



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

AIRPORTS OF THAILAND PUBLIC COMPANY LIMITED

Fiscal Year End 30 September 2025



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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, Sikan, Don Mueang

Province : Bangkok

Postcode : 10210

Business : Airport operator and other businesses related to or affiliated with the airport business

Registration Number : ทะเบียนนิติ บบจ. 0107545000292

Telephone : 0 2535 1192

Fax (if applicable) : 0 2535 5749

Website : <http://www.airportthai.co.th>

Email : 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

	2023	2024	2025
Total revenue from operations (Thousand baht)	48,445,503.32	67,827,796.78	68,586,382.12
Airport business (Thousand baht)	45,404,618.65	63,353,324.72	62,439,286.29
Hotel business (Thousand baht)	688,236.38	732,601.09	671,469.69
Ground aviation services (Thousand baht)	1,973,919.94	3,006,808.51	3,545,642.50
Security business (Thousand baht)	74,140.17	28,570.54	22,988.29
Project on perishable goods (Thousand baht)	0.00	0.00	0.00
Other Income (Thousand baht)	304,588.18	706,491.92	1,906,995.35

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Airport business (%)	93.72	93.40	91.04
Hotel business (%)	1.42	1.08	0.98
Ground aviation services (%)	4.07	4.43	5.17
Security business (%)	0.15	0.04	0.03
Project on perishable goods (%)	0.00	0.00	0.00
Other Income (%)	0.63	1.04	2.78

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	48,445,503.32	67,827,796.78	68,586,382.12
Domestic (Thousand baht)	48,445,503.32	67,827,796.78	68,586,382.12
International (Thousand baht)	0.00	0.00	0.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	100.00	100.00	100.00
International (%)	0.00	0.00	0.00

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	304,588.18	706,491.92	1,906,995.35
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	304,588.18	706,491.92	1,906,995.35

Share of profit of joint ventures and associates accounted for using equity method

	2023	2024	2025
Share of profit (Thousand baht)	-167.98	-576.21	-2,630.50

Remark : Revise the profit (loss) share of joint ventures and associates according to the equity method for the year 2023-2024.

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 : Yes

(Unit : Thousand baht)	2023	2024	2025
R&D expenses in the past 3 years	N/A	N/A	2,262,800.00

Remark : The 2025 R&D budget includes:

- The innovative prototype development project based on AOT's creative ideas in the amount of Baht 2,170,000
- The AOT Face Scan on Mobile (Enhanced) prototype development project in the amount of Baht 92,800

* Excluding VAT

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)

AOT is unable to develop infrastructure within the specified timeframe.

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Delays in the development of future projects

AOT is unable to develop its aviation operations as expected.

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Delays in the development of future projects

AOT might not be able to efficiently expand its revenue base from non-aviation businesses.

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Income volatility

AOT is unable to develop and improve the quality of its services as expected.

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Delays in the development of future projects

ESG operations are not enough to create corporate sustainability.

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk

AOT is unable to ensure its readiness for future business operations.

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Other

Data and information technology system insecurity within the organizations

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Violations of laws and regulations

AOT might not be able to manage its investment plans to meet its goals.

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Other

Risk of data/document leakage

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Systems or internal control system

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://corporatestrategy.airportthai.co.th/wp-content/uploads/2025/09/นโยบายการบริหารจัดการด้านความยั่งยืน-2568.pdf>
(if applicable)

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://corporatestrategy.airportthai.co.th/wp-content/uploads/2025/04/%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%94%E0%B9%89%E0%B8%B2%E0%B8%99%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%E0%B8%82%E0%B8%AD%E0%B8%87-%E0%B8%97%E0%B8%AD%E0%B8%97.pdf>
(if applicable)

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

• Fuel consumption

	2023	2024	2025
Diesel (Litres)	N/A	996,850.61	998,776.46
Gasoline (Litres)	N/A	210,447.33	1,181,861.78

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	540,392,194.00	597,544,355.80	604,145,757.70

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	8,414,749.44	9,671,089.00	9,185,175.60

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	50,642,283.00	54,859,544.62	52,742,979.80
Hazardous waste (Kilograms)	116,510.00	132,326.00	147,213.37
Total waste generated (Kilograms)	50,758,793.00	54,991,870.62	52,890,193.17

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	2,941.59	2,882.54	N/A
Scope 2 (Tons of carbon dioxide equivalents)	284,837.18	296,638.19	N/A
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	287,778.77	299,520.73	0.00

• 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://corporatestrategy.airportthai.co.th/wp-content/uploads/2025/09/%E0%B8%9B%E0%B8%A3%E0%B8%B0%E0%B8%81%E0%B8%B2%E0%B8%A8-%E0%B8%97%E0%B8%AD%E0%B8%97.-%E0%B9%80%E0%B8%A3%E0%B8%B7%E0%B9%88%E0%B8%AD%E0%B8%87-%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%B8%97%E0%B8%98%E0%B8%B4%E0%B8%A1%E0%B8%99%E0%B8%B8%E0%B8%A9%E0%B8%A2%E0%B8%8A%E0%B8%99-%E0%B8%9B%E0%B8%B5-68.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

	2023	2024	2025
Number of male employees (Persons)	4,116	4,132	4,351
Number of female employees (Persons)	2,740	2,744	3,006
Total number of employees (Persons)	6,856	6,876	7,357

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	3,937,880,638.68	4,259,468,357.88	4,503,092,466.84

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	33.42	39.21	44.43

Employee development and training expenses (baht)	77,072,110.59	148,721,623.64	208,481,490.00
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• **Health, safety and work environment**

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	6	7	8

• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	0.44	0.31	0.23

Remark : Revised the data on voluntary employee resignations for 2023–2025 to reflect only the number of employees who resigned from AOT employment, excluding those who withdrew from the provident fund.

• **Significant labor dispute**

	2023	2024	2025
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/2025/10/%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%98%E0%B8%A3%E0%B8%A3%E0%B8%A1%E0%B8%B2%E0%B8%A0%E0%B8%B4%E0%B8%9A%E0%B8%B2%E0%B8%A5-2568.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, Corporate Governance of Subsidiaries and Associated Companies

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	14	100.00
Number of male directors	11	78.57
Number of female directors	3	21.43
Number of executive directors	0	0.00
Number of non-executive directors	14	100.00
Number of independent directors	8	57.14

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. APIRAT CHAIWONGNOI Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: No	Chairman of the board (Non-executive) Director type: Original director	22 Jun 2022	Corporate Management, Transportation & Logistics, Engineering, Business Administration

2.	Police General MANOO MEKMOK Gender: Male Age: 64 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: Original director	15 Nov 2016	Law, Corporate Management, Transportation & Logistics, Business Administration
3.	Police Lieutenant General JIRABHOP BHURIDEJ Gender: Male Age: 50 years old Highest level of education: Doctoral degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	20 Jan 2023	Information & Communication Technology, IT Management, Law, Business Administration
4.	Mr. YONGYUTT CHAIPROMPRASITH Gender: Male Age: 60 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: Re-elected as director	28 Nov 2023	Economics, Business Administration, Strategic Management
5.	Ms. SALAGJIT PONGSIRICHAN Gender: Female Age: 58 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	28 Nov 2023	Business Administration, Accounting, Law, Economics

6.	<p>Mr. SOMSAK PHUSAKUL</p> <p>Gender: Male</p> <p>Age: 60 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	28 Nov 2023	<p>Business Administration, Accounting, Finance, Economics, Law</p>
7.	<p>Ms. KANPHAKAMON SOPHATPHIRUNNASAK</p> <p>Gender: Female</p> <p>Age: 39 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Drug Discovery and Pharmaceutical Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	22 Dec 2023	<p>Business Administration, Health Care Services, Law, Marketing</p>
8.	<p>Ms. TRITHIP SIVAKRISKUL</p> <p>Gender: Female</p> <p>Age: 59 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	30 Jan 2024	<p>Accounting, Business Administration, Economics, Finance, Audit</p>
9.	<p>Mr. CHIRUTE VISALACHITRA</p> <p>Gender: Male</p> <p>Age: 60 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	30 Jan 2024	<p>Business Administration, Corporate Management, Transportation & Logistics</p>

10.	Mr. MONTRI DECHASAKULSOM Gender: Male Age: 60 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	30 Oct 2024	Engineering, Corporate Management, Project Management, Transportation & Logistics, Business Administration
11.	Mr. THEERAJ ATHANAVANICH Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	24 Jan 2025	Economics, Business Administration, Transportation & Logistics, Engineering
12.	Mr. WIM RUNGWATTANAJINDA Gender: Male Age: 60 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: Newly appointed director to replace ex-director	26 Feb 2025	Transportation & Logistics, Law, Strategic Management, Information & Communication Technology, Business Administration
13.	Admiral SUVIN JANGYODSUK Gender: Male Age: 60 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: Newly appointed director to replace ex-director	26 Feb 2025	Engineering, Public Administration, Transportation & Logistics, Business Administration, Law

14. Mr. PAKORN NILPRAPUNT	Director	27 Feb 2025	Economics, Business
Gender: Male	(Non-executive,		Administration, Law
Age: 57 years old	Independent director)		
Highest level of education:			
Master's degree	Director type: Newly		
Major: Law	appointed director to		
Thai nationality: Yes	replace ex-director		
Residing in Thailand: Yes			

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

General information	Position	Tenure	Replacement Director
1. Mr. PHANTONG LOYKULNANTA Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 17 Feb 2021 Date directorship ended: 24 Jan 2025	Mr. THEERAJ ATHANAVANICH Date position was assumed: 24 Jan 2025
2. Mr. KERATI KIJMANAWAT Gender: Male Age: 47 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)	Date position was assumed: 28 Nov 2023 Date directorship ended: 24 Apr 2025	No replacement director
3. Associate Professor THIRA JEARSIRIPONGKUL Gender: Male Age: 50 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 28 Nov 2023 Date directorship ended: 27 Feb 2025	Mr. PAKORN NILPRAPUNT Date position was assumed: 27 Feb 2025

4.	Air Chief Marshal MANAT CHAVANAPRAYOON Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Military Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 28 Nov 2023 Date directorship ended: 31 Jan 2025	Admiral SUVIN JANGYODSUK Date position was assumed: 26 Feb 2025
5.	Police General VISANU PRASATTONGSOTH Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 29 Nov 2023 Date directorship ended: 25 Jan 2025	Mr. WIM RUNGWATTANAJINDA Date position was assumed: 26 Feb 2025

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.	Ms. TRITHIP SIVAKRISKUL [1] Gender: Female Age: 59 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	31 Jan 2025	Accounting, Business Administration, Economics, Finance, Audit
2.	Police Lieutenant General JIRABHOP BHURIDEJ Gender: Male Age: 50 years old Highest level of education: Doctoral degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	31 Jan 2025	Information & Communication Technology, IT Management, Law, Business Administration
3.	Mr. PAKORN NILPRAPUNT Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	27 Feb 2025	Economics, Business Administration, Law

[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. Air Chief Marshal MANAT CHAVANAPRAYOON Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Military Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	Date position was assumed: 1 Feb 2024 Date directorship ended: 31 Jan 2025	Admiral SUVIN JANGYODSUK Date position was assumed: 26 Feb 2025
2. Associate Professor THIRA JEARSIRIPONGKUL Gender: Male Age: 50 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 1 Feb 2024 Date directorship ended: 27 Feb 2025	Mr. PAKORN NILPRAPUNT Date position was assumed: 27 Feb 2025

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

Executive Committee

List of executive committee members who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mr. KERATI KIJMANAWAT Gender: Male Age: 47 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 28 Nov 2023 Date directorship ended: 24 Apr 2025	No replacement director

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
The Nomination Committee	Police General MANOO MEKMOK	Chairman
	Police Lieutenant General JIRABHOP	Member
	BHURIDEJ	Member
The Remuneration Committee	Mr. CHIRUTE VISALACHITRA	
	Police Lieutenant General JIRABHOP	Chairman
	BHURIDEJ	Member
	Ms. KANPHAKAMON	Member
The Corporate Governance Committee	SOPHATPHIRUNNASAK	
	Mr. THEERAJ ATHANAVANICH	
	Mr. PAKORN NILPRAPUNT	Chairman
	Admiral SUVIN JANGYODSUK	Member
The Risk Management Committee	Ms. TRITHIP SIVAKRISKUL	Member
	Mr. YONGYUTT CHAIPROMPRASITH	Chairman
	Ms. KANPHAKAMON	Member
	SOPHATPHIRUNNASAK	Member
Other Subcommittee	Admiral SUVIN JANGYODSUK	
	Police General MANOO MEKMOK	Chairman
	Mr. CHIRUTE VISALACHITRA	Member
	Mr. APIRAT CHAIWONGNOI	Member
	Mr. PHANTONG LOYKULNANTA	Member
	Ms. SALAGJIT PONGSIRICHAN	Chairman
	Mr. SOMSAK PHUSAKUL	Chairman
	Associate Professor THIRA	Member
	JEARSIRIPONGKUL	Member
	Mr. KERATI KIJMANAWAT	Member
	Ms. KANPHAKAMON	Member
	SOPHATPHIRUNNASAK	Member
	Mr. MONTRI DECHASAKULSOM	Member
	Mr. THEERAJ ATHANAVANICH	Member
	Mr. WIM RUNGWATTANAJINDA	Member
	Admiral SUVIN JANGYODSUK	
	Mr. PAKORN NILPRAPUNT	

Remark : 1. Mr. Theeraj Athanavanich submitted a resignation letter from the position of AOT Director, effective from 1 October 2025 onwards.

2. Mr. Yongyutt Chaipromprasith submitted a resignation letter from the position of AOT Director, effective from 3 November 2025 onwards.

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: 47 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: 56 years old Highest level of education: Master's degree Major: Computer Science	Senior Executive Vice President (Digital Technology and Innovation)	28 Mar 2024	Information & Communication Technology, IT Management, Data Management, Data Analysis
3. Mr. Anake Teeraviwatcha Gender: Male Age: 56 years old Highest level of education: Doctoral degree Major: Doctor of Architecture	Senior Executive Vice President (Corporate Strategy)	1 Oct 2020	Strategic Management, Architecture, Corporate Management, Risk Management
4. Mrs. Chadanisa Chumnanvej Gender: Female Age: 57 years old Highest level of education: Master's degree Major: Public Administration	Senior Executive Vice President (Human Resources and Administration)	1 Oct 2023	Transportation & Logistics, Human Resource Management, Corporate Management

5.	Mr. Chenwit Musikarat [1] Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Accounting	Senior Executive Vice President (Accounting and Finance)	1 Oct 2021	Accounting, Finance, Budgeting
6.	Mr. Sirote Duangratana Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Finance	Senior Executive Vice President (Business Development and Marketing)	1 Oct 2020	Finance, Marketing, Business Administration, Engineering, Strategic Management
7.	Ms. Suksri Luangaram Gender: Female Age: 60 years old Highest level of education: Bachelor's degree Major: Economics	Senior Executive Vice President (Airport and Aviation Standard)	1 Oct 2024	Transportation & Logistics, Engineering, Economics
8.	Mr. Kittipong Kittikachorn Gender: Male Age: 54 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: 60 years old Highest level of education: Master's degree Major: General Management	General Manager of Phuket International Airport	1 Oct 2021	Business Administration, Transportation & Logistics, Corporate Management, Engineering
10.	Mr. Sompob Paksawan Gender: Male Age: 56 years old Highest level of education: Bachelor's degree Major: General Management	Senior Executive Vice President (Regional Airports)	1 Oct 2023	Transportation & Logistics, Corporate Management
11.	Ms. Paweena Jariyathitipong Gender: Female Age: 48 years old Highest level of education: Doctoral degree Major: Engineering	Senior Executive Vice President (Engineering and Construction) Acting President	24 Apr 2025	Engineering, Business Administration, Transportation & Logistics

12.	Mr. Vijit Keawsaitiam Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Telecommunication Engineering	General Manager of Don Mueang International Airport	1 Oct 2023	Engineering, Transportation & Logistics, Corporate Management
13.	Wing Commander Ronakorn Chalearmsanyakorn Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Political Science	General Manager of Chiang Mai International Airport	1 Oct 2023	Corporate Management, Transportation & Logistics, Engineering
14.	Mr. Karant Thanakuljeerapat Gender: Male Age: 52 years old Highest level of education: Bachelor's degree Major: Civil Engineering	OT Senior Specialist 11	1 Oct 2023	Transportation & Logistics, Corporate Management, Engineering
15.	Mrs. Unchalee Pramualcharoenkit Gender: Female Age: 59 years old Highest level of education: Master's degree Major: Economics	Executive Vice President (Accounting and Finance 1)	1 Oct 2021	Finance, Accounting, Economics, Budgeting, Corporate Management
16.	Ms. Patcharawalai Tunprawat Gender: Female Age: 46 years old Highest level of education: Master's degree Major: Accounting	Executive Vice President (Accounting and Finance 2)	1 Oct 2021	Accounting, Finance, Budgeting, Corporate Management
17.	Mr. Chaiyot Chupanya Gender: Male Age: 61 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, Procurement
18.	Mr. Thanom Tungtongpairoj Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Financial Accounting	Vice President, Finance Department	1 Oct 2021	Accounting, Finance, Corporate Management

19.	Mrs. Boonploog Noinamkham [2] Gender: Female Age: 56 years old Highest level of education: Bachelor's degree Major: Accounting	Vice President, Accounting Department	1 Oct 2022	Accounting, Finance, Corporate Management
20.	Mrs. Unchana Uthumma Gender: Female Age: 60 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

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remark : Mr. Kerati Kijmanawat submitted a resignation letter from the position of AOT Director, effective from 24 April 2025 onwards.

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration

	2023	2024	2025
Total executive remuneration (baht)	69,854,048.95	75,320,914.43	69,321,707.98

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) : 4,351

Number of female employees (persons) : 3,006

Total number of employees (persons) : 7,357

Employee Remuneration

Total employee remuneration : 4,503,092,466.84

Provident fund

Total number of employees (persons) : 7,357

Number of employees contributing to the PVD (persons) : 7,045

Remark : Revise the number of employees who are members of the provident fund for the year 2025 to reflect data excluding contract workers and former employees.

Percentage of employees who are members (%) : 95.76

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. Napha Limwongyuti	napha.l@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: -</p> <p>2. Mrs. SUMANA PUNPONGSANON Email: sumana.punpongsanon@th.ey.com Telephone: -</p> <p>3. Mrs. ROSAPORN DECHARKOM Email: rosaporn.decharkom@th.ey.com Telephone: -</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. YONGYUTT CHAIPROMPRASITH Gender: Male Age: 60 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: Re-elected as director	Date position was assumed: 28 Nov 2023	Economics, Business Administration, Strategic Management

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. MONTRI DECHASAKULSOM Gender: Male Age: 60 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 30 Oct 2024	Engineering, Corporate Management, Project Management, Transportation & Logistics, Business Administration

2.	Mr. THEERAJ ATHANAVANICH Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 24 Jan 2025	Economics, Business Administration, Transportation & Logistics, Engineering
3.	Mr. WIM RUNGWATTANAJINDA Gender: Male Age: 60 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: Newly appointed director to replace ex-director	Date position was assumed: 26 Feb 2025	Transportation & Logistics, Law, Strategic Management, Information & Communication Technology, Business Administration
4.	Admiral SUVIN JANGYODSUK Gender: Male Age: 60 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: Newly appointed director to replace ex-director	Date position was assumed: 26 Feb 2025	Engineering, Public Administration, Transportation & Logistics, Business Administration, Law
5.	Mr. PAKORN NILPRAPUNT Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 27 Feb 2025	Economics, Business Administration, Law

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. APIRAT CHAIWONGNOI	Chairman of the board	Non-participating
Police General MANOO MEKMOK	Director	Non-participating
Police Lieutenant General JIRABHOP BHURIDEJ	Director	Non-participating

Mr. YONGYUTT CHAIPROMPRASITH	Director	Non-participating
Ms. SALAGJIT PONGSIRICHAN	Director	Non-participating
Mr. SOMSAK PHUSAKUL	Director	Non-participating
Ms. KANPHAKAMON SOPHATPHIRUNNASAK	Director	Non-participating
Ms. TRITHIP SIVAKRISKUL	Director	Participating
Mr. CHIRUTE VISALACHITRA	Director	Non-participating
Mr. MONTRI DECHASAKULSOM	Director	Participating
Mr. THEERAJ ATHANAVANICH	Director	Non-participating
Mr. WIM RUNGWATTANAJINDA	Director	Non-participating
Admiral SUVIN JANGYODSUK	Director	Participating
Mr. PAKORN NILPRAPUNT	Director	Non-participating
Mr. PHANTONG LOYKULNANTA	Director	Non-participating
Mr. KERATI KIJMANAWAT	Director	Non-participating
Associate Professor THIRA JEARSIRIPONGKUL	Director	Non-participating
Air Chief Marshal MANAT CHAVANAPRAYOON	Director	Non-participating
Police General VISANU PRASATTONGOSOTH	Director	Non-participating

Directors' performance assessment

Method used to evaluate directors' performance	: Whole-board-of-directors assessment, Individual-director assessment (self-assessment)
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Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times)	: 17
Date of AGM meeting	: 24 Jan 2025

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. APIRAT CHAIWONGNOI (Chairman of the board)	-	17/17	Participating	Did not hold the meeting
2.	Police General MANOO MEKMOK (Director)	-	17/17	Participating	Did not hold the meeting
3.	Police Lieutenant General JIRABHOP BHURIDEJ (Director)	-	17/17	Participating	Did not hold the meeting
4.	Mr. YONGYUTT CHAIPROMPRASITH (Director)	-	17/17	Participating	Did not hold the meeting
5.	Ms. SALAGJIT PONGSIRICHAN (Director)	-	17/17	Participating	Did not hold the meeting
6.	Mr. SOMSAK PHUSAKUL (Director)	-	17/17	Participating	Did not hold the meeting
7.	Ms. KANPHAKAMON SOPHATPHIRUNNASAK (Director)	-	17/17	Participating	Did not hold the meeting
8.	Ms. TRITHIP SIVAKRISKUL (Director)	-	17/17	Participating	Did not hold the meeting
9.	Mr. CHIRUTE VISALACHITRA (Director)	-	17/17	Participating	Did not hold the meeting
10.	Mr. MONTRI DECHASAKULSOM (Director)	-	16/16	Participating	Did not hold the meeting
11.	Mr. THEERAJ ATHANAVANICH (Director)	-	11/12	Non-participating	Did not hold the meeting
12.	Mr. WIM RUNGWATTANAJINDA (Director)	-	10/10	Non-participating	Did not hold the meeting
13.	Admiral SUVIN JANGYODSUK (Director)	-	10/10	Non-participating	Did not hold the meeting
14.	Mr. PAKORN NILPRAPUNT (Director)	-	10/10	Non-participating	Did not hold the meeting

15.	Mr. PHANTONG LOYKULNANTA (Director)	24 Jan 2025	5/5	Participating	Did not hold the meeting
16.	Mr. KERATI KIJMANAWAT (Director)	24 Apr 2025	9/9	Participating	Did not hold the meeting
17.	Associate Professor THIRA JEARSIRIPONGKUL (Director)	27 Feb 2025	7/7	Participating	Did not hold the meeting
18.	Air Chief Marshal MANAT CHAVANAPRAYOON (Director)	31 Jan 2025	6/6	Participating	Did not hold the meeting
19.	Police General VISANU PRASATTONGOSOTH (Director)	25 Jan 2025	6/6	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. APIRAT CHAIWONGNOI (Chairman of the board)	-	700,000.00	2,310,322.58	No
2.	Police General MANOO MEKMOK (Director)	-	600,000.00	1,980,000.00	No
3.	Police Lieutenant General JIRABHOP BHURIDEJ (Director)	-	600,000.00	1,980,000.00	No
4.	Mr. YONGYUTT CHAIPROMPRASITH (Director)	-	600,000.00	1,742,500.00	No
5.	Ms. SALAGJIT PONGSIRICHAN (Director)	-	600,000.00	1,742,500.00	No
6.	Mr. SOMSAK PHUSAKUL (Director)	-	600,000.00	1,742,500.00	No
7.	Ms. KANPHAKAMON SOPHATPHIRUNNASAK (Director)	-	600,000.00	1,645,322.58	No
8.	Ms. TRITHIP SIVAKRISKUL (Director)	-	600,000.00	1,488,064.52	No
9.	Mr. CHIRUTE VISALACHITRA (Director)	-	600,000.00	1,488,064.52	No
10.	Mr. MONTRI DECHASAKULSOM (Director)	-	560,000.00	442,580.64	No
11.	Mr. THEERAJ ATHANAVANICH (Director)	-	360,000.00	330,322.58	No
12.	Mr. WIM RUNGWATTANAJINDA (Director)	-	320,000.00	284,285.72	No
13.	Admiral SUVIN JANGYODSUK (Director)	-	320,000.00	284,285.72	No

14.	Mr. PAKORN NILPRAPUNT (Director)	-	320,000.00	282,857.14	No
15.	Mr. PHANTONG LOYKULNANTA (Director)	24 Jan 2025	240,000.00	1,649,677.42	No
16.	Mr. KERATI KIJMANAWAT (Director)	24 Apr 2025	360,000.00	270,666.67	No
17.	Associate Professor THIRA JEARSIRIPONGKUL (Director)	27 Feb 2025	280,000.00	1,459,642.86	No
18.	Air Chief Marshal MANAT CHAVANAPRAYOON (Director)	31 Jan 2025	240,000.00	1,421,209.68	No
19.	Police General VISANU PRASATTONGSOTH (Director)	25 Jan 2025	290,000.00	1,877,728.49	No

Remark : Other monetary compensation consists of the monthly remuneration of the AOT Board of Directors for fiscal year 2025 and the AOT directors' bonus for fiscal year 2024

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) : 14

	List of directors	Termination date	Number of the audit committee meeting
1.	Ms. TRITHIP SIVAKRISKUL (Chairman of the audit committee)	-	14/14
2.	Police Lieutenant General JIRABHOP BHURIDEJ (Audit committee)	-	9/10
3.	Mr. PAKORN NILPRAPUNT (Audit committee)	-	9/9
4.	Air Chief Marshal MANAT CHAVANAPRAYOON (Chairman of the audit committee)	31 Jan 2025	4/4
5.	Associate Professor THIRA JEARSIRIPONGKUL (Audit committee)	27 Feb 2025	5/5