



# **Annual Registration Statement / Annual Report**

## **Form 56-1 One Report**

### **(Structured Data Report)**

**AIRPORTS OF THAILAND PUBLIC COMPANY LIMITED**

**Fiscal Year End 30 September 2023**



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# Group Structure and Operations

## Group Structure and Operations

### Business Overview and Policies (1.1)

#### Company Information (1.1.5)

Company Name : AIRPORTS OF THAILAND PUBLIC COMPANY LIMITED

Symbol : AOT

Address : 333 CHERDWUTAGARD ROAD DON MUEANG

Province : Bangkok

Postcode : 10210

Business : AOT is the operator of airport business in Thailand, the core tasks of which are airport management and development of country's 6 international airports, namely Suvarnabhumi, Don Mueang, Chiang Mai, Mae Fah Luang-Chiang Rai, Phuket and Hat Yai. All 6 serve both domestic and international flights with Suvarnabhumi designated as the country's main airport.

Registration Number : 0107545000292

Telephone : 0-2535-1111

Fax (if applicable) : 0-2531-5559, 0-2535-4061

Website : [www.airportthai.co.th](http://www.airportthai.co.th)

Email : [aotpr@airportthai.co.th](mailto:aotpr@airportthai.co.th)

Total Shares Sold (shares)

Common Stock : 14,285,700,000

Preferred Stock : 0

## Business Operations (1.2)

### Revenue Structure (1.2.1)

#### By Product Line or Business Grouping\*

	2021	2022	2023
Total (Thousand baht)	7,543,968.49	17,891,857.90	48,445,503.32
Airport business (Thousand baht)	6,568,281.16	15,397,616.25	45,404,618.65
Hotel business (Thousand baht)	419,344.11	560,237.71	688,236.38
Ground aviation services (Thousand baht)	97,941.06	599,765.18	1,973,919.94
Security business (Thousand baht)	37.95	2,404.00	74,140.17
Project on perishable goods (Thousand baht)	0.00	0.00	0.00
Other Income (Thousand baht)	458,364.21	1,331,834.76	304,588.18

	2021	2022	2023
Total (%)	100.00	100.00	100.00
Airport business (%)	87.07	86.06	93.72
Hotel business (%)	5.56	3.13	1.42
Ground aviation services (%)	1.30	3.35	4.07
Security business (%)	0.00	0.01	0.15
Project on perishable goods (%)	0.00	0.00	0.00
Other Income (%)	6.08	7.44	0.63

#### By Geographical Area or Market\*

	2021	2022	2023
Total (Thousand baht)	7,543,968.49	17,891,857.90	48,445,503.32
Domestic (Thousand baht)	7,543,968.49	17,891,857.90	48,445,503.32

International (Thousand baht)	0.00	0.00	0.00
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	2021	2022	2023
Total (%)	100.00	100.00	100.00
Domestic (%)	100.00	100.00	100.00
International (%)	0.00	0.00	0.00

\*Excluding the profit margins in the associated companies

### Information on Products and Services (1.2.2)

#### Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2021	2022	2023
R&D expenses in the past 3 years	N/A	N/A	N/A

# Risk Management

# Risk Management

## Risk Factors (2.2)

**Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)**

**Risk in airport management and operation according to safety and security standards**

**Risk Management Measures:** Yes

**Related Risk Topics**

Compliance Risk

- Violations of laws and regulations
- Corporate Governance

**Risk from AOT's capacity enhancement project**

**Risk Management Measures:** Yes

**Related Risk Topics**

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Damage to company image and reputation

**Risk from unpreparedness in flight and passenger capacity recovery of airports**

**Risk Management Measures:** Yes

**Related Risk Topics**

Strategic Risk

- Business operations of partners in the supply chain
- Damage to company image and reputation



# Sustainable Development

# Sustainable Development

## Sustainability Management Policy and Targets (3.1)

### Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://corporate.airportthai.co.th/storage/2021/03/%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%9A%E0%B8%A3%E0%B8%B4%E0%B8%AB%E0%B8%B2%E0%B8%A3%E0%B8%88%E0%B8%B1%E0%B8%94%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%94%E0%B9%89%E0%B8%B2%E0%B8%99%E0%B8%84%E0%B8%A7%E0%B8%B2%E0%B8%A1%E0%B8%A2%E0%B8%B1%E0%B9%88%E0%B8%87%E0%B8%A2%E0%B8%B7%E0%B8%99.pdf>

## Environmental Aspect (3.3)

### Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <https://corporate.airportthai.co.th/wp-content/uploads/2020/08/%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%AA%E0%B8%B4%E0%B9%88%E0%B8%87%E0%B9%81%E0%B8%A7%E0%B8%94%E0%B8%A5%E0%B9%89%E0%B8%AD%E0%B8%A1-63.pdf>

Company environmental guideline : Electricity Management, Water Management, Waste Management, Greenhouse Gas and Climate Change Management

### Results with Respect to the Environmental Aspect (3.3.2)

#### Energy management

- Electricity consumption

	2021	2022	2023
Amount of electricity purchased (kWh)	241,187,004.00	287,875,486.00	540,392,194.00

## Water management

### • Water consumption

	2021	2022	2023
Water consumption (cubic meters)	5,944,712.40	6,252,996.88	8,414,749.44

## Waste management

### • Waste from operations

	2021	2022	2023
Non-hazardous waste (kg)	34,167,333.00	38,558,885.40	50,642,283.00
Hazardous waste (kg)	34,236,070.00	38,646,256.40	50,758,793.00
<b>Total (kg)</b>	<b>68,403,403.00</b>	<b>77,205,141.80</b>	<b>101,401,076.00</b>

## Greenhouse gas management

### • Greenhouse gas emissions

	2021	2022	2023
GHG emission target	N/A	N/A	N/A
Scope 1 (Tons of carbon dioxide equivalents)	2,499.25	N/A	N/A
Scope 2 (Tons of carbon dioxide equivalents)	178,974.37	N/A	N/A
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
<b>Total (Tons of carbon dioxide equivalents)</b>	<b>181,473.62</b>	<b>0.00</b>	<b>0.00</b>

### • Verification of greenhouse gas emissions over the past year

Third-party verification : No

## Social Aspect (3.4)

### Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://corporate.airportthai.co.th/storage/2021/03/3.2.1-AOT-Human-Rights-Policy.pdf>

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

### Results with Respect to the Social Aspect (3.4.2)

#### Information about employees

##### • Total number of employees

	2021	2022	2023
Number of male employees (persons)	3,814	3,748	4,072
Number of female employees (persons)	2,427	2,403	2,713
<b>Total (persons)</b>	<b>6,241</b>	<b>6,151</b>	<b>6,785</b>

##### • Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	3,672,135,994.68	3,790,152,177.24	3,937,880,638.68

##### • Employee development and training

	2021	2022	2023
Average training hours of employees (hour / person / year)	3.35	5.54	2.31
Employee development and training expenses (baht)	11,794,411.25	36,887,580.75	77,072,110.59

##### • Health, safety and work environment

	2021	2022	2023
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Number of employee work injuries leading to employee absence (times)	3	6	8
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• **Employee retention**

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	1.65	2.05	3.42

• **Significant labor dispute**

	2021	2022	2023
Significant labor dispute	No	No	No

# Corporate Governance Policy

## Corporate Governance Policy

### Overview of the Corporate Governance Policy and Guideline (6.1)

#### Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : [https://corporate.airportthai.co.th/storage/2023/10/AOT\\_Good\\_Governance\\_Policy\\_for\\_2566.pdf](https://corporate.airportthai.co.th/storage/2023/10/AOT_Good_Governance_Policy_for_2566.pdf)

#### Policy and Guideline Related to the Board of Directors (6.1.1)

##### Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation

## Code of Conduct (6.2)

### Establishing a Code of Conduct

#### Establishing a Code of Conduct

Code of Conduct : Yes

##### Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing

Corporate Governance Structure  
and Significant Information Regarding  
the Board of Directors, Subcommittees,  
Management,  
Employee and Other Information



## Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

### Board of Directors (7.2)

#### Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	13	100.00
Number of male directors	10	76.92
Number of female directors	3	23.08
Number of executive directors	1	7.69
Number of non-executive directors	12	92.31
Number of independent directors	9	69.23

#### Information on the board of directors and persons with authority to control the company (7.2.2)

##### List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SARAWUT SONGSIVILAI Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive)  Director type: Re-elected as director	17 Feb 2021	Corporate Management, Transportation & Logistics, Engineering

2.	Mr. WARA TONGPRASIN Gender: Male Age: 52 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	16 Jul 2014	Law, Corporate Management, Audit, Finance, Transportation & Logistics, Sustainability, Internal Control, Governance/ Compliance
3.	POL. GEN. MANOO MEKMOK Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	15 Nov 2016	Law, Corporate Management, Transportation & Logistics
4.	Ms. SUTTIRAT RATTANACHOT Gender: Female Age: 64 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	27 Jan 2012	Law, Corporate Management, Finance, Transportation & Logistics, Accounting
5.	ACM BHANUPONG SEYAYONGKA Gender: Male Age: 64 years old Highest level of education: Bachelor's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	21 Oct 2019	Corporate Management, Transportation & Logistics, Audit, Internal Control, Governance/ Compliance

6.	Mr. KRIT SESAVEJ Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	29 Nov 2019	Corporate Management, Risk Management, Marketing
7.	Ms. SUPAWAN TANOMKIEATIPUME Gender: Female Age: 61 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	29 Jul 2020	Strategic Management, Corporate Management, Tourism & Leisure, Risk Management
8.	Mrs. PHONGSAWARD NEELAYODHIN Gender: Female Age: 56 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	17 Feb 2021	Law, Corporate Management, Transportation & Logistics
9.	Mr. PHANTONG LOYKULNANTA Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	17 Feb 2021	Corporate Management, Transportation & Logistics, Engineering, Information & Communication Technology

10.	Mr. JIRAPON SUNKPHO Gender: Male Age: 51 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	23 Jun 2021	Data Management, Engineering, Information & Communication Technology
11.	Mr. KRICHTHEP SIMLEE Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Master of Arts Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	24 Jan 2018	Corporate Management, Transportation & Logistics, Strategic Management, Engineering
12.	Mr. APIRAT CHAIWONGNOI Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	22 Jun 2022	Corporate Management, Transportation & Logistics, Engineering
13.	Pol.Lt.Gen. JIRABHOP BHURIDEJ Gender: Male Age: 48 years old Highest level of education: Doctoral degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	20 Jan 2023	Information & Communication Technology, IT Management

#### List of directors who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
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1.	Mr. NITINAI SIRISMATTHAKARN Gender: Male Age: 52 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)	Date position was assumed: 22 Jun 2016 Date directorship ended: 20 Apr 2023	No replacement director
2.	Mrs. NATJAREE ANUNTASILPA Gender: Female Age: 53 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 25 Jan 2019 Date directorship ended: 1 Apr 2023	No replacement director
3.	Ms. PHADCHA PONGKEERATYUT Gender: Female Age: 64 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 21 Oct 2020 Date directorship ended: 1 Dec 2022	Pol.Lt.Gen. JIRABHOP BHURIDEJ Date position was assumed: 20 Jan 2023

### Other Information pertaining to committees

The Chairman is an independent director : No

The Chairman and the manager are the same person : No

The Chairman and the manager are members of the same family : No

The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings : Yes

## Sub-committees (7.3)

### Information about sub-committees (7.3.2)

#### Audit Committee

##### List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. WARA TONGPRASIN [1] Gender: Male Age: 52 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)  Director type: Original director	3 Feb 2020	Law, Corporate Management, Audit, Finance, Transportation & Logistics, Sustainability, Internal Control, Governance/ Compliance
2. Mr. JIRAPON SUNKPHO Gender: Male Age: 51 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Original director	2 Dec 2022	Data Management, Engineering, Information & Communication Technology
3. Mr. KRICHTHEP SIMLEE Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Master of Arts Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Original director	1 Apr 2023	Corporate Management, Transportation & Logistics, Strategic Management, Engineering

[1] A director with the accounting expertise needed to review financial statements

#### List of audit committee who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mrs. NATJAREE ANUNTASILPA Gender: Female Age: 53 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 25 Jan 2019 Date directorship ended: 1 Apr 2023	No replacement director
2. Ms. PHADCHA PONGKEERATYUT Gender: Female Age: 64 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 21 Dec 2021 Date directorship ended: 1 Dec 2022	No replacement director

[1] A director with the accounting expertise needed to review financial statements

#### Executive Committee

##### List of executive committee members

General information	Position	Date position was assumed
1. Mr. NITINAI SIRISMATTHAKARN Gender: Male Age: 52 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	22 Jun 2016

2.	Mr. APIRAT CHAIWONGNOI Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	1 Feb 2023
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**List of executive committee members who resigned/vacated their position during the year**

General information	Position	Tenure	Replacement Director
1. Mr. NITINAI SIRISMATTHAKARN Gender: Male Age: 52 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 22 Jun 2016 Date directorship ended: 20 Apr 2023	No replacement director

**Other sub-committees**

**Sub-committees information**

Name of sub-committees	List of directors	Position
The Audit Committee	Mr. WARA TONGPRASIN Mr. KRICHTEP SIMLEE Mr. JIRAPON SUNKPHO	Chairman Member Member
The Nomination Committee	POL. GEN. MANOO MEKMOK Mr. APIRAT CHAIWONGNOI Pol.Lt.Gen. JIRABHOP BHURIDEJ	Chairman Member Member
The Remuneration Committee	Ms. SUTTIRAT RATTANACHOT Ms. SUPAWAN TANOMKIEATIPUME Mr. PHANTONG LOYKULNANTA	Chairman Member Member
The Corporate Governance Committee	ACM BHANUPONG SEYAYONGKA Mr. WARA TONGPRASIN Ms. SUPAWAN TANOMKIEATIPUME	Chairman Member Member



The Risk Management Committee	Mr. KRIT SESAVEJ	Chairman
	Mr. KRICHTHEP SIMLEE	Member
	Ms. SUPAWAN TANOMKIEATIPUME	Member

#### **Roles of Sub-committees**

Sub-committees responsible for risk management : The Risk Management Committee

Sub-committees responsible for nomination : The Nomination Committee

Sub-committees responsible for remuneration : The Remuneration Committee

Sub-committees responsible for corporate governance : The Corporate Governance Committee

Sub-committees responsible for corporate sustainability development : The Corporate Governance Committee

## Executives (7.4)

### List and positions of the executive (7.4.1)

#### The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. KERATI KIJMANAWAT Gender: Male Age: 45 years old Highest level of education: Doctoral degree Major: Engineering	PRESIDENT	24 Apr 2023	Transportation & Logistics, Project Management, Engineering, Risk Management
2. Mr. Kittipoj Venunantana Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Computer Science	Senior Executive Vice President(Digital and Communications Technology)	5 May 2020	Information & Communication Technology, IT Management
3. Mr. Anake Teeraviwatcha Gender: Male Age: 54 years old Highest level of education: Doctoral degree Major: Doctor of Architecture	Senior Executive Vice President (Corporate Strategy)	1 Oct 2020	Strategic Management, Architecture
4. Mrs. Chadanisa Chumnanvej Gender: Female Age: 55 years old Highest level of education: Master's degree Major: Political Science	Senior Executive Vice President (Regional Airports)	24 Aug 2022	Transportation & Logistics, Human Resource Management
5. Mr. Chenwit Musikarat [1] Gender: Male Age: 56 years old Highest level of education: Bachelor's degree Major: Accounting	Senior Executive Vice President (Accounting and Finance)	1 Oct 2021	Accounting, Finance

6.	Mr. Sirote Duangratana Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Finance	Senior Executive Vice President (Business Development and Marketing)	1 Oct 2020	Marketing
7.	Flight Lieutenant Thummavudth Nonsee Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Engineering	Senior Executive Vice President (Airport and Aviation Standard)	1 Oct 2019	Transportation & Logistics
8.	Mr. Kittipong Kittikachorn Gender: Male Age: 52 years old Highest level of education: Bachelor's degree Major: Business Administration	General Manager of Suvarnabhumi Airport	1 Oct 2021	Corporate Management, Transportation & Logistics
9.	Mr. Monchai Tanode Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Business Administration	General Manager of Phuket International Airport	1 Oct 2021	Transportation & Logistics, Corporate Management
10.	Mrs. Mananya Benjakul Gender: Female Age: 60 years old Highest level of education: Master's degree Major: Law	Senior Executive Vice President (Human Resources and Administration)	24 Aug 2022	Law, Human Resource Management
11.	Mrs. Unchalee Pramualcharoenkit Gender: Female Age: 57 years old Highest level of education: Master's degree Major: Economics	Executive Vice President (Accounting and Finance 1)	1 Oct 2021	Finance, Accounting
12.	Ms. Patcharawalai Tunprawat Gender: Female Age: 44 years old Highest level of education: Master's degree Major: Accounting	Executive Vice President (Accounting and Finance 2)	1 Oct 2021	Accounting

13.	Mr. Chaiyot Chupanya Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Accounting	Deputy General Manager of Suvarnabhumi Airport (Business Support Group)	1 Oct 2020	Corporate Management
14.	Mr. Thanom Tungtongpairoj Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Accounting	Vice President, Finance Department	1 Oct 2021	Accounting, Finance
15.	Mrs. Boonploog Noinamkham [2] Gender: Female Age: 54 years old Highest level of education: Master's degree Major: Accounting	Vice President, Accounting Department	21 Sep 2022	Accounting, Finance
16.	Mrs. Unchana Uthumma Gender: Female Age: 58 years old Highest level of education: Master's degree Major: Management	Vice President, Accounting and Finance Department, Suvarnabhumi Airport	1 Oct 2021	Accounting, Corporate Management, Finance
17.	Mr. Karant Thanakuljeerapat Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Engineering	General Manager of Don Mueang International Airport	24 Aug 2022	Transportation & Logistics, Corporate Management, Engineering
18.	Wing Commander Matthayan Kraisornthongsri Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Political Science	AOT Senior Specialist 11	24 Aug 2022	Corporate Management
19.	Ms. Punyarut Tongjitti Gender: Female Age: 60 years old Highest level of education: Master's degree Major: Political Science	AOT Specialist 11	24 Aug 2022	Media & Publishing, Corporate Management

20.	Mr. Vijit Keawsaitiam	General Manager of	1 Oct 2021	Engineering
	Gender: Male	Chiang Mai		
	Age: 58 years old	International		
	Highest level of education: Master's degree	Airport		
	Major: Telecommunication Engineering			

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

## Remuneration policy for executives (7.4.2 – 7.4.3)

### Remuneration policy for executives

Remuneration policy for executives : No

### Remuneration

	2021	2022	2023
Total executive remuneration (baht)	47,649,223.78	45,737,535.08	69,854,048.95

### Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

## Employees (7.5)

### Information about company employees

#### Employees

Number of male employees (persons) : 4,072

Number of female employees (persons) : 2,713

**Total (persons)** : 6,785

#### Employee Remuneration

Total employee remuneration : 3,937,880,638.68

#### Provident fund

Total number of employees (persons) : 6,785

Number of employees contributing to the PVD (persons) : 6,007

Percentage of employees who are members (%) : 95.44

## Other Significant Information (7.6)

### Other significant information

#### Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Mrs. Boonploog Noinamkham	boonploog.n@airportthai.co.th	0 2535 5890

- Company secretary

General information	Email	Telephone
1. Mr. Krit Pakagij	krit.p@airportthai.co.th	0 2535 1003

- Head of internal audit

General information	Email	Telephone
1. Mr. Thanya Seingcharoen	thanya.s@airportthai.co.th	0 2535 5040

- Head of compliance unit

General information	Email	Telephone
1. Police Lieutenant Jueathip Plathong	jueathip.p@airportthai.co.th	0 2535 5620

• Head of investor relations

General information	Email	Telephone
1. Ms. Panpilai Vajanapoom	panpilai.v@airportthai.co.th	0 2535 5980

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. EY OFFICE LIMITED	<p>1. Mrs. Gingkarn Atsawarangsalit Email: gingkarn.atsawarangsalit@th.ey.com Telephone: 0 2264 0777</p> <p>2. Ms. Sumana Punpongsanon Email: sumana.punpongsanon@th.ey.com Telephone: 0 2264 0777</p>	5,700,000.00	-



# Performance Report on Corporate Governance

# Performance Report on Corporate Governance

## Summary of Director Performance (8.1)

### Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

#### List of new directors appointed in the past year

• List of continuing directors (full term of directorship and being re-appointed as a director)

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SARAWUT SONGSIVILAI Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive)  Director type: Re-elected as director	Date position was assumed: 17 Feb 2021	Corporate Management, Transportation & Logistics, Engineering
2. POL. GEN. MANOO MEKMOK Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 15 Nov 2016	Law, Corporate Management, Transportation & Logistics
3. Mrs. PHONGSAWARD NEELAYODHIN Gender: Female Age: 56 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 17 Feb 2021	Law, Corporate Management, Transportation & Logistics

4.	Mr. APIRAT CHAIWONGNOI	Director (Executive)	Date position was assumed: 22 Jun 2022	Corporate Management, Transportation & Logistics, Engineering
	Gender: Male			
	Age: 59 years old			
	Highest level of education:	Director type: Re-elected as director		
	Master's degree			
	Major: Engineering			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

• List of newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Pol.Lt.Gen. JIRABHOP BHURIDEJ	Director	Date position was assumed:	Information & Communication
Gender: Male	(Non-executive,		Technology, IT Management
Age: 48 years old	Independent director)	20 Jan 2023	
Highest level of education:			
Doctoral degree	Director type: Newly		
Major: Science	appointed director to		
Thai nationality: Yes	replace ex-director		
Residing in Thailand: Yes			

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. SARAWUT SONGSIVILAI	Chairman of the board	Non-participating
Mr. WARA TONGPRASIN	Director	Non-participating
POL. GEN. MANOO MEKMOK	Director	Participating
Ms. SUTTIRAT RATTANACHOT	Director	Non-participating
ACM BHANUPONG SEYAYONGKA	Director	Participating
Mr. KRIT SESAVEJ	Director	Participating
Ms. SUPAWAN TANOMKIEATIPUME	Director	Participating
Mrs. PHONGSAWARD NEELAYODHIN	Director	Non-participating
Mr. PHANTONG LOYKULNANTA	Director	Non-participating

Mr. JIRAPON SUNKPHO	Director	Participating
Mr. KRICHTHEP SIMLEE	Director	Non-participating
Mr. APIRAT CHAIWONGNOI	Director	Participating
Pol.Lt.Gen. JIRABHOP BHURIDEJ	Director	Participating
Mr. NITINAI SIRISMATTHAKARN	Director	Non-participating
Mrs. NATJAREE ANUNTASILPA	Director	Non-participating
Ms. PHADCHA PONGKEERATIYUT	Director	Non-participating

### Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment, Individual-director assessment (self-assessment)

### Meeting attendance and remuneration to each Board member (8.1.2)

#### Meeting attendance of the board of directors

Date of AGM meeting : 20 Jan 2023

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. SARAWUT SONGSIVILAI (Chairman of the board)	-	15/15	Participating	Did not hold the meeting
2. Mr. WARA TONGPRASIN (Director)	-	15/15	Participating	Did not hold the meeting
3. POL. GEN. MANOO MEKMOK (Director)	-	15/15	Participating	Did not hold the meeting
4. Ms. SUTTIRAT RATTANACHOT (Director)	-	15/15	Participating	Did not hold the meeting

5.	ACM BHANUPONG SEYAYONGKA (Director)	-	15/15	Participating	Did not hold the meeting
6.	Mr. KRIT SESAVEJ (Director)	-	15/15	Participating	Did not hold the meeting
7.	Ms. SUPAWAN TANOMKIEATIPUME (Director)	-	15/15	Participating	Did not hold the meeting
8.	Mrs. PHONGSAWARD NEELAYODHIN (Director)	-	10/15	Participating	Did not hold the meeting
9.	Mr. PHANTONG LOYKULNANTA (Director)	-	15/15	Participating	Did not hold the meeting
10.	Mr. JIRAPON SUNKPHO (Director)	-	15/15	Participating	Did not hold the meeting
11.	Mr. KRICHTEP SIMLEE (Director)	-	15/15	Participating	Did not hold the meeting
12.	Mr. APIRAT CHAIWONGNOI (Director)	-	14/15	Participating	Did not hold the meeting
13.	Pol.Lt.Gen. JIRABHOP BHURIDEJ (Director)	-	8/10	Non-participating	Did not hold the meeting
14.	Mr. NITINAI SIRISMATTHAKARN (Director)	20 Apr 2023	9/9	Participating	Did not hold the meeting
15.	Mrs. NATJAREE ANUNTASILPA (Director)	1 Apr 2023	9/9	Participating	Did not hold the meeting
16.	Ms. PHADCHA PONGKEERATYUT (Director)	1 Dec 2022	2/2	Non-participating	Did not hold the meeting

#### Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. SARAWUT SONGSIVILAI (Chairman of the board)	-	562,500.00	840,000.00	No
2.	Mr. WARA TONGPRASIN (Director)	-	573,750.00	870,000.00	No
3.	POL. GEN. MANOO MEKMOK (Director)	-	735,000.00	420,000.00	No

4.	Ms. SUTTIRAT RATTANACHOT (Director)	-	618,750.00	420,000.00	No
5.	ACM BHANUPONG SEYAYONGKA (Director)	-	675,000.00	420,000.00	No
6.	Mr. KRIT SESAVEJ (Director)	-	671,250.00	420,000.00	No
7.	Ms. SUPAWAN TANOMKIEATIPUME (Director)	-	615,000.00	420,000.00	No
8.	Mrs. PHONGSAWARD NEELAYODHIN (Director)	-	412,500.00	420,000.00	No
9.	Mr. PHANTONG LOYKULNANTA (Director)	-	648,750.00	420,000.00	No
10.	Mr. JIRAPON SUNKPHO (Director)	-	603,750.00	719,032.26	No
11.	Mr. KRICHTHEP SIMLEE (Director)	-	690,000.00	600,000.00	No
12.	Mr. APIRAT CHAIWONGNOI (Director)	-	682,500.00	420,000.00	No
13.	Pol.Lt.Gen. JIRABHOP BHURIDEJ (Director)	-	255,000.00	293,548.39	No
14.	Mr. NITINAI SIRISMATTHAKARN (Director)	20 Apr 2023	465,000.00	232,166.67	No
15.	Mrs. NATJAREE ANUNTASILPA (Director)	1 Apr 2023	318,750.00	390,000.00	No
16.	Ms. PHADCHA PONGKEERATYUT (Director)	1 Dec 2022	93,750.00	130,000.00	No

## Report on the Audit Committee's Performance for the Past Year (8.2)

### Report on the audit committee's performance for the past year

#### Meeting attendance of audit committee

Number of Audit committee meetings (times) : 15

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. WARA TONGPRASIN (Chairman of the audit committee)	-	15/15
2.	Mr. JIRAPON SUNKPHO (Audit committee)	-	12/13
3.	Mr. KRICHTHEP SIMLEE (Audit committee)	-	7/8
4.	Mrs. NATJAREE ANUNTASILPA (Audit committee)	1 Apr 2023	7/7

5. Ms. PHADCHA PONGKEERATYUT  
(Audit committee)

1 Dec 2022

2/2