class 14	-
Squadron Leader Prajak Sajjasophon	-	Class 214/2015	-	-	Class 17	-
Air Chief Marshal Johm Rungswang	-	-	-	-	-	Class 15
General Kampanat Ruddit	-	-	-	-	-	-
Air Marshal Prakit Skunasingha	-	-	-	-	-	-
Mr. Nirandra Theeranartsin	Class 123/2016	-	-	-	-	-
Mr. Thawatchai Arunyik	-	-	-	-	Class 17	Class 10
Miss Suttirat Rattanachot	-	Class 73/2006	-	-	-	-
Mr. Manit Nitiprateep	Class 126/2016	Class 225/2016	-	-	Class 14	Class 12
Mr. Thanin Pa-Em	-	Class 204/2015	-	-	-	Class 6
Mr. Voradej Harnprasert	-	-	-	-	-	-
Mr. Wara Tongprasit	Class 80/2009	-	-	Class 20/2015	-	-
Mrs. Rawewan Netrakavesna	-	Class 207/2015	-	-	-	-

In the fiscal year 2016, there are 4 directors attending IOD courses as follows:

1. Mr. Nantasak Poolsuk attended the Director Accreditation Program (DAP), Class 123/2016
2. Squadron Leader Prajak Sajjasophon attended the Director Certification Program (DCP), Class 214/2015
3. Mr. Manit Nitiprateep attended the Director Certification Program (DCP), Class 225/2016
4. Mr. Nirandra Theeranartsin attended the Director Accreditation Program (DAP), Class 123/2016

Also, there is 1 director attending the course on Corporate Governance for Directors and Senior Executives in State Enterprises and Public Organizations (Class 15).

Moreover, the Board of Directors, subcommittees and working committees chaired by AOT directors attended meetings and visited foreign airports as follows:

- AOT Board of Directors visited Munich Airport in Germany and Zurich Airport in Switzerland during 7 - 13 October 2015 for exchange of knowledge and experience. Key discussion topics were as follows:

On 7 October 2015 at Munich Airport: Senior executives of Flughafen München GmbH (FMG) welcomed AOT Board of Directors, experts and executives and held a briefing on FMG and information of Munich Airport. FMG executives also brought AOT directors, experts and executives to visit the Satellite Building which could accommodate 11 million passengers per year with 27 contact gates, 52 remote parking bays, shops, restaurants, VIP rooms of Star Alliance member airlines and security checkpoints. The Satellite Building adopted an energy efficient method for passenger transportation to the Passenger Terminal 2 through the system of automated people mover (APM) which could handle 9,000 passengers per hour.

On 8 October 2015, the group visited the Inter Airport Europe (20<sup>th</sup> International Exhibition for Airport Equipment, Technology, Design & Services) at Munich Trade Fair, Germany. The exhibition provided information on aviation industry consisting of Inter TERMINAL, Inter DESIGN, Inter DATA, Inter RAMP and a seminar on Aviation & Economic Development, Airport Design & Development, IT &

Automation, Airport Security and Toward Sustainability - Green Airport. The benefits of attending the event would be the study on innovation and service related to aviation industry, the meeting of up to 300 experts in aviation industry from 60 leading airports in 46 countries all over the world, and the display of technologies and products related to aviation industry divided into 4 categories, namely Inter TERMINAL, Inter DESIGN, Inter DATA and Inter RAMP. The group paid much attention to innovations related to aviation industry such as baggage screening system, cars for measurement of friction force on the surface of runways, sleeping boxes for transit passengers, use of robots in baggage handling and automated passenger checkpoint system, for example.

On 12 October 2015 at Zurich Airport: Senior Executives of Zurich Airport welcomed the AOT Board of Directors, experts and executives and held a briefing on Zurich Airport and "The Circle" project. "The Circle" project, a new international trading center, was just few steps away from the passenger terminal which consisted of the outstanding and exotic buildings. It was expected that "The Circle" would become a focal point for business and lifestyle.

- The AOT Board of Directors visited Narita International Airport in Japan during 23 - 27 March 2016. Key discussion topics were as follows:

On 24 March 2016 at Narita International Airport: Mr. Futoshi Osada, Executive Vice President, welcomed AOT Board of Directors, experts and executives and held a meeting in exchange of knowledge on the use of technologies for passengers' convenience (i-Airport Promotion and Smartphone Application), allocation of commercial areas (Narita Nakamise, Narita North Street and Narita 5<sup>th</sup> Avenue), environmental management (World's Leading Charges base on Noise and Carbon Emission) and visited the Passenger Terminal at Narita International Airport.

On 25 March 2016, Mr. Ryoichi Matsuyama, President of Japan National Tourism Organization (JNTO), welcomed AOT executives and held a briefing on general information, statistics of foreign tourists, major factors attracting foreign tourists to Japan, number of Thai tourists traveling to Japan, promotion of Thai tourists traveling to Japan,



scheduled flights departing from Thailand to Japan, and surveys of Thai tourists visiting Japan at Narita International Airport and Kansai International Airport conducted by JNTO.

AOT considers that airport visit in other countries is crucial to airport development. New experience on airport operations will enable AOT executives to generate new ideas and strategies to improve efficiency in services of airports under AOT's responsibility to better address the ever-changing technologies. In arranging each airport visit in other countries, AOT considers cost effectiveness and maximum benefits to the organization to optimize the available knowledge and technology for efficiency enhancement.

#### Succession Plan and Development of Executives

AOT has prepared succession plans for the senior executive positions from the director position upwards. Criteria for selecting successors are as follows:

- Past performance
- Qualification, knowledge, skill, experience and required task achievement, by comparing them with Success Profile of each job
- Job Competency Assessment

In order that AOT has sufficient information to support its decision on new appointment when a position is vacant, development of executives is considered very important to ensure that the executives are capable of replacing future positions with high efficiency and for business continuity and ability to achieve AOT's goals, mission and vision.

AOT has decided a clear direction in promoting capability to

perform the duty in accordance with the required qualifications of the successor. It has provided the senior executives with the opportunity to be trained in various important courses, including Leading Change, Leadership Succession Program, Airport Management Professional Accreditation Programmer (AMPAP) which is an air transport training jointly held by the International Civil Aviation Organization (ICAO).

#### 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 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 2016, 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:



In the Board Meeting No. 10/2016 on 9 August 2016, AOT concluded the results of performance assessment of AOT Board of Directors for the fiscal year 2016 and proposed to AOT Board of Directors for acknowledgement. The recommendations derived from the assessment were also used for concretely establishing a method for improvement of the Board of Directors' performance efficiency. The summary of results was as follows:

1. Assessment of the 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 96.33%

2. 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 88.80%

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 2016 were excellent as follows:

Unit: Percent

Subcommittee	Assessment Results
1. Audit Committee	93.14
2. Nomination Committee	94.50
3. Remuneration Committee	98.75
4. Corporate Governance Committee	90.50
5. Risk Management Committee	97.00

## Assessment of the President's Performance

The President Performance Assessment Subcommittee, appointed by 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

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

AOT Board of Directors appoints the Audit Committee according to 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 2016, the Audit Committee held 12 meetings in total. As of 28 September 2016, the Audit Committee consisted of 3 independent directors as follows:

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

In AOT Board Meeting No. 11/2016 held on 21 September 2016, however, the Board of Directors resolved to appoint a director to be a Member of the Audit Committee in replacement of the Committee Member who vacated his position as AOT director due to completion of term of office. The appointment was effective from 29 September 2016. The Audit Committee therefore consisted of 3 independent directors as follows:

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

**Remark:** The 2<sup>nd</sup> member is knowledgeable in accounting and finance and capable of auditing the AOT's financial statements.

The Audit Committee holds at least 1 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 2016, the Audit Committee held 3 meetings with the auditor from the Office of the Auditor General of Thailand.

## Scope of Duties and Responsibilities

- (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 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) Oversee and examine the appropriateness and adequacy of policies and practice guidelines on anti-corruption.
  - (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 and ensure that financial and accounting reporting system, internal control system, internal audit system and risk management system are in accordance with the global standards, concise, appropriate, up-to-date and efficient.
  - (8) Review risk assessment and give advice to AOT Board of Directors regarding necessary actions required for risk mitigation which shall be further implemented by the executives.
  - (9) 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 AOT Board of Directors, and give recommendations and instructions to AOT Board of Directors and executives.
  - (10) 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.
  - (11) 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.
  - (12) 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.
  - (13) Provide recommendation to AOT Board of Directors in appointing, transferring, promoting and assessing the performance of the Vice President of the Office of Audit.
  - (14) 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.
  - (15) 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.
- 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.
- (16) 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.
  - (17) Consider the adequacy of resources that support efficient auditing for the maximum benefits of AOT.
  - (18) Revise AOT's rules, regulations, orders and notices 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.

- (19) 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.
- (20) 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.
- (21) Consider and ensure that the connected transactions or transactions that may contain conflicts of interest are reasonable, accurate, 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) 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.
- (27) The Audit Committee may hold a meeting with the executives at least once a year and may or may not invite other related persons to attend the meeting.
- (28) Promote the independence of the auditor and encourage the Office of Audit to maintain independence, fairness and compliance with the international auditing practices as well as promote sufficient and appropriate coordination between AOT's management, the auditor and the Office of Audit.
- (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) 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 in-depth understanding of key issues.
- (32) Prepare the report of the Audit Committee and disclose it in the annual report. The report shall be signed by the Chairman of the committee and consist of 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 AOT's internal control system
  - (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 conflicts of interest
  - (32.6) The 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 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 AOT's operations.

### Information Disclosure of the Internal Audit Supervisor

In 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 useful and necessary to support AOT's internal audit activity and the Audit Committee's ability to perform their duties and review financial statement credibility, and had good understanding of the Company's operations and risk management.

### The Nomination Committee

AOT Board of Directors appoints the Nomination Committee according to AOT Articles of Association. The Nomination Committee must consist of at least 3 directors with at least 1 independent director. In the fiscal year 2016, the committee held 3 meetings in total. As of 30 September 2016, the Nomination Committee Members were as follows:

Name	Position
(1) Mr. Manit Nitiprateep	Chairman of the Nomination Committee
(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 Duties and Responsibilities

- (1) Establish policies, criteria and procedures of director nomination.
- (2) Nominate and select persons with qualifications required by related laws and regulations and propose them to 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

AOT Board of Directors appoints the Remuneration Committee according to AOT Articles of Association. The Remuneration Committee must consist of at least 3 directors with at least 1 independent director. The Chairman must be an independent director. In the fiscal year 2016, the Remuneration Committee held 1 meeting. As of 30 September 2016, 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 Duties and Responsibilities

- (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 Directors 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 outsiders 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

AOT Board of Directors appoints the Corporate Governance Committee according to AOT Articles of Association. The Corporate Governance Committee must consist of at least 3 directors with at least 1 independent director. In the fiscal year 2016, the Corporate Governance Committee held one meeting. As of 8 September 2016, the Corporate Governance Committee consisted of 5 members, 4 out of whom were independent directors, as follows:

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

In AOT Board Meeting No. 11/2016 held on 21 September 2016, the meeting resolved to appoint Mrs. Rawewan Netrakavesna, AOT Director, as Chairman of the Corporate Governance Committee replacing Mr. Nantasak Poolsuk who vacated his position as AOT Director since he reached sixty-five years of age on 29 September 2016. As of 29 September 2016, therefore, 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) Air Marshal Prakrit Skunasingha	Member of the Corporate Governance Committee (Independent Director)
(3) Squadron Leader Prajak Sajjasophon	Member of the Corporate Governance Committee (Independent Director)
(5) President	Member and Secretary to the Corporate Governance Committee

### Scope of Duties and Responsibilities

- (1) Establish policies on AOT's good corporate governance and corporate social responsibility for sustainability and propose them to AOT Board of Directors for approval.
- (2) Promote and give advice on good corporate governance 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 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 AOT Board of Directors.

#### The Risk Management Committee

AOT Board of Directors appoints the Risk Management Committee according to the AOT Articles of Association. The Risk Management Committee must consist of at least 3 directors. In the fiscal year 2016, the Risk Management Committee held 11 meetings. As of 30 September 2016, the Risk Management Committee consisted of 4 members as follows:



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

#### Scope of Duties and Responsibilities

- (1) Establish policies and framework of risk management and provide advice on risk management at corporate level to 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, namely:

- (1) Squadron Leader Prajak Sajjasophon

- (2) General Kampanat Ruddit
- (3) Air Chief Marshal Prakrit Skunasingha
- (4) Mr. Thawatchai Arunyik
- (5) Mr. Manit Nitiprateep
- (6) Mr. Wara Tongprasin
- (7) Mrs. Rawewan Netrakavesna

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. AOT's independent directors' qualifications are as follows:

- (1) Independent directors are entitled to less than 0.5% of the total voting shares of AOT, affiliated and associated companies or legal entities that may have conflicts of interest.
- (2) Independent directors must not be involved with any management and must not be employees, advisors with monthly salary, audit consultants, legal consultants or other types of advisor. Nor are they the persons with



authority over AOT, affiliated and associated companies, and legal entities which may have conflicts of interest. They must not have benefits or stakes in such manner for at least 2 years.

- (3) Independent directors must not have any business relationships as customers, trading partners, trade creditors/debtors, and financial creditors/debtors with AOT. They must not have direct or indirect benefits in the finance and management of AOT, affiliated and associated companies, and legal entities which may have conflicts of interest in the way that may impair their independence in the performance of their duties.
- (4) Independent directors must not be relatives or have a relationship, which may impair the independence of the management and major shareholders of AOT, affiliated and associated companies, and legal entities which may have conflicts of interest. Nor should they be appointed to represent or protect the benefits of any directors or major shareholders.
- (5) Independent directors with the (1)-(4) qualifications above may be assigned by AOT Board of Directors to make decisions on the operations of the parent company, subsidiaries, same-level affiliates, or legal entities with conflicts of interest by means of collective decision.

The directors, recruited from the nomination and selection criteria and processes and possessing the required qualifications according to the definition stated above, shall be appointed as independent directors by the resolution of the Board 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. Criteria are as follows:

- (1) Selection of a candidate from Director's Pool which is a list of state enterprise directors prepared by the State Enterprise Policy Office. The list comprises 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 which is beneficial and valuable to AOT.
- (3) Possess qualifications as stated in AOT Articles of Association, Standard Qualifications for Directors and State Enterprise Officials Act, Public Limited Companies Act, and Securities and Exchange Act and the Stock Exchange of Thailand's Good Corporate Governance Principles 2012.
- (4) Possess attributes which support corporate governance, independence, accountability, care, loyalty, and time dedication etc.

AOT places high importance on the persons with specific skills, experience, professional knowledge and other qualifications that existing directors do not have such expertise in order to provide the maximum benefits to AOT and not to cause conflict of interest among the directors. The Nomination Committee mainly considers the qualifications that are useful and appropriate for AOT.

AOT has established procedures for 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 conformity to 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) 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 Commission 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 from the General Annual Shareholders' Meeting with a majority of votes of the shareholders attending the meeting and having voting rights. 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. Criteria on pre-nomination and nomination form are also published on the 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.

#### Nomination of AOT President

- (1) AOT Board of Directors appoints the President Nomination Committee and sets duty and responsibility framework to nominate 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 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. 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 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 AOT 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 authorities 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 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.

#### Authorities and Duties of AOT President

AOT Articles of Association prescribe that the President has authorities and duties as assigned by the Board of Directors

AOT Board of Directors has authorized Mr. Nitinai Sirismatthakarn, the President from 30 June 2016. The President has duties and

responsibilities on the management of AOT as assigned by the Board of Directors. He shall manage AOT in accordance with the resolutions of the shareholders' meeting, resolutions of the Board of Directors, regulations and objectives of AOT, and plans or budgets as approved by AOT Board of Directors in a strict, honest and careful manner for the best benefits of AOT and shareholders. In addition, the President has authority to proceed in these matters as follows:

- (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.
- (3) Operate and/or carry out works in accordance with policies, operation plans, and budgets approved by AOT Board of Directors.
- (4) Establish AOT's operation rules.
- (5) Enter into any transaction for and/or on behalf of the Company with or without AOT's seal and under the clear objectives and within the authority framework mentioned earlier. This includes the preparation and signing on document, request, clarification, correction and change in the document, submission and receiving of the document or signing on agreement related to AOT's business.
- (6) Inform and express intention to ask for assets, debts, benefits or rights from other persons, shops, partnerships, companies, public limited companies or other legal entities as well as government bodies or organizations, cancel of agreement and refuse to pay debt or the right of claim or other actions taken to make the claim effective and not being nullified.
- (7) Complain and file criminal or civil cases that are related to crime to the investigator in order to take legal action against a person or a legal entity that does wrong to the company; file a lawsuit, take a legal action, be the plaintiff, joint plaintiff or defendant in a criminal case; cancel a complaint and accept the offer to compromise, agree or take other action to end the case.
- (8) Take legal action as the plaintiff or defendant or joint plaintiff or joint defendant or party in a lawsuit in civil, criminal, bankruptcy, labor dispute, tax and other legal cases at all courts nationwide; ask and interplead to defend the case, counter claim, appeal or petition to Supreme Court and proceed with case trial, execute case, debt repayment request, prove a debt, average debts in bankruptcy cases and cases that others act as the plaintiff and dependent, receiving of money, goods or document from the court or executor, participate in a bid and purchase assets from auction, petition to object a case execution, money reception from auction or other action to complete such action.
- (9) Take legal action as the plaintiff or dependent or the authorized person or any party to the administrative case until the case is final and be authorized to carry out court trial related to right disposal, for example, acceptance of the other party's request, case withdrawal, accord of satisfaction, right revocation, exercise of rights to appeal to the Supreme Administrative court or appeal for re-hearing and assign substitute.
- (10) Carry out legal proceedings until the case is final, and is authorized to dispose any right, such as acceptance of the other party's request, withdraw the case, prepare accord





of satisfaction, revoke right, exercise the right to appeal or appeal for re-hearing, submit statement of claim, submit objection or become litigant in cases under arbitrator organization, and is authorized to appoint arbitrator, pay and receive money and receive documents from court or the other litigant or other person and is authorized to assign substitute.

- (11) The attorney has the right to appoint lawyers to proceed a case or assign a substitute to act on his/her behalf as necessary in all cases assigned.
- (12) The attorney can assign one or several substitutes to act on his/her behalf within the aforementioned authority assigned and/or on behalf of the company with or without the company seal and take action as necessary and as deem appropriate to enable the action to proceed smoothly and completely and the substitute can assign another substitute.

According to AOT's Regulations on Procurement B.E. 2553 (2010), clause 10, the President is authorized to procure goods in other methods apart from a special method within a one-time amount of no more than 150,000,000 Baht and approve the special procurement method within a one-time amount of no more than 75,000,000 Baht. An exception is made for the special procurement method conducted by government agency or state enterprise or international organization which shall be approved with no limit of amount. In addition, the procurement with the amount over the earlier mentioned amount shall be proposed for approval of the Board of Directors, except for the emergency case that needs immediate action for the benefit of AOT, the President shall act as deem appropriate and immediately report to the Chairman of the Board of Directors and inform the Board of Directors at the earliest possible meeting.

### **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 or AOT's regulations on Supervision of Subsidiaries and Associated Companies B.E. 2554 (2011) and 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 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. AOT's directors and executives according to the Securities and Exchange Commission's definition are required to a report of securities holding in AOT for the first appointment as directors or executives in the Company (Form 59-1) within 30 working days from the date that they are appointed as directors or executives to the Securities and Exchange Commission. Any changes due to sale, purchase or transfer of AOT's securities have to be reported (form 59-2) within 3 working days from the date of changes and acknowledged by AOT Board of Directors.

AOT also monitors the performance of the such duty, requiring directors and executives to report changes of securities and disclose the number of shares at every change and also publish the information in the annual report.

2. AOT has a policy to direct and supervise the use of internal information, by prohibiting all levels of its employees to use significant internal information that is unpublished and has impact on share price that they know from performing their duty for their own or others' benefits.
3. AOT's Directors, executives and employees have to comply with laws related to internal information use. Equitable and fair treatment of all shareholders is in focus in order to prevent fraudulent practice of its employees at all levels as well as their family who receive or may receive the information that is not yet publicly announced. AOT prohibits the mentioned personnel from selling or buying shares or encouraging others to buy or sell, or make offers by themselves or through brokers while the information is not yet publicly released. AOT and the Stock Exchange of Thailand consider this as a speculation or an action that creates advantage on a specific group.
4. AOT prepares work security system to prevent disclosure and use of internal information related to financial statements and may have impact on share price. AOT has limited access to internal information that is yet to be released publicly only to directly related persons and only in necessary case. It is the duty of the owners or holders of unpublished information to ensure that related persons strictly comply with the information security procedures and the Securities and Exchange Act B.E. 2535 (1992).

## Auditor's Remuneration

### Audit Fee

In 2016, AOT and subsidiaries paid 4,150,000 Baht and 550,000 Baht respectively, totaling 4,700,000 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 2016, AOT and subsidiaries did not have other service fees than audit fees paid to the Office of Auditor General of Thailand.

## Implementation of Good Corporate Governance Principles in Other Matters

AOT has continuously implemented the Principles of Good Corporate Governance for Listed Companies 2012 of the Stock

Exchange of Thailand. In 2016, AOT has not yet implemented some of the following activities:

### 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 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.

### Policy requirement for a minimum quorum during the Board of Directors' voting that at least two-thirds of the total number of directors shall be present.

According to Article 49 of AOT Articles of Association and the Public Limited Companies Act, the quorum of the Board meeting shall consist of at least half of the total number of directors. In 2016, most of the directors attended every meeting. Directors with conflicts of interest in specific issues shall have no right to vote on those issues.

### Director election by cumulative voting

Article 38(1) of 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.



## Corporate Social Responsibility

AOT has continuously paid close attention to the community, society and environment together with its core business operations through projects and activities beneficial to the community, social and environmental development. The projects and activities were as follows:

### Social Development

#### Educational Development Project for the Border Patrol Police Schools in the fiscal year 2016

AOT allocated a total budget of 2,120,000 Baht to support missions and activities of the six Border Patrol Police Schools under AOT's responsibility located in Narathiwat, Mukdahan, Chiang Rai and Chantaburi Provinces and two Border Patrol Police Schools in Tak Province. For the fiscal year 2017, additional budget is allocated to Ban Mai Pattanasanti Border Patrol Police School in Mae Nachorn, Mae Chaem District, Chiang Mai Province in celebration of HRH Princess Maha Chakri Sirindhorn's 60<sup>th</sup> Birthday Anniversary.

AOT has provided support for the Border Patrol Police Schools which are located in remote areas since 2002 until now. Each year, AOT executives and employees regularly pay a visit to the schools, follow up their operations, and present learning materials for teachers and students since AOT views that education is crucial for the future of national youth and it intends to carry out the projects continuously.

#### "AOT's Bike Lane" Project

AOT recognizes the importance of exercise and safety for cyclists. AOT has once developed Suvarnabhumi Airport bike lanes comparable to international standards. Also, its new project of 14-kilometre bike lanes, built outside and along the fence of Hat Yai International Airport, has currently been completed. The project is aimed at promoting exercise by cycling and is in accordance with the state and the Ministry of Transport policy which requires that its agencies consider the construction of bike lanes to promote optimize transport infrastructure and promote exercise and health tourism.

#### "National Children's Day" 2016

AOT executives led a group of AOT employees to host the National Children's Day 2016 celebration. At the event, AOT provided information about the 6 airports under its responsibility and presented rewards to the young people participating in the event held at 601 Hangar in Wing 6, the Royal Thai Air Force, Don Mueang.



"Presentation of Yellow Robes to Buddhist Monks" 2016.

To promote and preserve Thai tradition and create good relationship with the communities surrounding Suvarnabhumi Airport, AOT held a ceremony of presenting yellow robes to Buddhist monks at Wat Bueng Bua and Wat Bang Chalok Nok, the spiritual centers for the communities surrounding Suvarnabhumi Airport with the President, executives and employees attended the event.

#### "AOT Volunteer" Project

AOT has continuously provided basic fire extinguishing training for the surrounding communities since 2010 until now. AOT employees volunteered to be the instructors who teach and transfer experience on basic rescue and fire fighting to Premprachakorn School and the communities surrounding the airport. Those who participated in this training would have basic knowledge and be prepared to protect lives and properties of their own and the communities.





### "Airport of Learning" Project

AOT held the "Airport of Learning" project by inviting air transportation agencies under the Ministry of Transport, including Department of Airports (DOA), Thai Airways International Public Company Limited (THAI), Aeronautical Radio of Thailand Limited (AEROTHAI) and Civil Aviation Training Center (CATC), to set up exhibition booths and activities aimed at enhancing knowledge and understanding of air transportation to high school students from 14 schools nearby Don Mueang International Airport and Suvarnabhumi Airport.



### "Presentation of Candles for Buddhist Lent" 2016

To promote and preserve Thai tradition and create good relationship with the communities surrounding its Headquarters and Don Mueang International Airport, AOT held a ceremony of presenting candles, clothes and other necessities for Buddhist Lent to the monks, led by the President, executives and employees at Wat Don Mueang, Wat Nawong and Wat Khlong Ban Mai, the spiritual centers for people living in Don Mueang area.



### "National Day of the Elderly" Activity

AOT annually held a "National Day of the Elderly" activity on the occasion of National Day of Older Persons as in accordance with the Subcommittee on Arrangement of Activities for Older Persons on the Occasion of National Day of the Elderly,

Office of Promotion and Protection of Children, Youth, the Elderly and Vulnerable Groups which required an arrangement of activities for older persons throughout April 2016. The activity was a campaign for all sectors to realize the important roles of older persons and encourage them to participate in activities based on their own capabilities with values and dignity.



### Others

AOT has supported other organizations and communities as requested.

1. Providing financial support of 500,000 Baht, computers and devices, and learning media to Bang Bo Community Kindergarten School (Suppat Rangsang).
2. Providing financial support of 500,000 Baht, computers and devices, and learning media to Wat Kho Lat School.
3. Providing financial support of 200,000 Baht for medical equipment at the Department of Otolaryngology, Phramongkutklao Hospital.
4. Providing financial support of 100,000 Baht to Air Force Wives Association on Thai Veterans Day.
5. Providing financial support of 100,000 Baht for the charity concert for creating smiles of the impoverished and underprivileged to Mahidol University Dental Foundation.



6. Providing financial support of 400,000 Baht for the long distance learning via satellite to Klaikangwon Industrial and Community Education College.
7. Providing financial support of 100,000 Baht to help the disabled in the three southern border provinces of Thailand to the Foundation for Empowerment of Persons with Disabilities.
8. Providing financial support of 2,000,000 Baht for HRH Crown Prince Maha Vajiralongkorn's Scholarship Foundation.
9. Providing financial support of 30,000 Baht for the project of "Air Force Wives Association's Love and Concern for the Disabled" to Air Force Wives Association.
10. Providing financial support of 200,000 Baht for activities and distribution of t-shirts and postcards to Thai Army Wives Association.
11. Providing financial support of 5,000,000 Baht for the operation of Institute of Research and Development for Pubic Enterprises.
12. Providing financial support of 10,000 Baht to host off-season offering of robes and other needs to monks for education and development of academic activities to Prempacha School (Saiyood - Kasem Songkroh).

## Environmental Development

### "Volunteers for Mangrove Forest Planting" Project 2016

AOT has placed importance on the conservation of ecosystems and therefore organized the volunteers for mangrove forest planning project which was an ongoing project since 2014. The project was initiated to conserve the environment and natural resources as well as raise awareness in social contribution among AOT staff members and encourage them to take part as volunteers. AOT, led by AOT President, led a team of over 500 volunteers, comprising AOT management, 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 at the Bangpu Nature Education Center in Bang Pu Mai, Mueang District, Samut Prakan Province.

### "AOT Volunteer" Project

AOT provided environmental conservation training to Rittiyawannalai School aimed at enabling the youth to develop positive attitudes towards the airport in terms of environmental management, have actual knowledge and understanding of energy saving, and put knowledge into practice in their daily lives.

## Economic Development

AOT organized an activity titled "AOT's Application of the Royal Thought about the Sufficiency Economy in Its Operations" to commemorate the 70<sup>th</sup> Anniversary of His Majesty King Bhumibol Adulyadej's ascension to the throne on 9 June 2016. Also, its objective was to allow the employees to embrace the royal thought about the sufficiency economy and gain knowledge of sufficiency economy to be applied in their daily lives or guidelines for extra jobs. Attended by approximately 80 AOT executives and employees, the activity was held at the Agricultural Service Center, the Chaipattana Foundation, Bueng Thonglang Sub-district, Lam Lukka District, Pratumnithani Province. The Agricultural Service Center mainly applied technologies derived from research and development of Department of Agriculture to the project areas, which would further be the most effective academic prototypes for those who decide to make a living in agriculture.



## Internal Control and Risk Management

AOT places a great importance on the internal control system following the a framework and procedures set by the Office of the Auditor General of Thailand (OAG) and the Securities and Exchange Commission (SEC) in accordance with the internal control practices of the Committee of Sponsoring Organizations of the Treadway Commission (COSO) in 2013 which prescribed the 5 major components of internal control, including Control Environment, Risk Assessment, Control Activities, Information and Communication, and Monitoring. The internal control aims to provide reasonable assurance that the objectives of AOT will meet the target in the aspect of work efficiency, resource consumption, asset protection, prevention or mitigation of mistakes, damages, leaks and wastes, reliability of financial and accounting reports and other reports, and compliance with applicable laws, rules and regulations.

In the AOT Board of Directors Meeting No.14/2015 dated 23 December 2015, the 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 2015 which can be summarized as follows:

**(1) Control Environment** AOT consistently places importance on good internal control system. The executives are role models who perform in compliance with the corporate governance and communicate rules and regulations to employees. The chain of command is divided by duties and responsibilities. The check and balance, appropriate management, human resource development and operations in pursuit of the government policy such as the disclosure of the information on the Suvarnabhumi Airport Development Project according to the Construction Sector Transparency Initiative (CoST) have also been put in place. Besides, AOT has organized an exhibition and a special seminar for the AOT's executives and employees to have good conscious mind and work with honesty and morals. Moreover, AOT has placed importance on the adequacy of the internal control in accordance with the Dow Jones Sustainability Indices (DJSI), anti-corruption measures and corruption risk monitoring.

**(2) Risk Assessment** The AOT's risk assessment covers the potential causes of risks in line with the objectives of the internal control, including Operation (O), Reporting (R) and Compliance (C) with relevant laws, rules and regulations. The AOT's executives at all levels take part in considering the potential risks and effects on the corporate goals and objectives by identifying risk factors covering the potential incidents of corruption. The risk assessment also includes the risk priority arrangement by considering the risk scores derived from the opportunity and impact and defining the control activities to manage or mitigate risks at the risk appetite level.

**(3) Control Activities** AOT has defined the control activities according to the objectives of each activity for the executives' acknowledgement of the significant processes. This is to prevent or mitigate risks affecting the achievement of the internal control objectives. The employees are required to participate in the control activities by communicating the potential risks, separating duties and clearly assigning the employees to perform significant tasks in each procedure in line with the principle of check and balance as well as the continuous improvement of the control activities in response to the current situations.

**(4) Information and Communication** The information technology system is regarded as the major tool for communications of the AOT's executives and employees. The Information and Communication Technology (ICT) Group has developed the ICT Master Plan and Operational Plan to determine the operational directions for the projects necessary for the development of the information technology system, and the systematic information processing. The AOT's major information technology systems currently consist of the Management Information System (MIS), the System Application Program (SAP) and the Airport Operations Database (AODB).

For the internal communication, AOT has provided communication channels suitable for the receivers through the network systems such as Internet/Intranet, E-mail and the basic communications such as mobile phones, facsimiles and SMS, and adopted the information technology for data processing such as the Executive Support System (ESS).

To communicate with the external stakeholders, AOT has set appropriate processes and channels for each target group such as the website: [www.airportthai.co.th](http://www.airportthai.co.th), E-mail address: [goodgovernance@airportthai.co.th](mailto:goodgovernance@airportthai.co.th), P.O.Box 3, Don Mueang Sub-Post Office, Bangkok, 10210, opinion boxes and company visits.

**(5) Monitoring** AOT has put in place a consistent monitoring system of the assessment of the control activities, the adequacy of the internal control effectiveness, and the achievement of the AOT's objectives. The self-control assessments have been independently conducted and their results will be proceeded and prepared for the AOT's internal control report pursuant to Section 6 of the regulations of the Auditor General of Thailand.

Also, AOT has monitored the results during the operation and the compliance with the internal control system, the improvements of flaws found in the self-assessments on a quarterly basis. AOT has required that the executives must report to the superiors and/the President in case of the corruption or suspected corruption, the non-compliance with the laws, regulations, Cabinet's resolutions and any other actions significantly affecting AOT.

## Connected Transactions

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

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

#### Type of Transaction

AOT has leased state properties, where the AOT's six airports are located, from the Treasury Department and is obliged by the lease agreements to pay the Ministry of Finance the rental fees. In addition, the Ministry of Finance has guaranteed a total of AOT's loans granted by Japan International Corporation Agency (JICA) due to its status as a state enterprise. At present, the Ministry of Finance has not yet collected guarantee fees from AOT. However, the Public Debt Management Act B.E. 2548 (2005), which was effective on 3 February 2005, prescribed that the Ministry of Finance has the authority to collect guarantee fees or other fees from state enterprises including AOT for loan guarantees signed after the promulgation of the Act. The Ministry of Finance, therefore, is empowered to collect guarantee fees from AOT pursuant to the criteria specified in the Act.

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

#### Type of Transaction

AOT formed a joint venture with the Suvarnabhumi Airport Hotel Company Limited (SAH) to operate a hotel business. The 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 on 28 September 2006. AOT charged a lease fee and collected revenue-sharing from the hotel operator as from the opening date of the SAH's hotel. Prices of sales, purchases and services are in accordance with the rates specified in the agreement and normal business conditions. AOT later permitted to extend the term of agreement from previous period of 25 years

to 30 years and granted the permit holder to renew the term of agreement twice more, with 10 years validity for each term.

### 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 these 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 types and values of the AOT's connected transactions with individuals who might have a conflict of interest under the notices and regulations of the Securities and Exchange Commission and the Stock Exchange of Thailand.





# Summary of AOT's Financial information

## FINANCIAL HIGHLIGHT

2016

2015

2014

### Operating results (Million Baht)

Revenues from sales or services	50,961.95	43,968.99	37,585.46
Earnings before Financial Costs, Income Taxes, Depreciation and Amortisation including other, Non-operating Income and Expenses (EBITDA)	30,695.47	29,399.08	20,781.04
Net profit	19,571.46	18,728.65	12,220.37

### Financial Position (Million Baht)

Total assets	172,216.39	159,623.66	153,788.84
Total liabilities	50,637.84	50,811.52	56,541.44
Total shareholders' equity	121,578.55	108,812.14	97,247.40

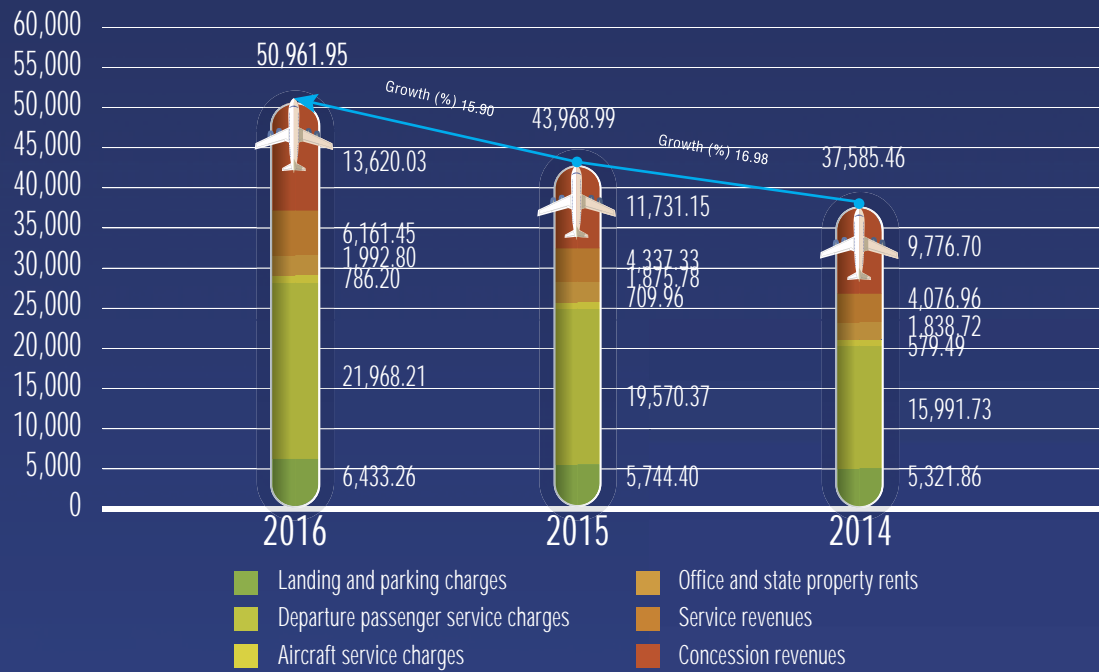
### Financial Ratios

Liquidity ratio (Times)	3.48	3.28	2.59
Net profit to revenues from sales or services (%)	38.40	42.60	32.51
Return on equity (%)	17.03	18.22	12.96
Return on assets (%)	11.80	11.95	7.97
Debt to equity ratio (Times)	0.42	0.47	0.58
Book value per share (Baht)	84.93	76.01	67.93
Earnings per share (Baht)	13.70	13.11	8.55

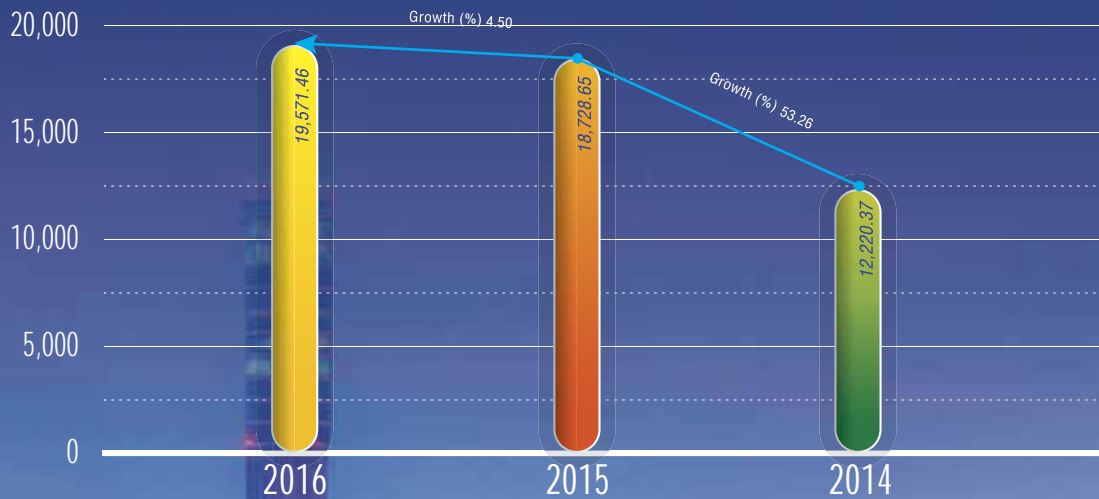




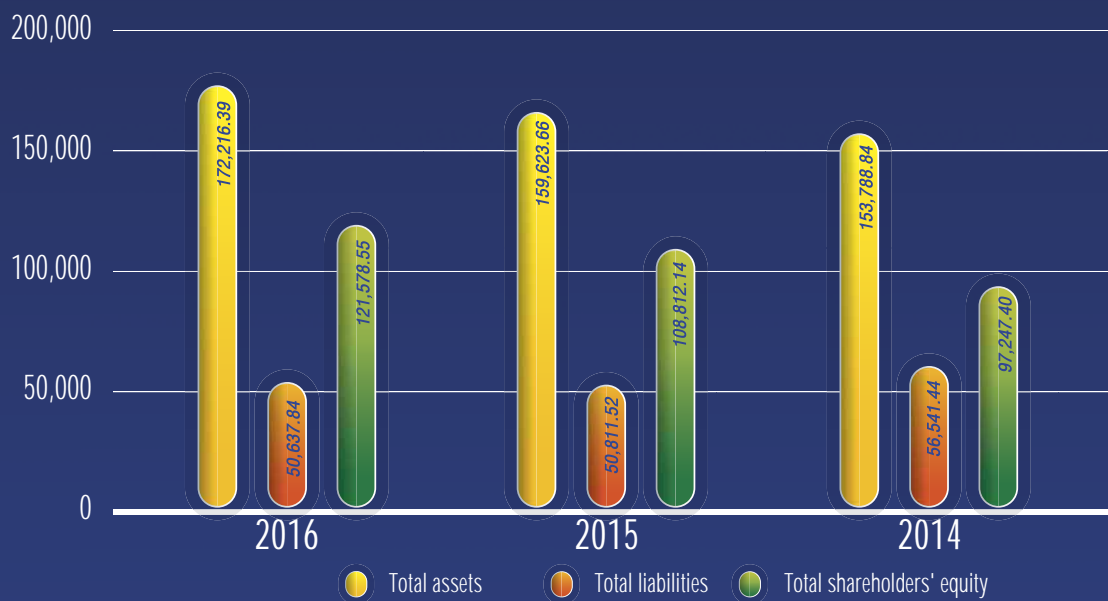
### Revenues from sales or services (Million Baht)



### Net profit (Million Baht)

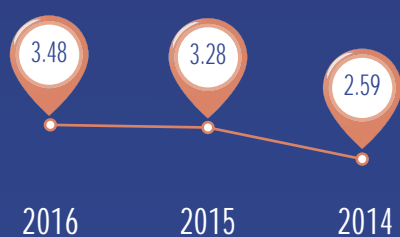


## Financial Position (Million Baht)

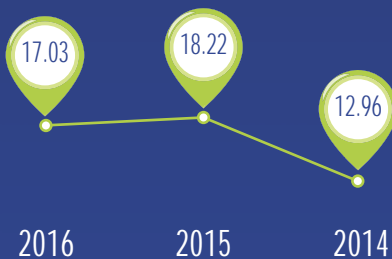


## Financial Ratios

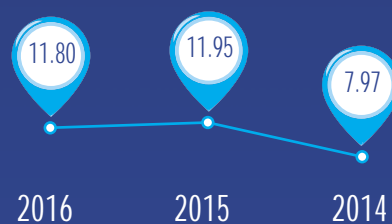
### Liquidity ratio (Times)



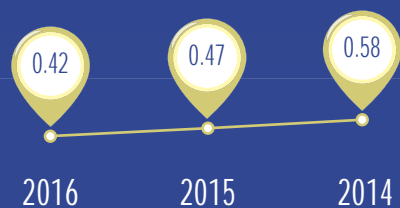
### Return on equity (%)



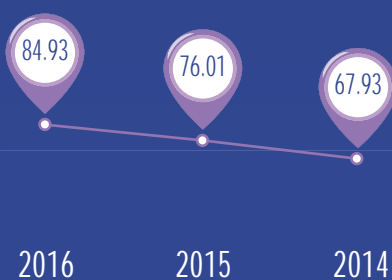
### Return on assets (%)



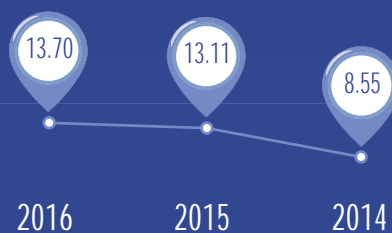
### Debt to equity ratio (Times)



### Book value per share (Baht)



### Earnings 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>, 2016

### Overall performance and significant events

The overall aviation industry of Thailand during October 2015 - September 2016 improved comparing to the same period last year because the domestic political situation is stable together with the impact of fuel prices drop. Furthermore, the government's policy to stimulate tourism both domestically and internationally led to an increase in tourists, especially Chinese visitors, showing a significant impact on Thailand's tourism industry. In addition, the expansion of low cost airlines, with their competitive pricing, increased new demand of air travelling for middle-income group. All of these were factors in the positive results for both the aviation industry and the overall domestic economy.

In the fiscal year 2016, ended September 30<sup>th</sup>, 2016, there were a large number of passengers travelled to Thailand. The air traffic volume from six airports under the Airports of Thailand Public Company Limited (AOT) during this year was 776,922 flights, a 9.83% increase comparing to the same period last year. It comprised 402,721 international flights and 374,201 domestic flights. The total number of passengers was 119.92 million, a 12.30% increase compared to the same period last year. It comprised 68.06 million international passengers and 51.86 million domestic passengers.

For significant events relating to the domestic aviation industry during the fiscal year 2016, mostly were unrest in foreign countries. For example, the terrorist attacked in Paris, France, the bombings occurred at airports in Belgium and Turkey. Moreover, during the end of fiscal year there was bombing in some Southern territories in Thailand. Following these events, the six airports under responsibility of AOT maintained the security level 3, which is the highest level to assure passengers' security during their visit at areas under AOT's responsibility.

In 2016, AOT generated net profit of Baht 19,571.46 million. It increased by Baht 842.81 million or 4.50% from last year. Total revenues increased by Baht 7,277.77 million, total expenses increased by Baht 6,188.50 million, and income tax expense increased by Baht 235.76 million.

### 1. Analysis of operations

#### 1.1 Operating results for the year ended September 30<sup>th</sup>, 2016

Unit: Million Baht

	2016	2015	Increase (decrease)	%YoY
Revenues from sales or services	50,961.95	43,968.99	6,992.96	15.90
<i>Aeronautical revenues</i>	<i>29,187.67</i>	<i>26,024.73</i>	<i>3,162.94</i>	<i>12.15</i>
<i>Portion</i>	<i>57%</i>	<i>59%</i>		
<i>Non-aeronautical revenues</i>	<i>21,774.28</i>	<i>17,944.26</i>	<i>3,830.02</i>	<i>21.34</i>
<i>Portion</i>	<i>43%</i>	<i>41%</i>		
Other income	1,821.39	1,536.58	284.81	18.54
Total revenues	52,783.34	45,505.57	7,277.77	15.99
Less Total expenses	28,358.85	22,170.35	6,188.50	27.91
Profit before income tax expense	24,424.49	23,335.22	1,089.27	4.67
Less Income tax expense	4,820.92	4,585.16	235.76	5.14
Net profit for the period	19,603.57	18,750.06	853.51	4.55
Profit attributable to:				
Owners of the parent	19,571.46	18,728.65	842.81	4.50
Non-controlling interests	32.11	21.41	10.70	49.98
Earnings per share (Baht)	13.70	13.11	0.59	4.50

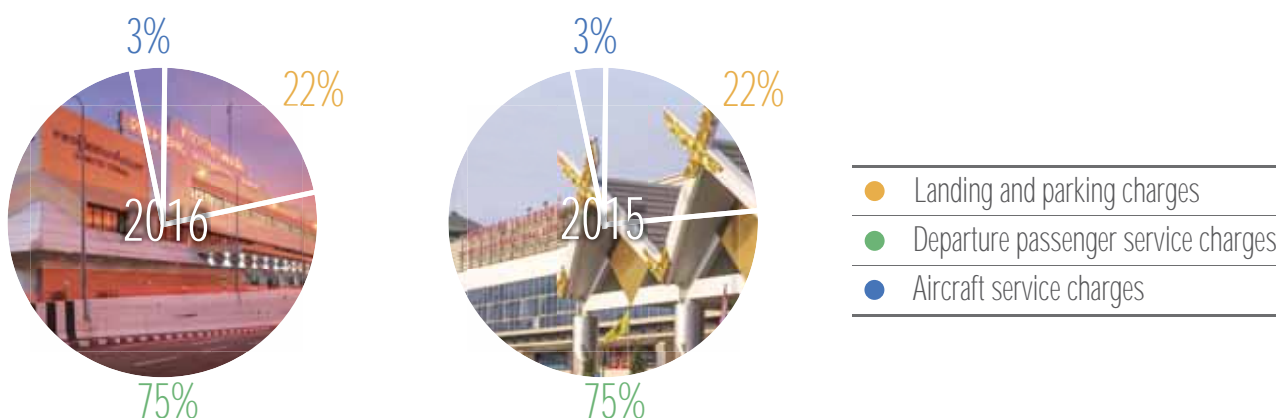
Net profit for the year ended September 30<sup>th</sup>, 2016 was Baht 19,571.46 million. It increased by Baht 842.81 million or 4.50% comparing to last year. Revenues from sales or services increased by Baht 6,992.96 million or 15.90% as a result of an increase in aeronautical revenues of Baht 3,162.94 million or 12.15% and non-aeronautical revenues of Baht 3,830.02 million or 21.34% because of increasing in number of flights and passengers. Other income increased by Baht 284.81 million or 18.54% mainly from AOT received compensation for damage claim from flooding at Don Mueang International Airport during the end of 2011 of Baht 464.83 million. Total expenses increased by Baht 6,188.50 million or 27.91%. The main reasons were from an increase of the accrued property tax by Baht 2,941.34 million because in previous year there was reversal of accrued property tax by Baht 3,059.17 million and an increase in outsourcing expenses by Baht 1,491.85 million. Income tax expense increased by Baht 235.76 million or 5.14% and was in line with an increase in profit.

The detailed analysis of each type of revenues and expenses is as follows;

## 1.2 Aeronautical Revenues

Unit: Million Baht

	2016	2015	Increase (decrease)	%YoY
Landing and parking charges	6,433.26	5,744.40	688.86	11.99
Departure passenger service charges	21,968.21	19,570.37	2,397.84	12.25
Aircraft service charges	786.20	709.96	76.24	10.74
Total	29,187.67	26,024.73	3,162.94	12.15



A portion of aeronautical revenues in each type in 2016 was not significant changed from last year. The majority of aeronautical revenues was passenger service charges.

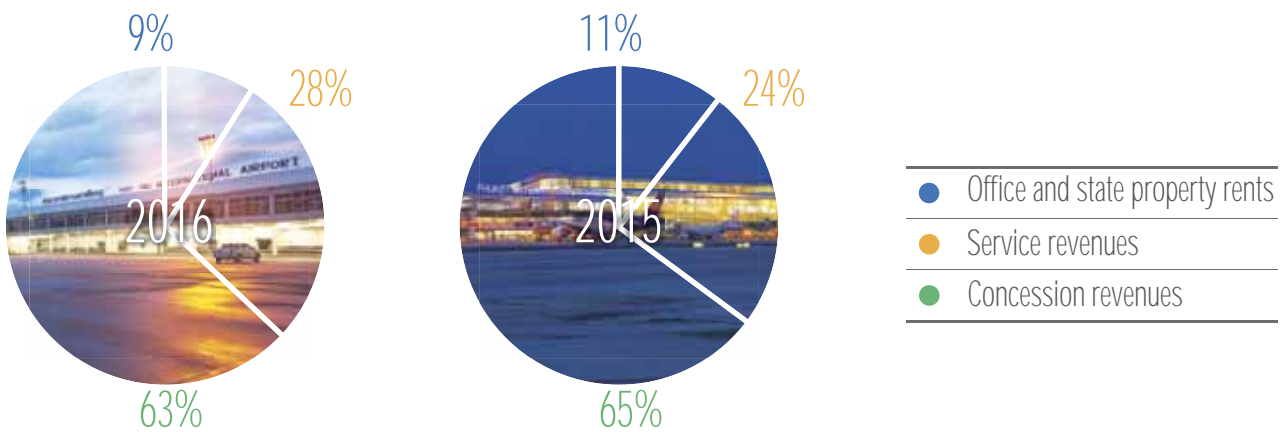
For the year ended September 30<sup>th</sup>, 2016, aeronautical revenues of Baht 29,187.67 million increased by Baht 3,162.94 million or 12.15% comparing to last year due to an increase in Departure passenger service charges of Baht 2,397.84 million or 12.25%. This was because of an increase in the number of passengers in six airports 12.30% which mainly from an increase in low cost airlines of 21.08%. Moreover, landing and parking charges and aircraft service charges increased by Baht 688.86 million and Bath 76.24 million, respectively. This was because the number of flights increased by 9.83% which mainly from an increase in low cost airlines of 13.77%.



### 1.3 Non-Aeronautical Revenues

Unit: Million Baht

	2016	2015	Increase (decrease)	%YoY
Office and state property rents	1,992.80	1,875.78	117.02	6.24
Service revenues	6,161.45	4,337.33	1,824.12	42.06
Concession revenues	13,620.03	11,731.15	1,888.88	16.10
Total	21,774.28	17,944.26	3,830.02	21.34



A portion of non-aeronautical revenues in each type of revenues in 2016 was not significant changed from last year. The majority of non-aeronautical revenues was concession revenues.

For the year ended September 30<sup>th</sup>, 2016, non-aeronautical revenues of Baht 21,774.28 million increased by Baht 3,830.02 million or 21.34% comparing to last year due to an increase in concession revenues of Baht 1,888.88 million or 16.10%. The main reason was an increase in the number of passengers and revenues sharing rate, especially revenue sharing from duty free shop increased by Baht 934.63 million. Service revenues mainly increased from service charges of advance passenger checking service by Baht 1,568.91 million. This was because AOT installed Advance Passenger Processing System (APPS) since December 1<sup>st</sup>, 2015.

### 1.4 Other income

Unit: Million Baht

	2016	2015	Increase (decrease)	%YoY
Interest income	1,091.32	1,274.79	(183.47)	(14.39)
Compensation from flood	464.83	-	464.83	100.00
Others	265.24	261.79	3.45	1.32
Total	1,821.39	1,536.58	284.81	18.54

Other income for the year ended September 30<sup>th</sup>, 2016 was Baht 1,821.39 million. It increased by Baht 284.81 million or 18.54% comparing to last year. This was increase from AOT received compensation for damage claim from flooding at Don Mueang International Airport during the end of 2011 of Baht 464.83 million in the third quarter of 2016.

### 1.5 Total expenses

Unit: Million Baht

	2016	2015	Increase (decrease)	%YoY
Employee benefit expenses	5,934.09	5,647.60	286.49	5.07
Utilities expenses	2,562.26	2,528.08	34.18	1.35
Outsourcing expenses	4,613.86	3,122.01	1,491.85	47.78
Repairs and maintenance	2,474.91	2,073.35	401.56	19.37
State property rental	2,206.54	1,896.23	310.31	16.36
Depreciation and amortisation expenses	6,404.05	6,188.02	216.03	3.49
Property tax (reversal)	111.09	(2,830.25)	2,941.34	103.93
Loss on impairment of assets	35.49	86.83	(51.34)	(59.13)
Loss (Gain) on foreign exchange	184.80	(267.80)	452.60	169.01
Loss on sales of assets	43.75	37.28	6.47	17.36
Other expenses	2,411.25	2,083.91	327.34	15.71
Financial costs	1,376.76	1,605.09	(228.33)	(14.23)
<b>Total</b>	<b>28,358.85</b>	<b>22,170.35</b>	<b>6,188.50</b>	<b>27.91</b>

For the year ended September 30<sup>th</sup>, 2016, total expenses were Baht 28,358.85 million. They increased by Baht 6,188.50 million or 27.91% comparing to last year. The significant changes were from an increase of property tax by Baht 2,941.34 million because in previous year there was reversal of accrued property tax of DMK since 1998 - 2015 of Baht 3,059.17 million due to the dispute was finalised. Moreover, an increase in outsourcing expenses was Baht 1,491.85 million from expense of advance passenger checking service of Baht 1,309.46 million, loss on foreign exchange of Baht 452.60 million, repairs and maintenance of Baht 401.56 million, other expenses of Baht 327.34 million, state property rental of Baht 310.31 million, employee benefit expenses of Baht 286.49 million and depreciation and amortisation expenses of Baht 216.03 million because AOT continuously invests in assets. However, financial costs decreased by Baht 228.33 million. Other categories of expenses did not change significantly comparing to last year.

State property rental which was calculated based on revenues increased in line with revenues from sales or services for the year ended September 30<sup>th</sup>, 2016.

## 2. Analysis of financial position

The financial position as at September 30<sup>th</sup>, 2016 of AOT is as follows:

Unit: Million Baht

	2016	2015	Increase (decrease)	% Change
Total assets	172,216.39	159,623.66	12,592.73	7.89
Total liabilities	50,637.84	50,811.52	(173.68)	(0.34)
Total shareholders' equity	121,578.55	108,812.14	12,766.41	11.73

The significant changes in assets, liabilities and shareholders' equity as at September 30<sup>th</sup>, 2016 comparing with September 30<sup>th</sup>, 2015 are as follows:

### 2.1 Analysis of assets

Total assets as at September 30<sup>th</sup>, 2016 were Baht 172,216.39 million, an increase from September 30<sup>th</sup>, 2015 of Baht 12,592.73 million or 7.89% is detailed below.

Unit: Million Baht

	2016	2015	Increase (decrease)	% Change
Current assets	64,157.71	51,924.66	12,233.05	23.56
Investment	1,996.29	914.20	1,082.09	118.36
Property plant equipment and investment properties	100,677.12	103,629.16	(2,952.04)	(2.85)
Other non-current assets	5,385.27	3,155.64	2,229.63	70.66
Total assets	172,216.39	159,623.66	12,592.73	7.89

Current assets of Baht 64,157.71 million increased by Baht 12,233.05 million or 23.56% due to an increase in short-term investments of Baht 9,200.07 million, cash and cash equivalents of Baht 2,800.06 million. Other current assets (i.e. trade accounts receivable, other receivable, inventories and supplies) was not significantly changed comparing to last year.

Investment of Baht 1,996.29 million increased by Baht 1,082.09 million or 118.36%. This change was due to an increase in deposit at financial institution which maturity above one year of Baht 700 million and an increase in fair value of available for sale investment of Baht 381.38 million.

Property plant equipment and investment properties of Baht 100,677.12 million decreased by Baht 2,952.04 million or 2.85% because of depreciation expenses during the year.

Other non-current assets of Baht 5,385.27 million increased by Baht 2,229.63 million or 70.66% due to an increase in the value of forward contracts recognised as assets of Baht 1,670.03 million. The value of forward contracts recognised as assets because exchange rates stated in the contracts were lower than closing exchange rate at the end of the period. The increase was primarily due to the appreciation of the Japanese Yen against the Thai Baht. Prepaid expenses increased by Baht 1,237.60 million while Revenue Department receivable decreased by Baht 536.65 million.

## 2.2 Analysis of liabilities

Total liabilities as at September 30<sup>th</sup>, 2016 were Baht 50,637.84 million, a decrease from September 30<sup>th</sup>, 2015 of Baht 173.68 million or 0.34% is detailed below.

Unit: Million Baht

	2016	2015	Increase (decrease)	% Change
Current liabilities	18,428.60	15,853.91	2,574.69	16.24
Long-term loans	26,659.21	27,493.30	(834.09)	(3.03)
Other non-current liabilities	5,550.03	7,464.31	(1,914.28)	(25.65)
Total liabilities	50,637.84	50,811.52	(173.68)	(0.34)

Current liabilities of Baht 18,428.60 million increased by Baht 2,574.69 million or 16.24% were mainly from an increase in other payable for Baht 1,597.38 million, current portion of long-term liabilities which maturity within one year for Baht 559.11 million, income tax payable for Baht 350.72 million while work in process payable decreased by Baht 420.51 million.

Long-term loans of Baht 26,659.21 million decreased by Baht 834.09 million or 3.03% were mainly from a decrease from loans repayment of Baht 3,912.05 million while foreign exchange rate made loans increased of Baht 3,093.46 million.

Other non-current liabilities of Baht 5,550.03 million decreased by Baht 1,914.28 million or 25.65% due to a decrease in the value of forward contracts recognised as liabilities of Baht 1,803.32 million. The value of forward contracts recognised as liabilities because exchange rates in the forward contracts were higher than the closing rates at the end of the period. The decrease was primarily due to the appreciation of the Japanese Yen against the Thai Baht.

## 2.3 Analysis of shareholders' equity

As at September 30<sup>th</sup>, 2016, the total shareholders' equity was Baht 121,578.55 million. It increased by Baht 12,766.41 million or 11.73% from total comprehensive income for the year ended September 30<sup>th</sup>, 2016 of Baht 19,908.67 million less dividend payment of Baht 7,142.26 million.

## 3. Analysis of liquidity

As at September 30<sup>th</sup>, 2016, cash and cash equivalents were Baht 5,886.26 million. It increased from September 30<sup>th</sup>, 2015 of Baht 2,800.06 million as detailed below.

Unit: Million Baht

	2016
Cash flows from operating activities	30,325.83
Cash flows from investing activities	(14,722.28)
Cash flows from financing activities	(12,803.49)
Net increase in cash and cash equivalents	2,800.06
Cash and cash equivalents at the beginning of the year	3,086.20
Cash and cash equivalents at the end of the year	5,886.26



The change in cash and cash equivalents for the year ended September 30<sup>th</sup>, 2016 can be analysed as below;

Cash generated from operating activities of Baht 30,325.83 million. It resulted from an operation of the current year.

Cash used in investing activities of Baht 14,722.28 million. It resulted from net cash payment for short term investments of Baht 9,200.07 million and cash used for investment in property plant and equipment of Baht 4,836.88 million. The majority was investments at Suvarnabhumi Airport, Phuket International Airport and Don Mueang International Airport.

Cash used in financing activities of Baht 12,803.49 million was mainly from dividend payment of Baht 7,142.26 million and the settlement of long-term loans of Baht 3,981.20 million.

#### 4. Ratio analysis

	2016	2015
<b>Profitability ratio</b>		
Ratio of profit from operations to revenue from operations (%)	47.67	52.79
Return on equity (ROE) (%)	17.03	18.22
Return on total assets (ROA) (%)	11.80	11.95
<b>Financial structure and liability ratio</b>		
Debt to equity ratio (Time)	0.42	0.47
Liquidity ratio (Time)	3.48	3.28

AOT has made profit continuously, even the ratio of profit from operations to revenue from operations decreased by 5.12%. The decrease was from in previous year there was reversal of accrued property tax of DMK since 1998 - 2015 of Baht 3,059.17 million. Without such transaction AOT will have ratio of profit from operations to revenue from operations increased by 1.84%. The return on equity and return on total assets were not significantly changed from previous year. 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 domestic political situation is stable. The economic is stimulated, the tourism sector is expanding, and fuel prices are decreasing. These factors will increase the demand for air travel and have positive impact for the domestic aviation industry especially the continuous growth of low cost airlines.

AOT is responsible for managing six international airports which are fundamental to serving air travel demands. AOT develops the infrastructure and airports under its responsibility to build the airports' capabilities to support the demand and competition in the Asean Economic Community. In this fiscal year, AOT officially opened Terminal 2 of Don Mueang International Airport on March 8<sup>th</sup>, 2016 in order to support the expansion of low cost airlines and opened new international terminal of Phuket International Airport on September 16<sup>th</sup>, 2016 to support an increase in air traffic volume. In addition, on September 14<sup>th</sup>, 2016 AOT has begun the construction of Suvarnabhumi Airport Development Project Phase 2. AOT has been continuously improving the six international airports under its responsible to promote Thailand as a centre for regional aviation and air cargo leader. AOT is a gateway for air travelling. This will help the trade, investment and tourism business including competitiveness and driving the economy of Thailand.

## Air Traffic Statistics

### Service Operation Results

AOT operates 6 international airports in Thailand, namely Suvarnabhumi, Don Mueang, Chiang Mai, Hat Yai, Phuket and Mae Fah Luang-Chiang Rai. In fiscal year 2016, AOT served 131 scheduled airlines, 123 of which were mixed passenger-cargo airlines, and 8 of which were pure cargo airlines.

The number of aircraft movements at the 6 AOT's airports grew by 9.83% to 776,922 flights with 402,721 international flights and 374,201 domestic flights representing an increase of 10.24% and 9.40% respectively. The total number of passengers handled at the 6 airports was 119,923,998, an increase of 12.30%. Out of this, international passengers were 68,066,701, increased from 2015 by 10.97%, while domestic passengers increased by 14.09% to 51,857,297. The total freight and postal parcel volume amounted to 1,407,507 tons, increased by 3.94%, including 1,283,802 tons of international freight which increased by 3.20% and 123,705 tons of domestic freight which was 12.19% higher than the previous year.

Thailand's Air Transportation Industry tends to grow continuously because of the positive factors arising from foreign travelers expansion which causes the airlines to increase their supply to respond an increase in air travel demand. In this regards,



AOT developed capacity of airports under its responsibility to handle passengers movements, including the opening of the Passenger Terminal 2 of Don Mueang International Airport, the opening of the International Passenger Terminal of Phuket International Airport, the initiation of Suvarnabhumi Airport Development project (Fiscal years in 2011 - 2017), in order to upgrade service and enhance Thailand's potential to become a tourism hub of ASEAN and Asian region.

### Flights Handled at the 6 Airports



: Fiscal year

	Air traffic movements (flights)		
	2015	2016	%
Suvarnabhumi Airport + Don Mueang International Airport	525,679	573,864	9.17%
Suvarnabhumi Airport	310,870	333,263	7.20%
Don Mueang International Airport	214,809	240,601	12.01%
Chiang Mai International Airport	62,626	67,134	7.20%
Hat Yai International Airport	24,258	26,862	10.73%
Phuket International Airport	82,000	94,989	15.84%
Mae Fah Luang-Chiang Rai International Airport	12,799	14,073	9.95%
Total 6 airports	707,362	776,922	9.83%

	Total passenger volume (persons)		
	2015	2016	%
Suvarnabhumi Airport + Don Mueang International Airport	80,973,529	90,162,911	11.35%
Suvarnabhumi Airport	52,384,217	55,473,021	5.90%
Don Mueang International Airport	28,589,312	34,689,890	21.34%
Chiang Mai International Airport	8,069,918	9,208,256	14.11%
Hat Yai International Airport	3,568,093	3,871,468	8.50%
Phuket International Airport	12,538,042	14,722,010	17.42%
Mae Fah Luang-Chiang Rai International Airport	1,640,332	1,959,353	19.45%
Total 6 airports	106,789,914	119,923,998	12.30%

	Freight and postal parcels (tons)		
	2015	2016	%
Suvarnabhumi Airport + Don Mueang International Airport	1,281,107	1,328,117	3.67%%
Suvarnabhumi Airport	1,240,320	1,263,013	1.83%
Don Mueang International Airport	40,787	65,104	59.62%
Chiang Mai International Airport	19,178	19,385	1.08%
Hat Yai International Airport	11,817	12,349	4.50%
Phuket International Airport	37,484	41,858	11.67%
Mae Fah Luang-Chiang Rai International Airport	4,624	5,798	25.39%
Total 6 airports	1,354,210	1,407,507	3.94%

## Airports in Bangkok Metropolitan and Greater Bangkok

In 2016, Suvarnabhumi Airport and Don Mueang International Airport handled 573,864 flights, an increase of 9.17% from the fiscal year 2015. A total number of 90,162,911 passengers passed through the two main airports, representing an increase of 11.35%, while freight and postal parcel volume was 1,328,117 tons, increased by 3.67%.

### Suvarnabhumi Airport

Suvarnabhumi Airport served 111 scheduled airlines, including 107 mixed passenger-cargo airlines and 8 pure cargo airlines. In the fiscal year 2016, the expansion of international air traffic movements was a result of stronger confidence in Thai politics which showed more stability, while domestic air traffic movements began to recover after the domestic airlines increased the number of flights. This caused Suvarnabhumi Airport served 333,263 flights last year, an increase of 7.20%. This included 257,951 international flights or 5.96% increase, and 75,312 domestic flights, an increase of 11.71%. In terms of passengers, Suvarnabhumi Airport in 2016 handled 55,473,021 passengers



or 5.90% increase. This included 45,986,092 international passengers, an increase of 4.64%, and 9,486,929 domestic travelers, 12.45% increase from the previous year. Cargo and postal parcels handled at the airport were 1,263,013 tons, an increase of 1.83%, including 1,217,125 tons of international cargo or 1.45% increase while domestic cargo volume handled at Suvarnabhumi Airport was 45,888 tons, increased by 13.18%.

### Don Mueang International Airport

Don Mueang International Airport served a total number of 20 scheduled airlines, 14 of which are low cost airlines. In the past year, low cost airlines have enjoyed significant growth both in route expansion and frequency. Together with price competition which is the strategy airlines used to attract more passengers, the total air traffic movements at Don Mueang International Airport increased by 12.01% to 240,601 flights. Among all these, 77,004 flights were international and 163,597 were domestic flights, increased by 26.50% and 6.28% respectively. Total passengers handled at the airport were 34,689,890, increased by 21.34%. Out of this, 11,756,399 persons were international passengers, a surge of 38.47%, and 22,933,491 domestic passengers, an increase of 14.10%. The total freight and postal parcels passing through the airport were 65,104 tons, increased



by 59.62%, including 38,305 tons of international freight and 26,799 tons of domestic cargos, representing 94.78% and 26.88% increase respectively.

### Chiang Mai International Airport

Chiang Mai International Airport has experienced significant growth in air traffic movements due to the increasing number of low cost airlines operating from Don Mueang International Airport and the increasing number of Chinese tourists flew directly into Chiang Mai. At present, 23 airlines have provided scheduled flights to the airport. The total number of flights calling Chiang Mai International Airport was 67,134 flights, increased by 7.20%. This included 17,027 international flights, representing an increase of 11.16%, and 50,107 domestic flights, increased by 5.92%. The airport served 9,208,256 passengers in the fiscal year 2016, an increase of 14.11%. This included 2,098,385 international passengers, representing a significant increase of 17.07%, and 7,109,871 domestic passengers, increased by 13.26%. In terms of freight and postal parcels, 19,385 tons were handled at the airport, representing 1.08% increase. Out



of this, 1,366 tons were international freight and postal parcels and 18,019 tons of domestic cargo and postal parcels, representing 16.96% tons decrease and 2.77% increase respectively.



### Hat Yai International Airport

Seven scheduled airlines served at Hat Yai International Airport in the fiscal year 2016. The airport handled 26,862 flights, increasing by 10.73%. This included 2,051 international flights, increased by 11.59% over the previous year, while domestic flights were 24,811, increased by 10.66%. Passengers handled at the airport totaled 3,871,468 persons, an increase of 8.50% compared to the previous year, including 262,009 international passengers, expanding by 13.47%, and 3,609,459 domestic passengers, an increase of 8.16%. The total volume of freight and postal parcels handled at the airport was 12,349 tons, 4.50% increase from the previous year. All of them were domestic cargos.



### Phuket International Airport

In the fiscal year 2016, the number of visitors to Phuket International Airport significantly expanded due to increasing Chinese visitors flying directly to the city and others flying from Don Mueang International Airport on low cost airlines. Phuket International Airport served 50 scheduled airlines in 2016 and handled 94,989 flights, which was 15.84% higher than the previous year. Out of the total flights, 48,196 were international scheduled and chartered flights, representing 11.27% increase. Total domestic flights were 46,793, representing 20.96% increase. Phuket International Airport served 14,722,010 passengers, an increase of 17.42% over the previous year. This included 7,936,456 international passengers, an increase of 15.89%, while domestic passengers amounted to 6,785,554, or 19.26% increase. The total cargo and postal parcels handled at the



airport increased by 11.67% to 41,858 tons, including 27,006 tons of international cargo which increased by 18.12% from the previous fiscal year and 14,852 tons of domestic cargos, representing 1.59% increase.

### Mae Fah Luang-Chiang Rai International Airport

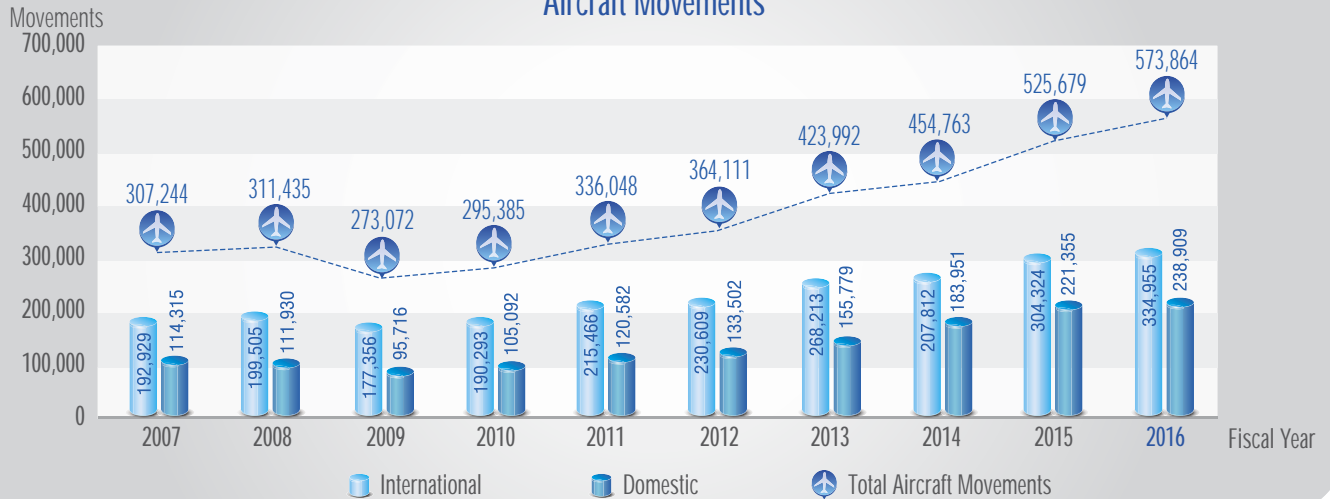
In the fiscal year 2016, Mae Fah Luang-Chiang Rai International Airport served 8 scheduled airlines and handled 14,073 flights which increased by 9.95%. International flights were 492, decreased by 6.29% mainly due to a decrease of business and executive flights; while domestic flights were 13,581, increased by 10.65%. The number of passengers arriving and departing from the airports totaled 1,959,353 or 19.45% increase. This included 27,360 international passengers and 1,931,993 domestic passengers, representing a slight decrease of 0.88% and an increase of 19.80% respectively. In terms of freight and postal parcels, the airport handled a total of 5,798 tons of domestic cargos, which is 25.39% increase.



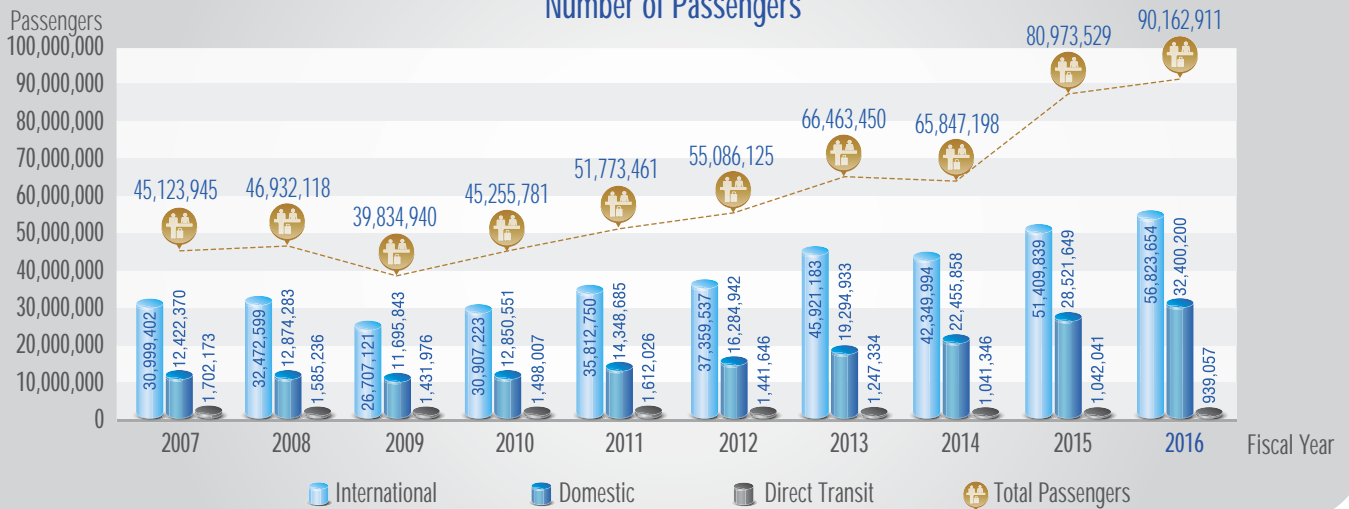
## Air Traffic Statistics

### Suvarnabhumi Airport & Don Mueang International Airport

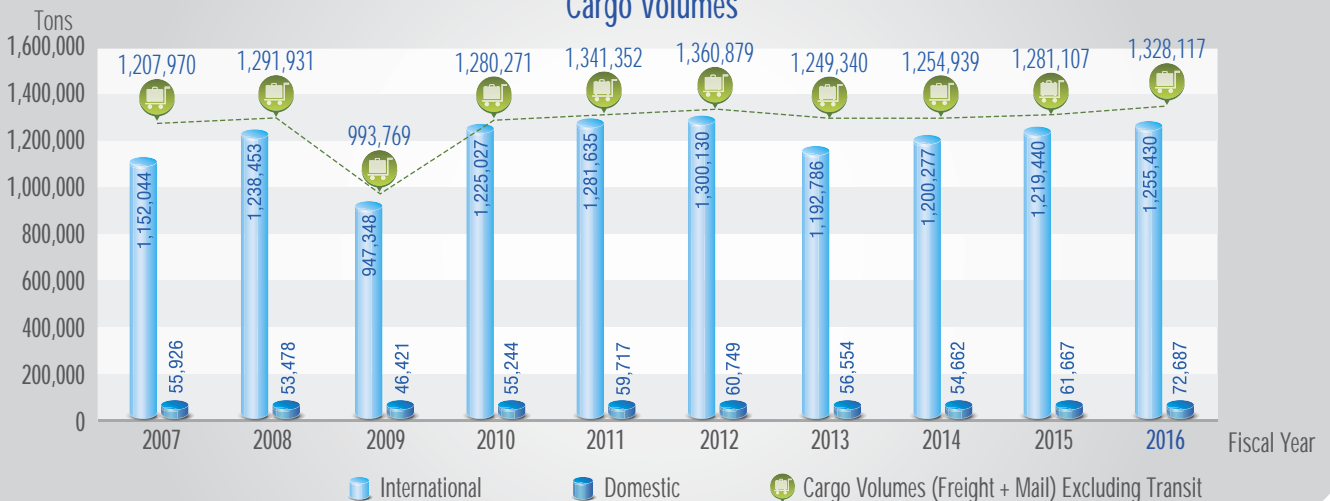
#### Aircraft Movements



#### Number of Passengers

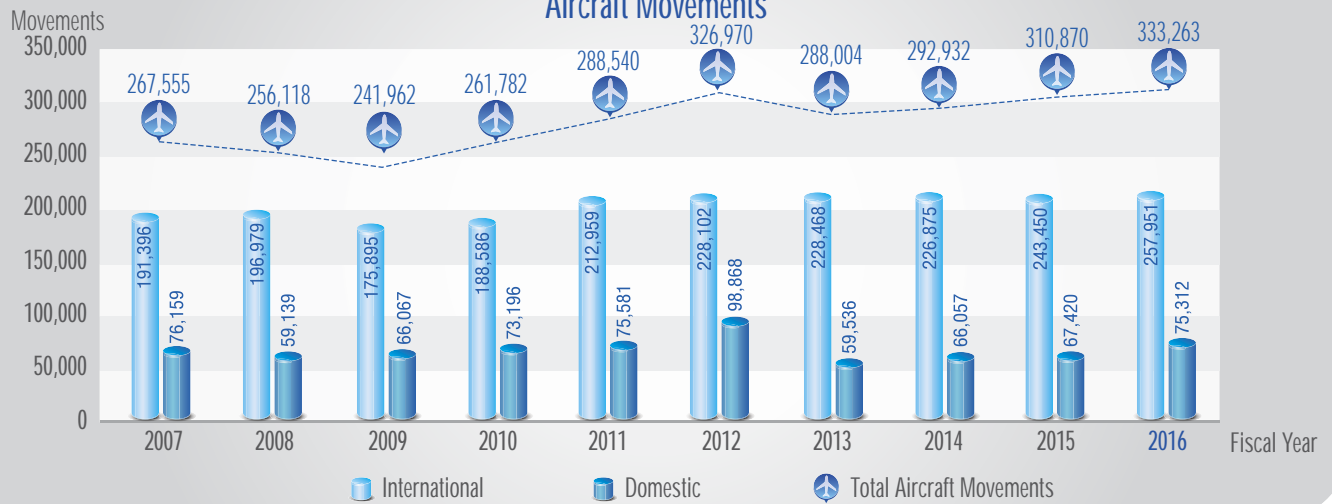


#### Cargo Volumes



## Suvarnabhumi Airport

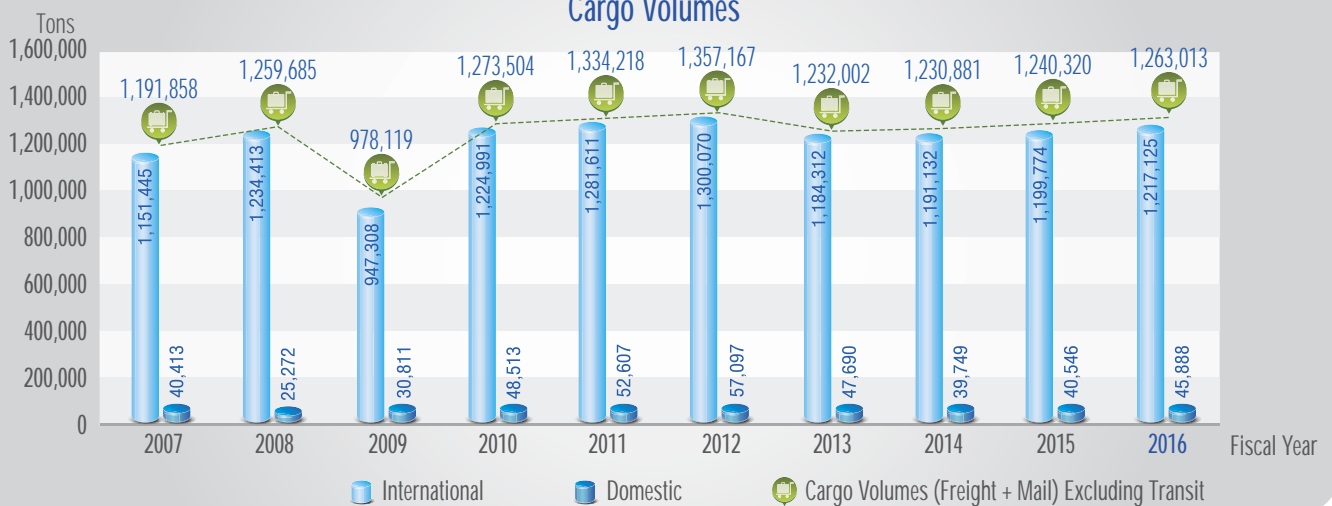
### Aircraft Movements



### Number of Passengers

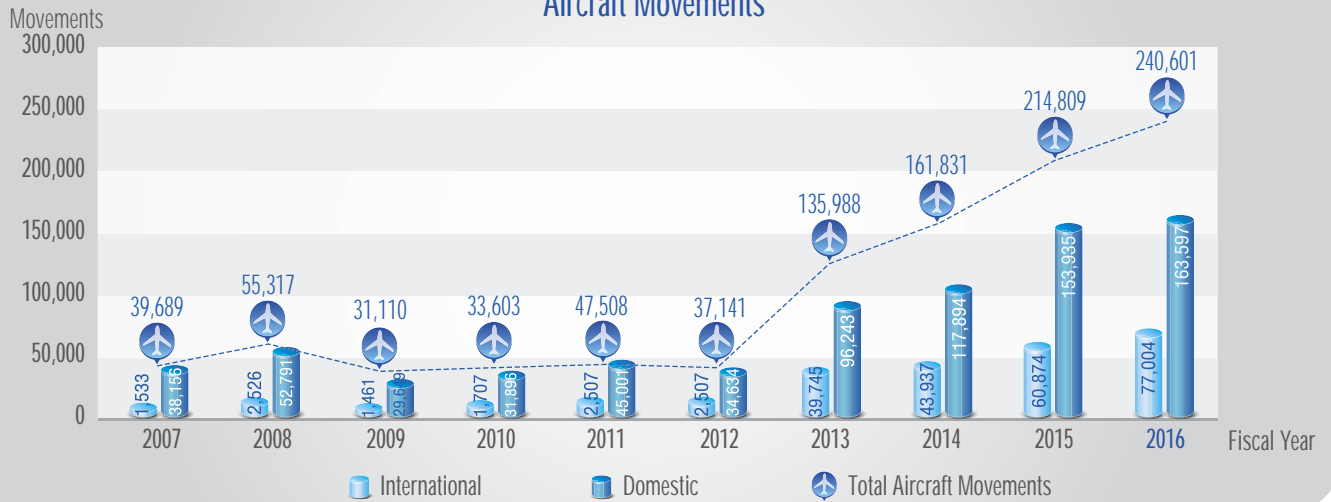


### Cargo Volumes



## Don Mueang International Airport

### Aircraft Movements



### Number of Passengers



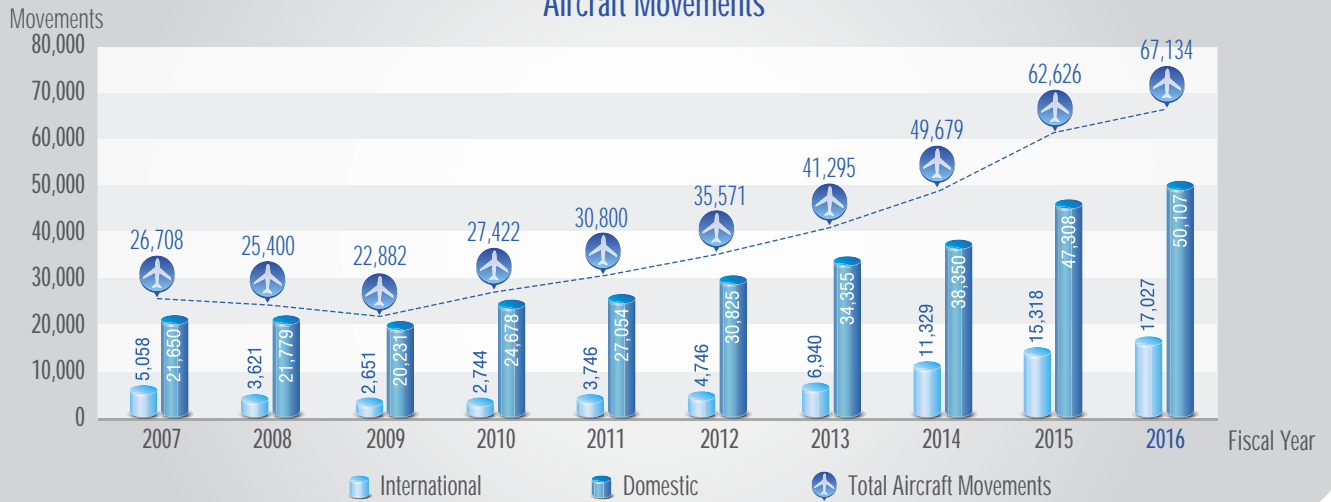
### Cargo Volumes



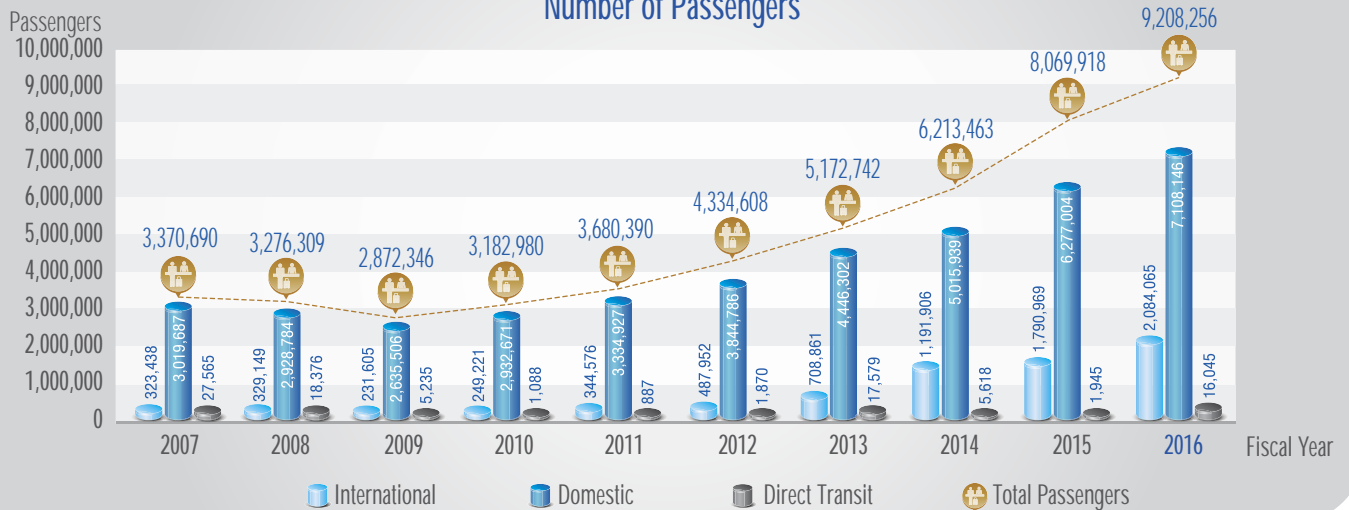


## Chiang Mai International Airport

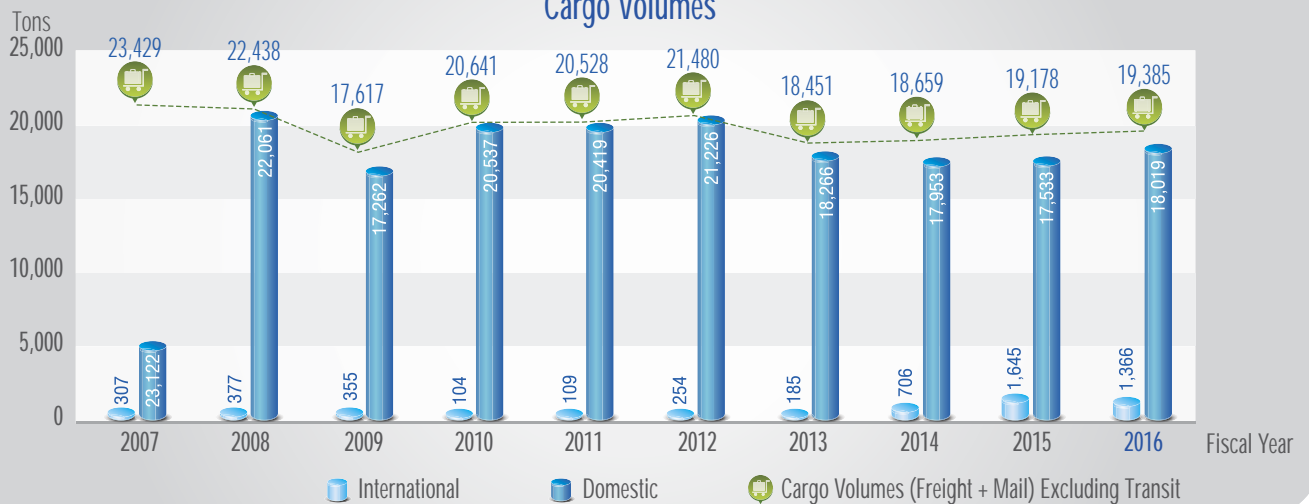
## Aircraft Movements



## Number of Passengers

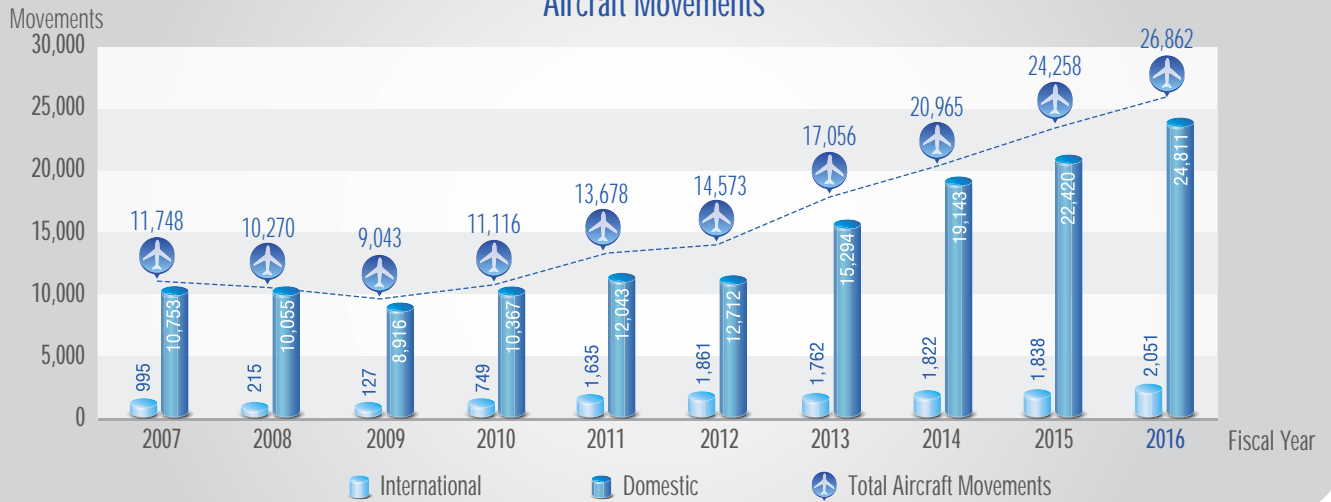


## Cargo Volumes

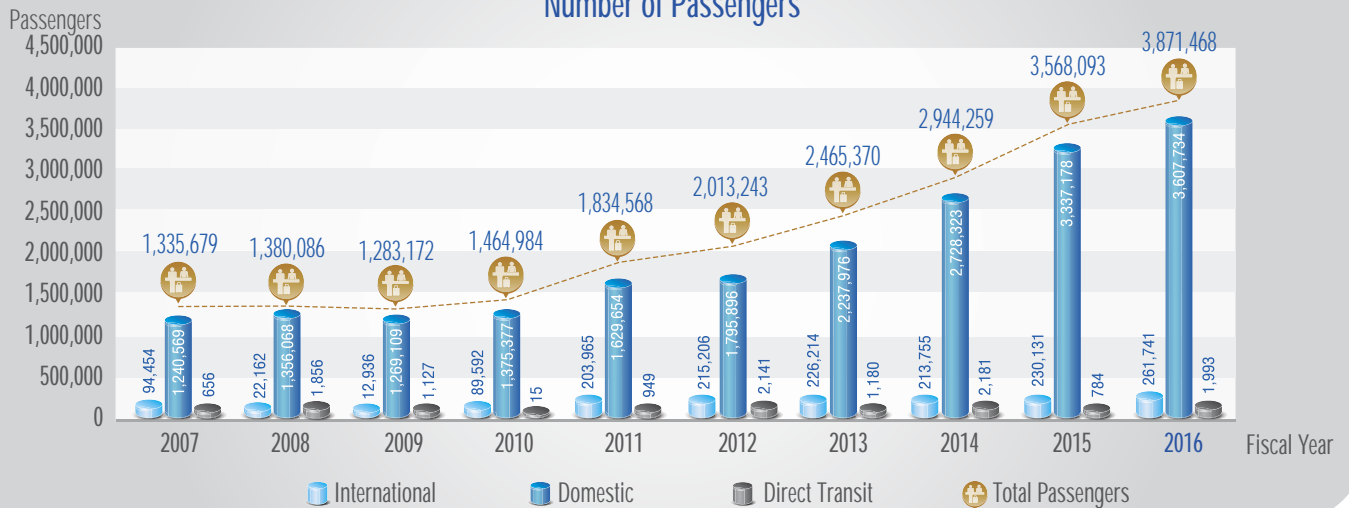


## Hat Yai International Airport

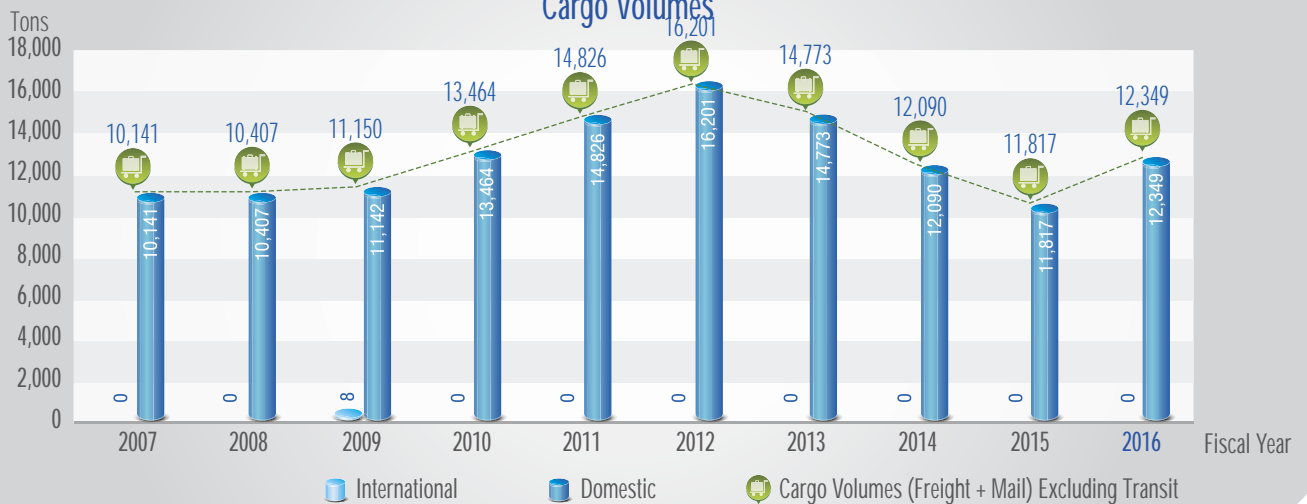
### Aircraft Movements



### Number of Passengers

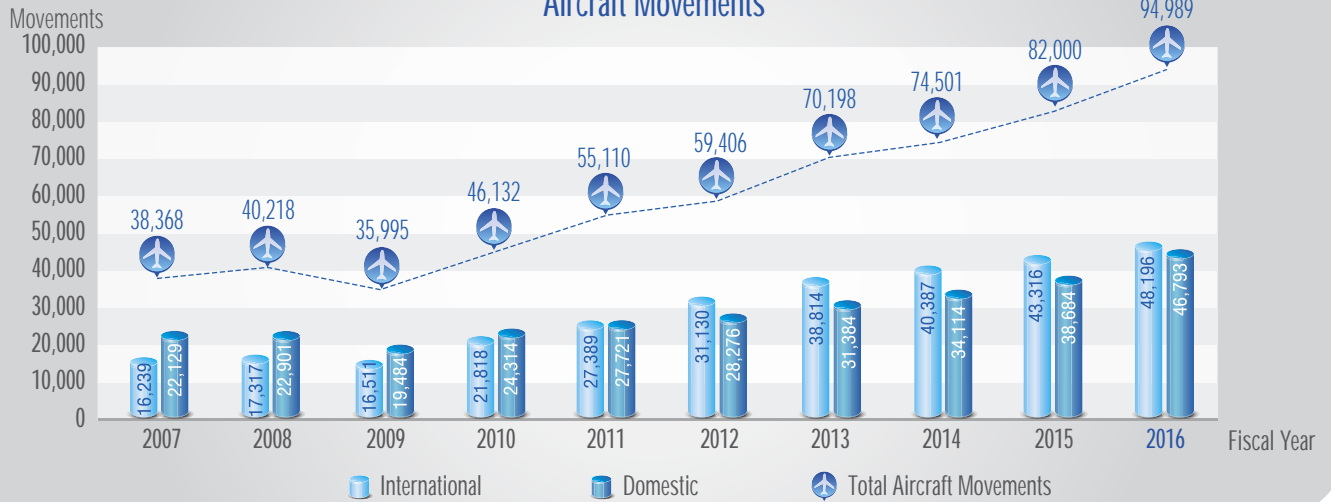


### Cargo Volumes

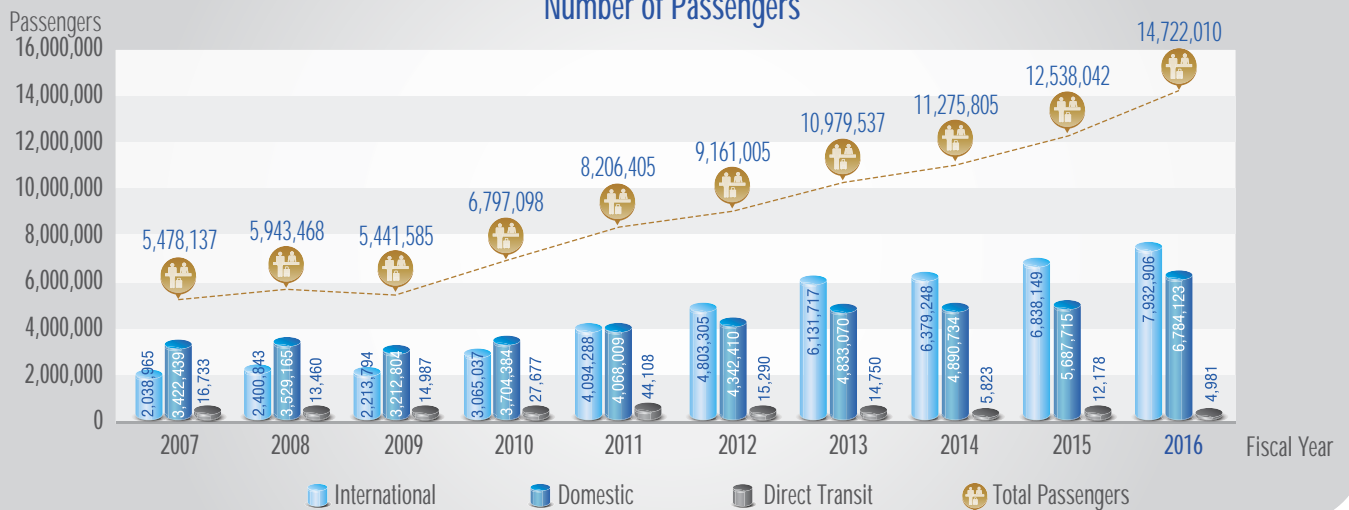


## Phuket International Airport

## Aircraft Movements



## Number of Passengers

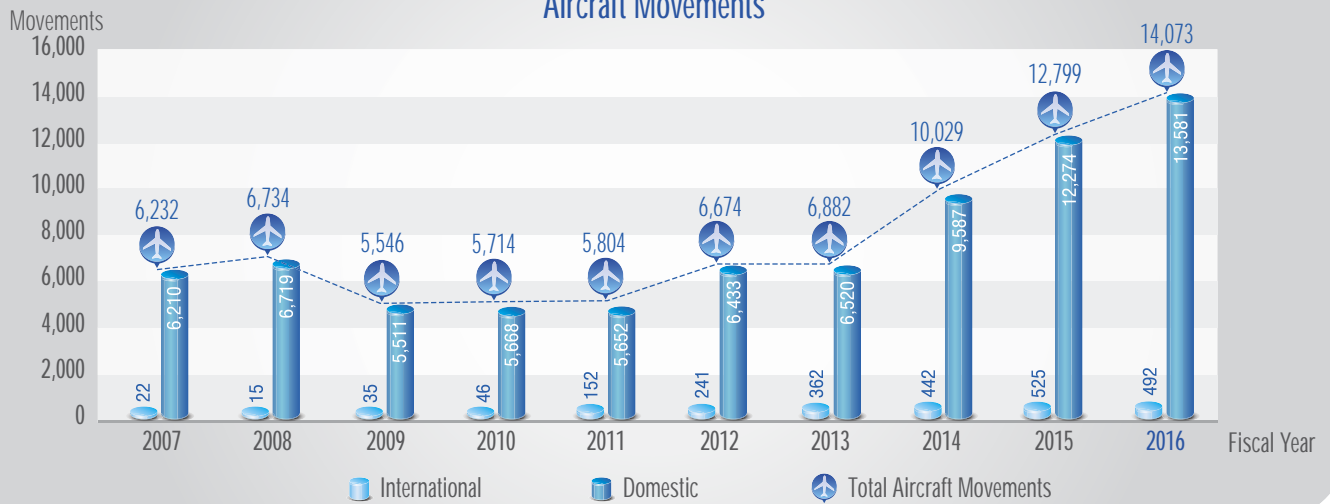


## Cargo Volumes



## Mae Fah Luang - Chiang Rai International Airport

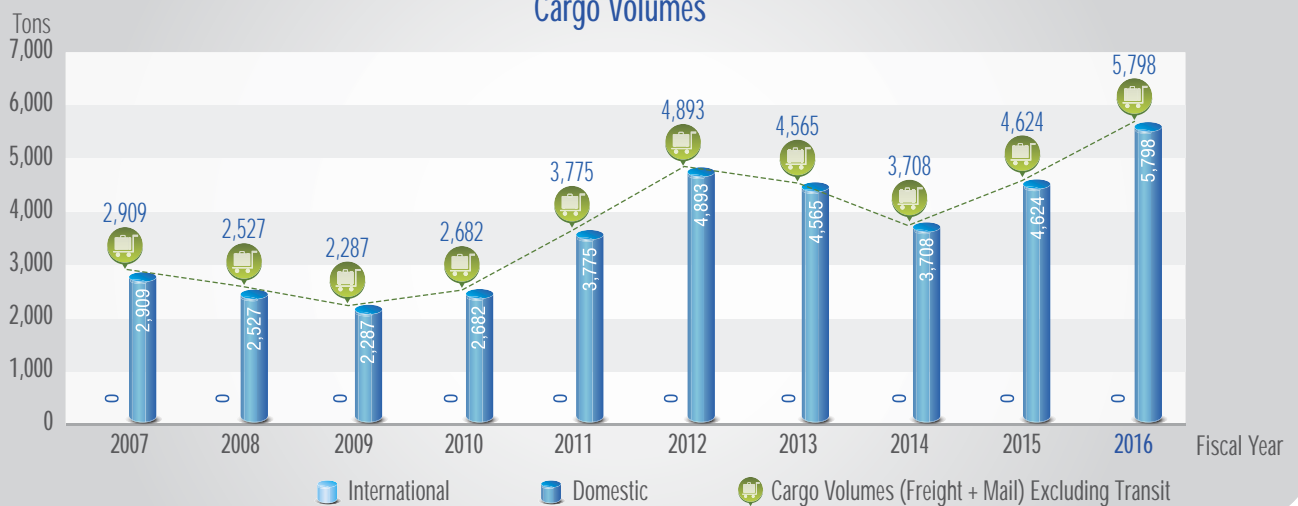
### Aircraft Movements



### Number of Passengers

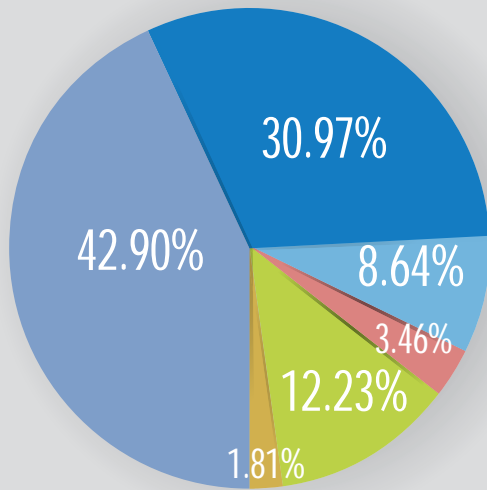


### Cargo Volumes





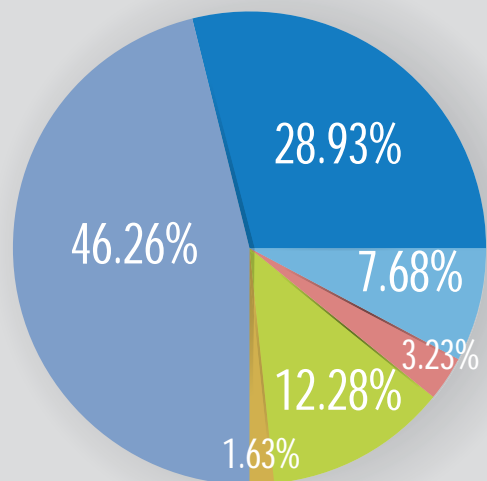
## AOT's Air Traffic Statistics



776,922

Aircraft Movements in Total

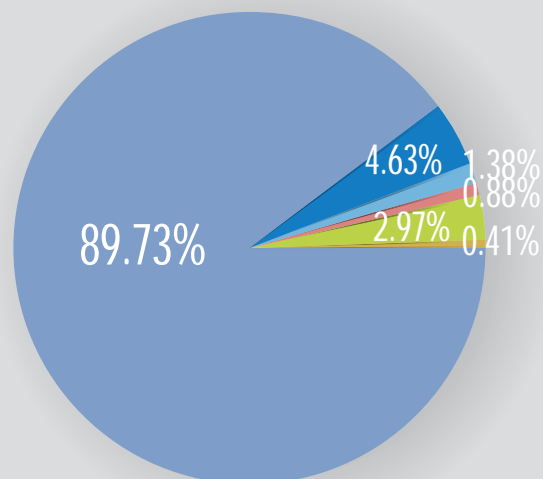
●	Suvarnabhumi Airport
●	Don Mueang International Airport
●	Chiang Mai International Airport
●	Hat Yai International Airport
●	Phuket International Airport
●	Mae Fah Luang - Chiang Rai International Airport



119,923,998

Passengers in Total

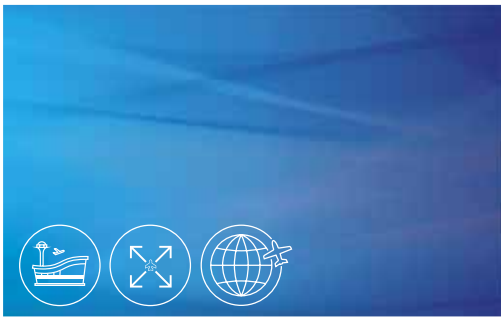
●	Suvarnabhumi Airport
●	Don Mueang International Airport
●	Chiang Mai International Airport
●	Hat Yai International Airport
●	Phuket International Airport
●	Mae Fah Luang - Chiang Rai International Airport



1,407,507

Tons of Cargo Volumes  
(Freight & Mail) in Total Excluding Transit

●	Suvarnabhumi Airport
●	Don Mueang International Airport
●	Chiang Mai International Airport
●	Hat Yai International Airport
●	Phuket International Airport
●	Mae Fah Luang - Chiang Rai International Airport





## Suvarnabhumi Airport Development Projects

Suvarnabhumi Airport was initially designed to handle 45 million passengers per year when it was officially opened in September 2006. Suvarnabhumi Airport served 43 million passengers at that time while later in 2007 it served up to 46 million passengers. The number of passengers was expected to continuously increase annually. AOT has, therefore, initiated the Suvarnabhumi Airport Development Project with the investment budget of 62,503.214 million Baht to increase the passenger handling capacity from 45 million to 60 million passengers per year and ease the passenger and flight congestion which has been continuously increasing year after year. The project is scheduled to be completed by 2019. Construction work groups include:

### 1. Midfield Satellite Building 1

The Midfield Satellite Building 1 will be constructed and equipped with all related equipments and facilities, including passenger loading bridges (PLB), docking guidance system, gate assignment system, information technology system and baggage handling system connecting the main Passenger Terminal and the Midfield Satellite Building 1. Covering the estimated spaces of 216,000 square meters, the Midfield Satellite Building 1 is a 4-storey building with the exit doors connecting to 28 contact gates, 8 of which capable to serve A-380 (Code F) aircraft and 20 for B-747 (Code E) aircraft. The automated people mover (APM) will also be constructed to connect main the Passenger Terminal and the Midfield Satellite Building 1 to adequately handle the passengers using the Midfield Satellite Building 1.

### 2. Passenger Terminals

The eastern end of the main Passenger Terminal will be extended, approximately 108 meters in width and 135 meters in length. Equipped with the related facilities, the extended area will be around 60,000 square meters. Also, the office building with additional car parking spaces will be constructed. The construction consists of two buildings, including a 4-storey office building with an estimated area of 35,000 square meters and a 5-storey car parking building with a deck covering an area of 32,000 square meters. The car parking building can serve more vehicles of about 1,000. A driveway connecting to the adjacent parking building and a walkway connecting to the platform in front of the Passenger Terminal are also constructed.

### 3. Utility Systems

The utility systems include high-voltage power system, pipeline system, and cooling system for air conditioning within the building. The 115 kV high voltage power line will be wired with the high voltage system from the Metropolitan Electricity Authority to the electrical substation of Suvarnabhumi Airport. In addition, the power supply phase 2 will be constructed by installing the 24 kV switch gear, electric transformer, and supervisory control and data acquisition (SCADA) system. There will also be the construction of the water pipeline and the sewerage system connecting to the existing system.



## AOT Human Resource Development

Personnel are key drivers towards the achievement of the Company's vision and sustainable development and personnel development is regarded as the heart of the airport business operations. AOT realizes the importance of personnel development to enhance their competency in managing the airport business in line with the standards of the domestic and international organizations such as the Civil Aviation Authority of Thailand (CAAT), the International Civil Aviation Organization (ICAO) and the Federal Aviation Administration (FAA). AOT aims to continuously develop its personnel to become "good, smart and happy".

In the fiscal year 2016, AOT implemented the human resource development plans and projects as follows:

### 1. Annual Human Resource Development Plan

#### 1.1 Major courses on Airport Management and Operation:

Airport Operations course (AO), Junior Airport Management course (JAM), Intermediate Airport Management course (IAM), and Senior Airport Management course (SAM).

These courses combined classroom-based learning, e-learning and workshops in other provinces. For SAM course, an e-learning was provided by the Airport Council International (ACI) in the course of "Certificate in Airport Business Operation" with the overseas airport visits included for the course participants in order to enhance new knowledge, experience, and points of view on international airport management.

In addition, AOT invited personnel from domestic and international organizations to participate in the trainings for a better relationship and an exchange of knowledge. These organizations are, for example, the U Tapao International Airport, the Civil Aviation Training Center

(CATC), and the Luang Prabang International Airport, the Lao People's Democratic Republic.

**1.2 Airport Operations Courses:** Commercial Aircraft Rescue and Fire Fighting course, 3Ss course for Security Measures, Handling of Hazardous Materials for Public Aerodrome course, Annex 14 Volume II: Heliports, Safety Management System - SMS course, Practice of Officials Pursuant to Section 26 of Thailand Air Navigation Act B.E. 2497 (1954), for example. Airport Operations Courses were held annually to enhance employees' knowledge and repeat operations in accordance with the ICAO standards.

**1.3 General Knowledge and Management Courses:** Safety Laws for Executives, Internal Control System and Risk Management course, State Enterprise Performance Appraisal course, Foreign Languages, Business Continuity Management course, BGP and RP training courses, PMAT 50<sup>th</sup> Anniversary International Conference on Building People Capability for Sustainability, for example.

**1.4 Leadership Development Courses for Management Level:** The 7 Habits of Highly Effective People, Strategic Thinking: Decoding the Future, Influencer: Leading Change, Engaging's today Professional, The Proactive Leader: Leading to Success, Systematic and Creative, for example.

**1.5 Airport Manager Preparation Course:** The Regulations of the Civil Aviation Board Number 88 on the Public Airport Manager knowledge and competency as published in the Royal Gazette dated 27 March 2013 which prescribed that a public airport manager must graduate or complete trainings certified by the Director - General of the Department of Civil Aviation or pass the test from the Civil Aviation Authority of Thailand.





AOT, therefore, arranged a public airport manager preparation course to enable the AOT executives of upper level 9 to be prepared for the public airport manager test.

- 1.6 **Corporate Governance Course:** A lecture to promote the AOT's good governance and ethics under the topic of "Happy Mind, Happy Work" by Phra Maha Vudhijaya Vajiramedhi and a special lecture on the Compliance with the Anti-Corruption Measures, for example.
- 1.7 **Courses for Directors and Senior Executives:** Royal Thai Air Force Air War College course, Advanced Transport Management course, Advanced Justice System Management course, Advanced Anti-Corruption Management course, and Advanced Management course for Executives of the Capital Market Academy, for example.
- 1.8 **International Courses:** GSN2: Airside Safety and Operation at ACI United Arab Emirates, Advanced Airport Operation at ACI Kuala Lumpur, Malaysia, Implementing Branded Customer Service Program at Airport, at ACI South Korea, Advance Airport Fire - Fighters and Airport Ramp Operation and Management at SAA in Singapore, Security Checkpoint Management, Air Cargo Security, Airport Service - Passengers Handling, Aviation and the Environment - Managing Green Airport, Airport Marketing & Corporate Communication Strategies, Airport Financial Management, Professional Skills for DGR Instructors Categories 1, 2, 3, 16, Airport Transport Statistics and Dynamic Pricing and Revenue Management at IATA Singapore, for example.
- 1.9 **Development Projects for High-Potential Employees:** Airport Management Development Program (AMDP) by leading lecturers from Cornell University, a leading university with reputation in a world's human resources development, I-STAR Action-Learning Project in Japan which aimed at providing employees with knowledge and exchanging experience with leading Japanese companies by lecturers from the National Institute of Development Administration, and ACI - Online Learning: Airport Operations Diploma Program (AODP) which was an e-learning course arranged by ACI.
- 1.10 **AOT-Civil Aviation Training Center Joint Training Courses:** The courses were offered to help enhancing the employees' skills and competency in airport management and operation such as Aerodrome Apron Control Office, Aviation Law and Regulations, and Flight Operation Office.

## 2. AOT Human Resources Development and Management Master Plan

### 2.1 Core Values Promotion Project

AOT has promoted its five core values as follows:

- 1) Service Minded: offering services beyond customers' expectation
- 2) Safety & Security: excellent safety and security standards
- 3) Teamwork: collaboration and respect of opinions
- 4) Innovation: constant development
- 5) Integrity: caring for the organizational benefit



For the fiscal year 2016, AOT has focused on building an understanding of the AOT core values by encouraging the executives at a division director level to be responsible for promoting core values in their own units and the senior executives to become role models through the following activities:

- 2.1.1 A seminar on Role Model was held to promote the AOT core values. This activity encouraged the senior executives to become role models and leaders representing each of the desired core values.
- 2.1.2 A seminar on AOT Core Values Change Leader was held to foster all five AOT core values among the executives at a department director level so that they could play leadership roles in culture change management through communication and provide guidelines for the change to become tangible one.
- 2.1.3 An "AOT Core Values Together 2016" activity was held and started with a speech given by the AOT President and then the launch of the Role Models and the new patterns of the AOT core values polo shirts. This activity was aimed at ensuring that the AOT executives and employees placed importance on the AOT core values and felt alert to perform their duties by adhering to the AOT core values so that AOT could further develop itself into the operator of the world's smartest airports as stated in its vision.

- 2.1.4 A seminar on AOT core Values Change Agent Workshop was held to build deeper awareness and perception of each core value among the executives at a division director level so that they could pass on and build awareness and perception to their own team members or related staff to deliver behavior change according to the AOT cores values as expected by the organization.
- 2.1.5 A radio broadcasting program titled "AOT Core Values Together 2016" was organized to publicize and disseminate news updates regarding the AOT core values to the employees.
- 2.1.6 An activity for the distribution of the AOT core values polo shirts for the year 2016 (new patterns) was organized to distribute polo shirts to the employees throughout the company. This activity was aimed at building collaboration among the employees in actively promoting the AOT core values, and creating an atmosphere that contributed to the AOT core values promotion for the year 2016 by requesting the employees to jointly wear the AOT core values polo shirts.
- 2.1.7 A "Core Values Young Role Model" activity for the fiscal year 2016 was organized to create an atmosphere which promoted the AOT core values, supported and encouraged the employees having outstanding behaviors and being role models according to the AOT core values, and motivated the employees to behave in alignment with the core values.
- 2.1.8 An award granting activity of "the Outstanding AOT Core Values Change Agent Awards" to the participants who completed the AOT Core Values Change Agent Workshop was organized to encourage them in promoting the AOT core values in their own units.
- 2.1.9 An exhibition to promote the AOT Core Values lied in the activity "5 Core Values towards Knowledge Management" to promote learning culture. In addition, AOT also prepared a core value handbook for an understanding of the core values as well as conducted core values survey for a better understand of the employees' behaviors on care values.

## 2.2 Knowledge Management Projects

AOT has prepared a knowledge management project to support the first strategic objective which is to develop

the infrastructure and facilities in order to maintain a level of service quality according to the international standards as follows:

- 2.2.1 A special lecture on "Leading Change through 4 Learn" for the senior executives was organized in order to build an understanding on an importance of knowledge management (KM) as well as their roles in promoting and creating an atmosphere of knowledge sharing and learning organization.
- 2.2.2 An interview on the AOT's service characters with 4 executives, namely the President, the General Manager of Suvarnabhumi Airport, the Deputy General Manager of Suvarnabhumi Airport (Operations), and the General Manager of Don Mueang International Airport, was conducted. The results of which would be used for workshop of KM expert in airport services and airport services support.
- 2.2.3 A workshop for the development of 28 Community of Practice (CoP) was organized which divided into 4 expert groups and 6 significant work processes as follows:
  - (1) KM Expert Group 1 (Airport Service Delivery Process)
  - (2) KM Expert Group 2 (Airport Service Facility and ICT Infrastructure Processes)
  - (3) Refresh Group 1 (Airport Engineering and Standard Processes)
  - (4) Refresh Group 2 (Business Support Process and Management Process)
- 2.2.4 The knowledge collected from the practitioners of 28 CoPs was stored in the form of a knowledge base embedded in the Knowledge Management System (KMS) for convenient use and searching.
- 2.2.5 A "5 Core Values towards Knowledge Management" activity, which was an integration of 5 core values and knowledge management, was organized to promote learning culture throughout AOT and further develop into innovations. AOT also invited Air Chief Marshal Johm Rungswang to give a speech on "the roles of leadership in knowledge management". This activity served as a forum for experience exchange in knowledge management best practices of the Aeronautical Radio of Thailand Limited (AEROTHAI) and the Government

Housing Bank as well as displayed works in the CoPs' knowledge management exhibition booths of AOT, the Aeronautical Radio of Thailand Limited and the Royal Thai Air Force and introduced the KMS.

### 2.3 Core Competency Development Projects

AOT aims to build and develop the employees' core competency to support the AOT's operations under the core competency framework, including Service Minded (offering services beyond customers' expectation), Safety and Security (excellent safety and security standards), Teamwork (collaboration and respect of opinions), Innovation (constant development) and Integrity (caring for the organizational interests). AOT expects that its employees' behaviors would represent core competencies at an expected or higher level to promote and support the operations and maintain the service quality to be in line with the international standards.

At present, AOT has searched for the assessment guidelines for functional competency which were categorized into 3 groups of job family as follows:

1. Core Operation, subdivided into 2 groups:
  - 1.1 Safety & Security
  - 1.2 Business Support Airport
2. Support Core Operation
3. Back Office

AOT has conducted a functional competency assessment of the core operation group by firstly emphasizing safety and security. The results of the interview with the executives at a department director level of the related units represent the core competency of safety and security group and job specification. Also, AOT has planned to conduct another functional competency

assessment under the supporting core operation group and is in the process of making an appointment to interview the executives in order to specify knowledge and skills required for a particular position and guidelines for the development of the employees' knowledge and skills. This will further lead to the creation of learning process and development of skills corresponding to the needs of units and in line with the AOT's operational directions.

AOT has also conducted a managerial competency assessment for the management - level employees through the Intranet-based assessment system. The results will then be considered in designing a development plan for the executives to ensure that they have the required managerial competency.

### 3. Human Resource Development Outcome Fiscal Year 2016

AOT organized 1,052 training programmes with 6,815 employees participated in the programs. Details are as follows:

#### 3.1 Management Training

- 262 courses/programs
- 1,855 participants

#### 3.2 General Management Training

- 210 courses/programs
- 1,259 participants

#### 3.3 Functional & Operations Training

- 423 courses/programs
- 2,762 participants

#### 3.4 Soft Skills Training

- 157 courses/programs
- 939 participants



## Safety, Occupational Health and Working Environment Operations

### Safety, Occupational Health and Working Environment Management

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 management, prevention, protection and improvement as well as review 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. Standards for occupational health and safety management system
4. Occupational health and safety procedures, regulations, and instructions
5. Safety Audit
6. Safety control of contractors and outsources





To ensure that occupational health and safety operations meet internationally accepted standards and officers become aware of dangers and risks hidden in work activities as well as develop plans, measures to mitigate and control risks at an acceptable level, AOT has therefore established an occupational health and safety management system according to the standard of OHSAS 18001-2007/ISO 18001:2011. AOT Headquarters, Phuket International Airport and Mae Fah Luang - Chiang Rai International Airport were certified for the standard in 2014 and two more airports, including Chiang Mai International Airport and Hat Yai International Airport, were requested for certification in 2016, then audited by the certification body and completely passed the audit standards. Moreover, AOT has set a plan for the fiscal year 2017 to request for certification of Suvarnabhumi Airport and Don Mueang International Airport to ensure that all airports have the same safety, occupational health and working environment operations, thereby leading to efficiency and sustainable development.



### Trainings, Seminars, Study Visits and Campaigns for Occupational Safety Promotion

Training courses on occupational safety consist of:

- Courses required by laws such as Occupational Safety Officer Course for Supervisor, Management, Advanced Technical Level, Safety Committee Course, Basic Fire Fighting Course, Fire Fighting and Evacuation Course, Electrical Safety Course, Standards for Use and Maintenance of Personal Protective Equipment, and Occupational Safety for New Employees.
- Courses for enhancing knowledge and work efficiency such as OHSAS 18001:2007/ ISO 18001:2011 Occupational Health and Safety Management System Course, Risk Identification and Assessment Course Based on Occupational Health and Safety Management System, OHSAS 18001:2007/ ISO 18001:2011 Internal Auditor Course, Basic First Aid Course, Sustainable Occupational Safety for Loss Control Course, Ergonomics for Safety Course, Professional Safety Inspection Course, and Safety Laws for Executives Course.



## Awards and Outstanding Works related to Safety, Occupational Health and Working Environment

In 2016, 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. Its headquarters has been given the Outstanding Workplace Award for 10 consecutive years (2007 - 2016), Phuket International Airport has received the award for 13 consecutive years (2004 - 2016) and Mae Fah Luang - Chiang Rai International Airport has received the award for 7 consecutive years (2010 - 2016).



## Number of Years for the National-Level Outstanding Workplace Awards



## Law Compliance on Health Protection of Non-Smokers' Health Protection Act

AOT operates and manages 6 international airports which conform to Non-Smokers' Health Protection Act. The Ministry of Public Health specified in its strategic plan for tobacco control to ensure smoke-free environment and the Ministry of Transport appointed a Steering Committee on Compliance with Non-Smokers' Health Protection Act, B.E.2535 (1992) and its revisions which consists of representatives from the agencies under the Ministry of Transport's supervision to comply with the law. To comply with the aforementioned law, AOT then organized a special seminar on "Clarification of Measures and Compliance with the New Act on Tobacco Consumption Control" to inform airport operators, airlines and airport staff of measures and procedures in compliance with the law. Also, AOT monitored and measured dust particles smaller than 2.5 microns (PM 2.5) which is an indicator for air pollution arising from secondhand smoke in the smoking room to guard against the effects from the smoking room which might alternatively affect the public.



### Occupational Safety Video

The Welfare Safety and Occupational Health Department produced an occupational safety video to publicize campaign and training for AOT officers and employees as well as contractors working in the areas of AOT to be aware of rules, regulations, safety procedures pursuant to standards and laws on occupational safety. The content of the video consists of the AOT's occupational safety policy, relevant laws on occupational safety (of the Ministry of Labour), safety principles and practices for dangerous working conditions, including 1. Working underground/in tunnels/in confined spaces 2. Use of equipments/machines 3. Working at heights 4. Working with electrical systems 5. Fire Protection.



### Social Activities for Safety “Fire Protection and Prevention Program for Schools and Communities in Don Mueang District”

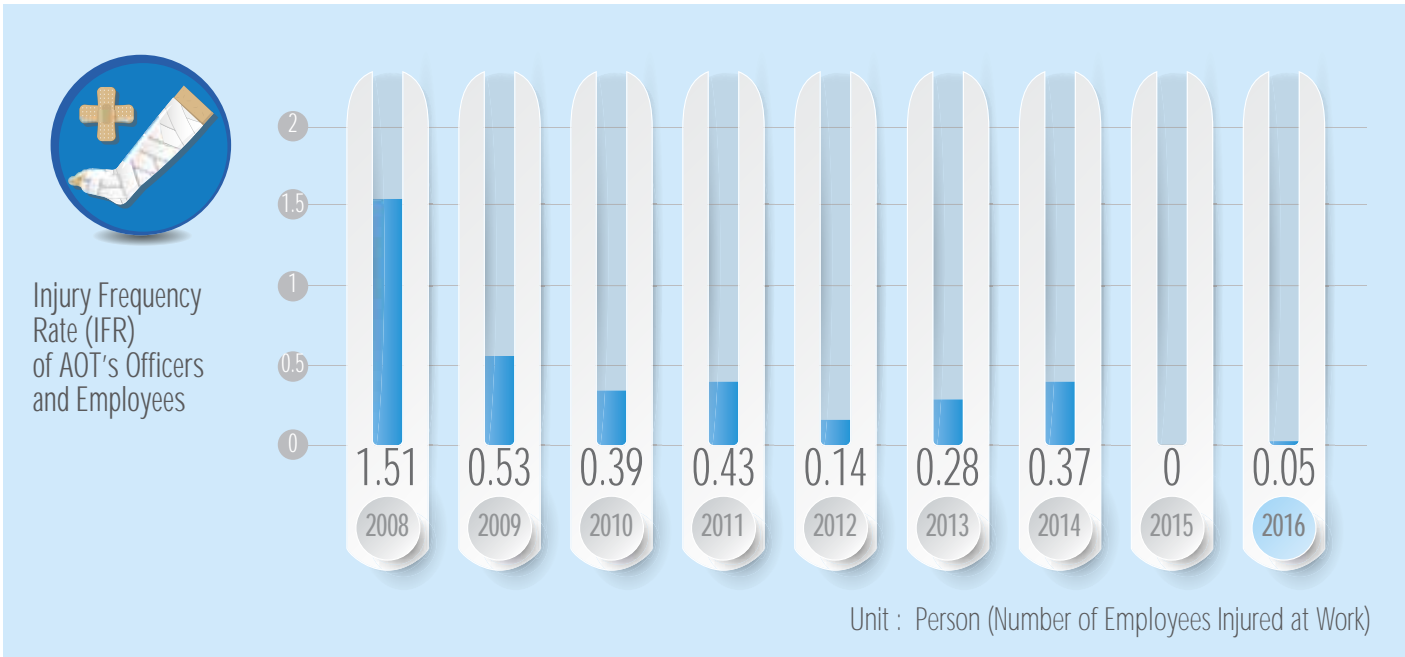
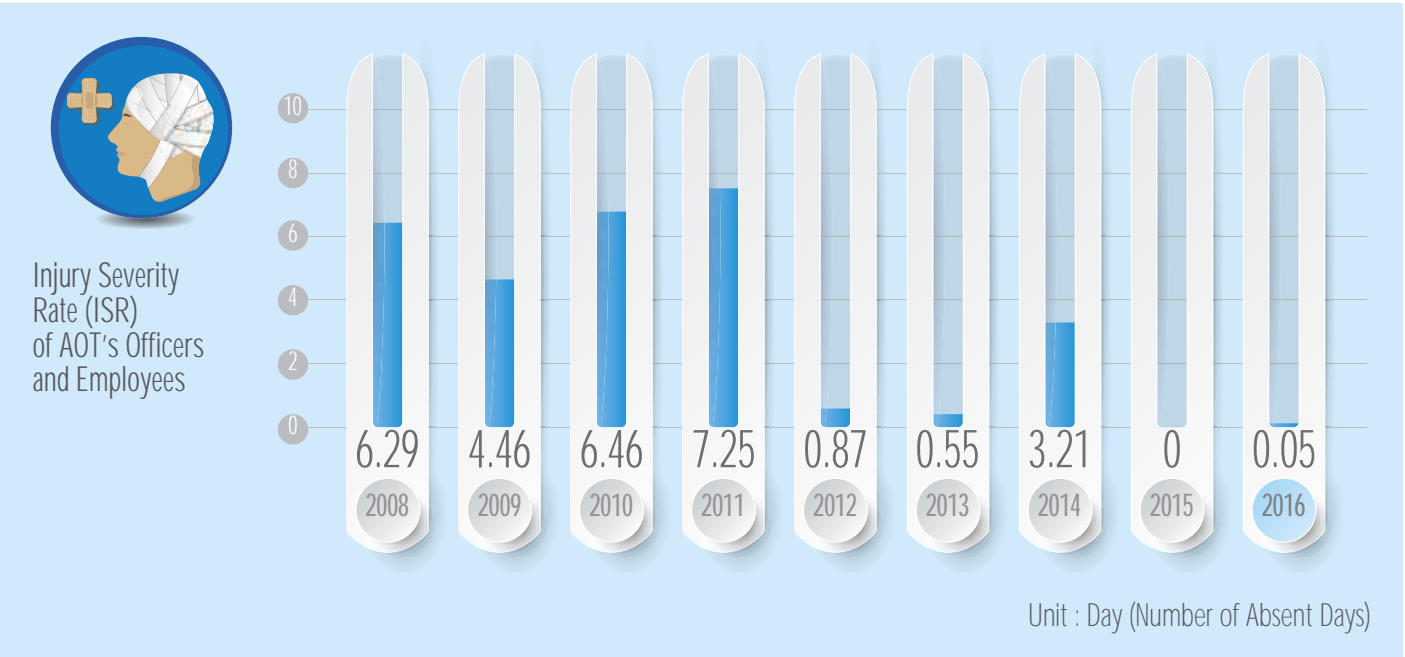
The Welfare Safety and Occupational Health Department realized the importance of fire hazards that might occur any time and therefore organized an activity of “Fire Protection and Prevention Program for Schools and Communities in Don Mueang District” in cooperation with the Corporate Social Responsibilities and Corporate Governance Department on 19 August 2016 at Prempracha School, Don Mueang District, Bangkok. The program aimed at informing the communities surrounding AOT of fire protection and prevention methods and offered both theory and practice for students and community representatives which were lectured by the officers from the Rescue and Fire Fighting Department of Don Mueang International Airport. In this occasion, 80 dry chemical fire extinguishers were also given to schools and communities in Don Mueang District.



### 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 for passive safety success, showing the number of employees injured and had to be absent from work (person/million work hours) and the number of days lost from accidents (day/million work hours), respectively. In 2016, there was 1 person injured and had to be absent (1 absent day).





## Aviation and Airport Safety and Security Standards

AOT's business directions under its corporate plan for the fiscal years 2015 - 2019 require that AOT develops and improves its handling capacity of air traffic movements, passengers and cargos for more efficient services related to both aero and non-aero businesses to accommodate today's growth of aviation market and to achieve its vision "AOT operates the world's smartest airports." Thus, AOT has to take into consideration safety and security standards for airport users as well as respond to their needs and expectations.

### Service Standards

#### Passenger Services

To ensure airport facilitation and provision of airport facilities to the airport users, AOT has supervised airport and aviation service standards of all six airports under its responsibility to be in compliance with government regulations and international standards by continuously coordinating with domestic and international agencies, organizations and aviation associations for an application of information related to service standards to develop airport facilities. Also, to ensure that its services have met international standards and complied with government regulations, AOT then controlled and directed service operations of both internal and external related agencies operate their businesses at the airports under AOT's supervision, and also made an internal audit within a specified timeframe.



In addition, AOT took into consideration the rights and equality of all types of airport users including general passengers and those who needed special assistance, facilitation and different types of assistance. Therefore, every airport under its supervision placed great importance on this matter and provided facilities such as Thai Telecommunication Relay Service, touch surface on walk ways and counters of suitable height for the disabled.



*Thai Telecommunication Relay Service (TTRS)  
Kiosk for People with Hearing Impairment*



*Installment of Touch Surfaces on Walkways  
for Visually Impaired People*



*Counters of suitable height for People with Mobility Impairment*

These also included other facilities to be available and in accordance with the international standards and government laws.

Apart from the above-mentioned facilities, the airport was aware of significant services given to passengers who need special assistance. In facilitating passengers who need special assistance, concerned officers of different units are arranged such as AOT officers, airline officers, state officers, store entrepreneurs, cleaning officers, security officers, for example.

To ensure that facilitation covers all service dimensions of international standards and complies with government policies and to prepare services to the elderly according to the trend of Thailand's aging society in the next 9 years, therefore, AOT organized training courses on provision of services for the disabled and the elderly for officers at all six AOT airports so that the officers could have knowledge and understanding to facilitate and assist each type of the disabled and the elderly appropriately and to implement under the same standards. AOT cooperated with the Office of Transport and Traffic Policy and Planning, the Ministry of Transport in providing this course and also invited lecturers with specific expertise in provision of assistance to each type of the disabled and the elderly from Ratchasuda College, Mahidol University and from Faculty of Medicine, Chulalongkorn University to provide trainings both theory and practice.

Passenger Facilitation Training for Officers, by lecturers with specific expertise



*Facilitation for People with Mobility Impairment*





*Facilitation for People with Visual Impairment*



*Facilitation for People with Hearing Impairment*



*Facilitation for the Elderly*

The trainings also served as a forum for exchange of opinions and recommendations of airport officers and enabled creation of cooperation and integration between units for airport users facilitation.



#### © Aircraft Services

AOT provided aircraft services, such as runways/taxiways, aircraft parking areas, air navigation information, aircraft rescue and firefighting, air navigation aids, airfield lighting system, and area and facility maintenance in accordance with government regulations and international aircraft service standards. In addition, AOT has continuously studied and developed airport and aviation services to be ready for the free trade area of AEC and to serve the ASEAN Single Aviation Market. AOT also worked closely with other aviation organizations both national and regional levels to jointly define standards and technical measures to be implemented in AOT's airport management systems. This will ensure flexibility in air/ground traffic management and safety in many areas such as Airport Collaborative Decision Making (A-CDM), Air Traffic Management, Aeronautical Chart. Such study and development enabled AOT to increase air traffic handling capacity and reduce processing time of services. This not only increases satisfaction of airport users but also decreases air and noise pollution surrounding the airports.

## ◎ Cargo Services

Suvarnabhumi Airport is assigned as the main cargo depot that supports national logistics system. A free zone for cargo management was established to facilitate transport and manage cargos in a promptly manner. However, the transfer of general goods or hazardous goods, importing or exporting goods, aircraft parts or documents must be managed, supervised, cleared and released according to legal requirements and internationally accepted standards.

## Safety Standards

Safety is specifically the primary objective and target of the aviation industry. AOT, as an airport operator, has realized and placed importance on safety as its priority. To achieve such objective and target, AOT has implemented safety management system since 2007. The President, as an accountable executive, signed a safety policy to support and promote safety in AOT's operations in a systematic manner such as organizational structure, job description, risk management, safety assurance, and safety promotion. This was to foster attitudes and corporate culture of everyone in the organization ranging from the executive level to the operational level in order to raise awareness of compliance with the rules and regulations, participation in safety, and organizational safety culture.

However, it must be accepted that activities in aviation operating systems are all risky since all related components of each aviation activity such as human, machine, environment, work complexity or even management may have gaps leading to dangers and accidents/incident. Therefore, AOT defined safety performance indicators (SPI) as criteria to control activities to be at an acceptable level by collecting data and regularly evaluating safety factors of activities within the specified timeframe. In case where safety factors of any activities tend to exceed the specified goal or are found to be dangerous, AOT will immediately evaluate risks and establish measures for risk mitigation according to the guidelines set by the government and the International Civil Aviation Organization (ICAO). To provide safety assurance to stakeholders and airport users, AOT assigned a specific unit

to be responsible for supervising safety performance of all six airports under its responsibility, at both corporate and airport levels. The safety examination of all levels covered airside operations, aeronautical information services, physical airport and environment, safety zone, and aeronautical charts.



In the previous year, AOT focused on raising safety awareness and cooperation from stakeholders other than thoroughly airside auditing operations. To ensure sustainable safety of airside operations, AOT arranged different types of safety promotion activities and welcomed airlines and agencies carrying our works in the airside areas to participate such as a seminar on safety, a campaign for elimination of foreign object debris (FOD) led by airport executives and entrepreneurs, low visibility and severe weather drills, safety awareness training courses, for example.



Also, AOT organized airport emergency exercise by cooperating with different units for their preparedness in case of emergency in an efficient manner such as an airport emergency exercise in case of a tsunami event at



Phuket International Airport, an airport emergency exercise in case of an aircraft accident at Mae Fah Luang - Chiang Rai International Airport and an airport emergency exercise in case of a natural disaster at Chiang Mai International Airport.



With respect to Aeronautical Information Service (AIS) of airports, AOT placed importance on airport information which must be announced to both domestic and international flight operations officers such as Aeronautical Information Publication (AIP - Thailand), Notice to Airmen (NOTAM), for example. Such information must be prepared in a correct, complete, and timely manner to ensure safety in related operations such as flight plan preparation and takeoffs and landing of aircraft. To accomplish the mentioned objective, AOT therefore established new AIS units of each airport to take charge of the specific duty.

From January 2015 until now, all 6 airports under AOT's responsibility has still maintained their status of public aerodrome operating certificate granted by the government. This means that airport physical characteristics, surrounding barriers, facilities, installations, equipment and services in both normal and emergency situations are in accordance with government regulations and ICAO standards. Given the facilities development and improvement projects inside the airport to handle rapidly increasing air traffic growth as well as buildings surrounding the airports and located in air navigation safety zones in pursuit of the expansion of the country, however, AOT's processes can still ensure safety of airport as certified.

Moreover, AOT's personnel, who are responsible for different areas of airports, will be trained and developed by in-house

and external training agencies, including ICAO, Airports Council International (ACI), exchange of knowledge and experience with airports under AOT's sister airport agreement such as Incheon International Airport and Munich Airport to enhance AOT's airport safety standards in a continuous manner.



## Security Standards

AOT has continuously been aware of the importance of security of passengers, aircrews, ground operations officers and general public who are users of all six airports under AOT's responsibility. Its main objective is to protect civil aviation from acts of unlawful interferences by the following undertakings:

### ◎ Standardized Security Measures

Given that today's threats to civil aviation have continuously been detected, AOT needs to be more vigilant about safety of passengers and airport users by establishing security measures in line with government regulations and international standards applied similarly to all airports. The integrated standards cover preventive security measures, security measures under emergency situation, and information security measures by coordinating with local and foreign intelligence organizations, such as the National Intelligence Agency, the Counter Terrorist Operations Center, and the National Intelligence Coordinating Center in order to use the information which might affect civil aviation to conduct risk assessment on security and revise security measures of each airport in response to threat level so as to cope with potential threats in an efficient and timely manner.

### ◎ Training and Development for Personnel in Security Line

AOT regards its personnel as heart of the most efficient and effective security. It has seriously and continuously provided training courses for security personnel to have specific knowledge, abilities and skills in their operations. The initial, recurrent and on-the-job trainings were similarly arranged for all six airports and certified by the government and in line with ICAO security training standard. Trainings were improved every year based on information collected from the security quality control unit coupled with information on technology, evolving threats and gained from cooperation with government agencies and international regulatory agencies for security supervision to be analyzed and assessed for up-to-date and necessary trainings in both theory and practice. AOT's lecturers on aviation security were trained/certified to be instructors according to ICAO standards.

In addition, AOT cooperated with leading international security agencies such as the Australia's Office of Transport Security to develop advanced security trainings so that its personnel potentiality could be improved and their knowledge and abilities could be equivalent to those of international security personnel.

### Security Trainings in both Theory and Practice



### ◎ Security Quality Control

To maintain quality of aviation security system, AOT regularly audits its security standards at airport and organizational levels by conducting in-depth system audit, specific area inspection, security survey and security test at every airport under its supervision. Aviation auditors have been trained/certified according to ICAO standards to conduct such audit, inspection, survey and test. Flaws are analyzed for integrated and continuous improvement. Apart from its own quality control activity, AOT's security has been audited by external agencies such as ICAO under the Universal Security Audit Programme (USAP) and by government agencies such as the Civil Aviation Authority of Thailand which conducts audits on security measures of airports, airlines/entrepreneurs in the airport areas.

It has been obviously seen that all airports under AOT's supervision have service, safety and security standards at the international level and AOT realizes the importance of continuous improvements of airport services in response to airport users' needs and ongoing changes of aviation technologies.

## Environmental Operations

AOT is concerned about the environment and committed to creating a balance between airport operations and environmental management and anticipates that all six 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, become green airports. AOT realizes its responsibility for consistently maintaining, monitoring and preventing environmental impacts on communities surrounding the airports by following the preventive and corrective measures to mitigate environmental impacts, and environmental quality monitoring measures for both construction and operational phases.

### **Health Promotion for Communities Affected by Noise : Audiometric Test for Communities Affected by Noise Surrounding Suvarnabhumi Airport Program**

AOT consistently placed importance on providing 28 communities and 10 schools affected by noise from the operation of Suvarnabhumi Airport with an audiometric test for 4 consecutive years. There were 3,500 participants in the program. The results of the audiometric test conducted by the audiologists for the past 3 years showed that hearing impairment was caused by sensuous hearing loss in the elderly, working in noisy factories without ear protection devices, accidents and ear disorders like otitis media.

### **Health Promotion for Employees**

AOT also promoted employees' health by cooperating with Don Mueang District Office in the food sanitation inspection of food stalls at the Airport Club's canteen as well as developing a campaign for educating and controlling the use of foam food containers which results in a 100% success.

Moreover, AOT conducted air quality testing, drinking water and tap water quality testing in the areas of AOT Headquarters, and toilet standard monitoring according to Health Accessibility Safety (HAS) and most of the results complied with the standards.

### **Management for Mitigation of Greenhouse Gas Emissions**

AOT is the country's operator of international airports which are major infrastructure for boosting tourism industry and continuously propelling national economic growth. Such growth has resulted in the increase of energy consumption and greenhouse emission, respectively.

AOT becomes aware of the environmental quality protection and the maintenance of ecological balance. As a result, AOT has joined

the Airport Carbon Accreditation Program which was established by the Airports Council International Europe (ACI EUROPE) in order to reduce carbon emission and energy consumption since 2011 until now, of which the progresses were as follows:

- Suvarnabhumi Airport joined the Airport Carbon Accreditation Program in the fiscal year 2011 and was accredited at Level 1 "Mapping" on 14 February 2013 and Level 2 "Reduction" on 31 January 2014. In the fiscal year 2016, the airport was in the preparation process for Level 3 "Optimization".
- Don Mueang International Airport, Chiang Mai International Airport, Hat Yai International Airport and Mae Fah Luang - Chiang Rai International Airport joined the Airport Carbon Accreditation Program in the fiscal year 2013 and was accredited at Level 1 "Mapping" on 5 August 2014 and Level 2 "Reduction" on 6 August 2015. In the fiscal year 2016, the airports were in the preparation process for Level 3 "Optimization".
- Phuket International Airport, however, has not yet participated in the program as it was under construction according to its airport development project.

### **Airports of Thailand's Care for the Environment**

The Office of Natural Resources and Environmental Policy and Planning conducted a project to select and grant awards to the organizations that implemented measures identified in environmental impact assessment reports and had outstanding environmental management for the year 2016 (EIA Monitoring Awards 2016). AOT then submitted the capacity development projects of Don Mueang International Airport and Mae Fah Luang - Chiang Rai International Airport to enter into the selection process. The committee on selection and granting awards to the organizations that implement measures identified in environmental impact assessment reports and have outstanding environmental management for the year 2016 considered that both airports were qualified and then passed the selection criteria and received Honorable Mention Award.

### **Food Sanitation**

In the fiscal year 2016, AOT implemented food sanitation practices to control and monitor airport restaurants and ensure their cleanliness and safety according to the standards of food sanitation practices. At Suvarnabhumi Airport, a food sanitation development project was initiated for the airport restaurants by



offering a training course on “Food Sanitation for Food Handlers” to enhance standards of airport restaurants, develop potential, knowledge and skills of restaurant entrepreneurs and provide food handlers with knowledge of correct food sanitation principles and standards. From the previous years until the fiscal year 2016, there were a total number of 379 food handlers working in the restaurants within Suvarnabhumi Airport who participated in the training course and received food handler cards. The Clean Food Good Taste standard assessment of the Department of Health, Ministry of Public Health was also conducted annually. For this fiscal year, there were a total of 71 restaurants in the terminal that participated in this program, out of which 51 restaurants were certified by the Clean Food Good Taste standard (accounting for 71.83% of the total number of the participating restaurants) (data as of 23 September 2016). The certified restaurants would receive

a Clean Food Good Taste sign (Certification period starting from 1 January to 31 December 2017)

However, the project also succeeded in other airports under the AOT’ responsibility. There were a total number of 10 restaurants operating inside the terminal of Mae Fah Luang - Chiang Rai International Airport and participating in the assessment program. All of them were certified for Clean Food Good Taste standard (accounting for a 100% of the total number of the participating restaurants). Chiang Mai International Airport had a total number of 26 restaurants participating in the assessment program and all of them were certified for Clean Food Good Taste standard (accounting for a 100% of the total number of the participating restaurants)

### Health Promotion for Communities Affected by Noise



Audiometric Test for Communities Affected by Noise  
Surrounding Suvarnabhumi Airport Program



## Health Promotion for Employees



Food Sanitation Inspection of Food Stalls at the Airport Club's Canteen



Drinking Water and Tap Water Quality Testing



Air Quality Testing

## Food Sanitation



In the fiscal year 2016, AOT implemented food sanitation practices to control and monitor airport restaurants and ensure their cleanliness and safety according to the standards of food sanitation practices.

## Community Relations Activities

### Suvarnabhumi Airport

In 2016, AOT's Community Relations Division, Special Affairs and Community Relations Department, Suvarnabhumi Airport arranged community relations activities and CSR projects in line with its mission to be service-minded, operate with exceptional standards and be responsible for society, environment and the community and its sustainable development master plan focusing on creating mutual values between the community, society and AOT in 3 dimensions economic, social and environmental for sustainable development. In 2016, Suvarnabhumi Airport organized those activities and projects as well as supported an arrangement of activities and projects of the communities, government agencies, schools and temples which proved beneficial to the general public as follows:

#### Community Economy

**"Labour Market at Suvarnabhumi Airport" Project:** Suvarnabhumi Airport realized the importance of family economic stability which would lead to the strength of the society, community and country, respectively. Suvarnabhumi Airport, therefore, organized "Labour Market at Suvarnabhumi Airport" for the fourth consecutive year by allowing entrepreneurs at Suvarnabhumi Airport to meet directly with people who were looking for jobs. This would enhance opportunities for people from the communities surrounding Suvarnabhumi Airport to apply for jobs which matched with their own knowledge, abilities and skills and meet many employers and entrepreneurs at Suvarnabhumi Airport at the same time. In 2016, the project was held during 30 March - 1 April 2016 at Public Transportation Center, Suvarnabhumi Airport. There were 39 entrepreneurs who were in demand for recruitments and 1,900 people from the communities surrounding Suvarnabhumi Airport participated in the project. However, 420 vacancies of the companies participating in the project were filled. Suvarnabhumi Airport supported all operating budget for this project.



#### Quality of Life and Environmental Development

**"Suvarnabhumi Airport's Money Contribution to the Construction of Sooksamarn Bus Stop Shelter for Public Benefits" Project** was in return for the society to prevent accidents and facilitate the general public, employees of Suvarnabhumi Airport and entrepreneurs in Suvarnabhumi Airport commuting to Suvarnabhumi Airport via 4 main access roads, Latkrabang-Phra Khanong-On Nut Road (Sooksamarn entrance) who were exposed to sunlight and rain. Suvarnabhumi Airport, therefore, provided a financial support of 251,000 Baht to Traffic and Transport Department, Bangkok Metropolitan Administration to proceed with construction of a Sooksamarn bus stop shelter according to the standards of Bangkok Metropolitan Administration. On 20 September 2016, the bus stop shelter was opened and extended responsibility to Traffic and Transport Department, Bangkok Metropolitan Administration.







**"Suvarnabhumi Airport's Reforestation and Soil Conservation"** Project was held for the second consecutive year to celebrate of His Majesty King Bhumibol Adulyadej's 70<sup>th</sup> Anniversary of accession to the throne and Her Majesty the Queen Sirikit's 7<sup>th</sup> Cycle Birthday Anniversary in the area of Look Phra Dabos Project in Samut Prakan Province where 1,000 trees were planted. There were 161 concerned parties operating at Suvarnabhumi Airport including executives and employees of Suvarnabhumi Airport, government agencies, airlines, business operators, soldiers and policemen participating in the event on 2 August 2016.



**"Embracing His Majesty King Bhumibol Adulyadej's Sufficiency Economy Theory"** Project was held for the third consecutive year to organize a study visit for a group of leaders from 25 communities in Lat Krabang District to study royal initiative projects on sufficiency economy theory and participate in activities promoting unity during 12 - 14 September 2016 in Chiang Mai Province.



**"The Development of Ecosystem for the Communities Surrounding Suvarnabhumi Airport"** Pilot Project was aimed to clean up the canal along the airport fence around Klong 4, Moo 14, Bangpla Subdistrict, Bang Pli District, Samut Prakan Province. Suvarnabhumi Airport supported the budget and the project were also joined by approximately 180 people from Bang Pli District, Bang Pla Subdistrict Administrative Organization, Subdistrict Headman Village Headman, volunteers from Bang Pla Subdistrict and soldiers, equipped with equipment, machines and tools, to remove garbage, weeds and water hyacinth to increase water flow and prevent water pollution affecting ecosystem and ways of life of the communities. Pruning and trimming of trees, grasses and weeds was also undertaken along Klong 4 to improve landscape on 18 September 2016 and the activity was carried out at Klong Bueng Bua, Latkrabang District, Bangkok on 25 September 2016.



Provide a financial support of 100,000 Baht for renovation of a learning center of Bueng Bua community for its preparedness to become the community and learning center model for professional training, environmental protection and capacity enhancement of local leaders in Lat Krabang District area.



"Suvarnabhumi Airport's Health Care for the Community by Offering Household Remedy" to 77 disabled and underprivileged persons in Nong Prue Subdistrict



## Religion

Religious Support Project for Buddhism and Islam by presenting dates to 8 mosques surrounding Suvarnabhumi Airport and Sheikhul Islam Office on the occasion of the holy month of Ramadan and presenting Lent candles to monks at Wat Hua Koo, Srisajarakea-noi Subdistrict, Bang Pli District, Samut Prakan Province.





### Education

"Enhancing Knowledge with Local Wisdom by Suvarnabhumi Airport" Project was held to provide a lecture and activities related to Suvarnabhumi Airport for 1,248 kindergarten (Grade 1-3) and elementary (Grade 1-6) students of Chirdjermilp School on 16 November 2015.



"AOT Volunteer" Project for the year 2016 by providing basic fire fighting training in both theory and practice to 100 young people of Surao Bang Pla School and the community of Moo 10, Bang Pla Subdistrict, Bang Pli District, Samut Prakan Province on 5 August 2016.



Supporting a budget of 300,000 Baht in hosting Kathin ceremony for the construction of a new building of Thewa Klong Trong School.



### Others

The National Children's Day Activities were organized at Samut Prakan City Hall and Lat Krabang District, Bangkok on 9 and 16 January 2016.



"Enhancing Suvarnabhumi Airport Employees' Perception of Volunteering" Project was held to stimulate and promote an organizational culture of volunteering for the benefits of the organization, society and community. The lecture on the topic of "Suvarnabhumi Airport's Life Activating and Volunteer Building" was given by Mr. Ratchakate Wesapen, a famous lecturer, for employees of Suvarnabhumi Airport on 11 July 2016.



Water-Pouring Ceremony to Ask for Blessings from the Communities Surrounding Suvarnabhumi Airport on the occasion of the Songkran Festival and the Elders' Day for the year 2016.



## Don Mueang International Airport

### Children's Day activities for schools and communities nearby Don Mueang International Airport.

On 7 and 8 February 2016, Don Mueang International Airport presented gifts in celebration of the National Children's Day 2016 to kindergarten students of schools located in the communities nearby the airport and underprivileged children. The participating schools were kindergarten schools of Wat Na Wong, Charoen Wittaya, Thaninthorn, Thanmaporn, Nong Noo, Phra Haruethai Don Mueang, Ployploen and Wat Weluwanaram.



### Reforestation on National Tree Day 2016

On 27 May 2016, Don Mueang International Airport held a tree planting activity to celebrate the National Tree Day 2016. Mr. Sakchai Arunrukthavon, Deputy General Manager of Don Mueang International Airport, made an opening speech and presented young plants to Mrs. Naiyana Euramnuaychai, School Director and planted the trees along the school fence. There were approximately 300 people including employees of Don Mueang International Airport, representatives from Don Mueang District Office, teachers and students participating in the activity.

### AOT Volunteer Project

Don Mueang International Airport organized the AOT Volunteer Project to educate young people living in nearby community to strengthen sustainable development and build relationship between the organization and the community. The basic fire fighting course was provided to Wat Phrasri Mahadhat Secondary Demonstration School of Phranakhon Rajabhat University on 26 August 2016 with 360 junior high school students (Grade 1-3) and teachers participating in the training. All participants were trained in both theory and practice, enabling them to apply their knowledge to daily lives. This was another activity that educated the community with knowledge to live safely.



### "Clean Energy School for Sustainable Community Environment" Project



On 20 September 2016, Mr. Phet Charoen, General Manager of Don Mueang International Airport/Chairman of Committee on Corporate Social Responsibility towards Sustainability of Don Mueang International Airport, chaired a ceremony of presenting solar system kits and related devices to Bumrungrawiwat School according to "Clean Energy school for Sustainable Community Environment" Project which was under AOT's sustainable development master plan. The project was aimed at demonstrating the airport's responsibility towards the community, society and environment in a sustainable way, restoring and conserving ecosystem and community environment, and maintaining aviation safety.



## Chiang Mai International Airport

With its corporate social responsibility (CSR), Chiang Mai International Airport operates airport business with more care and attention to nearby communities as a result of increasing flights and passengers annually. Good care and attention to the communities results in good relationship and good corporate image for the airport. In the fiscal year 2016, Chiang Mai International Airport arranged community relations activities and CSR projects as follows:

Chiang Mai International Airport supported 2.5 million Baht for a construction of pollution-free crematorium in the communities of Mae Hia Subdistrict and Suthep Subdistrict for mutual benefit and an increase of green space in the cemetery to promote the organization's public relations and build familiarity with nearby communities. The project considerably satisfied the communities and people living in Chiang Mai Province which resulted in AOT's better corporate image.



Chiang Mai International Airport provided purified drinking water for the communities, schools and temples located in the affected areas to promote the organization's public relations and to build familiarity with nearby communities. The project considerably satisfied the communities and people living in Chiang Mai Province which resulted in AOT's better corporate image. The airport also encouraged schools in both Chiang Mai Province and nearby provinces to request for company visits and provided assistance and promoted school activities such as AOT Volunteer activity at Suksa Songkro, Mae Rim District, Chiang Mai Province by offering fire fighting equipment and demonstration fire fighting techniques for people in the communities and students to apply their knowledge to protect their own lives and properties. The project created AOT's good corporate image and good relationship between the organization and the communities.



Chiang Mai International Airport also arranged religious activities with the communities such as dhamma lecture for entrepreneurs, employees, officers, airlines and business operators in the airport, presentation of Lent candles to temples nearby the airport, including Wat Srisuphan, Wat San Mueang and Doi Pha Kao Abbey, and establishment of an almshouse for food and water support for people walking up the mountain to visit Doi Suthep as an activity on Visakha Bucha Day.



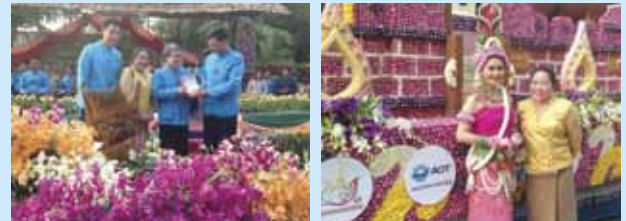
With care for the communities, Chiang Mai International Airport, in cooperation with Mae Hia Municipality and Suthep Municipal District, organized hearing test conducted by Sripat Center, Faculty of Medicine, Chiang Mai University for the local communities living in Mae Hia Subdistrict and Suthep Subdistrict as part of "the Hearing Ability Check for Healthy Community nearby Chiang Mai International Airport" Project for the year 2016. The project promoted good relationship with the communities nearby the airport and also supported the elderly and the disabled by providing money and luncheon to Ban Thammapakorn, the Elderly Home Care of Chiang Mai and Northern Region School for the Blind under the Royal Patronage of Her Majesty the Queen, Chiang Mai Province.





Chiang Mai International Airport organized an activity of "Airport Officers Gather Together to Return Happiness to Thai Children in Remote Areas". Derived from the activity was 150,000 Baht which was later paid for a construction of child development center building at Mae Mu Nai School, Mae Na Chon Subdistrict, Mae Chaem District, Chiang Mai Province.

Chiang Mai International Airport supported a unity and good health promotion activity by organizing a sports day for young people and people around the airport to form unity and good relationship with the airport and promote good health to the communities. In creating good relationship within the organization, Chiang Mai International Airport in cooperation with Mae Fah Luang - Chiang Rai International Airport to carry out an "AOT Relationship: CNX-CEI" activity for the year 2016 through sports competition. Chiang Mai International Airport hosted this year's sports day to form unity among the employees in the organization.



Chiang Mai International Airport organized several activities to show the importance of Lanna cultural conservation such as Songkran Festival including a welcome ceremony for all incoming tourists in the Passenger Terminal and a water-pouring ceremony. The airport also held an annual decoration of flowers and promoted local arts such as "Local Arts Conservation, Cultural Inheritance of 720th Anniversary of Chiang Mai" activity to conserve Lanna culture in response to its strategic positioning as "Gateway to Lanna Heritage", Lanna performing arts and Lanna handicraft demonstration by the communities and students from the institutes surrounding the airport which in turn resulted in income increases for the communities.

## Hat Yai International Airport

In 2016, Hat Yai International Airport developed its services and facilities to ensure that passengers and airport users received fast and convenient services based on safety standards which were key factor to passengers' satisfaction. In the fiscal year 2016, the airport improved its hall of passenger terminal (1<sup>st</sup> floor), toilets inside the passenger terminal and flight information display systems, and installed approach lighting systems and lifts in the public areas of the passenger terminal.

Given the unrest in the 3 southernmost provinces, the airport focused on continuously monitoring and implementing security measures such as assigning specific entrance and exit gates, vehicle check when entering into the airport area, person and baggage check before entering into the passenger terminal. The airport, simultaneously, promoted community relations activities which demonstrate its corporate social responsibility (CSR) at the organizational and surrounding community levels to create relationships between the airport and community such as religious preservation by presenting candles and robes to monks at the end of Buddhist Lent.

Hat Yai International Airport gave an opportunity for young people to observe airport operations. A study visit to the airport, which was a learning organization, helped enhancing their knowledge,

experience and airport participation such as AOT Volunteer Project to provide basic fire fighting demonstration and training for primary school students of the community nearby the airport. In terms of sports and charity, the airport held a sports day for the elderly under the health promotion project for the elderly of the nearby community, supported sports equipment to schools, arranged blood donation in honor of their Majesties the King and Queen, granted annual scholarship to the international Dhamma's Educational School for Blind, Hat Yai Province, the Christian Foundation for the Blind in Thailand Under the Royal Patronage of His Majesty the King, Songkla Province and Songkla Pattana Panya School.

In the previous year, Hat Yai International Airport continuously proceeded with its community relations activities across all areas including education, religion, culture, environment and participation in the activities with Songkhla Province such as support of educational supplies, and facilitation for Thai Muslim pilgrims leaving for Hajj pilgrimage by providing the highest convenience, fast and safety services in line with the airport's commitment to providing high service standards which are key to the maximum satisfaction of passengers at Hat Yai International Airport.

National Children's Day



National Children's Day







Presentation of Candles

Blood Donation



Amphoe Smile Project



Presenting dates



AOT Volunteer

## Phuket International Airport

Phuket International Airport places importance on airport business operations in parallel with corporate social responsibility (CSR) in terms of economy, society, environment and community surrounding the airport. In 2016, AOT's operations according to the specified objectives were as follows:



### Economy

Phuket International Airport supported and promoted traditional activities to celebrate special occasions to promote tourism and make an impression on tourists traveling to Phuket Province. Community enterprises were organized around the airport and the HKT Phuket Culture Project was held to provide relaxing massage by Thalang Technique College and batik demonstration and production by Ban Mai Khao community for passengers, entrepreneurs and government agencies operating at Phuket International Airport.



### Society

Phuket International Airport promoted education through airport study visits which was a learning organization for educational institutes in both Phuket Province and nearby provinces, national children's day activity, "Play and Learn during School Break" Project at Khao Lam Pee-Had Thai Muang National Park, Phang Nga Province and "Welcoming Children on the Plane Bound for Don Mueang" Project.

Phuket International Airport supported religious activities of 3 temples and 8 mosques around the airport and also organized health and hearing check for the local communities surrounding the airport under the project titled "Phuket International Airport Cares for the Community and Environment".





## Environment

Phuket International Airport arranged "HKT ♥ CORAL" Project for the year 2016, underwater garbage collection activity at Koh Mai Ton, Ratsada Subdistrict, Mueang District, Phuket Province, "HKT LOVES CORAL" activity of Phuket International Airport Diving Club on the occasion of World Environment Day, "Phuket International Airport Protects the Community" activity which was a campaign for cleanliness, landscape improvement from the end of Runway 09 to Sirinart National Park, and reforestation activity on National Tree Day for the year 2016 at National Reserved Forest, Bang Khanun Forest Park, Thepkasattri Subdistrict, Mueang District, Phuket Province.



## Mae Fah Luang - Chiang Rai International Airport

Mae Fah Luang - Chiang Rai International Airport places importance on airport business operations in parallel with corporate social responsibility (CSR) which will result in good relationship and good corporate image. The airport organized community relations activities and CSR projects in areas of education, religion, culture and tradition, environment and so on.

### Education

Mae Fah Luang - Chiang Rai International Airport supported educational institutes for company visits to observe and know more about airport operations, provided nutritious food for students who did not have enough money to feed themselves, and educated the educational institutes with the useful knowledge of basic fire fighting. The airport also served as children's learning place for real experience such as luncheon project, AOT volunteer project, children's day activity, company visit, for example.



### Religious Preservation

Mae Fah Luang - Chiang Rai International Airport played part in the religious preservation through activities such as presentation of Lent candles, presentation of robes, off-season offering of robes, temple cleaning which were regularly supported.



### Art and Culture

Mae Fah Luang - Chiang Rai International Airport organized Lanna cultural performances which were greatly admired by the passengers, improved landscape inside the Passenger Terminal by decorating with flowers at lowest prices to save up budget for the airport and allowing its own officers and employees to engage in the improvement without outsourcing. The airport also cooperated with the communities through traditional activities such as Loy Krathong Festival by encouraging the communities to create floats made up of natural materials for sale to raise income of the communities.



### Environment

Mae Fah Luang - Chiang Rai International Airport encouraged its officers and employees to regularly and continuously take care of the environment by maintaining existing trees, keeping them green in all areas and planting trees with the communities to build relationship and be more acquainted with the communities.

Mae Fah Luang - Chiang Rai International Airport also organized projects to develop good understanding and adjust attitudes for further developments such as Mae Fah Luang - Chiang Rai International Airport Provides Basic Care for the Elderly and Raises Descendants' Awareness towards Care for the Elderly project, dust control activity to reduce smog problem caused by burning, offering of drinking water and umbrellas to the communities and organizations, support of agricultural products of the communities for income increase, and so on.



## Awards and Accolades

### AOT's Path of Success

MEMBER OF

## Dow Jones Sustainability Indices

In Collaboration with RobecoSAM 

#### 1. DJSI 2016

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

#### 2. ESG 100

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

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

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

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

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



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

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

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





## Achievements during the fiscal years 2015 - 2016



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

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

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



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



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



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

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



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



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





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



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

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



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



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



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



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



Financial Statement





## Report of Responsibilities for the Financial Reports of the AOT Board of Directors

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.

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.

AOT Board of Directors has 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 comments are presented in the Audit Committee Report included in this annual report.

AOT Board of Directors viewed that the Company's internal control and internal audit system could ensure credibility of financial statements of AOT and its subsidiaries for the year ended 30 September 2016 which correctly showed the financial position, operating results and cash flows, and were audited by the independent auditor in accordance with the generally accepted accounting principles. The auditor's opinions were presented in the auditor's report and were included in this annual report.



(Mr. Prasong Poontaneat)  
AOT Chairman



(Mr. Nitinai Sirismatthakarn)  
AOT President





## Auditor's Report

### To The Shareholders of Airports of Thailand Public Company Limited

The Office of the Auditor General of Thailand has audited the accompanying consolidated financial statements of Airports of Thailand Public Company Limited and its subsidiary, and company financial statements of Airports of Thailand Public Company Limited, which comprise the consolidated and company statements of financial position as at September 30, 2016, and the consolidated and company statements of income, the consolidated and company statements of comprehensive income, the consolidated and company statements of changes in shareholders' equity and the consolidated and company statements of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### Management's Responsibility for the Consolidated and Company Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated and company financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated and company financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

The Office of the Auditor General of Thailand's responsibility is to express an opinion on these consolidated and company financial statements based on the audit. The Office of the Auditor General of Thailand conducted the audit in accordance with Thai Standards on Auditing. Those standards require that the Office of the Auditor General of Thailand comply with ethical requirements and plan and perform the audit to obtain reasonable assurance

about whether the consolidated and company financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated and company financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated and company financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated and company financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated and company financial statements.

The Office of the Auditor General of Thailand believes that the audit evidence the Office of the Auditor General of Thailand has obtained is sufficient and appropriate to provide a basis for the Office of the Auditor General of Thailand's audit opinion.

### Opinion

In the Office of the Auditor General of Thailand's opinion, the above mentioned consolidated and company financial statements present fairly, in all material respects, the consolidated financial position of Airports of Thailand Public Company Limited and its subsidiary, and company financial position of Airports of Thailand Public Company Limited, respectively, as at September 30, 2016, and their consolidated and company financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

Office of the Auditor General of Thailand  
November 23, 2016

  
(Pongchomnad Jariyajinda)  
Deputy Auditor General

  
(Klednatee Manosan)  
Director of Financial Audit Office No.5



# STATEMENTS OF FINANCIAL POSITION

AIRPORTS OF THAILAND PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY  
AS AT SEPTEMBER 30, 2016

Unit : Baht

	Notes	Consolidated		The Company	
		2016	2015	2016	2015
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	7	5,886,261,312	3,086,199,624	5,869,010,703	3,074,327,288
Short-term investments	8	54,604,023,099	45,403,952,627	54,604,023,099	45,403,952,627
Trade accounts receivable	9	2,870,964,869	2,355,832,004	2,889,711,570	2,372,200,373
Other receivables	10	150,908,524	249,319,852	150,677,979	249,093,409
Inventories and supplies	11	261,070,908	237,852,790	254,342,537	231,159,324
Other current assets	12	384,476,934	591,501,803	363,087,437	569,168,578
<b>Total current assets</b>		<b>64,157,705,646</b>	<b>51,924,658,700</b>	<b>64,130,853,325</b>	<b>51,899,901,599</b>
<b>Non - current assets</b>					
Deposit at financial institution with maturity more than one year		700,000,000	-	700,000,000	-
Investment in bonds used as collateral	13	55,103,021	54,394,729	55,103,021	54,394,729
Available-for-sale investments	14	1,166,642,105	785,258,627	1,166,642,105	785,258,627
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	8,984,876,724	8,376,568,466	8,984,876,724	8,376,568,466
Property, plant and equipment	18	91,692,242,316	95,252,593,208	90,365,123,673	93,840,020,464
Intangible assets	19	350,041,604	553,134,946	350,041,604	553,134,946
Deferred tax assets	20	753,850,375	691,657,953	753,850,375	691,657,953
Other non - current assets	21	4,281,379,094	1,910,840,407	4,280,711,811	1,910,087,092
<b>Total non - current assets</b>		<b>108,058,685,239</b>	<b>107,698,998,336</b>	<b>107,341,567,313</b>	<b>106,896,340,277</b>
<b>Total assets</b>		<b>172,216,390,885</b>	<b>159,623,657,036</b>	<b>171,472,420,638</b>	<b>158,796,241,876</b>

The accompanying notes are an integral part of these financial statements.




# STATEMENTS OF FINANCIAL POSITION

AIRPORTS OF THAILAND PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY  
AS AT SEPTEMBER 30, 2016

Unit : Baht

	Notes	Consolidated		The Company	
		2016	2015	2016	2015
<b>Liabilities and shareholders' equity</b>					
<b>Current liabilities</b>					
Short - term loans from financial institution	22	30,000,000	20,000,000	-	-
Trade accounts payable	23	1,370,273,516	1,150,498,032	1,123,674,821	878,660,380
Work in processes payable		529,837,345	950,343,853	529,837,345	950,343,853
Other payables	24	7,107,334,393	5,509,954,817	7,078,393,414	5,479,491,598
Current portion of long - term liabilities	26, 27	4,766,814,870	4,207,704,268	4,602,821,996	4,057,725,647
Income tax payable		1,714,540,415	1,363,822,419	1,714,540,415	1,363,822,419
Short - term provisions	29	252,259,355	165,037,561	252,259,355	165,037,561
Other current liabilities	25	2,657,534,367	2,486,548,610	2,610,284,757	2,441,972,787
<b>Total current liabilities</b>		<b>18,428,594,261</b>	<b>15,853,909,560</b>	<b>17,911,812,103</b>	<b>15,337,054,245</b>
<b>Non - current liabilities</b>					
Long - term loans	26	26,659,212,140	27,493,298,900	26,466,422,140	27,136,568,900
Finance leased liabilities	27	601,505,439	709,117,637	601,505,439	709,064,762
Employee benefit obligations	28	2,425,855,697	2,431,439,632	2,424,343,585	2,430,156,087
Long - term provisions	29	799,584,869	1,150,091,809	799,584,869	1,150,091,809
Other non - current liabilities	30	1,723,085,132	3,173,659,792	1,721,227,973	3,171,914,652
<b>Total non - current liabilities</b>		<b>32,209,243,277</b>	<b>34,957,607,770</b>	<b>32,013,084,006</b>	<b>34,597,796,210</b>
<b>Total liabilities</b>		<b>50,637,837,538</b>	<b>50,811,517,330</b>	<b>49,924,896,109</b>	<b>49,934,850,455</b>
<b>Shareholders' equity</b>					
Share capital					
Authorized share capital					
1,428,570,000 ordinary shares of Baht 10 each		14,285,700,000	14,285,700,000	14,285,700,000	14,285,700,000
Issued and fully paid - up share capital					
1,428,570,000 ordinary shares of Baht 10 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
Retained earnings					
Appropriated - Legal reserve	32	1,428,570,000	1,428,570,000	1,428,570,000	1,428,570,000
Unappropriated		92,124,221,693	79,695,027,048	92,349,871,602	79,968,845,277
Other components of shareholders' equity		915,713,684	610,606,901	915,713,684	610,606,901
<b>Total equity attributable to owners of the parent</b>		<b>121,321,874,620</b>	<b>108,587,573,192</b>	<b>121,547,524,529</b>	<b>108,861,391,421</b>
Non-controlling interests		256,678,727	224,566,514	-	-
<b>Total shareholders' equity</b>		<b>121,578,553,347</b>	<b>108,812,139,706</b>	<b>121,547,524,529</b>	<b>108,861,391,421</b>
<b>Total liabilities and shareholders' equity</b>		<b>172,216,390,885</b>	<b>159,623,657,036</b>	<b>171,472,420,638</b>	<b>158,796,241,876</b>

The accompanying notes are an integral part of these financial statements.

  
(Nitinai Sirismattanakarn)  
President

  
(Poolsiri Virojanapa)  
Senior Executive Vice President




# STATEMENTS OF INCOME

AIRPORTS OF THAILAND PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY  
FOR THE YEAR ENDED SEPTEMBER 30, 2016

Unit : Baht

	Notes	Consolidated		The Company	
		2016	2015	2016	2015
Revenues from sales or services					
Landing and parking charges		6,433,261,805	5,744,397,523	6,433,261,805	5,744,397,523
Departure passenger service charges		21,968,207,573	19,570,367,198	21,968,207,573	19,570,367,198
Aircraft service charges		786,198,200	709,957,198	786,198,200	709,957,198
Office and state property rents		1,992,803,449	1,875,780,061	2,012,985,289	1,895,961,661
Service revenues		6,161,453,446	4,337,329,804	5,339,826,472	3,560,973,784
Concession revenues		13,620,027,803	11,731,153,726	13,638,044,142	11,745,593,852
Total revenues from sales or services		50,961,952,276	43,968,985,510	50,178,523,481	43,227,251,216
Other income					
Interest income		1,091,314,702	1,274,788,735	1,091,290,159	1,274,776,835
Compensation from flood		464,828,999	-	464,828,999	-
Other income		265,242,650	261,793,937	187,057,269	164,881,642
Total other income		1,821,386,351	1,536,582,672	1,743,176,427	1,439,658,477
Total revenues		52,783,338,627	45,505,568,182	51,921,699,908	44,666,909,693
Expenses					
Employee benefit expenses		5,934,090,289	5,647,598,796	5,930,009,016	5,643,375,373
Utilities expenses		2,562,262,702	2,528,081,847	2,533,253,329	2,498,586,385
Outsourcing expenses		4,613,858,517	3,122,011,293	4,381,675,690	2,894,787,638
Repairs and maintenance		2,474,913,652	2,073,352,725	2,463,839,637	2,060,542,225
State property rental	34	2,206,539,661	1,896,232,963	2,206,539,661	1,896,232,963
Depreciation and amortisation expenses		6,404,052,062	6,188,015,233	6,305,924,053	6,083,017,780
Property tax (reversal)	35	111,088,598	(2,830,249,436)	108,315,116	(2,833,022,918)
Loss on impairment of assets	36	35,490,643	86,830,882	35,490,643	86,830,882
Loss (gain) on foreign exchange	33	184,795,495	(267,797,258)	184,797,396	(267,804,167)
Loss on sales of assets		43,751,701	37,284,131	43,908,068	37,528,613
Other expenses	37	2,411,244,604	2,083,903,738	2,032,940,790	1,714,902,670
Financial costs	38	1,376,761,704	1,605,087,895	1,350,798,043	1,570,235,088
Total expenses		28,358,849,628	22,170,352,809	27,577,491,442	21,385,212,532
Profit before income tax expense		24,424,488,999	23,335,215,373	24,344,208,466	23,281,697,161
Income tax expense	20.2	4,820,920,451	4,585,160,172	4,820,920,451	4,585,160,172
Profit for the year		19,603,568,548	18,750,055,201	19,523,288,015	18,696,536,989
Profit attributable to:					
Owners of the parent		19,571,456,335	18,728,647,916	19,523,288,015	18,696,536,989
Non-controlling interests		32,112,213	21,407,285	-	-
		19,603,568,548	18,750,055,201	19,523,288,015	18,696,536,989
Earnings per share					
Basic earnings per share	40	13.70	13.11	13.67	13.09

The accompanying notes are an integral part of these financial statements.

  
(Nittai Sirismatunakarn)  
President

  
(Poolsiri Virojanapa)  
Senior Executive Vice President





# STATEMENTS OF COMPREHENSIVE INCOME

AIRPORTS OF THAILAND PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY  
FOR THE YEAR ENDED SEPTEMBER 30, 2016

Unit : Baht

	Consolidated		The Company	
	2016	2015	2016	2015
Profit for the year	19,603,568,548	18,750,055,201	19,523,288,015	18,696,536,989
Other comprehensive income :				
Items that will be reclassified to profit or loss in subsequent periods Gain (loss) on remeasuring available-for-sale investments	381,383,479	(160,964,091)	381,383,479	(160,964,091)
Income tax relating to gain (loss) from remeasuring available-for-sale investments	(76,276,696)	32,192,818	(76,276,696)	32,192,818
Total items that will be reclassified to profit or loss in subsequent periods	305,106,783	(128,771,273)	305,106,783	(128,771,273)
Other comprehensive income (loss) for the year - net of income tax	305,106,783	(128,771,273)	305,106,783	(128,771,273)
Total comprehensive income for the year	19,908,675,331	18,621,283,928	19,828,394,798	18,567,765,716
Total comprehensive income attributable to:				
Owners of the parent	19,876,563,118	18,599,876,643	19,828,394,798	18,567,765,716
Non-controlling interests	32,112,213	21,407,285	-	-
	19,908,675,331	18,621,283,928	19,828,394,798	18,567,765,716

The accompanying notes are an integral part of these financial statements.

(Nittinai Sirismattanakarn)  
President

(Poolsiri Virojanapa)  
Senior Executive Vice President

# STATEMENTS OF CHANGES IN SHAREHOLDERS' EQUITY

AIRPORTS OF THAILAND PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY  
FOR THE YEAR ENDED SEPTEMBER 30, 2016

## Consolidated

Unit : Baht

	Notes	Total equity attributable to owners of the parent						Non-controlling interests	Total shareholders' equity
		Issued and fully paid - up share capital	Premium on share capital	Retained earnings		Other components of shareholders' equity	Total equity attributable to owners of the parent		
				Legal reserve	Unappropriated	Other comprehensive income of available-for-sale investments			
Balance as at October 1, 2014		14,285,700,000	12,567,669,243	1,428,570,000	68,022,928,692	739,378,174	97,044,246,109	203,159,229	97,247,405,338
Dividend paid	39	-	-	-	(7,056,549,560)	-	(7,056,549,560)	-	(7,056,549,560)
Total comprehensive income (loss) for the year		-	-	-	18,728,647,916	(128,771,273)	18,599,876,643	21,407,285	18,621,283,928
Balance as at September 30, 2015		14,285,700,000	12,567,669,243	1,428,570,000	79,695,027,048	610,606,901	108,587,573,192	224,566,514	108,812,139,706
Balance as at October 1, 2015		14,285,700,000	12,567,669,243	1,428,570,000	79,695,027,048	610,606,901	108,587,573,192	224,566,514	108,812,139,706
Dividend paid	39	-	-	-	(7,142,261,690)	-	(7,142,261,690)	-	(7,142,261,690)
Total comprehensive income for the year		-	-	-	19,571,456,335	305,106,783	19,876,563,118	32,112,213	19,908,675,331
Balance as at September 30, 2016		14,285,700,000	12,567,669,243	1,428,570,000	92,124,221,693	915,713,684	121,321,874,620	256,678,727	121,578,553,347

The accompanying notes are an integral part of these financial statements.



(Vijit Sirisatunakarn)  
President



(Poolsiri Virojanapa)  
Senior Executive Vice President



# STATEMENTS OF CHANGES IN SHAREHOLDERS' EQUITY

AIRPORTS OF THAILAND PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY  
FOR THE YEAR ENDED SEPTEMBER 30, 2016

## The Company

Unit : Baht

	Notes	Issued and fully paid - up share capital	Premium on share capital	Retained earnings		Other components of shareholders' equity	Total shareholders' equity
				Legal reserve	Unappropriated	Other comprehensive income of available-for-sale investments	
Balance as at October 1, 2014		14,285,700,000	12,567,669,243	1,428,570,000	68,328,857,848	739,378,174	97,350,175,265
Dividend paid	39	-	-	-	(7,056,549,560)	-	(7,056,549,560)
Total comprehensive income (loss) for the year		-	-	-	18,696,536,989	(128,771,273)	18,567,765,716
Balance as at September 30, 2015		14,285,700,000	12,567,669,243	1,428,570,000	79,968,845,277	610,606,901	108,861,391,421
Balance as at October 1, 2015		14,285,700,000	12,567,669,243	1,428,570,000	79,968,845,277	610,606,901	108,861,391,421
Dividend paid	39	-	-	-	(7,142,261,690)	-	(7,142,261,690)
Total comprehensive income for the year		-	-	-	19,523,288,015	305,106,783	19,828,394,798
Balance as at September 30, 2016		14,285,700,000	12,567,669,243	1,428,570,000	92,349,871,602	915,713,684	121,547,524,529

The accompanying notes are an integral part of these financial statements.

  
(Wirat Sirisatnarakarn)  
President

  
(Poolsiri Virojanapa)  
Senior Executive Vice President



# STATEMENTS OF CASH FLOWS

AIRPORTS OF THAILAND PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY  
FOR THE YEAR ENDED SEPTEMBER 30, 2016

Unit : Baht

	Notes	Consolidated		The Company	
		2016	2015	2016	2015
<b>Cash flows from operating activities</b>					
Profit before income tax expense		24,424,488,999	23,335,215,373	24,344,208,466	23,281,697,161
Adjustment to reconcile profit before income tax expense to net cash provided by (paid from)					
operating activities Doubtful account		63,365,343	(28,547,055)	63,919,319	(28,625,665)
Allowance for damaged and obsoleted supplies		(276,277)	27,559,986	(276,277)	27,559,986
Depreciation and amortisation expenses		6,404,052,062	6,188,015,233	6,305,924,053	6,083,017,780
Income from donated assets		(29,813)	(18,978)	(29,813)	(18,978)
Loss on impairment of assets		35,490,643	86,830,882	35,490,643	86,830,882
Loss (gain) on foreign exchange		185,341,974	(268,811,829)	185,341,974	(268,811,829)
Loss on disposal of equipments		42,022,252	42,149,142	42,178,619	42,393,624
Gain on sale of investment		-	(7,042,841)	-	(7,042,841)
Deferred income		(2,823,045)	(2,823,022)	(2,823,045)	(2,823,022)
Provisions		(2,235,536)	(165,027,255)	(2,235,536)	(165,027,255)
Dividend income		(84,187,825)	(61,451,585)	(84,187,825)	(61,451,585)
Provision for employee benefit obligations		204,753,918	199,254,973	204,525,350	198,994,596
Interest income		(1,091,314,702)	(1,274,788,735)	(1,091,290,159)	(1,274,776,835)
Financial costs		1,376,761,704	1,605,087,895	1,350,798,043	1,570,235,088
Operating profit before changes in operating assets and liabilities		31,555,409,697	29,675,602,184	31,351,543,812	29,482,151,107
Decrease (increase) in operating assets					
Trade accounts receivable		(578,498,208)	(232,861,866)	(581,430,516)	(227,887,943)
Other receivables		(330,198,795)	5,133,660	(330,173,908)	5,133,660
Inventories and supplies		(22,941,840)	(69,968,452)	(22,906,936)	(69,948,045)
Other current assets		207,024,869	184,655,909	206,081,141	184,912,435
Other non - current assets		689,804	4,493,743	385,000	54,623
Increase (decrease) in operating liabilities					
Trade accounts payable		312,855,565	(284,600,612)	337,468,047	(294,998,071)
Other payables		1,687,963,683	299,673,244	1,689,376,003	290,300,990
Other current liabilities		143,475,985	(2,321,873,433)	140,802,199	(2,321,874,146)
Long - term provisions		(12,271,403)	(28,070,965)	(12,271,403)	(28,070,965)
Employee benefit obligations		(210,337,853)	(163,561,127)	(210,337,853)	(163,037,153)
Other non - current liabilities		448,177,513	(53,368,622)	448,065,492	(54,012,898)
Interest received		1,191,254,019	1,486,974,913	1,191,225,743	1,486,966,586
Income tax paid		(4,066,771,137)	(3,596,555,730)	(4,066,569,417)	(3,596,336,958)
Net cash provided by operating activities		30,325,831,899	24,905,672,846	30,141,257,404	24,693,353,222

The accompanying notes are an integral part of these financial statements.





# STATEMENTS OF CASH FLOWS

AIRPORTS OF THAILAND PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY  
FOR THE YEAR ENDED SEPTEMBER 30, 2016

Unit : Baht

	Notes	Consolidated		The Company	
		2016	2015	2016	2015
<b>Cash flows from investing activities</b>					
Cash received from short-term investments		63,703,952,627	50,053,864,335	63,703,952,627	50,053,864,335
Invested in short-term investments		(72,904,023,099)	(59,303,952,627)	(72,904,023,099)	(59,303,952,627)
Invested in deposit at financial institution with maturity more than one year		(700,000,000)	-	(700,000,000)	-
Cash received from investment in bonds		55,000,000	56,000,000	55,000,000	56,000,000
Invested in investment in bonds		(55,103,021)	(54,197,374)	(55,103,021)	(54,197,374)
Dividend received from investments		84,187,825	61,451,585	84,187,825	61,451,585
Cash received from sale of general investments		-	27,042,841	-	27,042,841
Cash received from sale of assets		7,915,182	9,813,146	7,742,285	9,558,146
Invested in investment properties		(56,758,186)	(461,447,070)	(56,758,186)	(461,447,070)
Invested in property plant and equipment		(4,836,881,826)	(6,350,606,878)	(4,823,564,912)	(6,319,744,699)
Invested in intangible assets		(20,571,940)	(116,683,463)	(20,571,940)	(116,683,463)
Net cash used in investing activities		(14,722,282,438)	(16,078,715,505)	(14,709,138,421)	(16,048,108,326)
<b>Cash flows from financing activities</b>					
Cash received from promissory notes		10,000,000	20,000,000	-	-
Cash paid for repayment of finance leased liabilities		(225,256,423)	(271,783,143)	(223,717,801)	(269,879,012)
Cash paid for repayment of long - term loans		(3,981,204,345)	(3,861,891,795)	(3,832,764,345)	(3,713,451,795)
Dividend paid		(7,142,261,690)	(7,056,549,560)	(7,142,261,690)	(7,056,549,560)
Interest paid		(1,464,765,315)	(1,607,981,359)	(1,438,691,732)	(1,573,188,801)
Net cash used in financing activities		(12,803,487,773)	(12,778,205,857)	(12,637,435,568)	(12,613,069,168)
Net increase (decrease) in cash and cash equivalents		2,800,061,688	(3,951,248,516)	2,794,683,415	(3,967,824,272)
Cash and cash equivalents at the beginning of the year	7	3,086,199,624	7,037,448,140	3,074,327,288	7,042,151,560
Cash and cash equivalents at the end of the year	7	5,886,261,312	3,086,199,624	5,869,010,703	3,074,327,288
<b>Supplementary cash flow information</b>					
Increase in property plant and equipment from donation		29,803	18,978	29,803	18,978
Invested in property plant and equipment on payables		505,202,267	1,008,325,063	504,368,537	1,006,109,371
Invested in equipment and intangible assets under financial leases liabilities		144,216,679	944,033,010	144,216,679	944,033,010

The accompanying notes are an integral part of these financial statements.

  
(Poomjai Sirismatunakarn)  
President

  
(Poolsiri Virojanapa)  
Senior Executive Vice President



## NOTES TO FINANCIAL STATEMENTS

AIRPORTS OF THAILAND PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY  
FOR THE YEAR ENDED SEPTEMBER 30, 2016

NOTES	CONTENTS
1.	General information
2.	Basis of financial statements preparation
3.	Accounting policies
4.	Critical accounting estimates, assumptions and judgments
5.	Capital risk management
6.	Segment information
7.	Cash and cash equivalents
8.	Short-term investments
9.	Trade accounts receivable
10.	Other receivables
11.	Inventories and supplies
12.	Other current assets
13.	Investment in bonds used as collateral
14.	Available-for-sale investments
15.	Investment in subsidiary
16.	General investments
17.	Investment properties
18.	Property, plant and equipment
19.	Intangible assets
20.	Deferred income tax and income tax
21.	Other non-current assets
22.	Short-term loans from financial institution
23.	Trade accounts payable

NOTES	CONTENTS
24.	Other payables
25.	Other current liabilities
26.	Long-term loans
27.	Finance leased liabilities
28.	Employee benefit obligations
29.	Provisions
30.	Other non-current liabilities
31.	Share capital and premium on share capital
32.	Legal reserve
33.	Loss (gain) on foreign exchange
34.	State property rental
35.	Property tax (reversal)
36.	Loss on impairment of assets
37.	Other expenses
38.	Financial costs
39.	Dividends
40.	Basic earnings per share
41.	Fair value hierarchy
42.	Disclosure of financial instruments
43.	Related party transactions
44.	Commitments
45.	Contingent liabilities
46.	Suvarnabhumi Airport development project



## NOTES TO FINANCIAL STATEMENTS

AIRPORTS OF THAILAND PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY  
FOR THE YEAR ENDED SEPTEMBER 30, 2016

### 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 company financial statements were approved by the Audit Committee, the authorised Board of Directors, on November 23, 2016.

### 2. Basis of financial statements preparation

These consolidated and company 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 company has presented the financial statements in compliance with the notification of the Department of Business Development "Definition of the abbreviated components required in the financial statements, B.E. 2554 (2011)", under the third paragraph of Section 11 of the Accounting Act B.E. 2543 (2000).

These consolidated and company 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 company 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 company 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 accounting standards, Thai financial reporting standards, Thai standing interpretations and Thai financial reporting interpretations issued by the Federation of Accounting Professions.

Effective for the period beginning on or after January 1, 2015

- (a) Thai accounting standards and Thai financial reporting standards which are relevant and have an impact to the Group:

Thai Accounting Standard No. 1 (Revised 2014)      Presentation of Financial Statements

Thai Financial Reporting Standard No. 13      Fair Value Measurement

TAS 1 (Revised 2014) Presentation of Financial Statements, the main change is that a requirement for entities to group items presented in "other comprehensive income" (OCI) on the basis of whether they are potentially reclassifiable to profit or loss subsequently. This standard impacts to the presentation of other comprehensive income in the statements of comprehensive income of the Group.

TAS 13 Fair Value Measurement, aims to improve consistency and reduce complexity by providing a precise definition of fair value and a single source of fair value measurement and disclosure requirements for use across TFRSs. This standard has no impact to the Group, except for disclosures.

- (b) Thai accounting standards, Thai financial reporting standards, Thai standing interpretations and Thai financial reporting interpretations which will not impact the Group are as follows:

- Conceptual Framework for Financial Reporting (Revised 2014)
- Thai Accounting Standard No. 2 (Revised 2014)      Inventories
- Thai Accounting Standard No. 7 (Revised 2014)      Statement of Cash Flows
- Thai Accounting Standard No. 8 (Revised 2014)      Accounting Policies, Changes in Accounting Estimates and Errors
- Thai Accounting Standard No. 10 (Revised 2014)      Events after the Reporting Period
- Thai Accounting Standard No. 11 (Revised 2014)      Construction Contracts
- Thai Accounting Standard No. 12 (Revised 2014)      Income Taxes
- Thai Accounting Standard No. 16 (Revised 2014)      Property, Plant and Equipment
- Thai Accounting Standard No. 17 (Revised 2014)      Leases
- Thai Accounting Standard No. 18 (Revised 2014)      Revenue
- Thai Accounting Standard No. 19 (Revised 2014)      Employee Benefits
- Thai Accounting Standard No. 20 (Revised 2014)      Accounting for Government Grants and Disclosure of Government Assistance
- Thai Accounting Standard No. 21 (Revised 2014)      The Effects of Changes in Foreign Exchange Rates
- Thai Accounting Standard No. 23 (Revised 2014)      Borrowing Costs
- Thai Accounting Standard No. 24 (Revised 2014)      Related Party Disclosures
- Thai Accounting Standard No. 26 (Revised 2014)      Accounting and Reporting by Retirement Benefit Plans
- Thai Accounting Standard No. 27 (Revised 2014)      Separate Financial Statements
- Thai Accounting Standard No. 28 (Revised 2014)      Investments in Associates and Joint Ventures



- Thai Accounting Standard No. 29 (Revised 2014)	Financial Reporting in Hyperinflationary Economies
- Thai Accounting Standard No. 33 (Revised 2014)	Earnings per Share
- Thai Accounting Standard No. 34 (Revised 2014)	Interim Financial Reporting
- Thai Accounting Standard No. 36 (Revised 2014)	Impairment of Assets
- Thai Accounting Standard No. 37 (Revised 2014)	Provisions, Contingent Liabilities and Contingent Assets
- Thai Accounting Standard No. 38 (Revised 2014)	Intangible Assets
- Thai Accounting Standard No. 40 (Revised 2014)	Investment Property
- Thai Financial Reporting Standard No. 2 (Revised 2014)	Share-based Payment
- Thai Financial Reporting Standard No. 3 (Revised 2014)	Business Combinations
- Thai Financial Reporting Standard No. 5 (Revised 2014)	Non-current Assets Held for Sale and Discontinued Operations
- Thai Financial Reporting Standard No. 6 (Revised 2014)	Exploration for and Evaluation of Mineral Resources
- Thai Financial Reporting Standard No. 8 (Revised 2014)	Operating Segments
- Thai Financial Reporting Standard No. 10	Consolidated Financial Statements
- Thai Financial Reporting Standard No. 11	Joint Arrangements
- Thai Financial Reporting Standard No. 12	Disclosure of Interests in Other Entities
- Thai Standing Interpretations Committee No. 10 (Revised 2014)	Government Assistance-No Specific Relation to Operating Activities
- Thai Standing Interpretations Committee No. 15 (Revised 2014)	Operating Leases-Incentives
- Thai Standing Interpretations Committee No. 25 (Revised 2014)	Income Taxes-Changes in the Tax Status of an Entity or its Shareholders
- Thai Standing Interpretations Committee No. 27 (Revised 2014)	Evaluating the Substance of Transactions Involving the Legal Form of a Lease
- Thai Standing Interpretations Committee No. 29 (Revised 2014)	Service Concession Arrangements: Disclosures
- Thai Standing Interpretations Committee No. 31 (Revised 2014)	Revenue-Barter Transactions Involving Advertising Services
- Thai Standing Interpretations Committee No. 32 (Revised 2014)	Intangible Assets-Web Site Costs
- Thai Financial Reporting Interpretations Committee No. 1 (Revised 2014)	Changes in Existing Decommissioning, Restoration and Similar Liabilities
- Thai Financial Reporting Interpretations Committee No. 4 (Revised 2014)	Determining Whether an Arrangement Contains a Lease

- Thai Financial Reporting Interpretations Committee No. 5 (Revised 2014) Rights to Interests Arising from Decommissioning, Restoration and Environmental Rehabilitation Funds
- Thai Financial Reporting Interpretations Committee No. 7 (Revised 2014) Applying the Restatement Approach under TAS 29 (Revised 2014) Financial Reporting in Hyperinflationary Economies
- Thai Financial Reporting Interpretations Committee No. 10 (Revised 2014) Interim Financial Reporting and Impairment
- Thai Financial Reporting Interpretations Committee No. 12 (Revised 2014) Service Concession Arrangements
- Thai Financial Reporting Interpretations Committee No. 13 (Revised 2014) Customer Loyalty Programmes
- Thai Financial Reporting Interpretations Committee No. 14 TAS 19 (Revised 2014) - The Limit on a Defined Benefit Asset, Minimum Funding Requirements and their Interaction
- Thai Financial Reporting Interpretations Committee No. 15 (Revised 2014) Agreements for the Construction of Real Estate
- Thai Financial Reporting Interpretations Committee No. 17 (Revised 2014) Distributions of Non-cash Assets to Owners
- Thai Financial Reporting Interpretations Committee No. 18 (Revised 2014) Transfers of Assets from Customers
- Thai Financial Reporting Interpretations Committee No. 20 Stripping Costs in the Production Phase of a Surface Mine

#### Effective for the period beginning on or after January 1, 2016

- Conceptual Framework for Financial Reporting (Revised 2015)
- Thai Accounting Standard No. 1 (Revised 2015) Presentation of Financial Statements
- Thai Accounting Standard No. 2 (Revised 2015) Inventories
- Thai Accounting Standard No. 7 (Revised 2015) Statement of Cash Flows
- Thai Accounting Standard No. 8 (Revised 2015) Accounting Policies, Changes in Accounting Estimates and Errors
- Thai Accounting Standard No. 10 (Revised 2015) Events after the Reporting Period
- Thai Accounting Standard No. 11 (Revised 2015) Construction Contracts
- Thai Accounting Standard No. 12 (Revised 2015) Income Taxes
- Thai Accounting Standard No. 16 (Revised 2015) Property, Plant and Equipment
- Thai Accounting Standard No. 17 (Revised 2015) Leases
- Thai Accounting Standard No. 18 (Revised 2015) Revenue
- Thai Accounting Standard No. 19 (Revised 2015) Employee Benefits
- Thai Accounting Standard No. 20 (Revised 2015) Accounting for Government Grants and Disclosure of Government Assistance
- Thai Accounting Standard No. 21 (Revised 2015) The Effects of Changes in Foreign Exchange Rates

- Thai Accounting Standard No. 23 (Revised 2015)	Borrowing Costs
- Thai Accounting Standard No. 24 (Revised 2015)	Related Party Disclosures
- Thai Accounting Standard No. 26 (Revised 2015)	Accounting and Reporting by Retirement Benefit Plans
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- Thai Accounting Standard No. 37 (Revised 2015)	Provisions, Contingent Liabilities and Contingent Assets
- Thai Accounting Standard No. 38 (Revised 2015)	Intangible Assets
- Thai Accounting Standard No. 40 (Revised 2015)	Investment Property
- Thai Accounting Standard No. 41	Agriculture
- Thai Financial Reporting Standard No. 2 (Revised 2015)	Share-based Payment
- Thai Financial Reporting Standard No. 3 (Revised 2015)	Business Combinations
- Thai Financial Reporting Standard No. 4 (Revised 2015)	Insurance Contracts
- Thai Financial Reporting Standard No. 5 (Revised 2015)	Non-current Assets Held for Sale and Discontinued Operations
- Thai Financial Reporting Standard No. 6 (Revised 2015)	Exploration for and Evaluation of Mineral Resources
- Thai Financial Reporting Standard No. 8 (Revised 2015)	Operating Segments
- Thai Financial Reporting Standard No. 10 (Revised 2015)	Consolidated Financial Statements
- Thai Financial Reporting Standard No. 11 (Revised 2015)	Joint Arrangements
- Thai Financial Reporting Standard No. 12 (Revised 2015)	Disclosure of Interests in Other Entities
- Thai Financial Reporting Standard No. 13 (Revised 2015)	Fair Value Measurement
- Thai Standing Interpretations Committee No. 10 (Revised 2015)	Government Assistance-No Specific Relation to Operating Activities
- Thai Standing Interpretations Committee No. 15 (Revised 2015)	Operating Leases-Incentives

- Thai Standing Interpretations Committee No. 25 (Revised 2015)	Income Taxes-Changes in the Tax Status of an Entity or its Shareholders
- Thai Standing Interpretations Committee No. 27 (Revised 2015)	Evaluating the Substance of Transactions Involving the Legal Form of a Lease
- Thai Standing Interpretations Committee No. 29 (Revised 2015)	Service Concession Arrangements: Disclosures
- Thai Standing Interpretations Committee No. 31 (Revised 2015)	Revenue-Barter Transactions Involving Advertising Services
- Thai Standing Interpretations Committee No. 32 (Revised 2015)	Intangible Assets-Web Site Costs
- Thai Financial Reporting Interpretations Committee No. 1 (Revised 2015)	Changes in Existing Decommissioning, Restoration and Similar Liabilities
- Thai Financial Reporting Interpretations Committee No. 4 (Revised 2015)	Determining Whether an Arrangement Contains a Lease
- Thai Financial Reporting Interpretations Committee No. 5 (Revised 2015)	Rights to Interests arising from Decommissioning, Restoration and Environmental Rehabilitation Funds
- Thai Financial Reporting Interpretations Committee No. 7 (Revised 2015)	Applying the Restatement Approach under TAS 29 (Revised 2015) Financial Reporting in Hyperinflationary Economies
- Thai Financial Reporting Interpretations Committee No. 10 (Revised 2015)	Interim Financial Reporting and Impairment
- Thai Financial Reporting Interpretations Committee No. 12 (Revised 2015)	Service Concession Arrangements
- Thai Financial Reporting Interpretations Committee No. 13 (Revised 2015)	Customer Loyalty Programmes
- Thai Financial Reporting Interpretations Committee No. 14 (Revised 2015)	TAS 19 (Revised 2015)-The Limit on a Defined Benefit Asset, Minimum Funding Requirements and their Interaction
- Thai Financial Reporting Interpretations Committee No. 15 (Revised 2015)	Agreements for the Construction of Real Estate
- Thai Financial Reporting Interpretations Committee No. 17 (Revised 2015)	Distributions of Non-cash Assets to Owners
- Thai Financial Reporting Interpretations Committee No. 18 (Revised 2015)	Transfers of Assets from Customers
- Thai Financial Reporting Interpretations Committee No. 20 (Revised 2015)	Stripping Costs in the Production Phase of a Surface Mine
- Thai Financial Reporting Interpretations Committee No. 21	Levies

The Group's management has determined that these Thai accounting standards, Thai financial reporting standards, Thai standing interpretations and Thai financial reporting interpretations effective for the periods beginning on or after January 1, 2016, will not significantly impact the financial statements when adopted.



## 3.2 Significant accounting policies

### 3.2.1 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 gain or loss on transactions between group companies are eliminated. Accounting policies of subsidiaries have been changed when necessary to ensure consistency with the policies adopted by the Group.

In the company's separated financial statements, investments in subsidiaries are accounted for at cost less impairment (if any)

The Group will test for impairment of investments in subsidiaries when there is a factor indicating 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.

### 3.2.2 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.

### 3.2.3 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 bank overdrafts. Bank overdrafts are included in current liabilities on the statements of financial position.

### 3.2.4 Short-term investments

Short-term investments comprise fix-term deposits, bills of exchange, promissory notes and investments in debt securities with original maturity of more than 3 months, but less than 12 months and investments in debt and equity securities that the management intends to hold for less than 12 months.

### 3.2.5 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.

### 3.2.6 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.

### 3.2.7 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; 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 will need to be sold to 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 shareholders' 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.

A test for impairment is carried out when there is a factor indicating 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.

On disposal of an investment, the difference between the net disposal proceeds and the carrying amount is charged or credited 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.

### 3.2.8 Investment properties

Investment properties mean properties that are held for long-term rental yields or for capital appreciation or both, and that are not occupied by the companies in the consolidated 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 other repairs and maintenance costs are expensed when incurred. When part of an investment property is replaced, the carrying amount of the replaced part is derecognised.

### 3.2.9 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 other repairs and maintenance costs are expensed when 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 assets' residual value, useful lives, and depreciation method are regularly reviewed at least at each financial year-end.

Where the carrying amount of an asset is greater than its recoverable amount, it is written down immediately to its recoverable amount as stated in Note 3.2.11

Gain or loss on disposal of property, plant and equipment is determined by comparing proceeds with the carrying amounts and 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.

### 3.2.10 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.

### 3.2.11 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.

### 3.2.12 Leases

**Where a Group company is the lessee**

Leases of property, plant or equipment, where the group assumes substantially all the risks and rewards of ownership are classified as finance leases. Finance leases are capitalised at the inception of the lease at the lower of the fair value of the leased property or the net 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 asset or the lease term.

Leases not transferring a significant portion of the risks and rewards of ownership to the lessee are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the statements of income on a straight-line basis over the period of the lease.

When an operating lease is terminated before the lease period has expired, any payment required to be made to the lessor by way of penalty is recognised as an expense in the period in which termination takes place.

**Where a Group company is the lessor**

Assets leased out under operating leases are included in investment properties in the statements of financial position. They are depreciated over their expected useful lives on a basis consistent with other similar plant and equipment owned by the Group. Rental income (net of any incentives given to lessees) is recognised on a straight-line basis over the lease term.



### 3.2.13 Loans

Loans are recognised initially at the fair value of proceeds received, net of transaction costs incurred. Loans are subsequently stated at amortised cost using the effective yield method, any difference between 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.

### 3.2.14 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 it relates to items 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 countries where the company and its subsidiaries 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 on investments in subsidiaries, except where the reversal timing of the temporary difference is controlled by the Group and it is probable that the temporary difference 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 entity or different taxable entities where there is an intention to settle the balances on a net basis.

### 3.2.15 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.

### 3.2.16 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 staff and employees of Airport Authority of Thailand" which is registered on March 28, 1994 in accordance with the Provident Fund Act, B.E. 2530 (1987). Staff and employees are required to pay contributions to the fund at the rates 2-15 % of their salaries/wages and AOT will pay contribution to the fund for each staff and employee who are members of the fund at rate as follows:

(1) Staff and permanent employees

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, 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 AOT and 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 early retirement benefit to its employees. The qualifications of entitled employees and criteria for the payment of benefit must be approved by AOT's Board of Directors.

(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 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 in 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 benefit

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.

### 3.2.17 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. On July 22, 2015, AOT Board of Directors' Meeting No. 8/2015 acknowledged the revision of wording used in operations from "service fee" to "service charge" and from "passenger service fee" to "departure passenger service charge". This is in accordance with Thailand Air Navigation Act B.E. 2497 (1954), section 56 which revised by Thailand Air Navigation Act (No. 11) B.E. 2551 (2008). This revision will be effective on October 1, 2015.

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.

### 3.2.18 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.

### 3.2.19 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.

### 3.2.20 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.

### 3.2.21 Fair value measurement

Financial assets and liabilities carried at fair value, by valuation method. The different levels of fair value hierarchy categorised by TFRS 13 (Revised 2014) 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 asset or liability, either directly or indirectly.
- Level 3 Unobservable inputs for the asset or liability.

## 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, 2016, 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 lives 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

The Group tests any impairment of assets whenever there is an indication of impairment as explained in Note 3.2.11. The recoverable amount of cash-generating unit has been determined base on value-in-use calculation. The calculation requires the use of estimated projected cash flows from operation throughout the expected useful lives of assets.

### 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 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.

Unit : Million Baht

	Consolidated							
	Airport business					Hotel business	Elimination	Total
	DMK	BKK	CNX	HDY	HKT	CEI		
Statements of income for the year ended September 30, 2016								
Revenues								
External revenues	9,716.83	32,021.24	2,019.80	457.92	5,669.47	225.66	847.14	50,958.06
Inter-segment revenues	-	63.71	-	-	-	-	1.85	-
Total revenues	9,716.83	32,084.95	2,019.80	457.92	5,669.47	225.66	848.99	50,958.06
Profit (loss) from operation of segment	6,254.13	15,186.16	1,237.03	1.07	3,908.28	(60.58)	27.88	26,553.97
Other income (expenses)-net	26.98	(1,489.81)	0.64	0.85	(69.46)	(31.46)	52.40	(1,509.86)
Income tax	(1,259.09)	(2,757.58)	(252.26)	(1.88)	(798.62)	18.19	-	(5,051.24)
Allocated net loss of head office	(75.40)	(248.94)	(15.67)	(3.55)	(43.99)	(1.75)	-	(389.30)
Profit (loss) for the year	4,946.62	10,689.83	969.74	(3.51)	2,996.21	(75.60)	80.28	19,603.57
Statements of income for the year ended September 30, 2015								
Revenues								
External revenues	6,827.38	29,227.87	1,686.70	411.81	4,804.91	201.48	805.32	43,965.47
Inter-segment revenues	-	63.59	-	-	-	-	2.02	-
Total revenues	6,827.38	29,291.46	1,686.70	411.81	4,804.91	201.48	807.34	43,965.47
Profit (loss) from operation of segment	7,127.63	13,860.57	1,015.06	(6.73)	3,485.68	(70.79)	(8.79)	25,402.63
Other income (expenses)-net	237.02	(1,295.40)	(0.60)	1.78	(27.27)	(85.84)	62.31	(1,108.00)
Income tax	(939.83)	(2,533.94)	(202.45)	2.40	(694.72)	26.72	-	(4,341.82)
Allocated net loss of head office	(189.98)	(815.07)	(46.93)	(11.46)	(133.70)	(5.61)	-	(1,202.75)
Profit (loss) for the year	6,234.84	9,216.16	765.08	(14.01)	2,629.99	(135.52)	53.52	18,750.06

	Consolidated							
	Airport business					Hotel business	Elimination	Total
	DMK	BKK	CNX	HDY	HKT	CEI		
Statements of financial position								
Assets as at September 30, 2016								
Segment assets	13,058.22	102,374.82	4,521.82	618.30	27,187.36	149.44	(38,221.23)	111,096.56
Unallocated assets	-	-	-	-	-	-	-	61,119.83
Total assets								172,216.39
Liabilities as at September 30, 2016								
Segment liabilities	3,234.82	41,623.90	569.16	938.39	2,093.22	1,367.22	(1,959.93)	48,632.92
Unallocated liabilities	-	-	-	-	-	-	-	2,004.92
Total Liabilities								50,637.84
Assets as at September 30, 2015								
Segment assets	7,274.01	94,860.13	3,459.25	571.07	24,001.34	169.54	(20,767.46)	111,058.32
Unallocated assets	-	-	-	-	-	-	-	48,565.34
Total assets								159,623.66
Liabilities as at September 30, 2015								
Segment liabilities	2,472.63	45,047.98	492.00	891.19	1,947.41	1,313.47	(4,363.60)	48,730.10
Unallocated liabilities	-	-	-	-	-	-	-	2,081.42
Total Liabilities								50,811.52

## 7. Cash and cash equivalents

	Consolidated		The Company	
	2016 Million Baht	2015 Million Baht	2016 Million Baht	2015 Million Baht
Cash	472.99	366.92	470.93	364.67
Current account and savings deposits	3,381.40	2,684.31	3,366.21	2,674.69
Fixed deposits	2,000.00	-	2,000.00	-
Savings deposit at the AOT Savings and Credit Cooperative Limited	31.87	34.97	31.87	34.97
Total	5,886.26	3,086.20	5,869.01	3,074.33

## 8. Short-term investments

	Consolidated and The Company	
	2016 Million Baht	2015 Million Baht
Fixed deposits	54,604.02	45,403.95
Total	54,604.02	45,403.95

## 9. Trade accounts receivable

	Consolidated		The Company	
	2016 Million Baht	2015 Million Baht	2016 Million Baht	2015 Million Baht
Trade accounts receivable - third parties	3,634.82	3,056.33	3,601.65	3,021.19
Trade accounts receivable - related party (Note 43.1)	-	-	51.48	50.51
Total	3,634.82	3,056.33	3,653.13	3,071.70
Less : Allowance for doubtful accounts	(763.86)	(700.50)	(763.42)	(699.50)
Trade accounts receivable - net	2,870.96	2,355.83	2,889.71	2,372.20

As at September 30, 2016, the allowance for doubtful accounts in the consolidated financial statements amounting of Baht 763.86 million consists of 33 executing legal cases accounted for Baht 144.36 million, 12 cases in the process of hearing and consideration of the court amounted for Baht 225.90 million, 29 cases under process of gathering evidence for further legal action accounted for Baht 75.21 million and 88 cases in the process compromising and pursuing totaling Baht 318.39 million.

As at September 30, 2015, the allowance for doubtful accounts in the consolidated financial statements amounting of Baht 700.50 million consists of 19 executing legal cases accounted for Baht 56.02 million, 20 cases in the process of hearing and consideration of the court amounted for Baht 285.71 million, 32 cases under process of gathering evidence for further legal action accounted for Baht 71.59 million and 69 cases in the process compromising and pursuing totaling Baht 287.18 million.



Trade accounts receivable are classified as follows:

	Consolidated		The Company	
	2016 Million Baht	2015 Million Baht	2016 Million Baht	2015 Million Baht
Not overdue	2,771.17	2,259.07	2,795.34	2,280.40
Not over 6 months	75.02	56.14	70.03	51.28
Over 6 months - 1 year	30.66	13.36	30.23	13.20
Over 1 year - 2 years	37.03	135.70	36.90	135.67
Over 2 years	720.94	592.06	720.63	591.15
Total	3,634.82	3,056.33	3,653.13	3,071.70

#### 10. Other receivables

	Consolidated		The Company	
	2016 Million Baht	2015 Million Baht	2016 Million Baht	2015 Million Baht
Accrued interest	135.08	235.63	135.08	235.62
Receivables from extended credit	2.33	3.49	2.33	3.49
Other receivables	13.50	10.20	13.27	9.98
Total	150.91	249.32	150.68	249.09

#### 11. Inventories and supplies

	Consolidated		The Company	
	2016 Million Baht	2015 Million Baht	2016 Million Baht	2015 Million Baht
Inventories	3.18	6.69	-	-
Supplies	324.05	297.59	320.50	297.59
Less Allowance for damaged and obsolete supplies	(66.16)	(66.43)	(66.16)	(66.43)
Inventories and supplies - net	261.07	237.85	254.34	231.16

#### 12. Other current assets

	Consolidated		The Company	
	2016 Million Baht	2015 Million Baht	2016 Million Baht	2015 Million Baht
Cash place to the court	-	372.44	-	372.44
Accrued input tax	374.85	210.62	357.17	191.17
Prepaid insurances	2.41	2.09	1.00	0.40
Other current assets	7.22	6.35	4.92	5.16
Total	384.48	591.50	363.09	569.17

### 13. Investment in bonds used as collateral

	Consolidated and The Company	
	2016 Million baht	2015 Million baht
Bank of Thailand's bond used as collateral	55.00	55.00
Premium (discount) to bond	0.10	(0.61)
Total	55.10	54.39

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.

### 14. Available-for-sale investments

	Consolidated and The Company									
	Percentage of Shareholding		At Cost		Fair Value		Book Value		Dividends	
	2016 %	2015 %	2016 Million Baht	2015 Million Baht	2016 Million Baht	2015 Million Baht	2016 Million Baht	2015 Million Baht	2016 Million Baht	2015 Million Baht
- Bangkok Aviation Fuel Service Plc.	4.94	4.94	21.00	21.00	1,165.50	784.35	1,165.50	784.35	42.53	22.24
- Vayupak mutual fund 1	0.00037	0.00037	1.00	1.00	1.14	0.91	1.14	0.91	0.01	-
			22.00	22.00	1,166.64	785.26	1,166.64	785.26		

### 15. Investment in subsidiary

	The Company					
	Investment					
	Percentage of Shareholding		Cost method		Dividends	
	2016 %	2015 %	2016 Million Baht	2015 Million Baht	2016 Million Baht	2015 Million Baht
- Suvarnabhumi Airport Hotel Co., Ltd. (SAH)	60.00	60.00	610.67	610.67	-	-

## 16. General investments

Name of Company	Consolidated							
	Percentage of Shareholding		At Cost		Book Value		Dividends	
	2016 %	2015 %	2016 Million Baht	2015 Million Baht	2016 Million Baht	2015 Million Baht	2016 Million Baht	2015 Million Baht
Phuket Air Catering Co., Ltd.	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Don Mueang International Airport Hotel Co., Ltd.	9.00	9.00	10.80	10.80	10.80	10.80	5.40	4.86
Trade Siam Co., Ltd.	1.50	1.50	0.75	0.75	0.75	0.75	0.11	0.14
Thai Aviation Refuelling Co., Ltd.	10.00	10.00	53.00	53.00	53.00	53.00	26.14	24.21
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	The Company							
	Percentage of Shareholding		At Cost		Book Value		Dividends	
	2016 %	2015 %	2016 Million Baht	2015 Million Baht	2016 Million Baht	2015 Million Baht	2016 Million Baht	2015 Million Baht
Phuket Air Catering Co., Ltd.	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Don Mueang International Airport Hotel Co., Ltd.	9.00	9.00	10.80	10.80	10.80	10.80	5.40	4.86
Trade Siam Co., Ltd.	1.50	1.50	0.75	0.75	0.75	0.75	0.11	0.14
Thai Aviation Refuelling Co., Ltd.	10.00	10.00	53.00	53.00	53.00	53.00	26.14	24.21
Thai Airport Ground Services Co., Ltd.	28.50	28.50	285.00	285.00	285.00	285.00	-	-
<u>Less</u> : 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 was paid to official receiver 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 The Company		
	Land	Building with rental space	Total
	Million Baht	Million Baht	Million Baht
<b>Cost</b>			
As at October 1, 2015	1,730.68	9,342.00	11,072.68
- Additions	-	0.03	0.03
- Transfer from assets under construction	-	56.73	56.73
- Reclassifications	-	1,681.77	1,681.77
As at September 30, 2016	1,730.68	11,080.53	12,811.21
<b>Accumulated depreciation</b>			
As at October 1, 2015	-	2,695.59	2,695.59
- Depreciation for the year	-	220.65	220.65
- Reclassifications	-	909.57	909.57
As at September 30, 2016	-	3,825.81	3,825.81
<b>Allowance for impairment</b>			
As at October 1, 2015	-	0.52	0.52
As at September 30, 2016	-	0.52	0.52
<b>Book value - net</b>			
As at September 30, 2015	1,730.68	6,645.89	8,376.57
As at September 30, 2016	1,730.68	7,254.20	8,984.88

As at September 30, 2016, the fair value of investment properties in the consolidated and company financial statements are Baht 130,609.04 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 127,920.76 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 The Company	
	2016 Million Baht	2015 Million Baht
Revenues from sale or service		
Office and state property rents	1,355.39	1,264.12
Service revenues	666.62	646.59
Concession revenues	10,646.87	9,052.33
Direct operating expenses arise from investment properties that generated rental income for the year	3,738.34	3,145.81

## 18. Property, plant and equipment

	Consolidated							
	Land	Building, construction, landscape architecture	Electricity, water supply, fuel, communi- cation and air conditioning systems	Machinery, tools & appliances, equipment	Vehicle	Furniture, fixture, office equipment	Assets under construction	Total
	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
<b>Cost</b>								
As at October 1, 2015	909.68	101,883.40	14,680.93	37,294.03	419.24	1,658.34	11,145.76	167,991.38
- Additions	-	1.96	26.65	267.39	18.24	21.05	2,991.94	3,327.23
- Transfer from assets under construction	204.93	567.86	517.30	835.89	7.22	5.26	(2,208.67)	(70.21)
- Reclassifications	-	(1,697.83)	31.00	(3.49)	-	(0.18)	-	(1,670.50)
- Sale and disposals	-	(73.46)	(236.48)	(213.74)	(35.09)	(20.74)	-	(579.51)
As at September 30, 2016	1,114.61	100,681.93	15,019.40	38,180.08	409.61	1,663.73	11,929.03	168,998.39
<b>Accumulated depreciation</b>								
As at October 1, 2015	-	31,446.58	8,555.30	30,385.14	289.66	1,571.48	-	72,248.16
- Depreciation for the year	-	2,660.16	1,039.99	2,215.97	23.73	32.79	-	5,972.64
- Reclassifications	-	(914.46)	3.70	1.28	-	(0.09)	-	(909.57)
- Sale and disposals	-	(46.15)	(215.07)	(213.41)	(34.96)	(20.70)	-	(530.29)
As at September 30, 2016	-	33,146.13	9,383.92	32,388.98	278.43	1,583.48	-	76,780.94

	Consolidated							
	Land	Building, construction, landscape architecture	Electricity, water supply, fuel, communication and air conditioning systems	Machinery, tools & appliances, equipment	Vehicle	Furniture, fixture, office equipment	Assets under construction	Total
	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
<b>Allowance for impairment</b>								
As at October 1, 2015	-	222.24	103.76	136.13	22.57	5.93	-	490.63
- Allowance for impairment of the year	-	9.94	2.09	18.89	3.01	0.87	-	34.80
- Sale and disposals	-	-	-	(0.06)	(0.13)	(0.03)	-	(0.22)
As at September 30, 2016	-	232.18	105.85	154.96	25.45	6.77	-	525.21
<b>Book value - net</b>								
As at September 30, 2015	909.68	70,214.58	6,021.87	6,772.76	107.01	80.93	11,145.76	95,252.59
As at September 30, 2016	1,114.61	67,303.62	5,529.63	5,636.14	105.73	73.48	11,929.03	91,692.24

	The Company							
	Land	Building, construction, landscape architecture	Electricity, water supply, fuel, communication and air conditioning systems	Machinery, tools & appliances, equipment	Vehicle	Furniture, fixture, office equipment	Assets under construction	Total
	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
<b>Cost</b>								
As at October 1, 2015	909.68	100,271.85	14,159.90	37,097.46	419.24	1,276.57	11,145.76	165,280.46
- Additions	-	1.81	26.64	258.46	18.24	17.45	2,991.94	3,314.54
- Transfer from assets under construction	204.93	567.86	517.30	835.89	7.22	5.26	(2,208.67)	(70.21)
- Reclassifications	-	(1,697.83)	31.00	(3.49)	-	(0.18)	-	(1,670.50)
- Sale and disposals	-	(73.46)	(236.38)	(209.89)	(35.09)	(2.15)	-	(556.97)
As at September 30, 2016	1,114.61	99,070.23	14,498.46	37,978.43	409.61	1,296.95	11,929.03	166,297.32
<b>Accumulated depreciation</b>								
As at October 1, 2015	-	31,154.28	8,081.19	30,214.11	289.66	1,210.57	-	70,949.81
- Depreciation for the year	-	2,627.09	996.93	2,204.67	23.73	22.09	-	5,874.51
- Reclassifications	-	(914.46)	3.70	1.28	-	(0.09)	-	(909.57)
- Sale and disposals	-	(46.15)	(214.97)	(209.57)	(34.96)	(2.11)	-	(507.76)
As at September 30, 2016	-	32,820.76	8,866.85	32,210.49	278.43	1,230.46	-	75,406.99

	The Company							
	Land	Building, construction, landscape architecture	Electricity, water supply, fuel, communication and air conditioning systems	Machinery, tools & appliances, equipment	Vehicle	Furniture, fixture, office equipment	Assets under construction	Total
	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
<b>Allowance for impairment</b>								
As at October 1, 2015	-	222.24	103.76	136.13	22.57	5.93	-	490.63
- Allowance for impairment of the year	-	9.94	2.09	18.89	3.01	0.87	-	34.80
- Sale and disposals	-	-	-	(0.06)	(0.13)	(0.03)	-	(0.22)
As at September 30, 2016	-	232.18	105.85	154.96	25.45	6.77	-	525.21
<b>Book value - net</b>								
As at September 30, 2015	909.68	68,895.33	5,974.95	6,747.22	107.01	60.07	11,145.76	93,840.02
As at September 30, 2016	1,114.61	66,017.29	5,525.76	5,612.98	105.73	59.72	11,929.03	90,365.12

As at September 30, 2016, AOT has allowance for impairment of assets for Mae Fah Luang Chiang Rai Airport amounting to Baht 525.21 million (as at September 30, 2015 amounting to Baht 490.63 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 lives. 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 which is considered as the best estimates. The applied discount rate is 8.81 % which is the AOT's weighted average cost of capital (WACC).

As at September 30, 2016, and 2015, the finance leased assets which included in machinery, tools & appliances and equipment and furniture, fixture and office equipment are detailed as follows:

	Consolidated		The Company	
	2016 Million Baht	2015 Million Baht	2016 Million Baht	2015 Million Baht
Cost	1,331.60	1,181.61	1,331.39	1,173.56
<u>Less</u> Accumulated depreciation	(561.71)	(320.52)	(561.54)	(314.46)
<u>Less</u> Allowance for impairment	(6.17)	-	(6.17)	-
Book Value	763.72	861.09	763.68	859.10

## 19. Intangible assets

		Consolidated and The Company
		Million Baht
<b>Cost</b>		
As at October 1, 2015		1,880.36
- Additions		7.09
- Transfer from assets under construction		13.48
- Reclassifications		(11.27)
- Sale and disposals		(5.70)
As at September 30, 2016		1,883.96
<b>Amortisation</b>		
As at October 1, 2015		1,323.91
- Amortisation for the year		210.76
- Sale and disposals		(4.76)
As at September 30, 2016		1,529.91
<b>Allowance for impairment</b>		
As at October 1, 2015		3.32
- Allowance for impairment for the year		0.69
As at September 30, 2016		4.01
<b>Book value - net</b>		
As at September 30, 2015		553.13
As at September 30, 2016		350.04

As at September 30, 2016 and 2015, the finance leased assets which included in intangible assets are detailed as follows:

	Consolidated and The Company	
	2016 Million Baht	2015 Million Baht
Cost	72.37	72.37
<u>Less</u> Accumulated amortisation	(44.43)	(31.58)
Book Value	27.94	40.79



## 20. Deferred income tax and income tax

20.1 Deferred income tax as at September 30, 2016 and 2015 comprise of :

	Consolidated and The Company	
	2016 Million Baht	2015 Million Baht
Deferred tax assets	1,668.28	1,574.66
<u>Less</u> Deferred tax liabilities	(914.43)	(883.00)
Deferred tax assets-net	753.85	691.66

Changes in deferred tax assets and liabilities are as follows:

	Consolidated and The Company									
	Finance leased liabilities	Allowance for doubtful accounts	Depreciation - plant and equipment	Impairment - plant and equipment	Impairment - investment	Employee benefits	Property tax	Provisions	Others	Total
	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
Deferred tax assets:										
As at October 1, 2014	24.24	145.62	210.19	81.53	57.00	478.12	603.53	302.77	82.89	1,985.89
- Transaction recorded in the statements of income	(3.58)	(5.72)	33.46	17.36	-	7.08	(541.91)	(39.74)	121.82	(411.23)
As at September 30, 2015	20.66	139.90	243.65	98.89	57.00	485.20	61.62	263.03	204.71	1,574.66
- Transaction recorded in the statements of income	8.43	12.78	41.45	7.05	-	(1.29)	(4.38)	(52.66)	82.24	93.62
As at September 30, 2016	29.09	152.68	285.10	105.94	57.00	483.91	57.24	210.37	286.95	1,668.28

	Consolidated and The Company			
	Investment in available-for-sale investments	Depreciation - plant and equipment	Others	Total
	Million Baht	Million Baht	Million Baht	Million Baht
Deferred tax liabilities				
As at October 1, 2014	184.85	3.33	729.19	917.37
- Transaction recorded in the statements of income	-	4.56	(6.74)	(2.18)
- Transaction recorded in other comprehensive income	(32.19)	-	-	(32.19)
As at September 30, 2015	152.66	7.89	722.45	883.00
- Transaction recorded in the statements of income	-	3.42	(48.27)	(44.85)
- Transaction recorded in other comprehensive income	76.28	-	-	76.28
As at September 30, 2016	228.94	11.31	674.18	914.43

The movement on the deferred income tax account for the years ended September 30, 2016 and 2015 are as follows:

	Consolidated and The Company	
	2016 Million Baht	2015 Million Baht
Deferred tax assets-net balance as at October 1	691.66	1,068.52
- Transaction recorded in the statements of income	138.47	(409.05)
- Transaction recorded in other comprehensive income	(76.28)	32.19
Deferred tax assets-net balance as at September 30	753.85	691.66

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, 2016, and 2015 comprises of:

	Consolidated and The Company	
	2016 Million Baht	2015 Million Baht
Current income tax for the year	4,898.66	4,160.85
Adjustments in respect of prior year	60.73	15.26
Total income tax	4,959.39	4,176.11
Origination and reversal of temporary differences	(138.47)	409.05
Total deferred income tax	(138.47)	409.05
Income tax expense	4,820.92	4,585.16

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		The Company	
	2016 Million Baht	2015 Million Baht	2016 Million Baht	2015 Million Baht
Profit before income tax expense	24,424.49	23,335.22	24,344.21	23,281.70
Income tax calculated at a tax rate of 20%	4,884.90	4,667.04	4,868.84	4,656.34
Income not subject to tax	(16.84)	(12.29)	(16.84)	(12.29)
Expenses not deductible for tax purposes	263.69	221.61	263.69	221.61
Additional taxable expenses	(355.50)	(295.76)	(355.50)	(295.76)
Understated income tax in prior year	60.73	15.26	60.73	15.26
Tax losses for which no deferred tax assets were recognised	(16.06)	(10.70)	-	-
Income tax expense	4,820.92	4,585.16	4,820.92	4,585.16

## 21. Other non-current assets

	Consolidated		The Company	
	2016 Million Baht	2015 Million Baht	2016 Million Baht	2015 Million Baht
Receivables from the Revenue Department	77.81	614.46	77.44	614.06
Cash place to the court	0.52	0.52	0.52	0.52
Advance payment	1,543.52	305.92	1,543.52	305.92
Guarantee money	6.01	6.45	5.71	6.10
Cross Currency Swap contracts	2,653.52	983.49	2,653.52	983.49
Total	4,281.38	1,910.84	4,280.71	1,910.09

- Receivables from the Revenue Department amounting to Baht 77.81 million presented in the consolidated financial statements as at September 30, 2016, comprise of:  
Refundable corporate income tax by AOT amounting to Baht 77.44 million (as at September 30, 2015: Baht 614.06 million).  
Refundable withholding corporate income tax by SAH amounting to Baht 0.37 million (as at September 30, 2015: Baht 0.40 million).
- Advance payment amounting to Baht 1,543.52 million presented in the consolidated financial statements as at September 30, 2016, mainly was advance payment from Suvarnabhumi Airport development project amounting to Baht 1,389.48 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, 2016, cross currency swap contracts, presented under other non-current assets and other non-current liabilities (Note 30), were significantly changed by the effect of foreign exchange rate of long-term loans.

## 22. Short-term loans from financial institution

	Consolidated	
	2016 Million Baht	2015 Million Baht
Short-term loans from financial institution	30.00	20.00
Total	30.00	20.00

## 23. Trade accounts payable

	Consolidated		The Company	
	2016 Million Baht	2015 Million Baht	2016 Million Baht	2015 Million Baht
Trade accounts payable	1,370.27	1,150.50	1,123.67	878.66
Total	1,370.27	1,150.50	1,123.67	878.66

## 24. Other payables

	Consolidated		The Company	
	2016 Million Baht	2015 Million Baht	2016 Million Baht	2015 Million Baht
Other payables	109.70	83.23	109.70	83.23
Accrued expenses	5,941.97	4,575.11	5,913.98	4,546.69
Revenue received in advance	1,055.66	851.61	1,053.03	847.75
Other payables-related party (Note 43.1)	-	-	1.68	1.82
Total	7,107.33	5,509.95	7,078.39	5,479.49

## 25. Other current liabilities

	Consolidated		The Company	
	2016 Million Baht	2015 Million Baht	2016 Million Baht	2015 Million Baht
Employee's bonus payable	1,659.22	1,580.48	1,651.72	1,574.68
Refundable and guarantee deposits	185.20	166.17	161.83	142.57
Accrued output tax	205.89	173.09	203.09	170.24
Accrued property tax	287.74	304.23	285.66	302.14
Value added tax payable	206.99	146.44	204.95	144.60
Withholding tax payable	43.12	49.55	41.90	48.38
Other liabilities	69.37	66.59	61.13	59.36
Total	2,657.53	2,486.55	2,610.28	2,441.97

## 26. Long-term loans

	Consolidated				The Company			
	2016		2015		2016		2015	
	Million Yen	Million Baht	Million Yen	Million Baht	Million Yen	Million Baht	Million Yen	Million Baht
Foreign loans	88,543.28	30,728.15	100,823.47	30,900.18	88,543.28	30,728.15	100,823.47	30,900.18
Less Current portion of long-term liabilities	(12,280.18)	(4,261.73)	(12,280.19)	(3,763.61)	(12,280.18)	(4,261.73)	(12,280.19)	(3,763.61)
	76,263.10	26,466.42	88,543.28	27,136.57	76,263.10	26,466.42	88,543.28	27,136.57
Domestic loans	-	356.73	-	505.17	-	-	-	-
Less Current portion of long-term liabilities	-	(163.94)	-	(148.44)	-	-	-	-
	-	192.79	-	356.73	-	-	-	-
Total	76,263.10	26,659.21	88,543.28	27,493.30	76,263.10	26,466.42	88,543.28	27,136.57



### 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 92.60 % of the remaining balance of loan (as at September 30, 2016, exchange rate was Yen 100 = Baht 34.7041)

### Domestic loans

Domestic loans were borrowed from local financial institutions for the construction of SAH amounting to Baht 1,630.76 million with interest rate of MLR-2.25% per annum from February 26, 2010, to February 27, 2013, and of MLR-1.3% per annum since February 28, 2013, to the due date on November 30, 2018.

The movements in the borrowings can be analysed as follows

	Consolidated	The Company
	Million Baht	Million Baht
Opening amount as at October 1, 2015	31,405.35	30,900.18
- Repayment of borrowings	(3,912.05)	(3,763.61)
- Difference from exchange rate	3,591.58	3,591.58
Closing amount as at September 30, 2016	31,084.88	30,728.15

## 27. Finance leased liabilities

	Consolidated		The Company	
	2016 Million Baht	2015 Million Baht	2016 Million Baht	2015 Million Baht
Finance leased liabilities	1,058.01	1,143.26	1,057.95	1,141.61
Less Deferred interest	(115.35)	(138.49)	(115.35)	(138.43)
Total	942.66	1,004.77	942.60	1,003.18
Less Current portion of finance leased liabilities	(341.15)	(295.65)	(341.09)	(294.12)
Finance leased liabilities (over 1 year but not over 5 years)	601.51	709.12	601.51	709.06

## 28. Employee benefit obligations

The amounts recognised in the statements of financial position as at September 30, 2016 and 2015 are determined as follows:

	Consolidated		The Company	
	2016 Million Baht	2015 Million Baht	2016 Million Baht	2015 Million Baht
1. Short-term employee benefits				
- Accumulating absences	68.28	66.99	68.28	66.99
2. Long-term employee benefits				
- Post-employment benefits	2,349.26	2,355.92	2,347.74	2,354.64
- Other long-term employee benefits	8.32	8.53	8.32	8.53
Total	2,357.58	2,364.45	2,356.06	2,363.17
Total employee benefit obligations	2,425.86	2,431.44	2,424.34	2,430.16

Long-term employee benefit obligations are as follows:

	Consolidated		The Company	
	2016 Million Baht	2015 Million Baht	2016 Million Baht	2015 Million Baht
Present value of employee benefit obligations	2,357.58	2,364.45	2,356.06	2,363.17

The movements in the long-term employee benefit obligations for the years ended September 30, 2016 and 2015 are as follows:

	Consolidated		The Company	
	2016 Million Baht	2015 Million Baht	2016 Million Baht	2015 Million Baht
Beginning balance as at October 1	2,364.45	2,333.70	2,363.17	2,332.15
Current service cost	137.37	140.41	137.18	140.19
Interest cost	66.09	53.90	66.05	53.87
Benefits paid	(210.33)	(163.56)	(210.34)	(163.04)
Ending balance as at September 30	2,357.58	2,364.45	2,356.06	2,363.17

Expenses recorded in the statements of income for the years ended September 30, 2016 and 2015 are as follows:

	Consolidated		The Company	
	2016 Million Baht	2015 Million Baht	2016 Million Baht	2015 Million Baht
Current service cost	138.66	145.35	138.47	145.12
Interest cost	66.09	53.90	66.05	53.87
Expenses recorded in the statements of income	204.75	199.25	204.52	198.99

Major actuarial assumptions

	Consolidated		The Company	
	2016	2015	2016	2015
Discount rate (%)	4.1,4.2	4.1,4.2	4.1	4.1
Average salary increase rate (%)	6.5,7.0 - 11.1	6.5,7.0 - 11.1	7.0 - 11.1	7.0 - 11.1
Inflation rate (%)	2.2	2.2	2.2	2.2

## 29. Provisions

	Consolidated and The Company		
	Noise impact	Lawsuit compensation	Total
	Million Baht	Million Baht	Million Baht
As at October 1, 2015	797.97	517.16	1,315.13
- Addition of provisions	-	30.15	30.15
- Used during the year	(248.78)	(12.27)	(261.05)
- Reversal of provision	-	(32.39)	(32.39)
As at September 30, 2016	549.19	502.65	1,051.84
- Short - term provisions	252.26	-	252.26
- Long - term provisions	296.93	502.65	799.58
Total	549.19	502.65	1,051.84

## 30. Other non-current liabilities

	Consolidated		The Company	
	2016 Million Baht	2015 Million Baht	2016 Million Baht	2015 Million Baht
Retentions	137.38	228.50	137.38	228.50
Refundable and guarantee deposits over 1 year	840.94	471.69	839.08	469.94
Deferred revenue	42.16	44.98	42.16	44.98
Cross currency swap contracts	592.74	2,396.06	592.74	2,396.06
Other non-current liabilities	109.87	32.43	109.87	32.43
Total	1,723.09	3,173.66	1,721.23	3,171.91

## 31. Share capital and premium on share capital

	No. of Shares	Share capital	Premium on share capital	Total
	Shares	Baht	Baht	Baht
As at September 30, 2016 and 2015	1,428,570,000	14,285,700,000	12,567,669,243	26,853,369,243

AOT had authorized share capital of 1,428,570,000 ordinary shares with a par value of Baht 10 per share (2015: 1,428,570,000 ordinary shares with a par value of Baht 10 per share). The shares were issued and fully paid-up.

### 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. Loss (gain) on foreign exchange

	Consolidated		The Company	
	2016 Million Baht	2015 Million Baht	2016 Million Baht	2015 Million Baht
Realised Gain	100.97	257.17	100.97	257.17
Unrealised Gain (Loss)	(285.77)	10.63	(285.77)	10.63
Total	(184.80)	267.80	(184.80)	267.80

### 34. State property rental

	Consolidated and The Company	
	2016 Million Baht	2015 Million Baht
Land used by AOT	2,203.36	1,893.05
Land used by Don Mueang International Airport Hotel Co.,Ltd. for hotel business	3.18	3.18
Total	2,206.54	1,896.23

The Treasury Department demanded for collect the compensation for using the state property from AOT at the rate of 5% of the operating income of Don Mueang Airport and Suvarnabhumi Airport and 2% for the other Regional Airports without any expense deduction. The compensation rates for Don Mueang Airport and Regional Airports will be adjusted, according to the rate set up by the Treasury Department, since the opening of Suvarnabhumi Airport. At present, it is under negotiation process. The compensation rate for Suvarnabhumi Airport will be adjusted, according to the rate set up by the Treasury Department, after AOT has been used state property at Suvarnabhumi Airport for 10 years. Currently, it is under the study of consultant provided by the Treasury Department. AOT recorded the compensation for state property rental at the above rates until present.

For the state property which AOT has rent to the Don Mueang International Airport Hotel Co., Ltd. to operate a hotel business, the Treasury Department approved AOT to use the state property for another 20 years since June 1, 2011 onwards. The state property rental fee is Baht 3.18 million per year and will be increased 15% every 5 years and the agreement renewal charge is Baht 33.37 million. Therefore, AOT has adjusted requirements of the agreement renewal of Don Mueang International Airport Hotel Co.,Ltd. However, the Don Mueang International Airport Hotel Co., Ltd did not accept all requirements of the agreement renewal of Amari Don Mueang Airport Hotel's business licenses. Therefore, AOT brought the agreement renewal issue to discuss with the Office of the Attorney General. AOT recorded the state property rental fee at the former rate.



**35. Property tax (reversal)**

	Consolidated		The Company	
	2016 Million Baht	2015 Million Baht	2016 Million Baht	2015 Million Baht
Property tax	111.09	228.92	108.32	226.15
Reversal of property tax	-	(3,059.17)	-	(3,059.17)
Total	111.09	(2,830.25)	108.32	(2,833.02)

**36. Loss on impairment of assets**

	Consolidated		The Company	
	2016 Million Baht	2015 Million Baht	2016 Million Baht	2015 Million Baht
Loss on impairment of Mae Fah Luang Chiang Rai Airport	35.49	86.83	35.49	86.83
Total	35.49	86.83	35.49	86.83

**37. Other expenses**

	Consolidated		The Company	
	2016 Million Baht	2015 Million Baht	2016 Million Baht	2015 Million Baht
Operating expenses	2,363.73	2,132.87	1,985.43	1,763.87
Non-operating expenses	47.51	(48.97)	47.51	(48.97)
Total	2,411.24	2,083.90	2,032.94	1,714.90

### 38. Financial costs

	Consolidated		The Company	
	2016 Million Baht	2015 Million Baht	2016 Million Baht	2015 Million Baht
Interest expense of loans from financial institutions	1,309.78	1,531.78	1,283.88	1,497.15
Interest expense from finance leased liabilities	66.98	73.31	66.92	73.09
Total	1,376.76	1,605.09	1,350.80	1,570.24

### 39. Dividends

On January 22, 2016, the Annual Shareholders' meeting of AOT approved the dividend payment for the year 2015 of Baht 6.54 per share to shareholders who are entitled to dividends, amounting to Baht 9,341.92 million. The details are as follows:

- On February 4, 2016, AOT paid the remaining of dividend payment for the year 2015 of Baht 5.00 per share to shareholders who are entitled to dividends, amounting to Baht 7,142.26 million.
- On June 18, 2015, AOT paid an interim dividend payment for the year 2015 on operating results for the half-year period from October 1, 2014 to March 31, 2015 of Baht 1.54 per share to shareholders who are entitled to dividends, amounting to Baht 2,199.66 million.

On January 23, 2015, the Annual Shareholders' meeting of AOT approved the dividend payment for the year 2014 of Baht 3.40 per share to shareholders who are entitled to dividends, amounting to Baht 4,856.89 million. AOT paid the dividends on February 5, 2015.

### 40. 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		The Company	
	2016	2015	2016	2015
Profit attributable to ordinary equity holders of the parent (Baht)	19,571,456,335	18,728,647,916	19,523,288,015	18,696,536,989
Weighted average number of ordinary shares (Share)	1,428,570,000	1,428,570,000	1,428,570,000	1,428,570,000
Basic earnings per share (Baht)	13.70	13.11	13.67	13.09

The Group didn't issue diluted ordinary shares during the reporting period, therefore, there was no presentation of diluted earnings per share.

#### 41. Fair value hierarchy

As at September 30, 2016 the Group had the following financial assets that were measured at fair value using different levels of inputs:

	Consolidated and The Company		
	Level 1 Million Baht	Level 2 Million Baht	Level 3 Million Baht
Financial assets measured by fair value			
Assets as at September 30, 2016			
- Available-for-sale investments			
Equity instruments	1,166.64	-	-
Assets as at September 30, 2015			
- Available-for-sale investments			
Equity instruments	785.26	-	-

As at September 30, 2016 the Group had the following assets that were disclosed at fair value using different levels of inputs:

	Consolidated and The Company		
	Level 1 Million Baht	Level 2 Million Baht	Level 3 Million Baht
Assets disclosed at fair value			
- Investment properties (Note 17)			
Land	-	2,688.28	-
Building and building improvement	-	-	127,920.76
- Cross currency swap contract (Note 42)	-	982.73	-

## 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, 2016 and 2015 are as follows:

	Consolidated					
	2016					
	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	-	325.76	-	-	-	325.76
Cash equivalents	0.99	5,560.50	-	-	-	5,560.50
Short-term investments and investment in bonds	1.75	54,659.12	-	-	-	54,659.12
Deposits in financial institution over 1 year	1.70	700.00	-	-	-	700.00
		61,245.38	-	-	-	61,245.38
Short-term loans from financial institution	4.85	30.00	-	-	-	30.00
Domestic loans	5.48	163.94	167.04	25.75	-	356.73
Foreign loans	1.70	4,261.73	4,261.73	11,229.56	10,975.13	30,728.15
		4,455.67	4,428.77	11,255.31	10,975.13	31,114.88

	Consolidated					
	2015					
	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	-	166.85	-	-	-	166.85
Cash equivalents	0.73	2,923.40	-	-	-	2,923.40
Short-term investments and investment in bonds	2.50	45,458.34	-	-	-	45,458.34
		48,548.59	-	-	-	48,548.59
Domestic loans	5.69	168.44	163.94	192.79	-	525.17
Foreign loans	1.69	3,763.61	3,763.61	10,832.89	12,540.07	30,900.18
		3,932.05	3,927.55	11,025.68	12,540.07	31,425.35



	The Company					
	2016					
	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	-	328.16	-	-	-	328.16
Cash equivalents	0.99	5,540.85	-	-	-	5,540.85
Short-term investments and investment in bonds	1.75	54,659.12	-	-	-	54,659.12
Deposits in financial institution over 1 year	1.70	700.00	-	-	-	700.00
		61,228.13	-	-	-	61,228.13
Foreign loans	1.70	4,261.73	4,261.73	11,229.56	10,975.13	30,728.15

	The Company					
	2015					
	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	-	164.59	-	-	-	164.59
Cash equivalents	0.74	2,909.74	-	-	-	2,909.74
Short-term investments and investment in bonds	2.50	45,458.34	-	-	-	45,458.34
		48,532.67	-	-	-	48,532.67
Foreign loans	1.69	3,763.61	3,763.61	10,832.89	12,540.07	30,900.18

### 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 92.60% 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 50:26:24 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 982.73 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

	The Company	
	2016 Million Baht	2015 Million Baht
<u>Trade accounts receivable</u>		
Subsidiary	51.48	50.51
<u>Other current liabilities</u>		
Subsidiary	1.68	1.82

#### 43.2 Revenues and expenses

	The Company	
	2016 Million Baht	2015 Million Baht
<u>Revenues</u>		
Rental incomes from subsidiary	20.18	20.18
Service revenues from subsidiary	25.51	28.97
Concession revenues from subsidiary	18.02	14.44
Total	63.71	63.59
<u>Expenses</u>		
Employee benefit expenses from subsidiary	0.84	0.53
Other expenses from subsidiary	1.01	1.49
Total	1.85	2.02

### 43.3 Management remuneration

	Consolidated		The Company	
	2016 Million Baht	2015 Million Baht	2016 Million Baht	2015 Million Baht
Short-term employee benefits	131.87	124.80	127.83	121.65
Post-employee benefits	3.06	3.16	3.06	3.16
Total	134.93	127.96	130.89	124.81

### 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, 2016 and 2015 comprises of;

	Consolidated and The Company	
	2016 Million Baht	2015 Million Baht
Contracts for Head Office, Don Mueang and Regional Airports	1,891.47	2,036.80
Contracts for Suvarnabhumi Airport	14,055.01	477.80
Noise Impact	79.98	214.48
Total	16,026.46	2,729.08

Operating expense commitments (VAT included), as at September 30, 2016 and 2015 comprises of;

	Consolidated		The Company	
	2016 Million Baht	2015 Million Baht	2016 Million Baht	2015 Million Baht
Contracts with private sector	3,647.46	3,427.65	3,647.46	3,427.65
Hotel management contract and logo fee	1,008.53	1,121.04	-	-
Repair and maintenance contracts	2,879.74	3,235.16	2,879.74	3,235.16
Properties leasing contracts	1,240.73	729.96	1,240.73	729.96
Total	8,776.46	8,513.81	7,767.93	7,392.77

As at September 30, 2016, Suvarnabhumi Airport Hotel has obligations arising from 20-year-contract of hotel management (February 1, 2005-January 31, 2025) in the amount of Baht 999.97 million for hotel management fee (wages and personnel expenses) and Baht 8.56 million for the logo fee. The total obligations were Baht 1,008.53 million.

## 45. Contingent liabilities

### 45.1 Lawsuits

AOT was prosecuted with 31 cases and 562 litigation groups which comprise of:

- 45.1.1 30 general cases. The plaintiff filed a lawsuit against AOT to compensate for the damages in an approximate amount of Baht 2,446.70 million (excluding interest). The cases are under consideration of the court and insurance company and not settled. The attorney-at-law of the Office of the Attorney General represents AOT.
- 45.1.2 562 litigation groups (regrouping of the cases) resulting from impact of noise pollution. The plaintiff sued AOT to pay damages totalling Baht 2,035.72 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 A private company filed a lawsuit against AOT for a case about the termination of contract for building and parking management 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. The private company appealed the case. The case is currently under consideration of the Supreme Administrative Court.

The plaintiff sued AOT at the civil court for infringement and requested for an injunction. On December 14, 2012, the civil court considered that the case should be under the authority of the Administrative Court and the case be transferred to the Central Administrative Court. On March 28, 2013, the Central Administrative Court decided to reject the accusation of infringement and stroked the case out of the case list. The private company appealed the order of the Central Administrative Court. Subsequently, on July 5, 2013, the Supreme Administrative Court issued an order to uphold the Central Administrative Court's decision, which rejected the plaint and returned money that the litigant placed at the court to AOT. Subsequently, the private company filed a motion requesting the Central Administrative Court to reconsider the case.

However, the Central Administrative Court rejected this motion. Therefore, the private company filed an appeal to the Supreme Administrative Court. The Supreme Administrative Court agreed with the judgment of the Administrative Court and rejected the motion. The case is finalised and AOT received the money from the court amounting to Baht 372.94 million on October 30, 2015.

As at September 30, 2016, AOT have provision for liabilities incurred from 15 cases of lawsuits amounting to Baht 502.65 million.

### 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.

As at September 30, 2016, AOT have provision for compensation for noise impact amounting to Baht 549.19 million to improve building and construction.

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 B.E.2530 (1987).

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 cases No. (Black) 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.

#### 45.4 Request for a fine and surcharge exemption or a reduction regarding value added tax (VAT) submission for Suvarnabhumi Airport

AOT has requested for VAT refund for a whole building area amount of Suvarnabhumi Airport from the Revenue Department since the taxable months of January 2006 to June 2009. Subsequently, AOT explored the actual space used and filed an estimate of the building area to be used, the date that construction will be completed, and details of when the building will start to be used. As a result, AOT had to file additional VAT with a fine totalling Baht 34.96 million and a surcharge amounting to Baht 17.51 million. AOT had already submitted the additional VAT on March 12, 2010. However, AOT sent a letter to the Revenue Department for the fine and surcharge exemption or reduction and prolongation of VAT adjustment filing. This case is currently being considered by the Revenue Department. AOT has pledged a bond amounting to Baht 55.00 million (Note 13) as collateral for the fine and surcharge.

#### 46. Suvarnabhumi Airport development project

On November 18, 2015, AOT's Board of Directors' Meeting No. 12/2015 acknowledged the progress of Suvarnabhumi Airport development project (fiscal year 2011-2017). The project is currently at the preparing for construction stage. The main works are the construction of the Secondary Airfield Satellite Building No.1 (B2, B1 and G floors), the aircraft parking areas of the Secondary Airfield Satellite Building No.1 and south tunnel connection (structure and main system) and the construction of utilities including electricity and cooling water systems. AOT needs to speed up the process in order to complete the project within the agreed timeframe.

On February 17, 2016, AOT's Board of Directors' Meeting No. 3/2016 passed a resolution to agree with the revised version of the master plan of Suvarnabhumi Airport. AOT has development plan and utilisation plan at the Suvarnabhumi Airport. The development plan composed of a short-term plan (fiscal year 2016 - 2021), a medium-term plan (fiscal year 2021 - 2026) and a long-term plan (fiscal year 2025 - 2030). The utilisation plan composed of 7 areas including flight zone, terminal building, warehouse, aircraft support, areas for member of the royal family, general flight, helicopter and commercial zone.

On July 27, 2016, AOT's Board of Directors' Meeting No. 9/2016 passed a resolution for AOT to engage in a construction of the Secondary Airfield Satellite Building No.1 (B2, B1 and G floors), the aircraft parking areas of the Secondary Airfield Satellite Building No.1 and south tunnel connection (structure and main system) of Suvarnabhumi Airport development project (fiscal years 2011-2017). The total project cost is Baht 12,050.41 million (included VAT 7%). The project covers a period of 780 days starting from the date AOT informs the constructor to commence the work. The Board also passed a resolution for AOT to engage in a construction of the utility system of Suvarnabhumi Airport as part of the development project (fiscal years 2011-2017). The total cost of this project is Baht 1,980.00 million (including VAT 7%). The project covers a period of 990 days starting from the date AOT informs the constructor to commence the work. AOT entered into a construction agreement for this project on August 25, 2016.

On August 19, 2016, AOT's Board of Directors' Meeting No. 10/2016 passed a resolution for AOT to engage a construction advisor for Suvarnabhumi Airport development project (fiscal year 2011-2017). The cost of advisor is Baht 879.99 million (including VAT 7%). AOT entered into a construction advisor agreement on August 25, 2016. The construction advisor will be engaged for a period of 39 months starting from September 1, 2016 to November 30, 2019.





Airports of Thailand Public Company Limited [AOT]

333 Cherdwutagard Road, Srikan Subdistrict, Don Mueang District, Bangkok 10210, Thailand

Tel : (66) 2535 1192

Fax : (66) 2535 4061

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

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



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