AOTGA
AOT Ground Aviation Services Company Limited

2025

SUSTAINABILITY REPORT



AOT GROUND AVIATION SERVICES COMPANY LIMITED

Table of Contents

	page
Message from the Chairman	1
Message from the President	2
Corporate Highlights	3
Key Awards and Certifications	4
About This Report	7
Sustainability Management Policy	8
Chapter 1: Business Overview	10
Our Sevices	13
Vision, Mission & Core Values	14
Organizational Sustainability Direction	15
Value Chain	16
Stakeholders and Stakeholder Engagement	17
Sustainability Materiality Assessment	20
Sustainability Governance	22
AOTGA Strategic Sustainability Development Plan	24
Materiality topics	25
Sustainability Management Objectives	28
Chapter 2: Environmental Sustainability Performance	35
Energy Management	36
Climate Change & Resilience	39
Environmental Management	41
Chapter 3: Social Sustainability Performance	43
People Development	45
Occupational Health & Safety	47
Customer Relationship Management	49
Community Investment	52
Chapter 4: Governance Sustainability Performance	57
Good Corporate Governance	59
Strengthening Risk Management	63
Innovation Management	66
GRI Content Index	69

Message from the Chairman

Climate change remains a critical issue shaping the direction of the global aviation industry, with a strong emphasis on reducing greenhouse gas emissions and enhancing energy efficiency. AOT Ground Aviation Services Company Limited (AOTGA) recognises the important role of ground handling service providers in supporting the transition towards sustainable aviation, in alignment with IATA standards and Thailand's long-term policy direction towards Net Zero.

In 2025, AOTGA continued to strengthen its safety systems, service quality and governance frameworks, while enhancing workforce capabilities and risk management to comprehensively address ESG considerations and climate-related challenges. AOTGA also further advanced its digital transformation and innovation initiatives to improve operational efficiency and reinforce long-term system resilience.

AOTGA remains committed to conducting its business on the principles of safety, responsibility and transparency, in order to build confidence among airlines, passengers, communities and all stakeholders, while supporting the sustainable growth of Thailand's aviation and logistics industry.



Supavat Cherdtham

(Supavat Cherdtham)

Chairman of the Board of Directors

AOT Ground Aviation Services Company Limited

Message from the President

The year 2025 marked a significant turning point for the Airports of Thailand Ground Aviation Services Company Limited (AOTGA) as one of the country's leading ground handling service providers, amid emerging challenges in the aviation industry and new opportunities arising from digital transformation and sustainability. The Company accelerated the enhancement of its operational standards and integrated sustainability into its core business to achieve stable and resilient growth, while supporting Thailand's aviation industry in progressing towards international standards.

In terms of **governance**, under its three sustainability pillars, AOTGA laid a systematic foundation for Good Corporate Governance and sustainability through the establishment of the Sustainability Development Division, the strengthening of risk management, preparedness in Business Continuity Management, together with the enhancement of data protection standards and cybersecurity.

From a **social** perspective, the Company places strong emphasis on employee safety, skills development and quality of life through upskilling and reskilling programmes, as well as the enhancement of Occupational Health & Safety standards. These initiatives aim to ensure that personnel are well equipped to meet airline expectations with professionalism and operational excellence.



From an **environmental** perspective, 2025 represented a key milestone in advancing greenhouse gas emissions reduction. AOTGA conducted its organizational carbon footprint assessment covering Scope 1–3 emissions, established emissions reduction targets in line with international frameworks and accelerated the transition of ground support equipment to electric power. The Company also enhanced Energy Management efficiency and initiated preparations for renewable energy procurement to support the long-term pathway towards Net Zero. In parallel, AOTGA continued to create shared value with society and communities surrounding airports through ongoing initiatives supporting environmental protection, education and quality of life under its Community Investment commitments.

In 2026, the Company will continue to advance its ground operations through the adoption of digital technologies, transparent management practices and higher standards of safe and sustainable service delivery. These efforts aim to strengthen AOTGA's role as a trusted partner to airlines and a key driving force in advancing Thailand's aviation industry towards the future.

(Siriwat Tovachirakul)
President
AOT Ground Aviation Services Company Limited

Corporate Highlights

Revenue 4,208.76 MB	**Net Profit** 898.02 MB	**Return on Total Asset (ROA)** 23.93 PERCENT	**Return on Total Equity (ROE)** 32.22 PERCENT
Turnaround Flight 59,416 Flight	**Weight Handled** 77,797.08 Tonnes	**Scheduled Airlines** 176 Airline	**Standard Certified** - ISAGO - RA - RA3
The proportion of female employees 54.42 percent	**The proportion of Local employees** 30.71 percent	**Employee Engagement** 3.93 Out of 5 point in total	**Customer Satisfaction** 4.04 Out of 5 point in total
CSR Project 6 projects	**MOU Signed Educational Institution** 5 instisutions	**On-Time Performance** 98.95 percent	**Mishandling Baggage Rate** 0.01 percent

Key Awards and Certifications



HR Asia Best Companies to Work for in Asia Award 2025

AOTGA received the HR Asia Best Companies to Work for in Asia Award 2025 from Business Media International, recognising the Company's excellence in the Social (S) dimension of ESG. The award highlights AOTGA's strengths in employee engagement, equality, organizational culture and effective human resource management. This recognition is supported by the TEAM Survey results, with 100% employee participation and scores exceeding the Asian average.





National Outstanding Clean Toilet Award Of Mae Fah Luang–Chiang Rai International Airport

Mae Fah Luang–Chiang Rai International Airport received the National Outstanding Clean Toilet Award 2025 from the Department of Health, Ministry of Public Health. The achievement was supported by AOTGA's Total Service Solution team in maintaining hygiene, cleanliness and safety in compliance with HAS standards. This recognition reflects the Company's commitment to service quality and a safe environment for airport users.





Best Partner Award from China Express Airlines

AOTGA has continuously provided services to China Express Airlines for over six years, covering passenger services, ramp handling and flight operations. This award reflects the strong confidence of its airline partner and underscores the high quality and service standards of AOTGA in effectively meeting customer needs.



International Safety Standards of the International Air Transport Association (ISAGO)

AOTGA has been accredited under the IATA Safety Audit for Ground Operations (ISAGO), reflecting its compliance with internationally recognised standards of safety, operational accuracy and regulatory compliance in accordance with the requirements of the International Civil Aviation Organization (ICAO) and the Civil Aviation Authority of Thailand (CAAT). This accreditation demonstrates AOTGA's readiness to continuously enhance the safety standards of its ground handling operations, as detailed below:

- Don Mueang International Airport, Suvarnabhumi Airport and the Head Office have been accredited with comprehensive coverage of all ground handling functions. This reflects the organization's adherence to international safety standards and robust governance and oversight mechanisms.
- Phuket International Airport has been accredited with coverage encompassing organizational management, training programs and all ground handling operations, including cargo and mail handling services. This underscores the integrated and systematic approach to safety management across operational and support functions.









Certification of Carbon Footprint for Organization (CFO) by the Thailand Greenhouse Gas Management Organization (Public Organization)

AOTGA has obtained Carbon Footprint for Organization (CFO) certification, with its greenhouse gas emissions data independently verified by BSI Group (Thailand). The verification confirms the accuracy and reliability of the organization's greenhouse gas emissions information in accordance with the standards and requirements of the Thailand Greenhouse Gas Management Organization (Public Organization).



Domestic Repair Station Certificate – Class I issued by the Civil Aviation Authority of Thailand (CAAT)





RA3 – Regulated Agent in a Third Country (EU/UK) Certification at Phuket International Airport





This certification confirms AOTGA's status as a Regulated Agent, demonstrating that the organization has established robust control processes and security measures for the handling of air cargo and mail. These processes are fully aligned with the European Union's air cargo and mail supply chain security management standards, ensuring a high level of security throughout the aviation logistics chain.

Certificate of Recognition from the International Air Transport Association (IATA), recognising AOTGA's membership in the IATA Ground Handling Partnership (GHP) Programme for the year 2024.

This recognition confirms AOTGA's strong cooperation and its operations in full alignment with international ground handling service industry standards.



About This Report

This 2025 Sustainability Report has been prepared by AOT Ground Aviation Services Co., Ltd. (AOTGA) to disclose the Company's economic, social and environmental performance, as well as its sustainability management approaches aligned with the organizational strategy and the national sustainable development goals.

AOTGA remains committed to conducting its business with transparency, good corporate governance and due consideration for all stakeholder groups. This report presents the outcomes, progress and strategic direction of the Company's sustainability efforts in 2025, based on internationally recognised reporting frameworks.

Category	Details
Reporting Standards	➢ Global Reporting Initiative (GRI Standards 2021) ➢ SET ESG Reporting Guide
Environmental Target	Commitment to achieving net-zero greenhouse gas emissions by 2050
Data Assurance	The data in this report has been internally reviewed and verified by Sustainability Development Division of AOTGA.
Contact for Enquiries	Strategy Office, Sustainability Development Division, AOT Ground Aviation Services Co., Ltd. (AOTGA) Email: sd@aotga.com

The scope of this report covers the operations of the AOT Ground Aviation Services Company Limited (AOTGA), including its headquarters and operations at Suvarnabhumi Airport, Don Mueang International Airport, Phuket International Airport, Chiang Mai International Airport, Hat Yai International Airport and Mae Fah Luang–Chiang Rai International Airport. The information disclosed in this report covers the reporting period from 1 October 2024 to 30 September 2025.

AOTGA has reviewed and identified its sustainability material topics through a structured stakeholder engagement process to ensure that the issues reported are comprehensive and aligned with societal expectations, as well as the Company's future business development direction.

In addition, this report highlights progress in the implementation of the greenhouse gas (GHG) reduction plan and the roadmap towards achieving Net Zero by 2050, which represents a key sustainability commitment of AOTGA as a ground handling service provider dedicated to sustainable growth and environmental responsibility.

Sustainability Management Policy

AOT Ground Aviation Services Company Limited (AOTGA) is committed to conducting its business with a strong sense of social responsibility in accordance with the principles of sustainable business practices. The Company operates through efficient, safe, transparent and auditable processes, while fostering a culture among its personnel that emphasises social and environmental responsibility, accountability in the performance of duties and the continuous enhancement of competitiveness across all dimensions. In addition, AOTGA promotes robust Good Corporate Governance by ensuring that business operations are conducted in alignment with recognised standards, principles and operational guidelines at both national and international levels. This approach is intended to deliver long-term value and build trust among all stakeholder groups, while contributing meaningfully to the development of society, the environment and the national economy. Accordingly, AOTGA has adopted sustainability management policies and practices that are fully aligned with internationally recognised standards, as outlined below.

Environmental Dimension

AOTGA conducts its business with due consideration for environmental stewardship, with a focus on controlling and reducing the impacts of its operations on ecosystems and biodiversity. The Company is committed to leveraging technology and innovation to mitigate negative environmental impacts arising from its business activities, while progressively increasing the proportion of clean and renewable energy integrated into its operational processes. AOTGA continuously seeks opportunities to reduce carbon dioxide emissions and places strong emphasis on cultivating environmental awareness and responsibility across the organization. This includes raising awareness of climate change, encouraging creativity and innovation in operational practices and enhancing the efficient and responsible use of resources. In parallel, the Company actively promotes employee participation in the conservation and protection of natural resources and the environment, both directly and indirectly, on an ongoing basis.

Social Dimension

AOTGA conducts its business with careful consideration of the social impacts of its operations on society, local communities and stakeholders throughout the entire supply chain. The Company places strong emphasis on respect for human rights and the fair and equitable treatment of employees and personnel by providing appropriate welfare,

healthcare, occupational health, safety and hygiene measures in the workplace. AOTGA also promotes a healthy work–life balance, which contributes to enhanced service efficiency as well as greater confidence in the quality and standards of its services. These services are delivered in compliance with international standards and aviation industry standards, including those of the International Safety Standard of International Air Transport Association (ISAGO) and the International Civil Aviation Organization (ICAO). In addition, AOTGA is committed to creating shared value between the Company and surrounding communities by promoting local employment and creating job opportunities for people in local areas. The Company further encourages employees to participate continuously in social contribution activities, both directly and indirectly, to support the sustainable growth and development of communities and society alongside AOTGA.

Governance Dimension

AOTGA conducts its business in accordance with the principles of fair business practices and places strong emphasis on being an ethical organization with integrity. The Company is committed to full compliance with applicable laws, contractual obligations, regulatory requirements and recognised practices at both national and international levels. Operations are carried out in a transparent and efficient manner, in alignment with the principles of Good Corporate Governance, while avoiding any actions that may give rise to conflicts between personal interests and the collective interests of the organization. AOTGA maintains a zero-tolerance approach to corruption in all forms. In addition, the Company promotes effective management under a framework of Strengthening of Risk Management, supported by robust internal control systems. These mechanisms enable AOTGA to adapt to change, respond effectively to emerging challenges and pursue appropriate business opportunities. This approach supports sustainable growth, minimises adverse impacts across the value chain and ensures a balanced response to the expectations of all stakeholders.

In this regard, all executives and employees of AOTGA share the responsibility to support, promote and act in accordance with these policies. This collective commitment ensures that AOTGA continues to grow sustainably across the economic, social and environmental dimensions, in line with its long-term sustainability aspirations.

Business Overview





Airport of Thailand Public Company Limited (AOT) jointly invested with SAL Group (Thailand) Company Limited (SAL) to establish the AOT Ground Aviation Services Company Limited (AOTGA) on 10 October 2018, with a registered capital of 400 million baht. The establishment of the Company aimed to deliver excellent ground handling and cargo terminal services to airline customers and to position AOTGA as a leading provider of efficient services at airports under the responsibility of AOT.

AOTGA was granted approval to commence ground handling operations at Don Mueang International Airport and officially began operations on 1 February 2019. The Company subsequently expanded its ground handling services to Phuket International Airport on 1 December 2020 and has been providing cargo terminal services at Phuket International Airport since 30 April 2021.

AOTGA operates as a comprehensive provider of ground handling and related services, with a focus on delivering end-to-end solutions across all aspects of ground operations within the aviation industry. Its core services include:

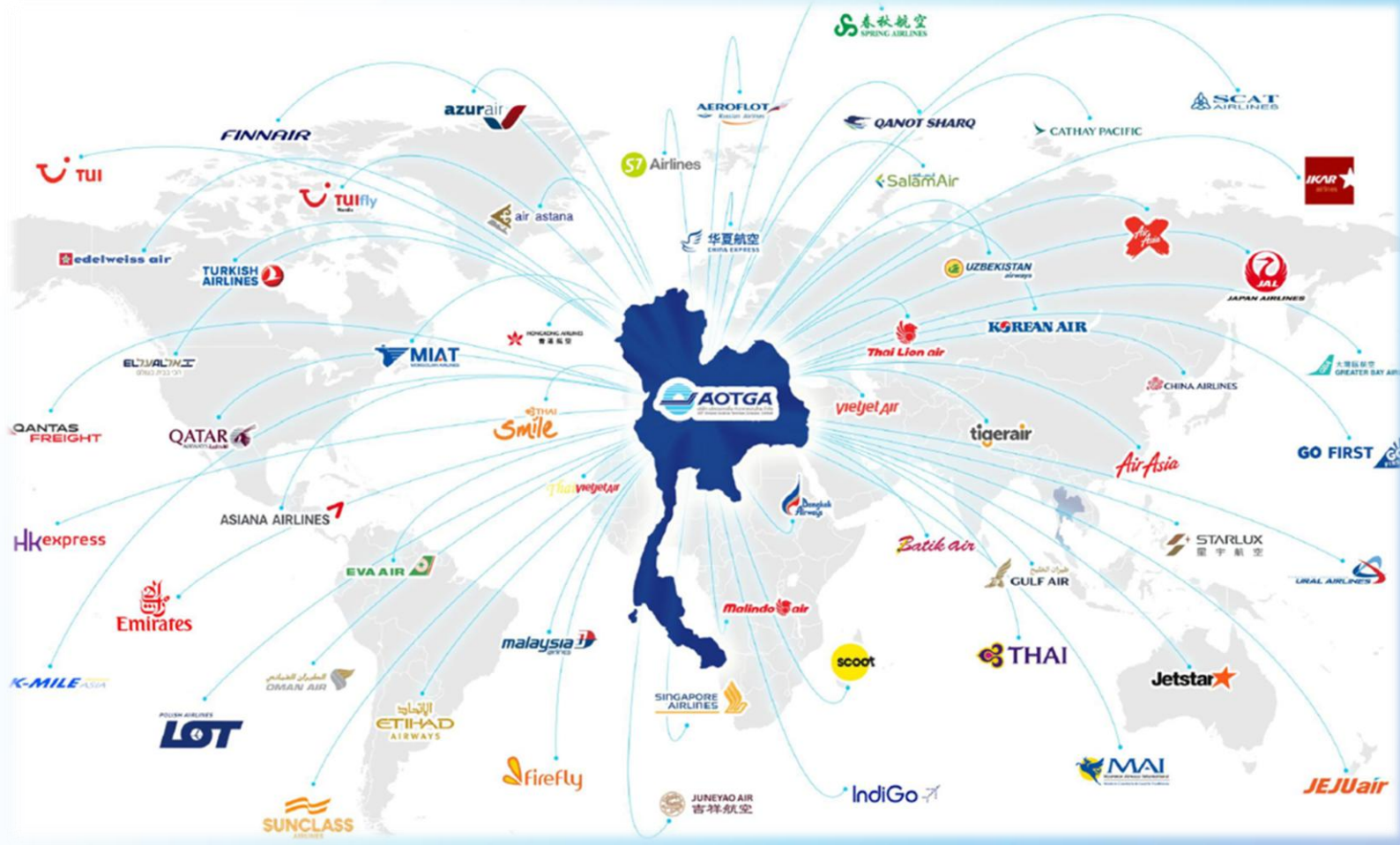
- Private Aircraft Handling Services
- Passenger Services
- Ramp Services
- Flight Operation Services
- Cargo Terminal Services
- Total Service Solutions
- Multimodal Transportation Center
- Line Maintenance Services

The Company places strong emphasis on enhancing the quality of all service offerings in accordance with safety, quality and service excellence standards. AOTGA adheres to the international standards of the International Air Transport Association (IATA) to support the efficient and sustainable growth of Thailand's aviation and air logistics industries.

At present, AOTGA provides services across key airports within the AOT network, including Suvarnabhumi Airport, Don Mueang International Airport, Phuket International Airport, Chiang Mai International Airport, Hat Yai International Airport and Mae Fah Luang–Chiang Rai International Airport. In parallel, the Company operates and continues to enhance its Multimodal Transportation Center, which serves as a customs service hub to support logistics connectivity and electronic customs clearance processes in compliance with the requirements of the Thai Customs Department.

AOTGA has developed its business structure in alignment with the strategic direction of Airports of Thailand Public Company Limited (AOT) and global aviation industry trends, with a focus on enhancing operational efficiency, strengthening service quality management and building confidence among airline customers. These efforts are aimed at ensuring that the Company's operations remain stable, safe and capable of achieving sustainable growth.

As an organization that plays a vital role within the national aviation system, AOTGA conducts its business with a strong commitment to Good Corporate Governance, Environmental responsibility and Social development, maintaining a balanced approach across all dimensions. Through this commitment, the Company seeks to drive sustainable organizational growth and create shared value for all stakeholders.



Our Services



Ground Handling Services



Cargo Terminal Services



Total Service Solutions



Multimodal Transportation Center



Line Maintanance Services

Vision Mission & Core Values



Vision

AOTGA is committed to becoming a leader in ground aviation and affiliated services relating to aircrafts and airports, expanding its business internationally with responsibility toward building a sustainable society.

Mission

AOTGA provides ground aviation services and affiliated services relating to aircrafts and airports with international safety standards to ensure the highest efficiency by professional team and state-of-the-art technology.



Core Values



Organizational Sustainability Direction

Phase 1:

Establishing the Foundation for ESG Excellence

Phase 2:

Driving more Sustainable Practices

Phase 3:

Scaling impact and Continuous Improvement

In line with the Company's medium-term sustainability development plan (2025–2030), AOTGA continues to build upon the foundation established in 2024. The Company remains focused on integrating environmental, social and governance (ESG) considerations into every aspect of its operations to strengthen organizational management and ensure a balanced approach between economic performance, social outcomes and environmental stewardship.

Value Chain

Core Activities



Support Activities



Stakeholders and Stakeholder Engagement

AOTGA conducted an analysis to identify stakeholder groups associated with its business across the entire value chain and to prioritise each stakeholder group using the Power–Interest Matrix. This tool defines the level of influence of stakeholders on AOTGA's business (Power) and the extent to which they are affected by the Company's operations (Interest)

The analysis identified a total of seven key stakeholder groups for AOTGA, namely employees, customers, shareholders, regulatory authorities, financial institutions, business partners and communities and society.



Stakeholders	Stakeholder Needs	Engagement Channels	Level of Engagement	Management Approach
 **Employees**	➢ Safe and healthy working environment ➢ Fair compensation and welfare benefits ➢ Job security and career development opportunities	Engagement is conducted through social media channels, the LINE Official Account and the dissemination of information via email and the Company's intranet.	Engagement frequency: annual	The Company responds by strengthening safety quality control, promoting training programmes and enhancing employee welfare to align with the current operating environment
 **Customers**	➢ Fast and efficient service delivery ➢ Accura and effective service ➢ Compliance with international standards (e.g. IATA)	Customer meetings, SLA reviews and satisfaction surveys.	Frequent performance reviews and monthly reporting.	Improving service quality, adopting new technologies and enhancing operational efficiency.
 **Shareholders**	➢ Strong and sustainable business performance ➢ Transparent governance and disclosure ➢ Appropriate investment returns	Engagement is conducted through shareholders' meetings, facilitated by the Office of President.	Performance information is communicated on a quarterly basis, together with an annual meeting.	The Company responds by focusing on the creation of sustainable financial performance and conducting its operations with transparency.
 **Regulators**	➢ Strict compliance with aviation regulations ➢ Highest levels of safety ➢ Transparency in reporting and ethical conduct	Regulatory audits, inspections and compliance meetings	Periodic audits and reviews required by law.	Ensuring full regulatory compliance and close coordination with regulators.

Stakeholders	Stakeholder Needs	Engagement Channels	Level of Engagement	Management Approach
Financial Institutions	➢ Financial credibility ➢ Strong financial performance ➢ Stable and sustainable business growth	Financial reporting, meetings and communication with lenders.	Regular meetings and periodic financial disclosures.	Maintaining strong financial discipline and transparent financial management.
Business Partners	➢ Fair and transparent procurement processes ➢ Timely payments ➢ Long-term business relationships	Procurement meetings, performance reviews and partner development activities.	Annual partner performance evaluations.	Ensuring fair procurement practices and strengthening collaboration with key partners.
Communities and Society	➢ Minimising environmental impacts ➢ Local employment opportunities ➢ Development of surrounding communities	CSR projects and volunteer activities.	Annual CSR activities and community communication.	Supporting continuous social and environmental initiatives in local areas



Sustainability Materiality Assessment

AOTGA conducted a materiality assessment to identify the organization's key sustainability topics for 2025, following the guidelines of the Global Reporting Initiative (GRI Standards 2021) and the SET ESG Reporting Guide. This process ensures alignment between the Company's business operations and the needs of stakeholders across all segments of the aviation services industry. The assessment considered the economic, social and environmental context in which AOTGA operates, as well as topics that may significantly influence stakeholders' decisions or impact the Company's long-term performance. The results of the 2025 materiality assessment were derived through a structured, step-by-step process, as follows:



1. Identification

The Company identified potential sustainability topics by assessing global and domestic aviation trends, along with key industry drivers relevant to airport ground services. This included reviewing diverse data sources to understand issues that could materially affect AOTGA's operations ranging from Ground Service, Baggage & Cargo Handling, Passenger Service, to GSE Maintenance.

2. Stakeholder engagement

The Company collected and reviewed input from key stakeholder groups, including airline customers, employees, AOT, regulators and surrounding communities. Engagement activities were conducted to understand stakeholder expectations and to validate the importance of each sustainability topic. Annual stakeholder input was incorporated to identify which topics are most material and require prioritisation.

3. Prioritization

AOTGA prioritised sustainability topics by assessing their significance to the business and their impact on stakeholders across environmental, social and governance (ESG) dimensions. Risks and opportunities were evaluated and key topics were ranked using the Materiality Matrix. The material topics are reviewed annually to ensure continued relevance.

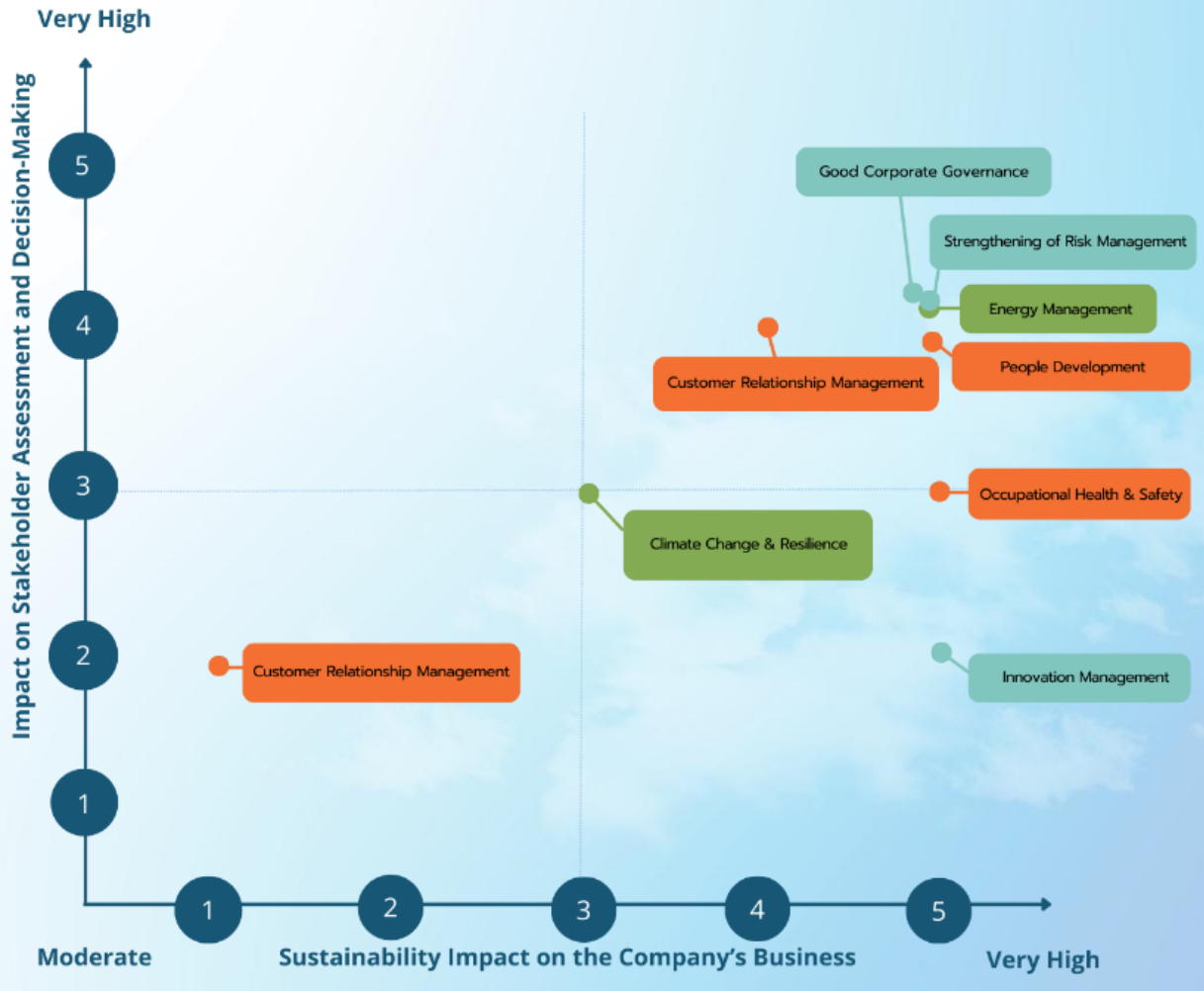
4. Validation

The prioritised topics were validated through an internal review to confirm their accuracy and relevance. Management assessed the findings and integrated them into risk management, human rights oversight, safety practices and sustainability strategy. This ensures alignment with organizational goals, stakeholder expectations and evolving sustainability conditions.

5. Disclosure

AOTGA prepares an annual sustainability report to disclose information on its operations and management of material sustainability topics, including those relating to governance and stakeholder impacts. The report reflects any changes in relevant topics and ensures that disclosed information is accurate, up to date and aligned with the organization's sustainability performance.

AOTGA conducted an analysis of its material sustainability issues for Fiscal Year 2025 by benchmarking against material issues identified by peer organizations within the same industry, together with an assessment of the business environment and AOTGA's key stakeholders. The analysis identified nine material sustainability issues, as outlined below.

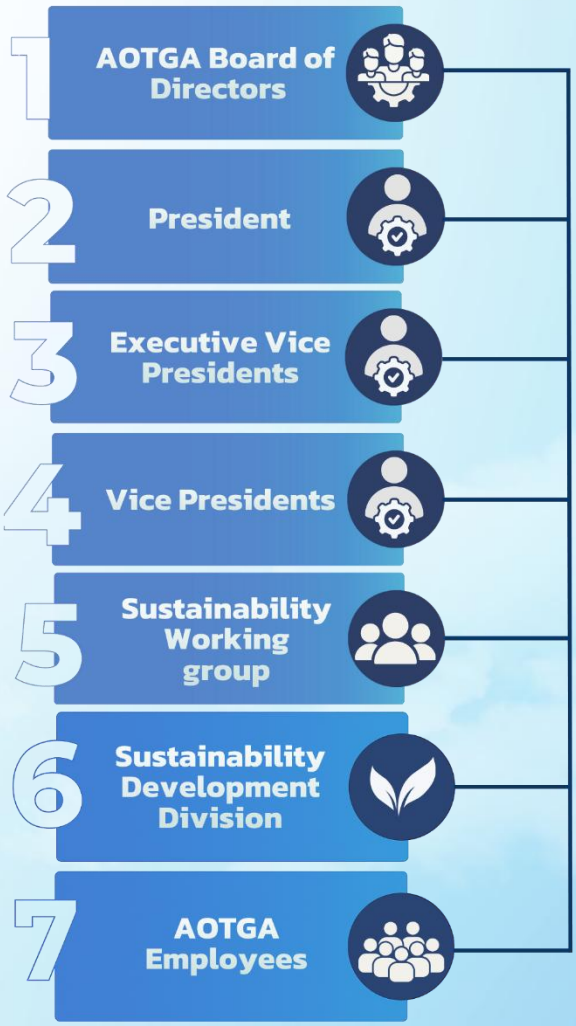


Sustainability Governance

AOTGA places strong emphasis on systematic sustainability management to define the Company's policies, strategic direction and environmental, social and governance (ESG) objectives in alignment with the corporate strategy of AOT and internationally recognised sustainability development frameworks.

To this end, AOTGA has established a Sustainability Working Group, comprising executives from relevant departments. The Working group is responsible for driving sustainability performance across all dimensions and providing strategic advice to management on the formulation of organization-wide policies, initiatives and strategic targets.

The Sustainability Development Division serves as the central coordinating unit, responsible for integrating ESG considerations into operations and for continuously monitoring, coordinating and reporting on the progress of ESG action plans across the organization.



In addition, AOTGA has established a multi-tiered sustainability governance structure to ensure the highest level of operational effectiveness. This structure comprises the following levels:

- **Board of Directors level**: Responsible for setting the overall sustainability policy, approving the strategic framework and overseeing the progress of the Company's ESG performance.
- **Sustainability Working Group level**: Responsible for defining implementation approaches aligned with the corporate strategy, including the integration of ESG considerations into business processes.
- **Operational unit level**: Responsible for implementing sustainability policies and action plans across various dimensions, such as Energy Management, People Development, Occupational Health & Safety and Customer Relationship Management.

AOTGA holds quarterly ESG performance review meetings to monitor progress and report sustainability performance to the Board of Directors. These reviews place emphasis on continuous improvement and the timely refinement of strategies to respond to ongoing changes within the aviation industry.

This governance structure enables AOTGA to manage sustainability effectively across the environmental, social, governance and economic dimensions, while strengthening the organization's capability to advance towards its aspiration of becoming a leading provider of aircraft and airport-related support services, driving business growth at the international level and contributing meaningfully to the sustainable development of Thai society.

AOTGA Strategic Sustainability Development Plan

Phase 1 (2024–2025)

"Establishing the Foundation for ESG Excellence"

AOTGA places emphasis on strengthening its internal management processes in alignment with ESG principles, commencing with a Materiality Assessment, the establishment of sustainability policies and an appropriate ESG Governance structure and the development of personnel capabilities to ensure comprehensive knowledge and understanding of ESG. These initiatives provide a critical foundation for the Company's continued sustainability development in the subsequent phases.

Phase 2 (2026–2027)

"Driving More Sustainable Practices"

During this period, AOTGA places emphasis on embedding ESG considerations into all core operational processes (Business Integration). This includes energy management, waste reduction, strengthened risk management, fair and responsible business conduct and the continuous development of people and competencies for sustainable performance. The Company also monitors progress through its ESG Key Performance Indicators (ESG KPIs), fostering a long-term culture of sustainability across the organization.

Phase 3 (2028–2030)

"Scaling Impact and Continuous Improvement"

AOTGA aims to generate measurable, positive impacts for all stakeholders, particularly in the areas of environmental stewardship and efficient operational management. AOTGA is committed to continuously enhancing its performance to support the achievement of its long-term target of reaching Net Zero emissions by 2050

Throughout this phase, AOTGA will continue strengthening its competitiveness within the aviation services industry while advancing sustainable development across all dimensions.

Materiality Topics

In 2025, AOTGA monitored progress against its Sustainability Goals across all dimensions, including governance and economic performance, social performance and environmental performance. The outcomes of this progress monitoring reflect the Company's commitment to achieving its key long-term objectives by 2030

Environment

Energy Management

Efficient energy use and the promotion of alternative energy to reduce greenhouse gas emissions



Long-term Objective:
- At least 50% renewable energy usage within controlled areas.
- Digital energy management system

Short-term Objective:
- Reduce Energy Intensity by 5% compared with the 2024 baseline

Climate Change & Resilience



Managing the impacts of climate change and enhancing organisational resilience to environmental risks

Long-term Objective:
- Reduce greenhouse gas (GHG) emissions by at least 40% from the 2024 baseline (Scope 1–2), with a Net Zero target by 2050 in alignment with industry direction

Short-term Objective:
- Preparation of the organisational Carbon Footprint (Scope 1–3)

Social

People Development

Development and enhancement of employee capabilities in terms of knowledge, skills, and career advancement



Long-term Objective:

- Fostering an organisational culture of lifelong learning
- Developing personnel into professionals in the aviation services business, while maintaining a high level of employee engagement (Engagement Score)

Short-term Objective:

- Increase training hours for essential employee skills by 15%
- Establish clear career path plans for all job positions

Occupational Health & Safety



Creating a safe working environment with an Occupational Health and Safety Management System in accordance with international standards

Long-term Objective:

- Total Recordable Injury Rate (TRIR) ≤ 0.5
- Occupational Health and Safety standards aligned with leading international airports

Short-term Objective:

- Maintain continuous ISAGO certification
- Reduce the Lost Time Injury Rate (LTIR) by 10%

Customer Relationship Management

Managing relationships with airline customers to enhance service quality and customer satisfaction



Long-term Objective:

- To be a preferred ground handling service provider trusted and selected as the first choice by airline customers (Preferred Partner)
- Achieve a customer satisfaction score of at least 90% and maintain a consistently positive Net Promoter Score (NPS)

Short-term Objective:

- Develop a CRM system to enhance service responsiveness.

Community Investment



Promoting and supporting social and community initiatives in areas surrounding airports to create shared value between the business and society

Long-term Objective:

- At least five community projects per year with Social Return on Investment (SROI) performance indicators

Short-term Objective:

- At least two community projects per year

Governance

Good Corporate Governance

Operating with Good Corporate Governance, transparency, accountability, and business ethics in order to build confidence among stakeholders



Long-term Objective:
- To be included in recognised sustainability ratings/indices (aligned with AOT's DJSI participation)
- To prepare an Integrated Report

Short-term Objective:
- Zero Incidents of Corruption

Strengthening Risk Management

Development of an Enterprise Risk Management system that comprehensively covers ESG, safety, and business continuity



Long-term Objective:
- Enterprise Risk Management (ERM) system in accordance with COSO ERM (2017)
- Business Continuity Management (BCM) system in accordance with ISO 22301:2019,

Short-term Objective:
- Preparation of an Enterprise Risk Register
- Conduct the Business Continuity Plan (BCP) drill at least once per year

Innovation Management

Development and implementation of innovations in operational processes to enhance efficiency and service quality



Long-term Objective:
- Digital platforms (AI, IoT) for real-time integration of ground handling operations

Short-term Objective:
- 10% increase in investment in Digital and Smart Operations

Sustainability Management Objectives

AOTGA has established sustainability management targets to guide the implementation of its organizational sustainability strategy. These targets are aligned with the Company's Material Topics, which were identified and reviewed through engagement with key stakeholder groups, covering economic and governance, social and environmental dimensions. The purpose of these targets is to enable all departments to drive sustainability efforts in a clear and continuous manner, ensuring a balanced approach between business performance and social–environmental impact, both in the short and long term.

Material topics	Impact Boundary		Targets	Strategies	SDGs
	Impacts	Stakeholders			
Environment					
Energy Management	Negative Impact (-)	→ Executives → Employees → Passengers → Airline customers	**Short Term**: Reduce overall energy consumption by 5% from the 2024 baseline. **Long Term**: Increase the proportion of renewable energy use to ≥ 50% by 2030	Invest in solar energy systems and implement Smart Energy Management	

Material topics	Impact Boundary		Targets	Strategies	SDGs
	Impacts	Stakeholders			
Climate Change & Resilience	Positive Impact (+)	→ Executives → Environmental Agency	**Short Term**: Complete organization-wide Carbon Footprint reporting (Scope 1–3). **Long Term**: Reduce greenhouse gas emissions by ≥ 40% by 2030 (2573 BE) and achieve Net Zero by 2050 (2593 BE).	Develop the Net Zero Roadmap and publish annual GHG Reduction reports.	
Social					
People Development	Positive Impact (+)	→ Employees	**Short Term**: Increase total training hours by at least 15%. **Long Term**: Develop employees into aviation service specialists.	Implement Career Path planning and enhance skills through reskilling and upskilling programmes.	

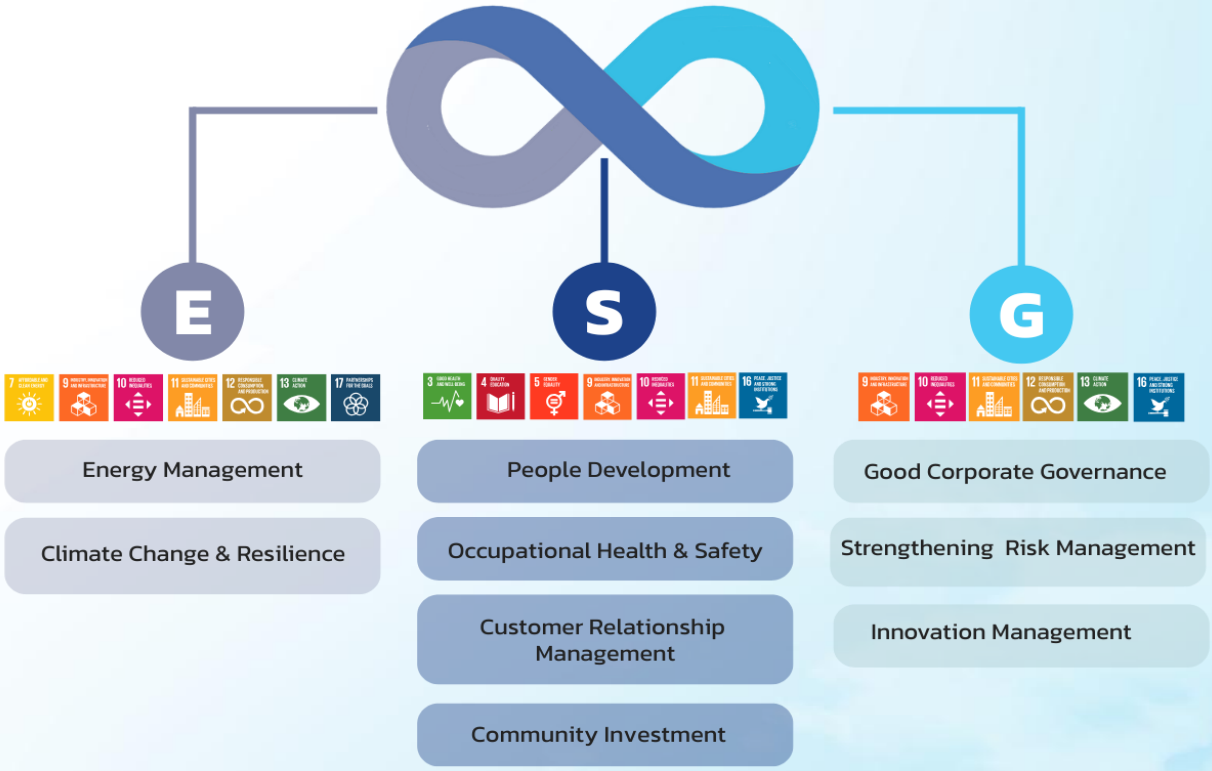
Material topics	Impact Boundary		Targets	Strategies	SDGs
	Impacts	Stakeholders			
Occupational Health & Safety	Negative Impact (-)	→ Employees → Airline customers	**Short Term**: Reduce the rate of workplace injuries by 10%. **Long Term**: Maintain continuous compliance with ISAGO standards.	Strengthen safety management and upgrade OHS measures towards achieving a Zero Accident target.	
Customer Relationship Management	Positive Impact (+)	→ Employees → Airline customers	**Short Term**: Develop a CRM system to enhance service responsiveness. **Long Term**: Achieve customer satisfaction ≥ 90% and NPS ≥ 30.	Upgrade service quality and implement Service Excellence initiatives.	

Material topics	Impact Boundary		Targets	Strategies	SDGs
	Impacts	Stakeholders			
Community Investment	Positive Impact (+)	→ Communities surrounding airports → Employees	**Short Term**: Implement at least 2 community projects per year. **Long Term**: Create social value outcomes measurable through SROI.	Promote youth, community and environmental development projects in collaboration with local stakeholders.	
Governance					
Good Corporate Governance	Positive Impact (+)	→ Board of Directors → Employees	**Short Term**: Establish the ESG Committee and related reporting channels. **Long Term**: Strengthen the organization to achieve national-level sustainability rankings.	Promote organizational integrity, transparency and management practices aligned with good corporate governance principles.	

Material topics	Impact Boundary		Targets	Strategies	SDGs
	Impacts	Stakeholders			
Strengthening of Risk Management	Positive Impact (+)	→ Executives → Internal departments	**Short Term**: Implement an ERM system that fully integrates ESG. **Long Term**: Strengthen enterprise-wide risk management capability.	Develop the Enterprise Risk Register and conduct annual BCM exercises.	
Innovation Management	Positive Impact (+)	→ Executives → Operational units	**Short Term**: Increase investment in Digital & Smart Operations projects by 10%. **Long Term**: Develop next-generation digital platforms.	Promote technological innovation and intelligent systems across ground operations.	

Material topics	Topic Details	2025 Performance
Environment		
Energy Management	Using energy efficiently and promoting renewable energy to reduce greenhouse gas emissions.	Energy intensity increased by 8.85%
Climate Change & Resilience	Managing climate-related risks and enhancing organizational resilience to environmental impacts.	Carbon footprint data has been collected
Social		
People Development	Developing and enhancing employee capabilities to strengthen knowledge, skills and career advancement	1. Employee training hours increased by 15% 2. A study was conducted on approaches for developing a career progression plan
Occupational Health & Safety	Ensuring a safe and healthy working environment through robust occupational health and safety systems aligned with international standards.	1. ISAGO certification was achieved 2. The Lost Time Accident (LTA) rate increased by 9%
Customer Relationship Management	Strengthening relationships with airline customers to improve service quality and customer satisfaction.	1. Airline Customer Satisfaction score 74% 2. Net Promoter Score (NPS) 30%
Community Investment	Promoting and supporting community development and environmental initiatives to create shared value between business and society.	Implemented 6 community projects
Governance		
Good Corporate Governance	Implementing good governance principles with transparency, accountability and ethical business conduct to strengthen stakeholder trust.	1. Initiated a study on the establishment of an ESG Committee 2. No cases of corruption were reported

Material topics	Topic Details	2025 Performance
Strengthening Risk Management	Developing an organization-wide risk management system that integrates ESG, safety and operational reliability to enhance overall resilience.	An Enterprise Risk Register incorporating ESG-related issues was developed
Innovation Management	Promoting innovation and technology adoption within operational processes to improve efficiency and service quality.	Initiatives were introduced to increase investment in enhancing operations through digital technologies and intelligent systems, including Digital Transformation and Smart Operations.





E ENVIRONMENT

Energy Management



AOTGA recognises the importance of efficient energy use as a core component of environmentally responsible business operations and as a contribution to Thailand's aviation sector greenhouse gas reduction goals. The Company is committed to developing and managing energy sustainably, with the aim of reducing fossil fuel consumption and increasing the use of renewable energy sources.

AOTGA is currently formulating strategic plans and pathways to enhance its energy management system and expand the application of energy-efficient technologies (Solar & EMS Digital). This includes exploring the installation of solar photovoltaic systems (Solar Cells) across operational sites, alongside the adoption of a digital Energy Management System (EMS) to monitor, analyse and manage real-time energy consumption. These initiatives aim to improve energy efficiency, minimise operational losses and increase the share of renewable energy in the future. AOTGA also targets a continuous reduction in energy intensity to ensure that its ground service operations align with international environmental sustainability standards.

Implementation Strategy

To support the strategy of developing an energy management system and adopting energy-efficient technologies (Solar Cell, EMS Digital), AOTGA has set a target to achieve a minimum 5% reduction in Energy Intensity by 2026 and to begin increasing the proportion of renewable energy use in selected operational areas. These efforts aim to enhance overall energy efficiency and reduce fossil fuel consumption.

1. Install a Smart Metering System to Enable Real-Time Energy Monitoring

- Develop a plan to install and operate a metering system that records daily and monthly energy consumption across operational areas.
- Analyse energy consumption data to identify opportunities for efficiency improvements.

2. Adopt Real-time Automated Energy Controls system to Reduce Energy Waste

- Implement an automatic shutdown system for lighting and equipment outside operational hours.

- Develop a plan to upgrade lighting and HVAC control systems, which refer to Heating, Ventilation, and Air Conditioning. It is the collective systems and technology used to regulate the temperature, humidity, and air quality within an indoor environment, to ensure they operate efficiently and in alignment with real-time usage needs.

3. Conduct Feasibility Studies to Upgrade High-Energy-Use Systems and Equipment

- Develop a plan to conduct an Energy Audit to identify equipment and processes with high energy consumption, assess compliance with standards and evaluate opportunities to replace or upgrade to energy-efficient equipment.

These initiatives are aligned with the guidelines of GRI 302: Energy and GRI 305: Emissions, supporting enhanced energy efficiency, reduced greenhouse gas emissions and the aviation industry's long-term transition towards Net Zero.

2025 Performance

AOTGA continuously monitors and collects data on energy consumption in its ground handling service operations to reflect the Company's energy resource utilisation patterns in each year and to use such data to support the assessment of opportunities to improve operational efficiency. The scope of energy operations data in 2024 and 2025 covers electricity, diesel and gasoline, which are the primary energy sources used in equipment, machinery and vehicles related to AOTGA's service operations.

In 2025, AOTGA recorded diesel and gasoline consumption for business travel and operational activities of 1,562,604.35 litres and 19,234.15 litres, respectively, while total electricity consumption amounted to 1,380,111.00 kilowatt-hours (kWh).

When considering energy consumption per million baht of revenue in 2025, AOTGA recorded diesel consumption of 14,331.19 MJ[1] [2] per unit, representing a increase of 8.72% from the previous year. In contrast, gasoline consumption increased to 156.26 MJ[3] per unit, an increase of 70.03% year on year, while electricity consumption amounted to 1180.49 MJ[4] per unit, increasing by 5.29% from the previous year.

[1] 1 megajoule (MJ) is a unit of energy or work in the International System of Units (SI). It is equal to one million (1,000,000) joules (J).
[2] 1 liter of diesel fuel has an energy content of 38.6 MJ.
[3] 1 liter of gasoline (petrol) has an energy content of 34.2 MJ.
[4] 1 kilowatt-hour (kWh) of electricity is equal to 3.6 MJ

As a result, in 2025 AOTGA increase in energy intensity per unit by 8.85%, reflecting continuity of business growth and expand services to better meet market demand.

Fuel Consumption

	Diesel (Litres)	Diesel per unit	Petrol (Litres)	Petrol per unit
2024	1,245,582.74	13,181.56	9,802.32	91.91
2025	1,562,604.35	14,331.19	19,234.15	156.29

Note: Fuel consumption per unit refers to fuel consumption per million baht of revenue.

Electricity Consumption

	Electricity(kWh)	Electricity Consumption per Unit
2024	1,136,017.00	1,121.23
2025	1,380,111.00	1,180.49

Note: Electricity consumption intensity is expressed in megajoules per million baht of revenue.

Energy Intensity per Unit

Increased by 8.85%

Unit: per million baht of revenue.

Climate Change & Resilience



AOTGA recognises the challenges posed by climate change to the global aviation industry and acknowledges the importance of operating responsibly to support national greenhouse gas reduction targets and the International Civil Aviation Organization's (ICAO) Net Zero 2050 goal.

AOTGA has adopted the strategy "Carbon Footprint Assessment and Net Zero Pathway Development", which involves collecting greenhouse gas emissions data across Scope 1, Scope 2 and Scope 3 emissions are comprehensively covered across all airports served by AOTGA to conduct a complete assessment of the Company's organizational Carbon Footprint. In parallel, AOTGA has developed a Greenhouse Gas (GHG) Reduction Plan that defines clear approaches for improving operational processes, increasing the use of clean energy and enhancing energy efficiency over the long term. These initiatives reflect AOTGA's strong commitment to mitigating climate change impacts, strengthening organizational resilience to environmental risks and driving sustainable growth within the aviation industry.

Implementation Strategy

To align with the strategy "Carbon Footprint Assessment and Net Zero Pathway Development," AOTGA has set a target to complete a full organizational Carbon Footprint assessment across all operational boundaries (Scope 1–3) by 2026, together with the development of a Greenhouse Gas Reduction Plan. These efforts support the Company's transition towards sustainable business operations and contribute to the aviation industry's Net Zero ambitions.

1. Conduct and Report the Organization's Carbon Footprint Annually

- Collect greenhouse gas emissions data from all operational units, covering Scope 1 (direct fuel combustion), Scope 2 (purchased electricity) and Scope 3 (upstream and downstream activities related to operational equipment and services).
- Analyse emissions trends and prepare an annual performance report to support the development of emission reduction measures and targets.

2. Develop a Greenhouse Gas Reduction Plan (GHG Reduction Plan)

- Establish emission reduction measures across operational units, such as increasing the use of clean energy, upgrading to high-efficiency equipment and expanding the use of electric vehicles (EVs).
- Integrate emission reduction measures into the Company's environmental policy and operational planning.

3. Zero Prepare and Develop the Roadmap to Net Zero

- Develop a long-term plan (Net Zero Pathway) that defines greenhouse gas emissions reduction targets by timeframe, together with implementation approaches aligned with the policies of the International Civil Aviation Organization (ICAO) and Airport of Thailand Public Company Limited.
- Raise awareness and provide training for personnel on carbon management and climate change adaptation.

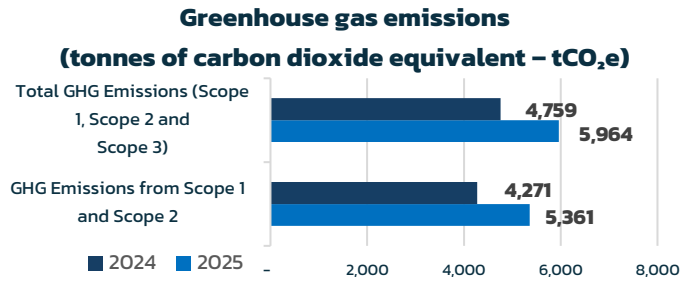
These initiatives are aligned with GRI 305: Emissions and GRI 302: Energy, supporting enhanced organizational resilience to climate-related risks and strengthening AOTGA's transition towards sustainable aviation ground operations.

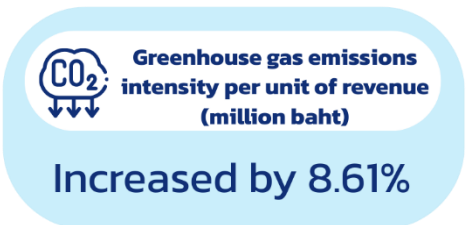
2025 Performance

AOTGA collects greenhouse gas emissions data from its operations within the boundaries relevant to its ground handling service activities and reports emissions covering Scope 1, Scope 2 and Scope 3 across the relevant activity categories.

In 2025, greenhouse gas emissions under Scope 1 and Scope 2 amounted to 5,361 tonnes of carbon dioxide equivalent, while total greenhouse gas emissions across all three scopes (Scope 1, Scope 2 and Scope 3) amounted to 5,964 tonnes of carbon dioxide equivalent. As a result, AOTGA's greenhouse gas emissions intensity per unit of revenue (million baht) increased by 8.61% compared with the previous year.

AOTGA prepared its greenhouse gas emissions data with the involvement of relevant external parties, who conducted reviews of the data for 2024 and 2025 in accordance with the specified data categories, to ensure that disclosures are accurate and reported in line with appropriate reporting formats.





Environmental Management



AOTGA places strong importance on responsible resource and environmental management across all operational areas within airports. The Company focuses on efficient water usage and proper waste management in accordance with aviation safety standards. Quantitative data is regularly monitored and various measures are implemented to ensure that ground service activities are conducted in an environmentally responsible manner.

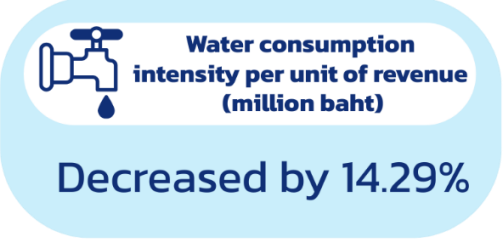
Water management

AOTGA collects data on water consumption arising from general operations and ground handling support activities in order to reflect annual water resource usage patterns. The data cover all principal operational areas, supporting facilities and the Head Office.

In 2025, total water consumption amounted to 21,661 cubic metres, which was broadly comparable to the previous year or represented a decrease of 1.10 percent. Water consumption intensity stood at 5.15 cubic metres per million baht of revenue.

To ensure continuous monitoring and support improved water management, AOTGA has set a target to reduce water consumption by 5 percent in the following year. Existing data will be used as a baseline to assess trends and to consider factors influencing water usage across each operational area. This information supports the monitoring of AOTGA's resource consumption trends and informs future organizational needs should business volumes or operating models change

Water Management Performance	Total water consumption (m^3)	Water consumption intensity per unit of revenue (m^3 per million baht)
2024	21,901.00	6.00
2025	21,661.00	5.15



Waste management

AOTGA recognizes the importance of effective waste management arising from ground service support activities. These operations may generate various types of waste, including office waste, consumable materials and equipment used in different processes across the organization. To ensure alignment with environmental stewardship principles, the Company has established initial directions for future waste management, focusing on resource efficiency and minimising unnecessary waste generation.

AOTGA plans to further develop an appropriate waste management approach tailored to the nature of its business operations. This may include preliminary waste separation, reducing the use of non-essential materials in support activities and assessing opportunities for recycling or repurposed certain waste types. Implementation will consider the volume and characteristics of waste generated from actual operations.

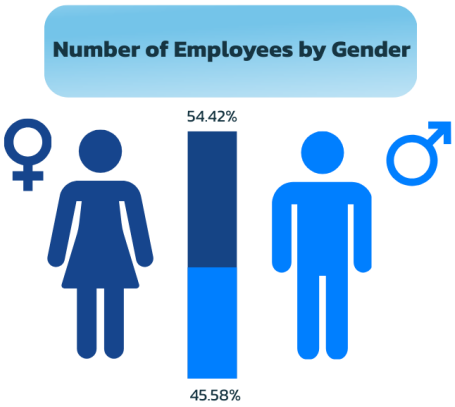
These initiatives aim to strengthen the Company's overall waste management efficiency and support AOTGA's environmental commitments in line with evolving expectations and stakeholder needs.

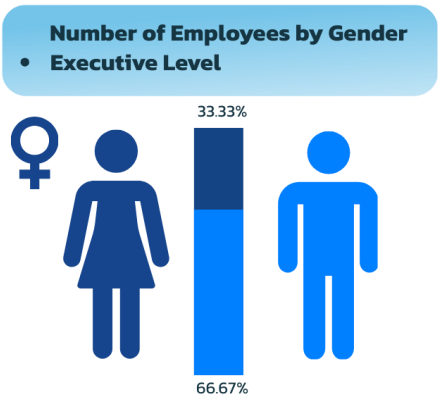


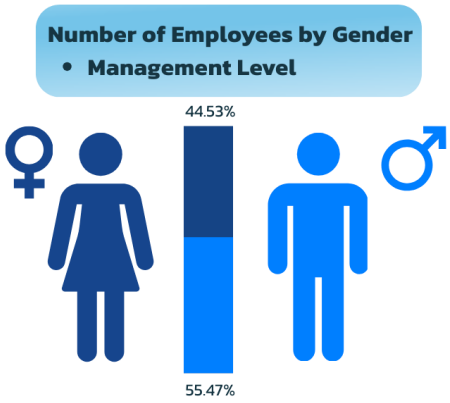


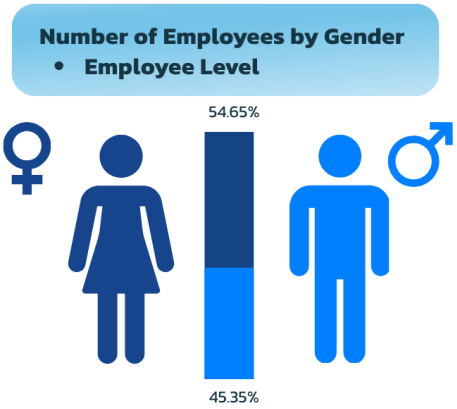
S SOCIAL

Employees Ratio

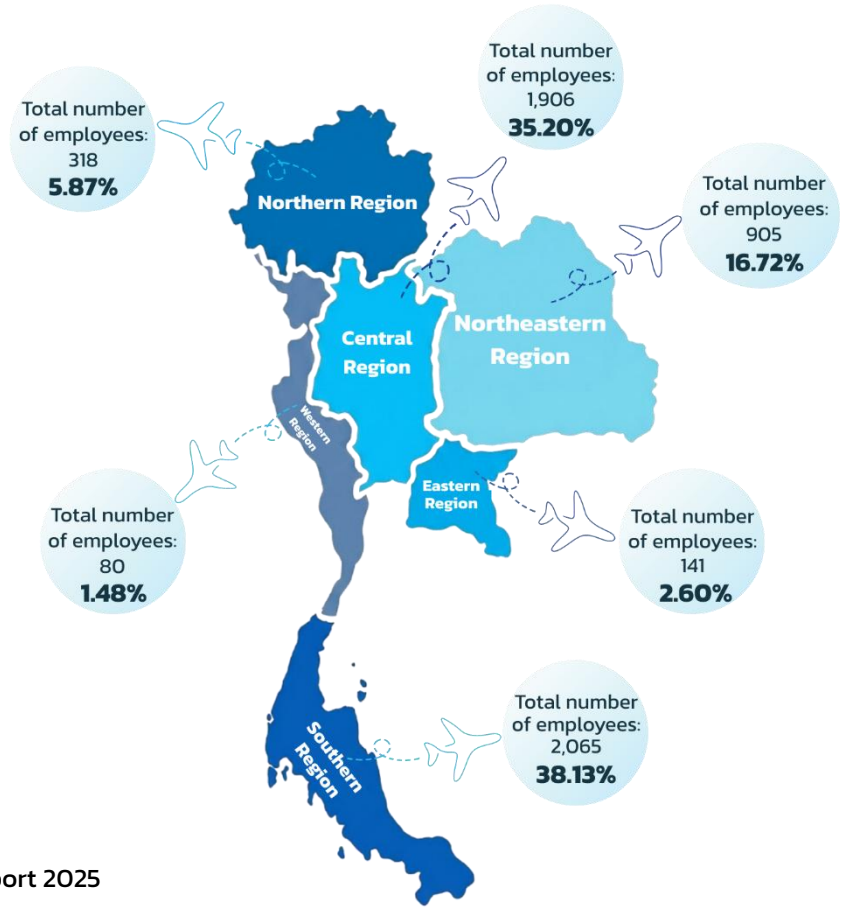








Number of Employees by Dominic



People Development



AOTGA recognises that its people are the most valuable resource in driving sustainable organizational growth. The Company is committed to creating a working environment that supports continuous learning, career development and employee engagement, to enhance workforce capabilities in line with the transformation of the aviation industry in the digital era.

AOTGA is in the process of formulating its HR Roadmap and Career Path strategies to strengthen the capabilities of employees at all levels. This includes designing specialised training programmes, organising practical workshops and promoting continuous learning, alongside establishing a structured career progression framework. These initiatives aim to foster motivation, job security and long-term sustainable growth for the Company's employees.

Implementation Strategy

To align with the planning and formulation of the HR Roadmap and Career Path, AOTGA is in the process of developing an implementation plan aimed at enhancing workforce capabilities and establishing a sustainable foundation for career progression across the organization.

1. Increase employee training hours for essential skills by 15%

- Review and expand the core training curriculum within the Training Manual (TRM) to cover essential technical skills, safety practices, service quality and digital capabilities.
- Promote continuous learning through internal and external training, as well as e-Learning programmes, to ensure employees at all levels receive ongoing development

2. Establish clear Career Paths for all positions

- Develop well-defined Career Paths that specify the skills, knowledge and competencies required for each job level.
- Communicate and strengthen employee understanding through Townhall and internal communication channels to enhance engagement and encourage participation.

The implementation of this initiative aligns with the principles of GRI 404: Training and Education and GRI 401: Employment, aiming to develop people as a key strategic asset that drives AOTGA towards being a sustainable, high-performance ground service organization.

2025 Performance

Human Capital Development

Average Training Hours per Employee

2024 **21.20** Hr/Employee/Year

2025 **24.70** Hr/Employee/Year

Increased **16.51%**

Total Training Hours by Job Level

Executive	**660**	Hrs
Management	**11,784**	Hrs
Agent	**121,254**	Hrs
total	**133,698**	Hours

Employee Development Expenditure

2024 **8,115,150.27** Baht

2025 **13,342,776.97** Baht

Career Path Development

2025 Kicked off ★ None ○

Remark: *Career Path development refers to establishing clear progression pathways for all job positions.*



Employee Development Plan

2024 Kicked off ★ None ○

2025 Kicked off ★ None ○

Remark: The employee development plan refers to development activities aimed at enhancing employee performance.

AOTGA places strong emphasis on the development of employee skills and capabilities to support ground handling operations, which require specialized knowledge, professional competence and strict safety standards. The Company's performance in people development in 2025 reflects both the level of training delivered and the budget allocated to support workforce growth across all functions.

In 2025, the average number of training hours per employee increased to 24.70 hours per person per year, representing an increase of 16.51% compared with the previous year. This reflects greater participation in learning and professional development activities across the workforce.

In addition, AOTGA continued to implement employee development plans in parallel with ongoing performance evaluations in both 2024 and 2025. Expenditure on employee development in 2025 increased to 13,342,776.97 Baht, representing a 64.42% increase, to support training programs, skills enhancement initiatives and activities aimed at strengthening employee capabilities across various functions.

Occupational Health & Safety



AOTGA recognises that employee safety is a fundamental priority in an aviation industry that demands precision and a high level of responsibility. The organization places strong emphasis on creating a safe and standardised working environment while fostering a "Zero Accident" culture to prevent incidents and reduce potential losses that may affect personnel and service delivery.

AOTGA implements the Zero Accident Strategy and strengthens its Training framework by focusing on enhancing employees' knowledge, understanding and safety competencies at all levels through internationally recognised training programmes. The organization also conducts regular safety inspections and risk assessments to reinforce control measures and prevent accidents in operational areas.

Implementation Strategy

To strengthen safety standards in line with its strategy, AOTGA has set targets for 2025–2026 to reduce the Lost Time Injury Rate (LTIR) by at least 10% and to maintain continuous ISAGO certification in order to uphold internationally recognised safety performance.

1. Reduce Lost Time Injury Rate (LTIR) by at least 10%

- Develop the annual safety training plan, focusing on safe operational practices in accordance with the Safety Manual (SMM).
- Provide training for employees at all levels on accident prevention, the correct use of personal protective equipment (PPE) and compliance with ground safety regulations.
- Conduct transparent safety incident reporting (Safety Incident Reports) and investigations to support data analysis and prevent recurrence.

2. Maintain ISAGO Certification Continuously

- Review and enhance safety management measures to ensure full alignment with ISAGO requirements and other relevant international standards.
- Prepare for and execute the renewal of ISAGO certification, in accordance with IATA's assessment criteria, to uphold operational quality and international safety standards.

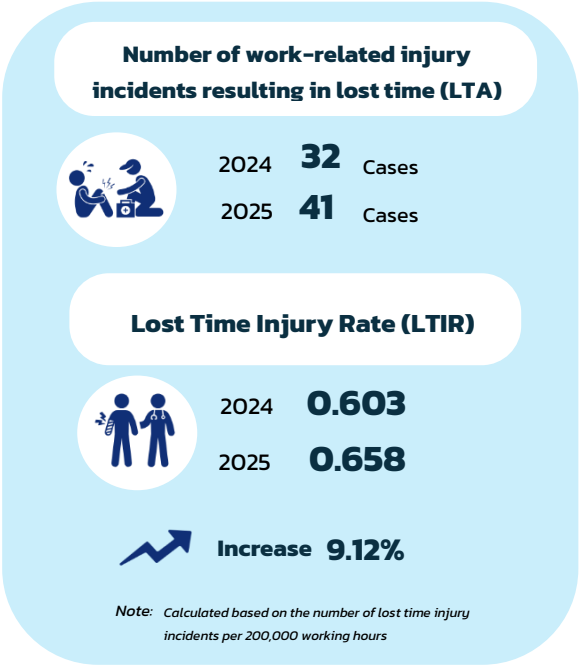
This action plan aligns with the requirements of GRI 403: Occupational Health and Safety and GRI 2-27: Compliance with Laws and Regulations, supporting the development of a safety culture that strives for zero accidents.

2025 Performance

AOTGA places importance on employee safety in operations due to the nature of ground handling services, which involve operational areas and equipment that require a high level of caution during work activities.

The occupational health and safety performance in 2025 reflects the number of incidents arising from operations and the rate of injuries that resulted in employees having to stop work, based on recorded data for each year.

In 2025, the number of lost-time injury incidents increased to 41 cases, representing an increase of 28.13%, while the Lost Time Injury Rate (LTIR) per 200,000 working hours stood at 0.658 cases, an increase of 9.12%. This reflects the number of injuries that occurred



In 2025, AOTGA obtained ISAGO certification for ground handling operations, which is a standard related to service safety.



Customer Relationship Management



AOTGA is committed to achieving the highest level of satisfaction among airline customers through the delivery of high-quality, efficient and reliable services. Recognising that sustainable customer relationships are a key driver of stable and long-term business growth, the Company has implemented strategies to enhance its Customer Relationship Management (CRM) system and to elevate service quality through Fast Response and Service Excellence initiatives. These efforts aim to deliver superior customer experiences and to respond effectively to the needs and expectations of airline partners.

AOTGA is committed to enhancing communication channels and delivering services that are fast, transparent and traceable in real time, while also collecting in-depth data to support the continuous improvement of service processes.

Implementation Strategy

To align with the strategy of "Enhancing the CRM System and Elevating Service Quality (CRM System & Fast Response)", AOTGA has established targets for the period 2025–2026 to improve service quality for airline customers and to build sustainable long-term relationships. The key objectives are as follows:

- Enhance the knowledge and skills of employees in ramp handling, baggage handling, aircraft cabin cleaning and passenger services to ensure efficient and high-quality service delivery.
- Focus on enhancing the quality of baggage handling services and improving efficiency in baggage management processes, particularly the speed of First and Last Bag delivery, to strengthen airline confidence in service quality.
- Establish systematic corrective measures for customer complaints (Detractors), with a focus on communication effectiveness and equipment readiness.
- Set up a Customer Experience Follow-up Team to manage and monitor customer issue resolution on a case-by-case basis. Communicate service strengths and achievements through various channels to build positive brand awareness and reinforce confidence in the AOTGA brand
- Implement a "Service Excellence Recognition" program to acknowledge and reward teams that receive positive feedback from airlines.
- Communicate service strengths and achievements through various channels to build positive awareness and strengthen confidence in the AOTGA brand.

This action plan aligns with GRI 416: Customer Health and Safety and GRI 417: Marketing and Customer Labelling, supporting the promotion of high-quality, transparent and reliable services within the aviation industry.

2025 Performance

AOTGA places strong importance on building customer confidence and satisfaction as a ground handling provider that supports multiple aviation processes. Appropriate customer care and accurate communication are key factors that enable smooth service delivery and ensure that the organization can meet user expectations each year.

Regarding transparency and customer protection, AOTGA recorded no incidents of customer data breaches or complaints related to consumer rights in both 2024 and 2025. This reflects the Company's diligence in data management and in customer-related operational practices

In addition, AOTGA has established marketing, public relations and service communication practices to ensure that information related to its services is presented accurately, clearly and appropriately for its customer segments. These practices have been implemented consistently over both reporting years.

Customer Relationship Management

0 case

- Number of customer data breach cases
- Number of incidents, including corrective actions

★ Yes

No

- Marketing and advertising practices
- Practices for communicating product and service impacts

Airline Customer Satisfaction

2024	82%
2025	74%

On-time Performance (OTP)

2024	99.35%
2025	98.95%

Net Promoter Score (NPS)

2024	25%
2025	30%

Baggage Mishandling Rate

2024	0.1% Departure 0% Arrival
2025	0.1% Departure 0% Arrival

Regarding customer relationship outcomes, in 2025 AOTGA conducted a customer satisfaction assessment to support the evaluation and enhancement of service quality. The results indicated a customer satisfaction score of 74%, while the Net Promoter Score (NPS), reflecting customers' willingness to recommend AOTGA's services, stood at 30%.

These indicators enable the Company to gain deeper insights into customer expectations and experiences across various dimensions. Ongoing monitoring of these results allows AOTGA to identify overall trends in customer relationships and to use the findings as a basis for future service development, ensuring alignment with the Company's business characteristics and evolving customer needs.

Community Investment



AOTGA recognises its role in contributing to the development of society and the environment surrounding its operational areas, with a commitment to creating shared value that links business growth with the long-term wellbeing of local communities. The organization therefore implements the strategy "Investment in Youth and Environment Projects" to support youth development as a key driver of the country's future, alongside the conservation of natural resources and the environment.

AOTGA focuses on investing in initiatives that address the needs of communities around airports, such as youth development programmes, tree-planting and carbon-reduction activities and environmental awareness campaigns. These efforts aim to generate tangible positive impacts on society and the environment, reflecting the effectiveness of initiatives that create meaningful and sustainable shared benefits.

Implementation Strategy

To align with the strategy of "Investing in Youth and Environment Projects", AOTGA has established targets for the period 2025–2026 to implement at least two community projects per year, covering vocational skills development, youth development and environmental initiatives. These efforts aim to create shared value between the Company and communities surrounding airports, while promoting sustainable development.

Youth Development Project in Airport Neighbouring Communities

- Design activities that promote youth capability and learning, such as vocational skills training programmes or youth volunteer initiatives.
- Prepare venues and equipment required for activity implementation.
- Publicise the programme and invite youth from surrounding communities to participate.

Environmental Conservation Projects in Airport Neighbouring Areas

- Design environmental activities such as tree-planting initiatives or plastic-waste reduction campaigns.
- Prepare venues and equipment that are environmentally friendly for activity implementation.

- Invite employees and community members to participate in activities to foster engagement.

2025 Performance

AOTGA places strong importance on fostering constructive coexistence with surrounding communities and engaging in issues related to the quality of life of people in areas adjacent to its operations. The Company focuses on promoting activities that deliver tangible benefits to communities and society, while building positive relationships and encouraging appropriate forms of engagement aligned with the nature of its ground handling business.

AOTGA places strong importance on fostering constructive coexistence with surrounding communities and engaging in issues related to the quality of life of people in areas adjacent to its operations. The Company focuses on promoting activities that deliver tangible benefits to communities and society, while building positive relationships and encouraging appropriate forms of engagement aligned with the nature of its ground handling business.

In 2025, AOTGA implemented numbers of community projects covering vocational skills development, youth development and environmental initiatives, along with six CSR activities designed to generate benefits for communities surrounding the Company's operational areas, as follows:

- "Smiles for the Future" Project
- "Mushroom Spawn and Sports Equipment Donation" Project
- "Driving Sustainability, Creating Value" Don Mueang International Airport
- "Pan Rak - Pan Suk" Project for a Sustainable Future
- "Football Donation" Project for Ban Nong Muang Khai School, Phrae Province
- "Clean Seas, Litter-Free Beaches"

The implementation of these activities helped strengthen relationships with local communities and supported the participation of employees and the public in surrounding areas. AOTGA will continue to consider and develop activity formats that are appropriate to the needs of communities in each year.

Comprehensive assessment of human rights risks in business operations (Human Rights Due Diligence: HRDD), together with preventive measures



Interviews with stakeholders on human rights issues were initiated to identify salient risks

Incidents amounted to

0

- No incidents of human rights violations were identified, either directly or indirectly, and no complaints were reported in relation to discrimination.
- No cases were identified involving unfair labour practices, harassment, violations of labour rights, or infringements of the rights of surrounding communities.



Number of disputes with communities and society

Amounted to

0



Implemented projects in 2025

Smiles for the Future Project

- Implemented at Phang Nga School for Life (Beluga Sponsorship), a residential school for underprivileged and orphaned children.
- Provided essential daily necessities, food, and basic clothing.
- Promoted mental health and well-being among students at Phang Nga School for Life.



Mushroom Spawn and Sports Equipment Donation Project

- Implemented to support activities at Ban Khlong Yang School, a medium-sized school that provides equal educational opportunities for students from ethnic groups.



Driving Sustainability, Creating Value Don Mueang International Airport

- Announced a donation campaign inviting contributions of essential items to the Pattaya Orphanage Foundation, as well as donations of animal food to the Pa Lek Chonburi Stray Dog and Cat Shelter.
- The Pattaya Orphanage Foundation provides care for orphaned children, with a strong focus on ensuring equal access to education and life opportunities regardless of nationality or ethnicity.



Implemented projects in 2025

"Pan Rak - Pan Suk" Project
for a Sustainable Future

- The project donates unclaimed or lost passenger items (found property) that have exceeded the retention period to underprivileged communities in remote areas and disaster-affected individuals, ensuring the items are reused for maximum benefit.



"Football Donation" Project
for Ban Nong Muang Khai School, Phrae Province

- The project involved donating footballs to Ban Nong Muang Khai School (Muang Khai Witthayakarn), Nong Muang Khai Subdistrict, Nong Muang Khai District, Phrae Province, to support activities for children and students.



"Clean Seas, Litter-Free Beaches" Project

- Supports the conservation of Sirinat National Park by reducing waste and pollution on beaches and coral reefs.
- Encourages community and tourist participation in environmental conservation.
- Raises environmental awareness among AOTGA employees and the public regarding cleanliness and conservation.

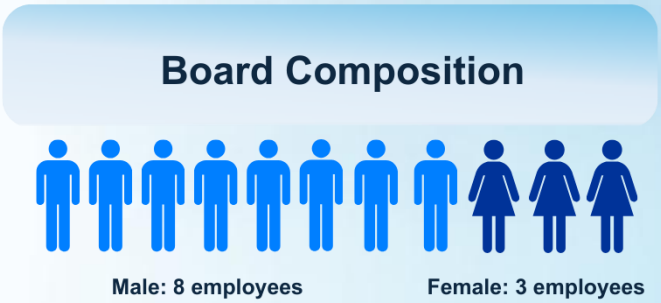




G GOVERNANCE

Board Composition

The Board of Directors comprises a total of 11 members all of whom were non-executive directors.



AOTGA Board of Directors' Meeting

Number of meetings held in 2025

13 Meetings

Audit Committee Meeting

Number of meetings held in 2025

4 Meetings

In 2025, the Company's Audit Committee held a total of **four meetings** to effectively oversee Good Corporate Governance, risk management, and the internal control system.



Good Corporate Governance



The Company places the highest importance on good corporate governance as the foundation of transparent, accountable and trustworthy business operations. This commitment strengthens the confidence of all stakeholders, including passengers, clients, business partners and regulatory authorities. A Sustainability Development Division has been established to analyse business processes, the supply chain and internal and external stakeholders; set sustainability goals; and develop sustainability plans aligned with international standards. The Division also monitors and evaluates sustainability performance in a systematic manner and reports progress to the Board of Directors and/or relevant stakeholders as appropriate. In addition, the Company has developed whistleblowing channels to support a culture of integrity, reinforcing its goal of "Zero Corruption".

AOTGA is committed to elevating its governance standards to align with global expectations by laying the groundwork for Integrated Reporting and preparing for future inclusion in the DJSI Sustainability Index. These efforts reflect the Company's transparency, accountability and readiness to become a model organization for good governance within Thailand's aviation services industry.

Implementation Strategy

To strengthen a governance system that is transparent, auditable, responsible and grounded in integrity — and to advance the organization towards its key objectives AOTGA drives its efforts through the Sustainability Working Committee and the establishment of whistleblowing channels aimed at achieving zero corruption. Accordingly, the Company has set out clear operational plans as follows:

1. Strengthening ESG Oversight through the Sustainability Working Committee

- AOTGA carries out its corporate governance functions through the Corporate Strategy function, with the Sustainability Development Division serving as the principal unit. The division has been formally appointed to oversee and drive the implementation of the Company's corporate governance practices.
- Define the roles, responsibilities and accountability of all relevant parties to ensure that ESG governance is transparent, responsible and auditable
- Coordinate, monitor and follow up on the organization's ESG performance to ensure alignment with corporate strategies and sustainability goals.

2. Monitoring and Reporting ESG Governance Performance

- Hold regular quarterly meetings of the Sustainability Working Team to report ESG performance and highlight key governance issues to management.
- Prepare summaries and recommendations for improvement to enhance controls related to fraud and misconduct risks.
- Document governance outcomes in a systematic manner for reporting to the Board of Directors and relevant stakeholders.

3. Establishing Whistleblowing Channels for Anti-Corruption

- Set up accessible and confidential whistleblowing channels for reporting corruption and misconduct, along with clear procedures for investigation, verification and reporting.
- Communicate the whistleblowing channels to all employees through the Intranet, internal announcements and corporate activities on a regular basis.
- Monitor the number of complaints and outcomes to ensure management can maintain oversight, with the target of maintaining zero cases of corruption.

4. Anti-Corruption Communication

- Organize Townhall Meetings to communicate anti-corruption policies, business ethics and governance practices to employees at all levels.
- Promote a culture of integrity and transparency and reinforce the organization's Zero Corruption commitment through continuous internal communication .

2025 Performance

AOTGA places strong importance on operating under a transparent, accountable and ethical governance framework, encompassing employee conduct, organizational management and interactions with all stakeholder groups. In both 2024 and 2025, no incidents of business ethics violations or corruption requiring corrective action were reported, reflecting employees' awareness and the organization's compliance with ethical and responsible business practices.

AOTGA developed its Enterprise Risk Register in 2024 and enhanced it further in 2025 by expanding coverage to include ESG-related risks—an increasingly critical aspect of long-term operational resilience. This has strengthened the organization's capacity to assess and oversee governance-related risks, particularly those concerning transparency, data security and the reliability of systems supporting ground handling operations.

In 2024 and 2025, no complaints or incidents relating to data breaches or violations of personal data protection were reported, reinforcing the organization's commitment to robust data governance. Additionally, in 2025, climate-related risks were formally integrated into the enterprise risk management process, enabling a more comprehensive assessment of external factors that may affect future operational continuity.

From a governance oversight perspective, AOTGA drives ESG implementation through a formally appointed working team responsible for monitoring policy progress and related practices, as well as reporting ESG performance, transparency measures and governance matters to senior management on a regular basis. The organization also strengthens its ethical culture through internal communication on business conduct and anti-corruption measures. These efforts collectively support the development of a strong, credible and sustainable governance system—across structure, policy and day-to-day operations—to underpin AOTGA's long-term growth.

Good Corporate Governance Performance	Unit	2024	2025
Number of cases of business ethics violations or corruption, with corrective actions taken	Case	0	0

Good Governance Indicators	Unit	2024	2025
Preparation of an Enterprise Risk Register that includes ESG issues	Yes/No	Yes	Yes
Number of complaints related to corruption	Number of complaints	0	0
Number of data breach incidents	Number of complaints	0	0
Implementation of a risk assessment process for ESG risks	Yes/No	Climate-related risks assessment initiated	

Strengthening Risk Management



The Company recognises that comprehensive risk management is a fundamental pillar of stable and sustainable business operations, especially within the aviation industry, which faces uncertainties arising from economic, environmental, technological and social factors. To enhance organizational resilience, the Company has developed an Enterprise Risk Management (ERM) system linked to its Business Continuity Management (BCM) framework to ensure effective prevention, mitigation and response to incidents that may affect operations.

AOTGA is in the process of planning and defining strategies for the development of an Enterprise Risk Register that fully incorporates sustainability-related issues (ESG), climate change, supply chain risks and cybersecurity (IT Security). This initiative aims to strengthen continuous monitoring and reporting of key risks, enabling management to make timely and informed strategic decisions. Additionally, AOTGA is committed to fostering a strong organizational culture centred on effective risk management, thereby enhancing stakeholder confidence and elevating the Company's governance standards towards international best practices.

Implementation Strategy

To align with its strategies for developing the Enterprise Risk Management (ERM) system and the Business Continuity Management (BCM) framework, AOTGA has set short-term targets for 2025–2026 to establish an Enterprise Risk Register that covers ESG-related issues, climate change, supply chain risks and information technology. This initiative aims to enhance the effectiveness of the Company's risk management in line with international standards. The following action plan has therefore been established:

1. Assess ESG-related risks using the Company's ERM criteria

- Enhance the effectiveness of risk management by assessing and monitoring risks linked to environmental, social and governance (ESG) issues, including impacts from climate change, supply chain risks and IT systems.
- Prioritise key risks (Risk Prioritisation) to prepare appropriate risk-mitigation measures

2. Develop risk management guidelines for all issues

- Develop and improve risk-assessment and monitoring guidelines related to environmental, social and governance issues, ensuring alignment with the organizational Risk Management Guideline and coverage across all departments.
- Integrate risk assessment with the BCM system to ensure operational continuity in the event of a crisis.

2025 Performance

AOTGA places strong emphasis on managing risks across its operational processes to ensure the organization can effectively respond to changes in the business environment and to factors that may affect ground-handling services. In 2024 and 2025, the company assessed risk and opportunity factors related to environmental, social and governance (ESG) issues, as well as emerging risks that may arise from technology, climate change or future operational conditions. These insights were used to support decision-making at both the corporate and departmental levels.

AOTGA's risk management framework included the establishment of an Enterprise Risk Register in 2024, which consolidated risks at the organizational level. In 2025, the scope of the Enterprise Risk Register was further enhanced to more comprehensively cover ESG-related issues, thereby supporting more appropriate risk assessment and prioritisation in line with the Company's current operating context

In addition, AOTGA conducted a Business Impact Analysis (BIA) to identify and analyse critical operational processes, as well as the potential impacts of disruptive events across various dimensions. Although a formal Business Continuity Plan (BCP) has not yet been established, the outcomes of the BIA have been utilised to inform strategic risk considerations and sustainability-related issues.

This approach forms part of the Company's ongoing efforts to develop its risk management system in alignment with its long-term organizational direction. The focus is on ensuring that risk assessments adequately reflect key factors across operational activities, technology, safety and ESG considerations that may affect stakeholders and the sustainability of the business. This development approach will serve as a critical foundation for further enhancing risk management practices in the subsequent year, in accordance with the Company's operational framework.

Risk Management Performance	Unit	2024	2025
ESG-related risks and opportunities	Yes/No	Yes	Yes
Emerging risks that may affect future business operations	Yes/No	Yes	Yes
Business continuity plans (e.g., Business Continuity Plan: BCP)	Yes/No	Yes	Yes
Standards for sustainability risk management	Yes/No	No	Yes

Risk Management Indicator	Unit	2024	2025
Having an Enterprise Risk Register (ERR) that includes ESG-related content	Yes/No	ERR prepared	ERR prepared with ESG

Innovation Management



AOTGA recognises that innovation and digital technology are vital to enhancing the efficiency and safety of ground handling services in the rapidly evolving aviation industry. The organization strives to drive operations through innovation to strengthen its competitive capability while advancing towards becoming a modern and sustainable Smart Ground Handling Company.

AOTGA has implemented strategies focused on Digital Transformation and Smart Operations, including the adoption of digital systems for data management, real-time operational performance monitoring and the integration of automation technologies into ground handling processes. These initiatives aim to reduce errors, enhance safety and optimise resource utilisation.

Implementation Strategy

To align with its strategy of investing in digital technologies and Smart Operations, AOTGA has set short-term targets for 2025–2026 to increase investment in Digital and Smart Operations by at least 10% compared with the 2024 baseline. The objective is to enhance operational efficiency, strengthen safety standards and elevate the quality of ground handling services to meet international benchmarks.

1. Assess the feasibility of new Digital & Smart Operations initiatives

Conduct a technology assessment to identify solutions suitable for ground handling operations, such as automation systems, IoT, AI and data analytics, to enhance efficiency and reduce operational risks.

2. Design and develop Digital Transformation projects aligned with the company's business strategy

Develop and plan transformation initiatives such as new GSE tracking systems or real-time customer data management platforms.

3. Increase annual investment in digital and smart technologies (Smart Investment)

Allocate budget to continuously expand investment in digital solutions and foundational smart infrastructure.

4. Implement digital projects across operational units (Implementation & Adoption)

Deploy Digital and Smart Ops systems already developed into operational areas and monitor outcomes to assess efficiency improvements and business performance.

This initiative is aligned with GRI 203: Indirect Economic Impacts and GRI 3-3: Management of Material Topics, with the objective of fostering innovation that enhances organizational capabilities, improves operational efficiency and drives AOTGA towards becoming a sustainable ground handling service provider.

2025 Performance

AOTGA places strong importance on developing innovation and applying new technologies to support ground handling operations and to enhance organizational readiness for Digital and Smart Operations, in line with the strategic direction for the period 2024–2026.

Over the past year, AOTGA has continuously implemented internal processes to promote innovation. In 2025, AOTGA allocated a budget of 9,642,952.96 baht for research and development projects.

With regard to indicators related to investment in digital technology and Smart Operations, it was found that in 2025 the level of investment decreased by 16 percent, reflecting a declining investment trend compared with the previous year.

The shortfall in investment against targets was attributable to a review of technology selection approaches to ensure that systems adopted are aligned with actual operational requirements and deliver long-term value. In addition, it was necessary to assess the suitability of technologies for use across individual operational units, together with prioritising digital initiatives in line with the Company's core missions, in order to maximise the effectiveness of investments. As a result, certain projects were rescheduled to subsequent phases.

Although some digital investments have not progressed as originally planned, AOTGA continues to pursue its established innovation development direction, with a focus on assessing the feasibility of technologies relevant to ground handling operations, alongside the design of initiatives aimed at improving operational efficiency and reducing operational risks. In parallel, AOTGA has continued to lay the groundwork for digital projects aligned with the corporate strategy to support future implementation across operational units.

This approach enables AOTGA to establish a solid foundation for enhancing operational efficiency, safety and service quality in ground handling operations over the long term, while remaining in a phase of planning refinement and readiness preparation for innovation projects.

Innovation Management Performance	Unit	2024	2025
Innovation development and organizational innovation-promotion process	Yes/No	Yes	Yes
Expenditure on research and innovation development	Baht	11,505,322.44	9,642,952.96

Innovation Management Indicator	Unit	2024	2025
Percentage change in investment in Digital and Smart Operations	%	-28%	-16%

GRI Content Index

GRI Standard	Disclosure	Location (Page No.)	Requirements Omitted	Reason	Explanation
GRI 2: General Disclosures 2021					
2-1	Organizational details	Page 13-16	-	-	-
2-2	Entities included in the sustainability report	Page 7	-	-	-
2-3	Reporting period, frequency and contact point	Page 7	-	-	-
2-6	Activities, value chain and other business relationships	Page 13-16	-	-	-
2-12	Role of the highest governance body in overseeing sustainability	Page 22-23	-	-	-
2-13	Delegation of responsibility for managing impacts	Page 22-23	-	-	-
2-14	Role of the highest governance body in sustainability reporting	Page 1-2, 22-23	-	-	-

GRI Standard	Disclosure	Location (Page No.)	Requirements Omitted	Reason	Explanation
2-16	Communication of critical concerns	Page 59-61	-	-	-
2-23	Policy commitments	Page 8-9	-	-	-
2-24	Embedding policy commitments	Page 8-9	-	-	-
GRI 3: Material Topics 2021					
3-1	Process to determine material topics	Page 20-21	-	-	-
3-2	List of material topics	Page 25-27	-	-	-
GRI 200: Economic Topics					
201-1	Direct economic value generated and distributed	Page 3	-	-	-
205-1	Operations assessed for risks related to corruption	Page 59-61	-	-	-
203-1	Infrastructure investments and services supported	Page 66-68	-	-	-
203-2	Significant indirect economic impacts	Page 52-56	-	-	-
GRI 300: Environmental Topics					
302-1	Energy consumption within the organization	Page 36-38	-	-	-

GRI Standard	Disclosure	Location (Page No.)	Requirements Omitted	Reason	Explanation
305-1	Direct (Scope 1) GHG emissions	Page 39-40	-	-	-
305-2	Energy indirect (Scope 2) GHG emissions	Page 39-40	-	-	-
306-2	Waste by type and disposal method	Page 42	Disclosure Omitted	Due to the company's scope of business. All waste generated from AOTGA will be collected by AOT	The proper data collection will begin in the upcoming year
303-5	Water consumption	Page 41	-	-	-
GRI 400: Social Topics					
403-1	Occupational health and safety management system	Page 47-48	-	-	-
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	-	Disclosure Omitted	Due to informatio nal security reason	Some benefits may be disclosed in the upcoming years if appropriate.
403-6	Promotion of employee health	Page 47-48	-	-	-
404-2	Programs for upgrading	Page 45-46	-	-	-

GRI Standard	Disclosure	Location (Page No.)	Requirements Omitted	Reason	Explanation
	employee skills				
413-1	Operations with local community engagement	Page 52-56	-	-	-
416-1	Assessment of the health and safety impacts of product and service categories	Page 47-48	-	-	-
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 52, 59-62	-	-	-

Sustainability Report 2025

AOT GROUND AVIATION SERVICES COMPANY LIMITED

AOT Ground Aviation Services Co., Ltd. (Head Office)
222 Room No.4326, 4th Floor, Terminal 1, Don Mueang Airport
Vibhavadi Rangsit Rd, Don Mueang, Bangkok 10210

+66 64 589 0233

www.aotga.com

AOTGA - AOT Ground Aviation Services Company Limited