

THAI AIRWAYS INTERNATIONAL PLC.

KIM ENG Securities

NDR in USA (May 16-20, 2011)



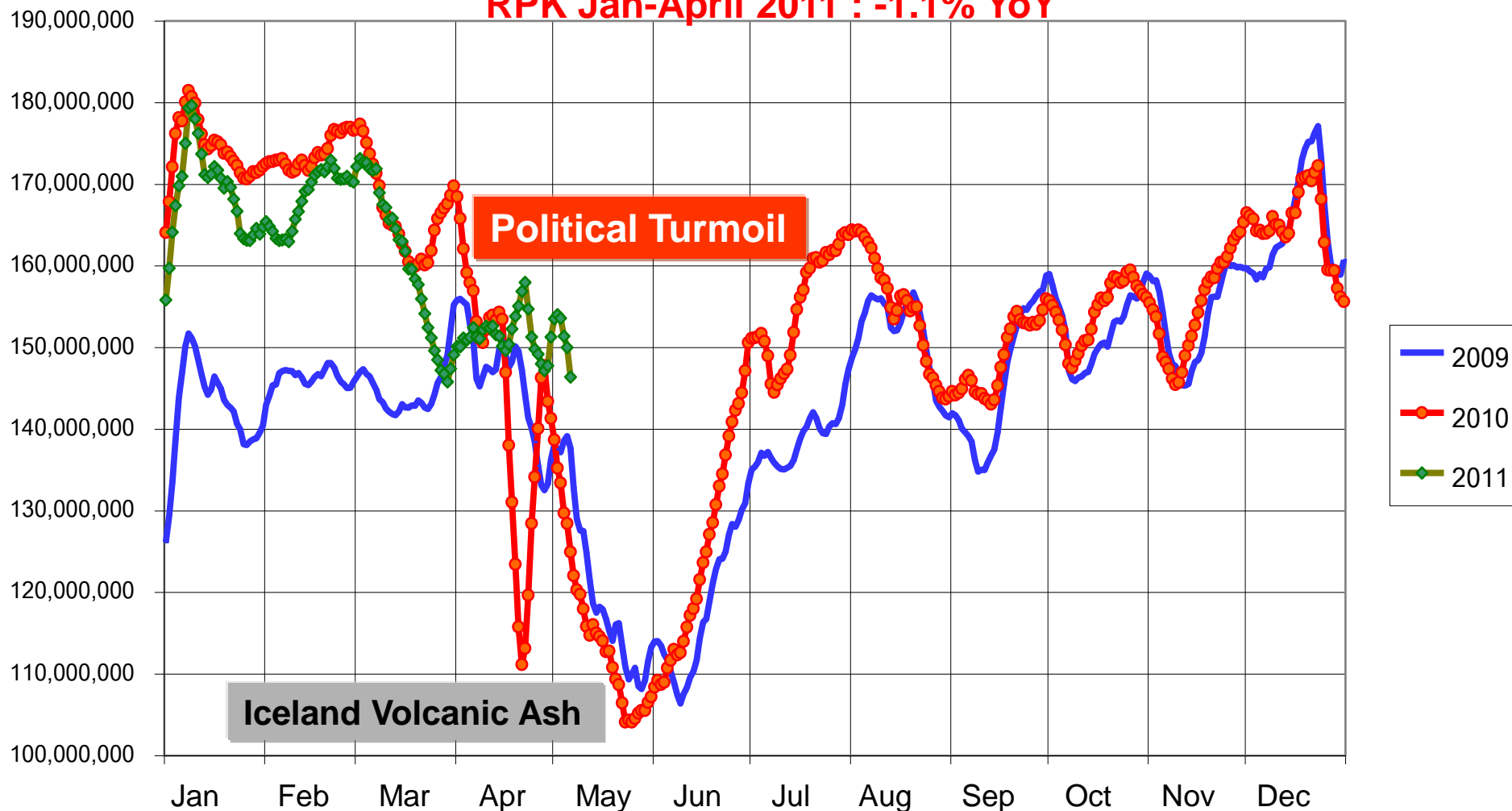
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This document should not be construed as an investment guide or as an offer or solicitation of an offer to buy or sell the Company's stock.

DAILY REVENUE PASSENGER KILOMETRE (RPK)

(7 Days Moving Average up to 6 May 2011)

RPK Jan-April 2011 : -1.1% YoY



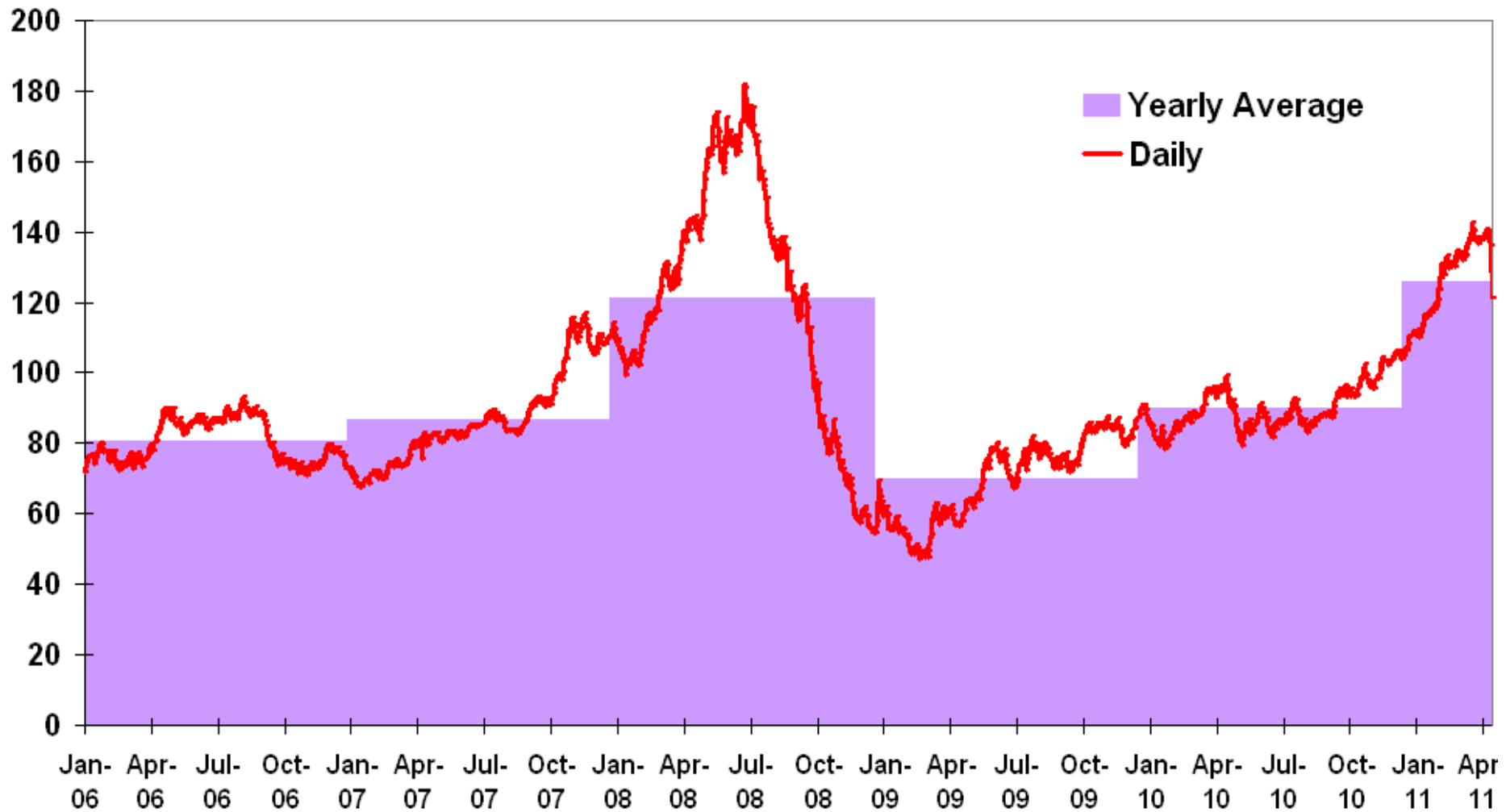
DAILY CARGO TRAFFIC (RFTK)

(7 Days Moving Average)

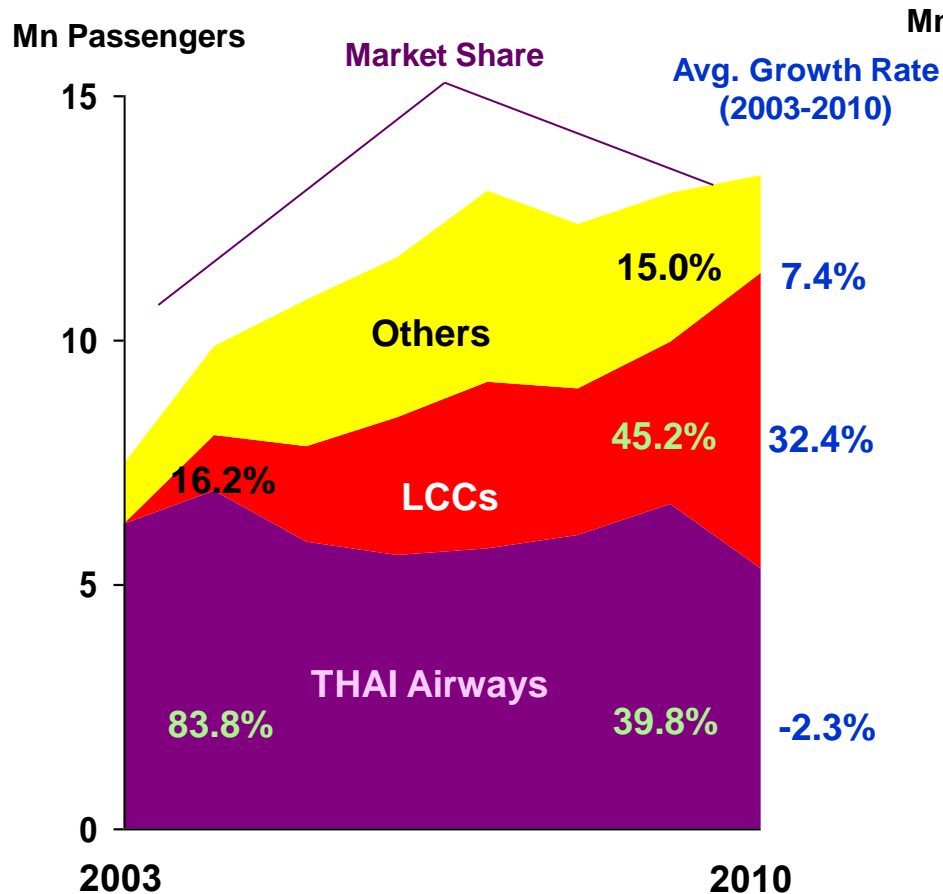
RFTK Jan-April 2011 : +7.7% YoY



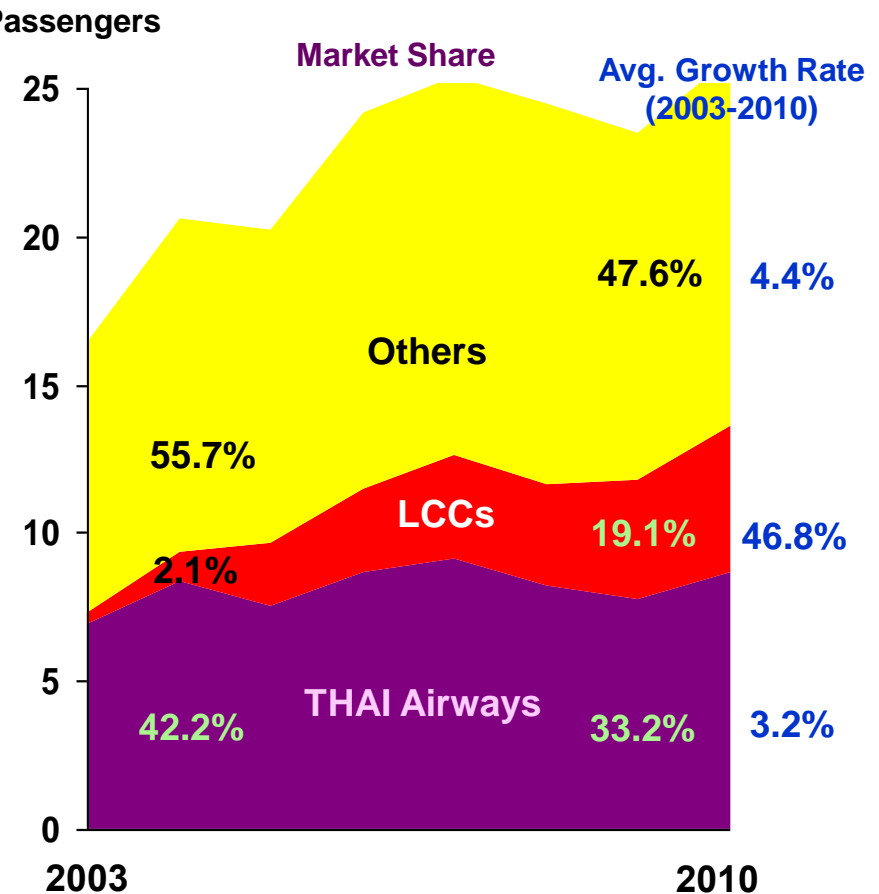
Price of Jet Fuel (US\$/bbl) (Singapore Spot Price)



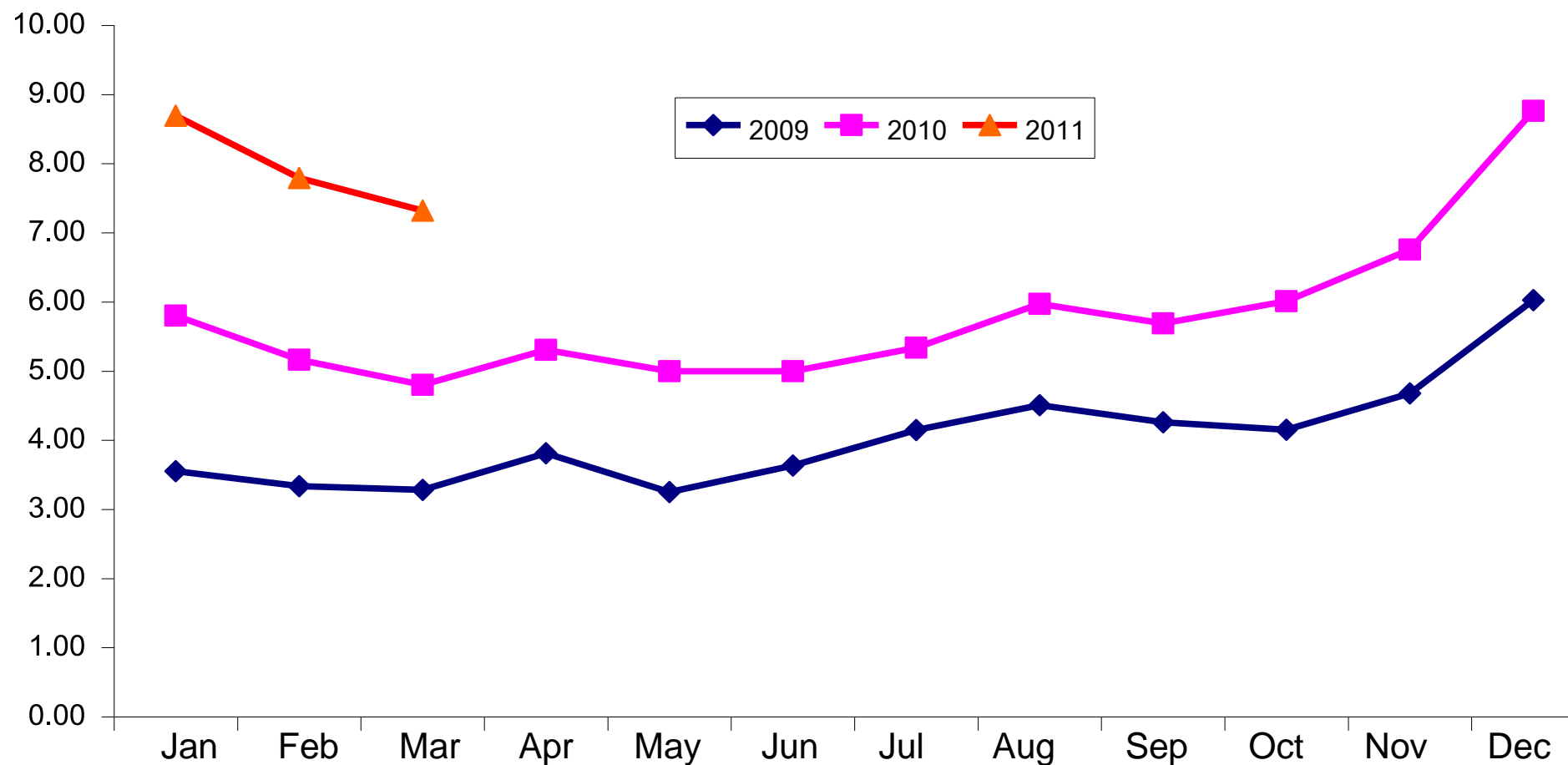
Domestic Market



Regional Market



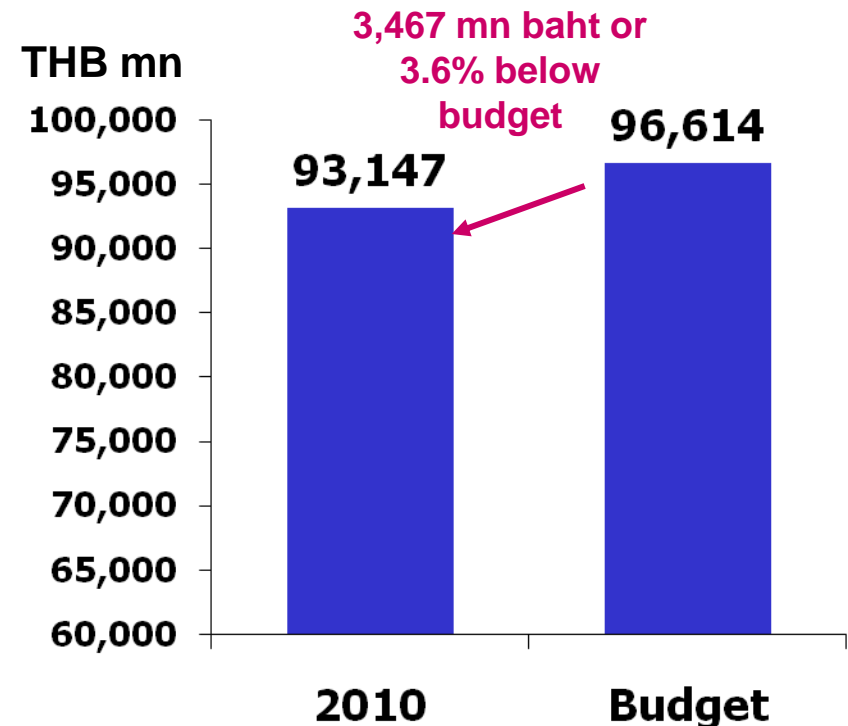
% Internet Sale



From measures undertaken in 2010, THAI was able to reign in costs by coming in THB 3,467 million or 3.6% lower than the approved budget

- Increased salary by 4% compared to previous levels of 6.5%
- Mutual separation plan
- No pay leave project
- Launched early retirement program
- Managed reduction in crew accommodation cost
- Reduction of management & admin. expense
- Continued jet fuel management program
- Negotiated management fee with fuel suppliers
- Negotiated ground service fees, airplane landing and parking fees
- Changed approach in undertaking marketing and advertising initiatives
- Others

2010 Expense Compared to Budget

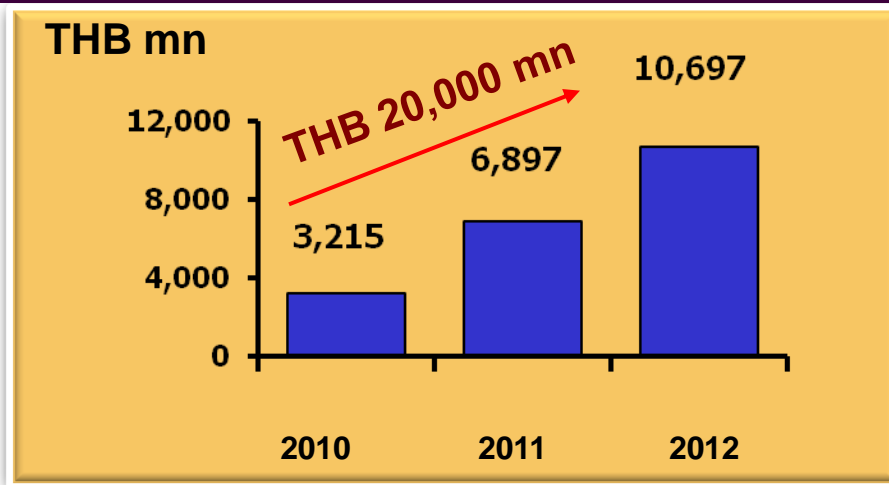


THAI is committed to achieving the THB 20,000 mn cost reduction target agreed to with the Ministry of Finance through 2012

Strategy to Reign in Costs

- Increase proportion of ticket sales via internet & minimize commission payment
- Continue to offer Golden Handshakes & early retirement packages
- Use of Wingspan to provide THAI will competitive staff & with less cost burden
- Improve fuel management
- Continue to negotiate with all suppliers

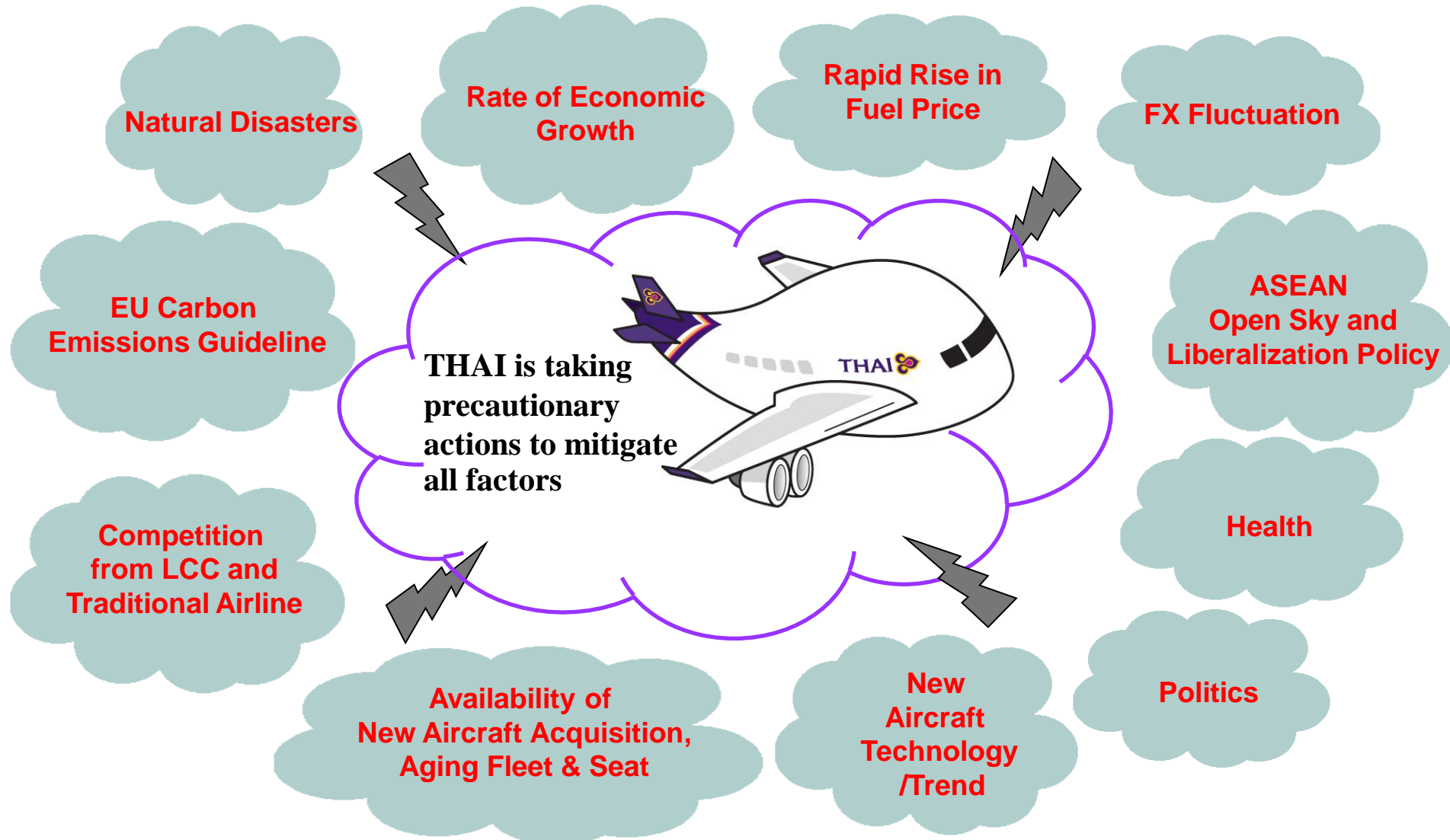
Yearly Cost Reduction Targets



Was able to reduce non-fuel related cost by THB 252 mn or a 7.8% reduction

Factors of Concern

Factors Affecting Aviation Business



Industry Outlook

Economy Outlook



Airline Industry Trend and Growth in 2011-2012

• Global Economy expected to grow by 5% - IMF

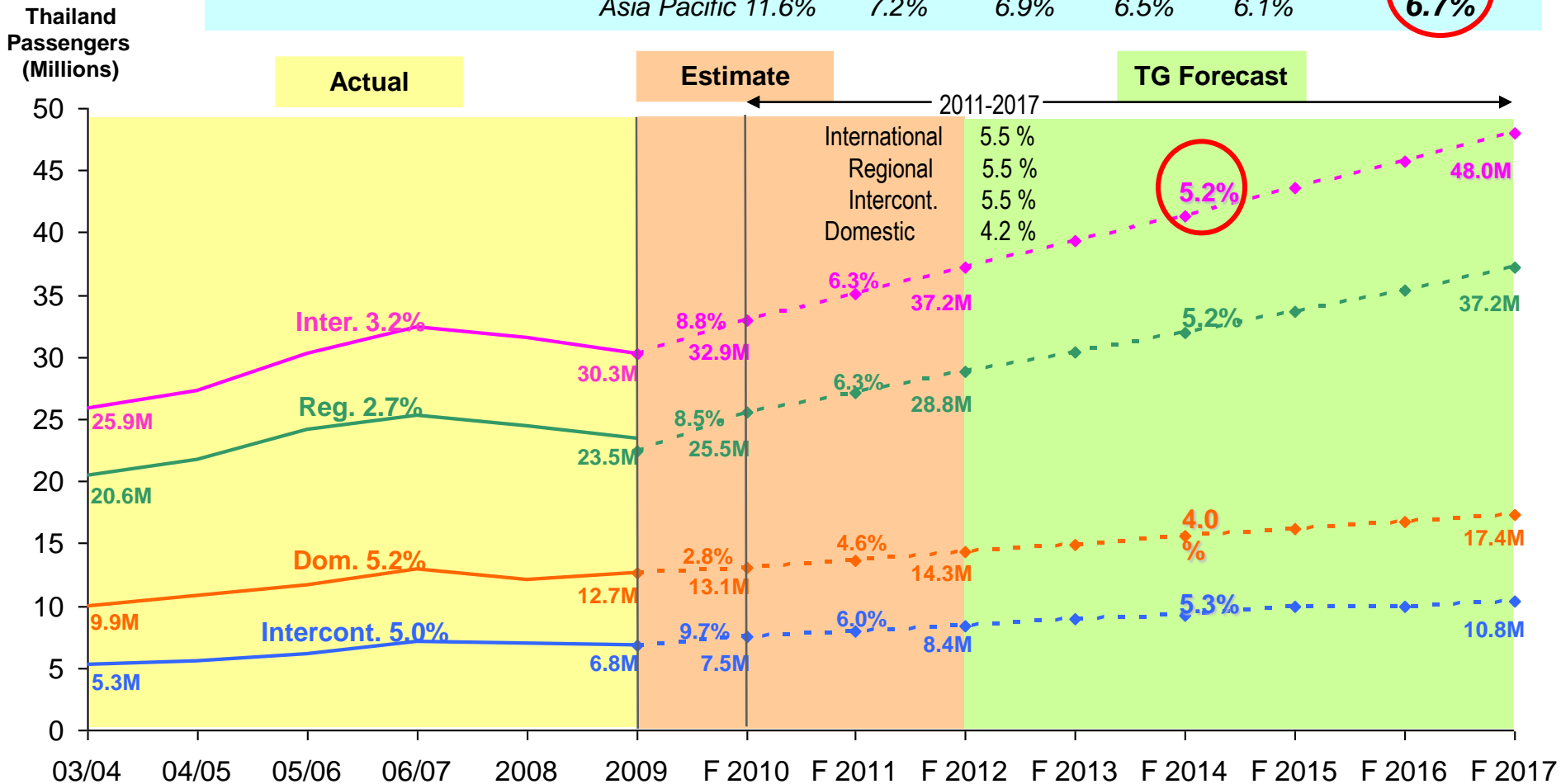
• Global # of Tourists expected grow by 4-5 - UNWTO

• Passenger Traffic expected to grow by 5.2% - IATA

• Air Traffic Transportation expected to grow by 5.5% - IATA

Passenger from / to Thailand Forecast 2011-2017











<u>IATA International Passenger Forecast</u> (As September 2010)	2010	2011	2012	2013	2014	CAGR2011-2014
World	7.9%	4.9%	5.4%	5.4%	5.4%	5.3%
Asia Pacific	11.6%	7.2%	6.9%	6.5%	6.1%	6.7%



Previous & New Strategy

To Be Top 3 in Asia and Top 5 in the World

The World's Top 10 Airlines – Skytrax

	2010	2009	Change
★★★★★★ ASIANA AIRLINES 	1	3	↑
★★★★★★ SINGAPORE AIRLINES 	2	2	→
★★★★★★ QATAR AIRWAYS 	3	4	↑
★★★★★★ CATHAY PACIFIC 	4	1	↓
★★★★★ AIR NEW ZEALAND 	5	8	↑
★★★★★ ETIHAD AIRWAYS 	6	7	↑
★★★★★ QANTAS 	7	6	↓
★★★★★ Emirates 	8	5	↓
★★★★★ THAI 	9	10	↑
★★★★★ MALAYSIA AIRLINES 	10	9	↓

Source: Skytrax

Other Awards in 2010

Skytrax

Best Airline Lounge – First Class
Best Airport Services



Norwegian Grand Travel Award

Best Intercontinental Airline

Business Traveller's Award

Best Ground Service
Best Lounges



TTG Award

Best Business Class
Best Southeast Asian carrier

Clear cut KPIs established for senior management to ensure achievement of tasks needed to turn THAI around



KPIs Implementation Schedule

- All directors: 1Q 2011
- Station Managers: 2Q 2011

Overall Strategic Roadmap

Core Value

“Striving together towards
a strong and sustainable THAI”

Customer-oriented

Competitive

Dynamic

Strategic Transformation Areas

1

Corporate Portfolio Strategy

2

Customer Value Strategy

3

Route Network and Fleet Strategy

4

Commercial Strategy

5

Corporate Social Responsibility
Strategy

6

IT Strategy

7

Efficiency, Flight Safety
and Fuel Management Strategy

8

Human Capital & Organization
Effectiveness Strategy

9

Financial Strategy

Ultimate Goal

“Restore THAI to
be the pride of
Thailand around
the world,

as a leading Asian
carrier that is
consistently among
the top 3 carriers
in Asia and top 5
in the world

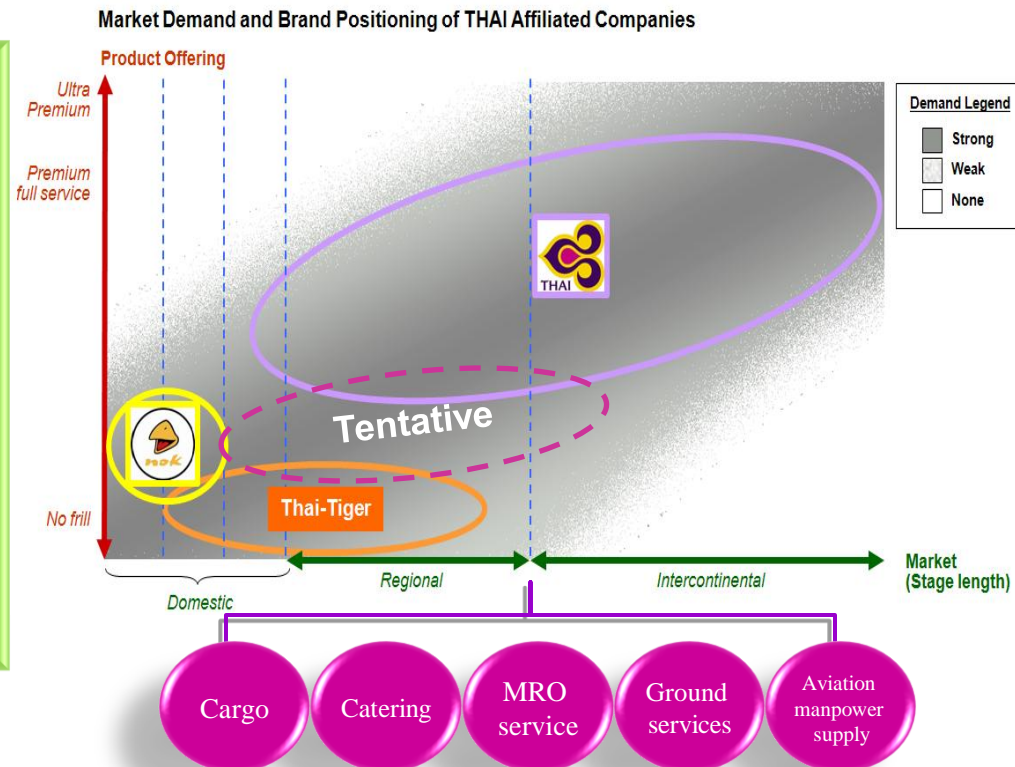
for overall
customer
experience”

1. Corporate Portfolio Strategy

Completed Tasks

- NOK take over of some domestic routes
- TG-Tiger JV MoU signing
- Clearing BU accounts & internal pricing
- Measuring BU performance on KPI
- Road Map Stabilized Operation
- Build Solid Foundation

Moving Forward

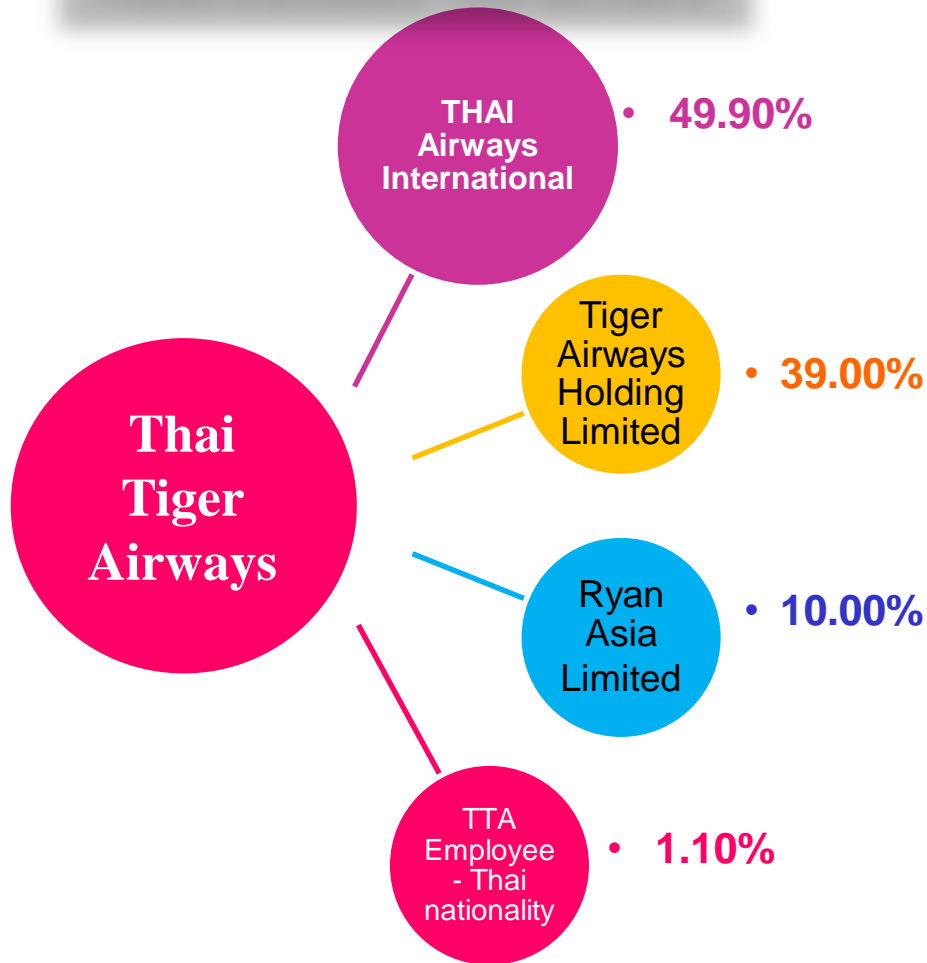


- Capture all attractive market segments
- Reduce risk and revenue volatility
- Capture Growth Opportunities

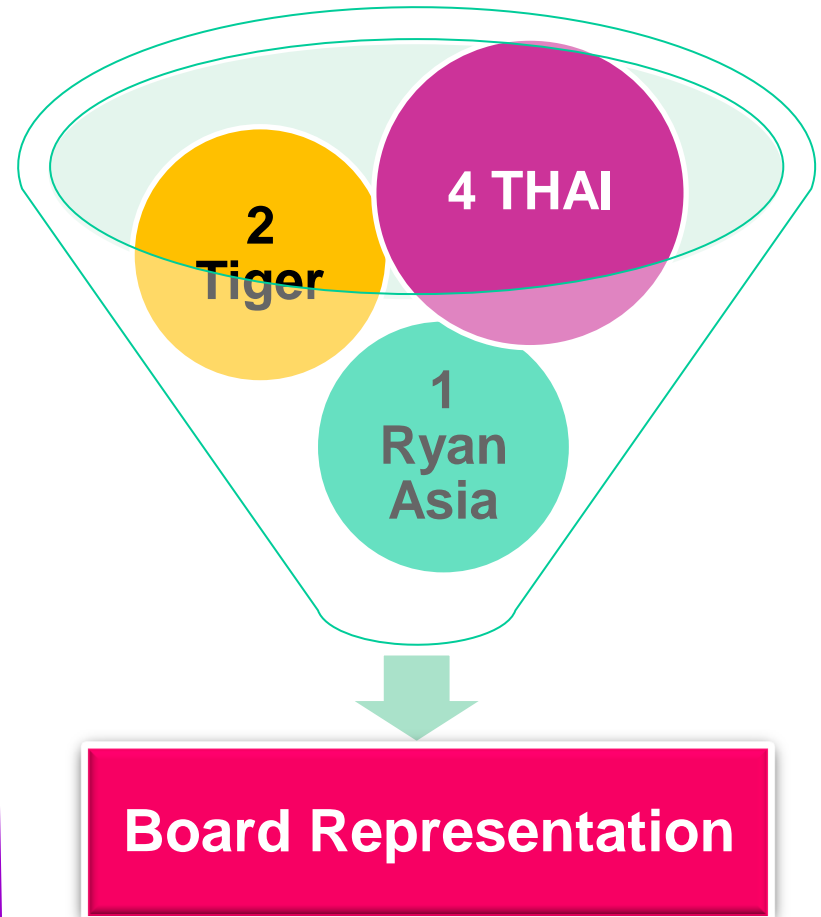
- Stimulate demand for related businesses
- Lower overall operating costs

Thai Tiger Airways (TTA)

Shareholder Structure



MTHB 200 registered capital



2. Customer Value Strategy



Completed Tasks

- Product & service improvement at all touch points: quick-wins and 2010 programs
- Long-Term product plan



Moving Forward

In Progress

- Strengthen ROP program
- Product Re-design with Synchronization
- Implement CRM
- Aircraft retrofit commencement
- Service Touch Point Re-design
- Green Design
- Product Service Quality Assurance
- High Quality Service Improvement
 - Ramp Bus and Baggage by Passenger Baggage Reconciliation System (PBRs)

- Enhance overall customer satisfaction
- Increase customer retention

- Improve yield
- Reduce waste & unnecessary expense

Continue to emphasize value enhancement for customers at every touch point and ensuring standardized service quality



We should leverage “Touches of Thai” to differentiate our products and services



Improved products and services continuing to earn THAI distinctions from global forums

2010



- **Best Intercontinental Airline Award** for the 6th consecutive year - the Norwegian travel industry
- **Best Airport Services and Best Airline Lounge (First Class)** - 2010 Skytrax
- **Best Asian Carrier** from Go Asia Awards - International Tourism Borse Berlin (ITB)
- **Top 5 best airline** award - Smart Travel Asia 2010
- **Best Asia Pacific Regional Airline and Best Business Class Airline** - TTG Travel Award
- **Best State Enterprise Award 2010 for Cabin Attendant Pre-Flight Study and Briefing System**

Pre-Flight Services

Improve THAI Contact Center



Target to improve :

- decrease abandoned call from 20% to < 10 %
- receive call to support e-Services 100 calls / day
- Improve IVR system

Contract **outsource** from TRUE

(total additional staff 52 from existing 214 TG's staff)

- Customer Service Representatives : 36 Staff
- Web/e-Helpdesk : 8 Staff
- Premium Customers : 8 Staff
- In-service by Nov. 2010

3. Route network and fleet strategy

Completed Tasks

- Developed Route Network Strategy for 2013-2017
- Discontinued unprofitable routes and adjust network scheduling
- Developed new route networks



Moving Forward

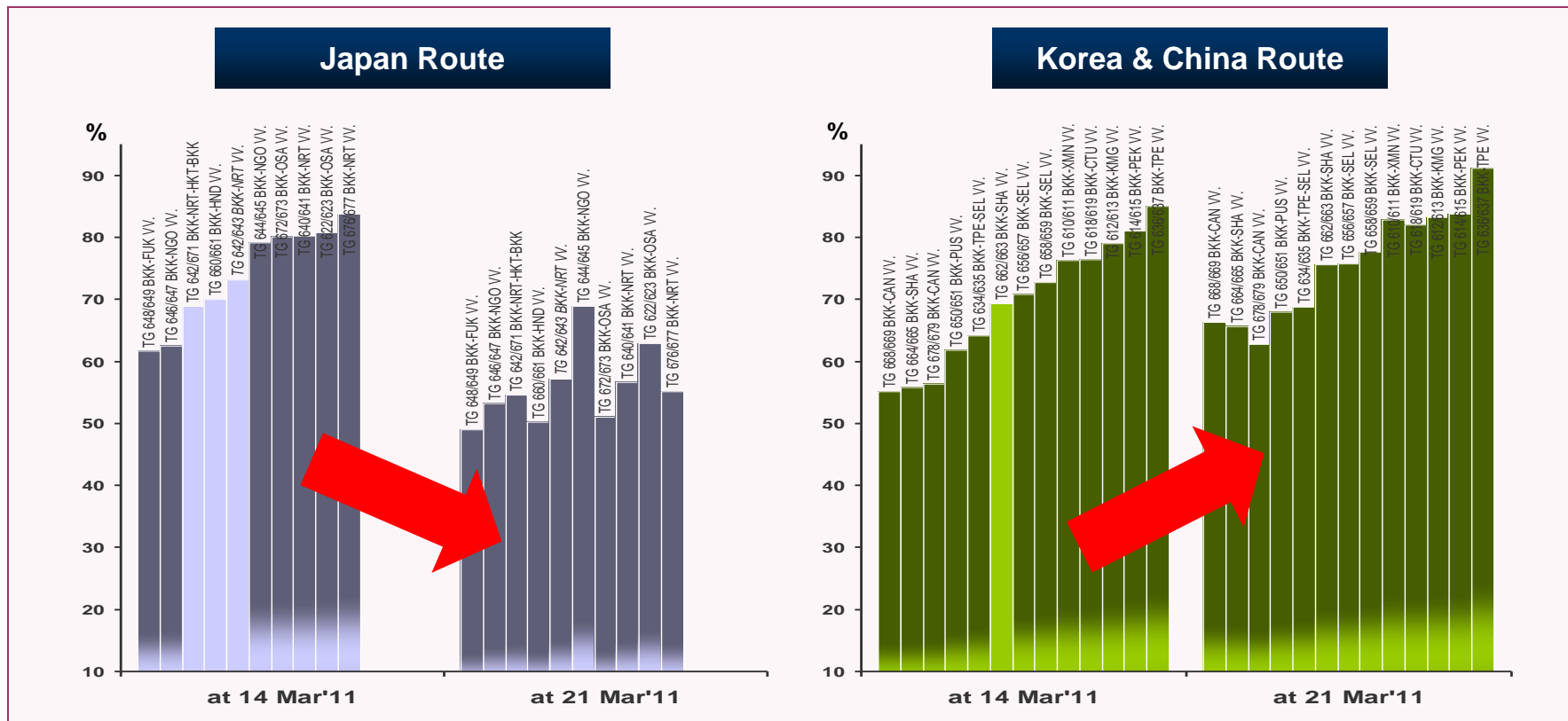


- Strengthen THAI's route network
- Enhance efficiency & improve yield

- Appropriate aircraft type selection
- Common product & reliability
- Increase THAI's market share

Travel Demand in Japan Diverted to Korea & China

Booking Rate (Cabin Factor) in April 2011



(As of 2010)

	Japan Route	Korea Route	China Route
Revenue	17,089 MTHB	5,349 MTHB	9,047 MTHB
Frequency	59 flts/week	17 flts/week	61 flts/week

Route Network

Suspension routes	Manila-Osaka Hong Kong-Taipei Kuwait
Transfer some domestic routes to NOK	Chiang Mai - Mae Hong Son Phisanulok
Flight Frequency Adjustment	BKK-Oslo 5 flts/week BKK-Moscow 3 flts/week
New destination	Haneda 7 flts/week
Resume Operation	Johannesburg 4 flts/week

Route Network

Increased Frequency

BKK-Paris	from 7 to 10 flts/week
BKK-Nagoya	from 7 to 10 flts/week
BKK-Fukuoka	from 5 to 7 flts/week
BKK-Milan (as of May 16)	from 5 to 7 flts/week
BKK-Brisbane (as of April 16)	from 5 to 7 flts/week
BKK-Auckland (as of July 17)	from 5 to 7 flts/week
BKK-Jakarta	from 5 to 7 flts/week
Narita-BKK	from 3 to 5 flts/week
Hong Kong-BKK (as of May 19)	from 2 to 7 flts/week
BKK-Hong Kong (as of July 1)	from 2 to 4 flts/week
Phuket-Hong Kong (as of May 19)	from 5 to 7 flts/week
Hong Kong-Phuket (as of May 19)	from 5 to 7 flts/week
BKK-Kuala Lumpur	from 4 to 5 flts/week
BKK-Mumbai (as of May 1)	from 4 to 5 flts/week
BKK-Gaya-Varanasi-BKK(as of October 1)	from 4 to 7 flts/week
BKK-Krabi (as of September 30)	7 flts/week
BKK-Krabi (May 19-September 30)	2 flts/week

Route network

- Review route performance and address low margin/unprofitable routes
- Optimize network scheduling and route connectivity
- Increase Time Schedule Flexibility
- Expand strategic partnerships and involvement within & beyond Star Alliance
- Resume & expand to markets with strong demand potential
- Strategically align route network and synergize with affiliated companies

Fleet network

- Enhance fuel efficiency, safety and customer reliability
- Decrease maintenance cost
- Noise and CO2 Emission to Lean & Green
- Long term fleet simplification

Current Fleet: 86 Aircraft

(As of Mar 2011)

Exc. 2 of ATR-72, 4 of 737-400 : leased to Nok
3 of A330-300 : Pending delivery



Aircraft Type	# of Aircraft	# of Seat					Financial Method
		First	Business	Premium Economy	Economy	Total	
A300-600	13	0	28	0	232	260	13 O
A340-500	4	0	60	42	113	215	1 O, 3 FL
A340-600	6	8	60	0	199	267	6 FL
A330-300	17	0	42	0	263	305	10 O, 2 OL, 5 FL
B737-400	5	0	12	0	137	149	2 O, 3 OL
B747-400	18	14	50	0	325	389	13 O, 5 FL
B777-200	8	0	30	0	279	309	6 O, 2 OL
B777-200ER	6	0	30	0	262	292	6 FL
B777-300	6	0	34	0	330	364	6 FL
B777-300ER	3	8	30	0	274	312	3 OL
Total	86	30	376	42	2,414	2,862	45 O, 10 OL, 31 FL

Re-fleeting to enhance fuel efficiency, increase reliability & enhance overall customer satisfaction

AIRCRAFT FLEET PLAN

Target avg. fleet age in 2017 = 8.5 yrs from current 11.9 yrs

	< ----- PLAN -----						TOTAL
	2552	2553	2554	2555	2556	2557	5 YEARS
	2009	2010	2011	2012	2013	2014	(2010-14)
TOTAL INCOMING AIRCRAFT	3	3	7	8	11		32
<u>Government Approved</u>	3		5	3	3		14
- A330-300 HGW (High Gross Weight)	3		*5				8
- A380-800				3	3		6
<u>Additional Aircraft (New)</u>		3	2	5	8		18
- A330-300			2	3	2		7
- B777-300ER		3		2	6		11
TOTAL OUTGOING AIRCRAFT	1	7	3	7	7		25
- B747-400 (B744)				4	2		6
- B777-300ER (Jet Airways)					3		3
- B737-400	**1	**1					2
- A300-600 (AB6)		4	3	3	2		12

* Pending Delivery

** Leased to Nok Air

Aircraft Plan 2011-2022

75 Aircraft for Intercontinental and Regional Route

Year 2011-2017

**37 Aircraft : 11 narrow-bodied
26 wide-bodied**



216,075 MTHB

+

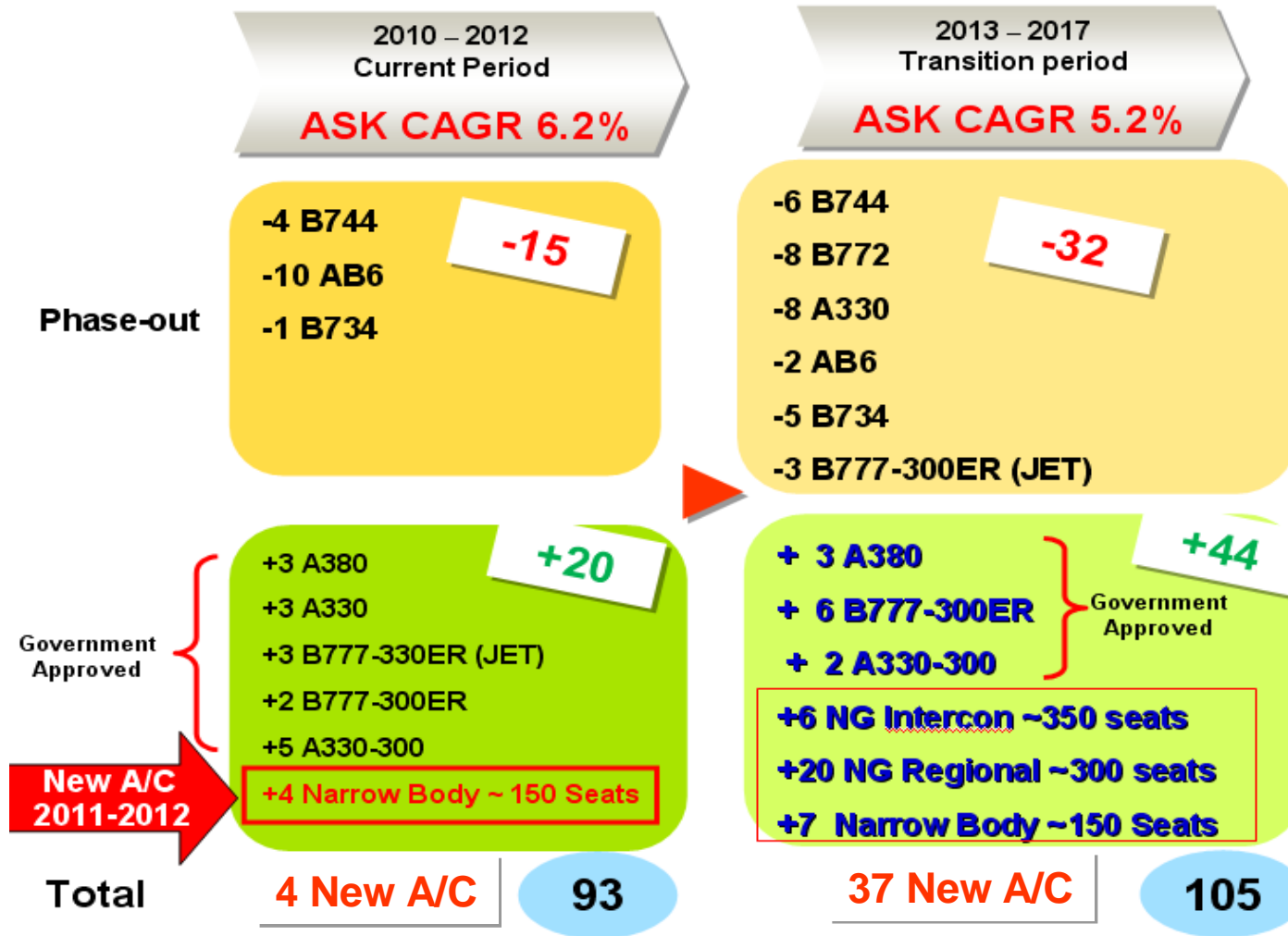
241,052 MTHB

457,127 MTHB

Year 2018-2022

















38 Aircraft : wide-bodied

Modernizing fleet for product consistency, enhance fuel efficiency & customer satisfaction



Execute Current Retrofit Plan

Aim to enhance product commonality & overall customer satisfaction

	# of AC	First Class	Business Class	Economy Class	Retrofit Program
B777-300	6				■ To complete in 2011
B777-200	8				■ To complete in 2012
B747-400 No. 7-12	6				■ To complete in 2012
B747-400 No. 13-18	8				■ To complete in 2013
Airbus 340-600	6				■ To complete in 2013
Airbus 340-500	4				■ To complete in 2014
B777- 200ER	6				■ To complete in 2014

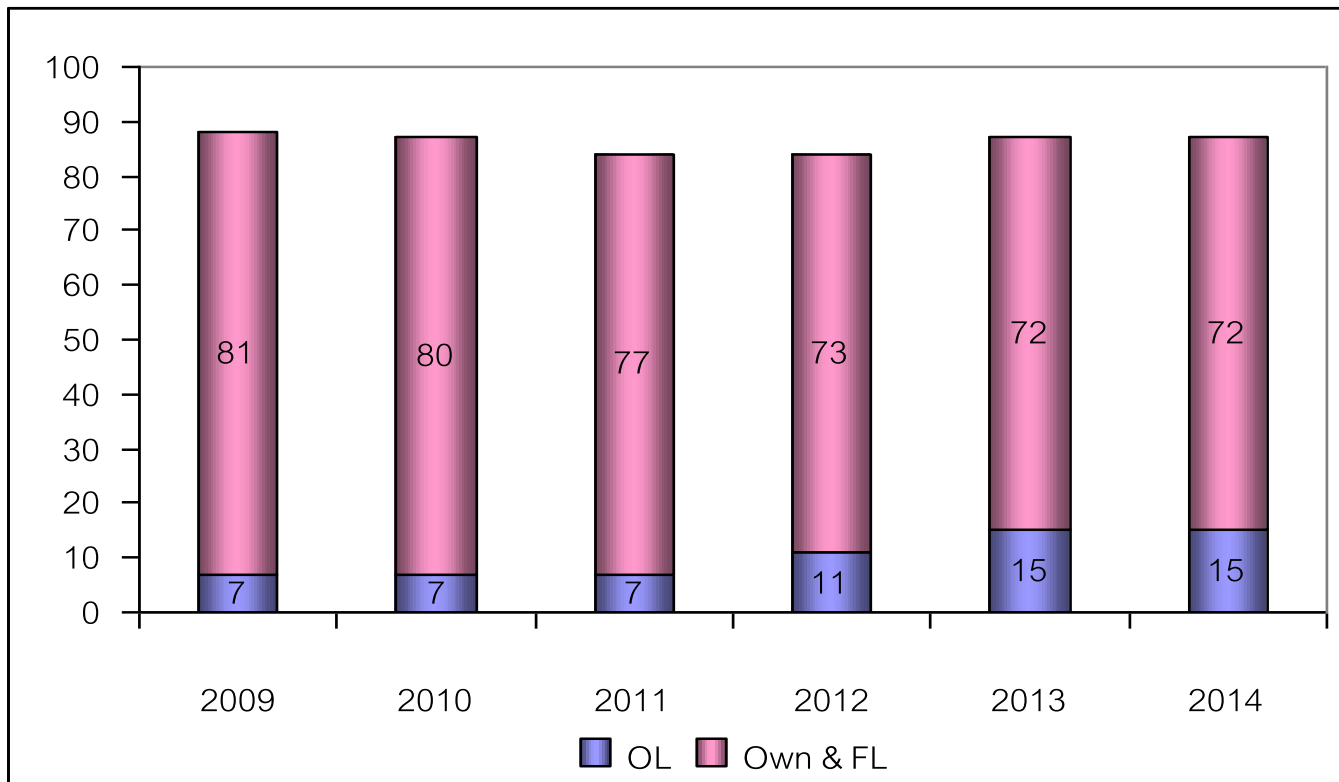
Total Number of New & Retrofit Aircraft

Aircraft Type	Year 2010	Year 2011	Year 2012	Year 2013	Total
A330-300 (8aircraft)	3	5	-	-	8
A330-300 (7aircraft)	-	2	3	2	7
B777-300ER (8aircraft)	-	-	2	6	8
A380-800 (6 aircraft)	-	-	3	3	6
B747-400, #7-12 (6aircraft)	-	5	1	-	6
B777-200 (8aircraft)	-	4	4	-	8
B747-400, #13-18 (6aircraft)	-	-	5	1	6
Total	3	16	18	12	49

Remark : Not include 3 projects to be approved and to be retrofitted in year 2012-2014

OL & FL Aircraft Proportion - Plan

OL percent 8.0% 8.1% 8.3% 13.1% 17.2% 17.2%



Note : Based on available slot for purchase

4. Commercial strategy

Completed Tasks



Moving Forward

- Revenue Management System
- Strategic & flexible pricing structure
- Developed appropriate fuel surcharge strategy



In progress

- Real time dynamic pricing
- Manage and monitor fuel surcharge
- Diversify distribution channels
- Internet Enhancement, Social Media sites
- Mobile Services
- Payment Gateway
- Revenue Management System – O&D

- Ensure optimal yield
- Ensure optimal cabin factor

- Ensure sufficient fuel cost coverage
- Enhance revenue channels

5. Corporate Social Responsibility Strategy



Completed Tasks

- Continue to control or cut cost where possible
- Developed effective fuel hedging strategy



Moving Forward

In progress

- Carbon management strategy
- Green Innovation
- CSR report
- Strengthen internal fuel risk management capability
- Streamline procurement process

- Ensure alignment with social trends
- Minimizing environmental impact

- Ensuring operations stability
- Enhancing efficiency & minimizing cost

6. IT Strategy

Completed Tasks

- Identified key issues to tackle
- Developed concrete plans to move ahead with enhancing IT capability



Moving Forward

In Progress:

- Improve Infrastructure and Application Integration Platform
- IT Sourcing Program for IT Professional skill
- Corporate SAP system
- Commercial Data Warehouse
- New cargo system
- New ROP, New ROH

- Ensure future ability to compete
- Enhance efficiency & reduce redundancy

- Improve quality & speed of decisions
- Enhance integrity & speed of service

7. Efficiency, Flight Safety and Fuel Management Strategy



Completed Tasks

- Established working guidelines
- Established authority
- Enable active & quick decision making process



Moving Forward

In progress

- Lean Operation for process Re-design
- Flight Safety Management
- Actively manage fuel burn
- Fuel Consumption for Carbon Emission Efficiency
- Active fuel surcharge management
- Be vigilant of fuel trend
- Study new fuel options

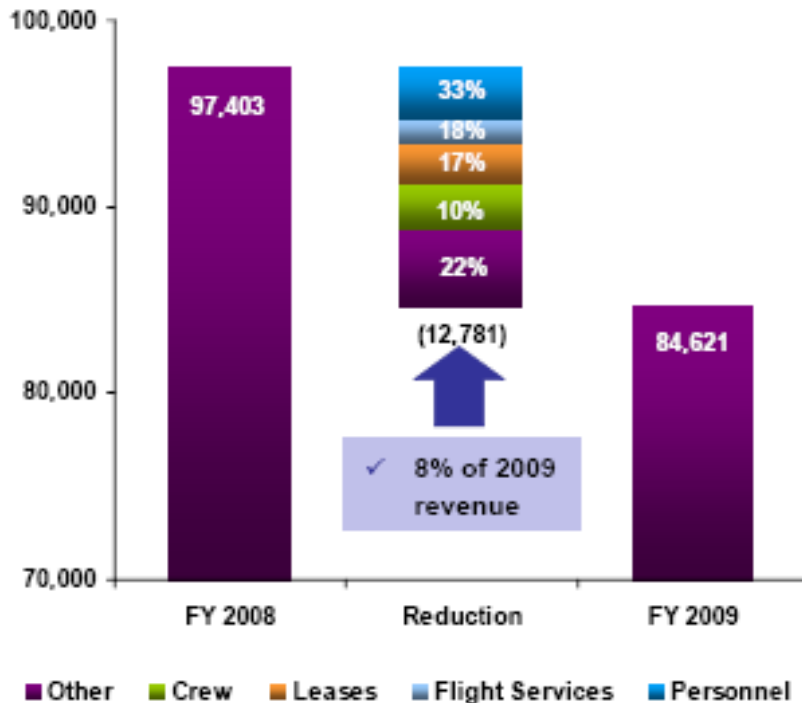
- Ensure least fuel burn & reduce waste
- Ensure optimum hedging

- Ensure sufficient surcharge coverage
- Being aware of the environment

Stringent cost measures put in place to improve efficiency and productivity & target THB 20 bn in further reductions through 2012

Reduction of Controllable Costs (*)

(THB MM)



(*) Non-fuel expenses excluding depreciation and amortization, interest expenses, FX gains/losses and other one-time items

Cost Reduction Initiatives Ongoing



Increase Internet Sales and Lower Reservation Fees



Personnel and Crew Cost Control Measures

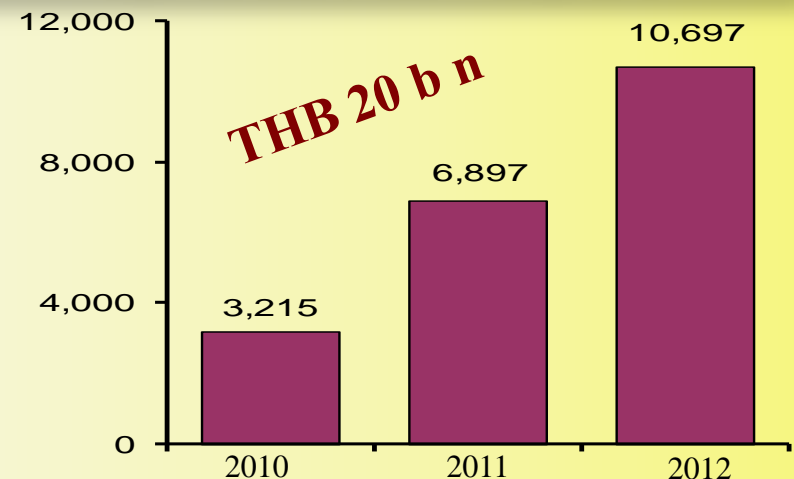


Improved Fuel Management



Renegotiation of Key Supplier Contracts

Target Cumulative Cuts Through 2012



Minimum 20% fuel hedging requirement to mitigate risk of rapid fuel cost rise

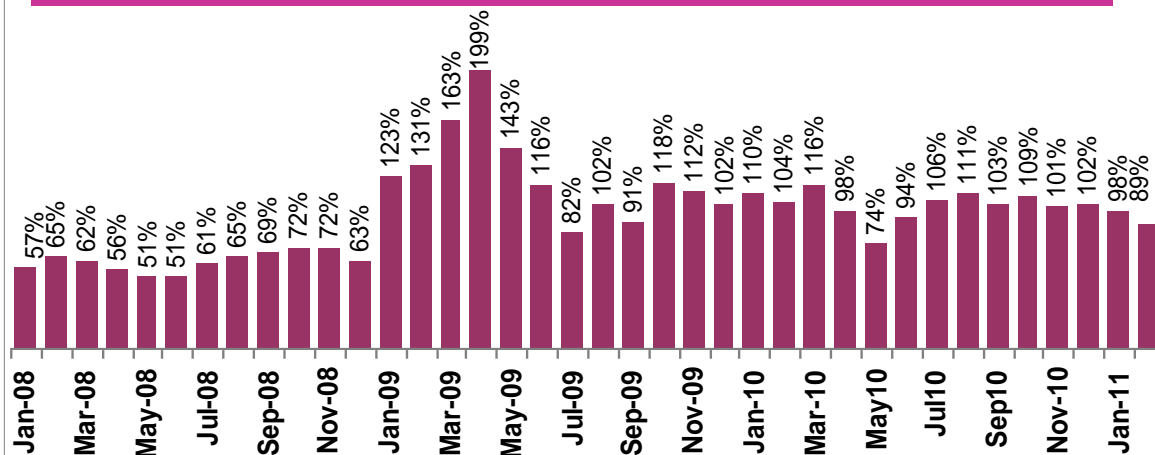
Hedging Volume

>80%	Board Authority		
>60<=80%	Fuel Price Risk Management Committee (President, EVP Finance & Accounting, VP, Director and Department)		
>30<=60%	VP, Director and Department Level Decision		
>20<30%			
<=20%	Board Authority		
	1m 2m 3m 4m 5m 6m 7m 8m 9m 10m 11m 12m 13m 14m 15m 16m 17m 18m >18 months		Contract Period

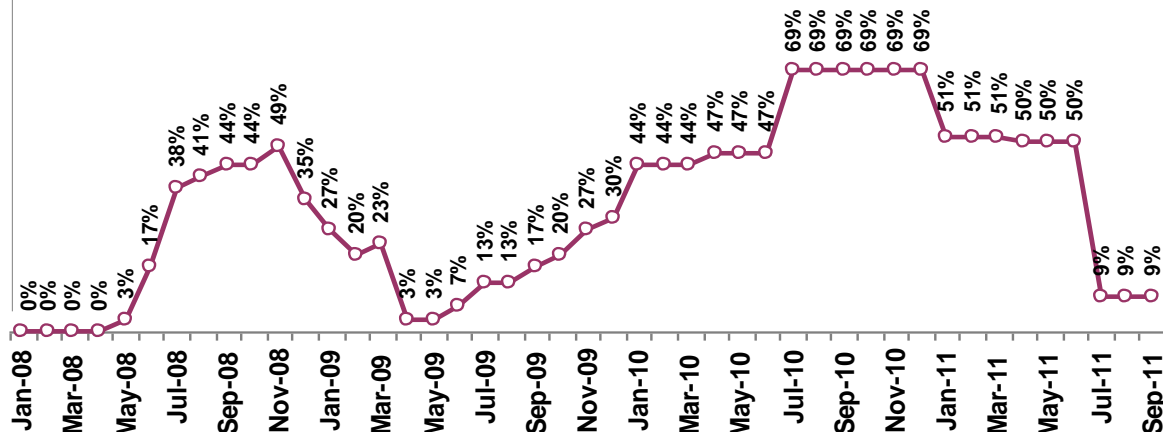
Hedging combined with fuel surcharge greatly mitigates fuel price fluctuation risk

Criteria	Hedging Policy
Percent Coverage	Increase maximum coverage to 80% with a minimum of 20% coverage without BoD approval
Contract Length	Increase hedging contract duration to up to 18 months
Underlying Asset	Jet kerosene
Instrument Mix	Basic Options, Collars and Swaps – studying premium based instruments
Credit Risk	Limit counterparty risk to credit rating “A” by S&P

Percentage of Fuel Surcharge & Hedging Coverage



Monthly fuel hedging 2008-2011 - % of consumption by month



Incremental Fuel Surcharge

• REGIONAL

CHARGE USD 33.50-98.00 (INSTEAD OF USD 28.00-80.00)

• AUSTRALIA

CHARGE USD 122.00-166.00 (INSTEAD OF USD 99.00-135.00)

• EUROPE

CHARGE USD 166.00 (INSTEAD OF USD 135.00)

• AMERICA

CHARGE USD 200.00 (INSTEAD OF USD 162.00)

Effective : April18, 2011 (Europe and South Africa : May2, 2011)

8. Human Capital and Organization Effectiveness Strategy



Completed Tasks

- “Whistle Blower”
- Financial Authority Approval
- Establishment of Wing Span
- Modern Staffing and Job Classification Policies
- Performance Management and Performance-based pay for senior management



Moving Forward

In progress

- Implement modern staffing & job classification system
- Implementing performance based culture management at individual level
- Knowledge Management for Learning Organization
- Improve and Developed Cross functional integration
- Talent development/ Succession Planning
- General management & procurement regulations

- Ensure transparency at all levels
- Expedite decision & operating processes

- Ensure performance based reward
- Ensure succession talent

A more suitable organization structure will enable BUs greater operating & decision making flexibility to provide value contribution to THAI



9. Financial Strategy

Completed Tasks



Moving Forward

- Public Offering : 15,000 MTHB
- Secured Term Loans & to issue debentures in 2010
- Signed revolving credit



In progress

- International Financial Reporting Standard IFRS
- To amend the government shareholding covenant under financing agreement
- To waive the rules and regulations in order to enhance competitiveness
- Seek means to reduce impact of FX
- Improved income tax planning

- Ensure healthy capital structure
- Ensure sufficient liquidity

- Ensure manageable capital burden
- Minimizing FX impact

Equity Offering : 15,000 MTHB in 2010

- 15,000 MTHB received from equity offering on 24 September 2010 (483,870,967 shares @ 31 Baht)

Secure Term Loan / Issue Debenture : 35,000 MTHB in 2010-2011

- 27,000 MTHB Loan Agreements have been signed

In Progress

- Review Credit Rating
- To issue 8,000 MTHB in debentures

Arrange Revolving / Standby Credit Line : ~10,000-15,000 MTHB in 2010-2014

In Progress

- Secured revolving credit line of 2,500 MTHB
- Explore and negotiate for more committed revolving credit line with Banks

Completed Tasks

- Increased operating efficiency
- Stabilized operations
- Greater customer satisfaction
- Enhanced profitability
- Greater financial stability

Inducted to the MSCI Index



Moving Forward

- Positioning THAI to compete globally
- Ensuring necessary structure, processes, preparation to meet challenges
- Leveraging off every busy operation to maximize revenue
- Ensuring cost effectiveness with robust risk management for all aspects of operations



Financial Performance

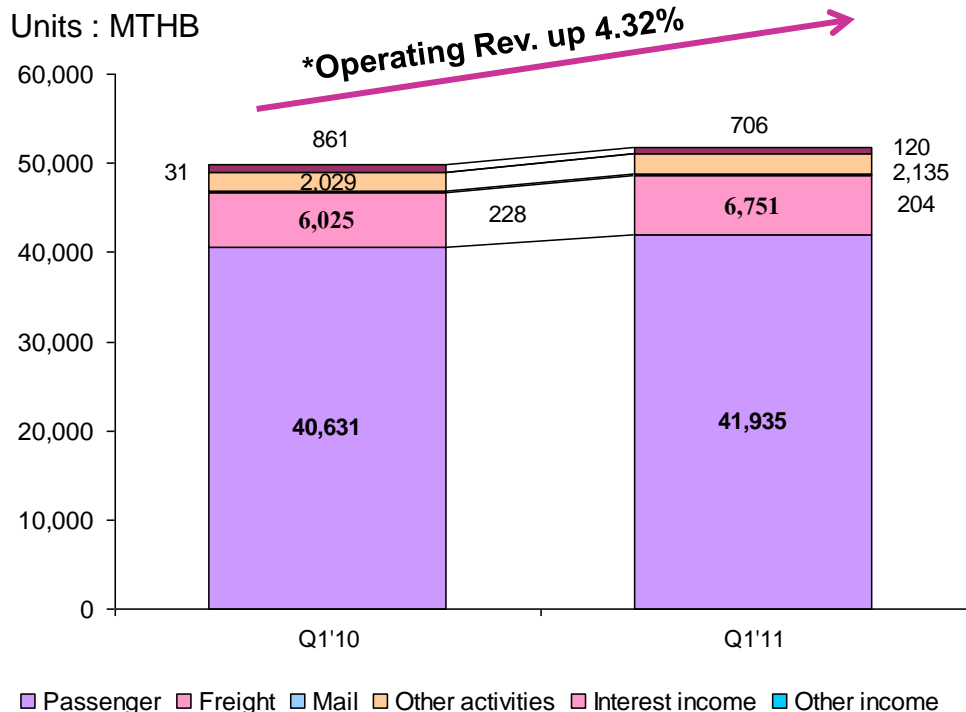
Performance Summary (Q1/2011)

THAI and its subsidiary

	Jan-Mar	
(Units : MTHB)	2011	2010
Total Revenue	51,851	49,806
Total Expense	(46,468)	(43,061)
Foreign currency exchange (Gain)	(3,358)	5,698
Share of losses of investments by the equity method	38	(7)
Profit(Loss) before finance costs , income tax	2,063	12,436
Financial Cost	(1,309)	(1,345)
Income tax expense	(121)	(499)
Net profits (losses)	633	10,592
Profits (losses) Attributable to:		
Non controlling interest	(15)	(20)
Equity holders of the parent	618	10,572

Operating / Total Revenue (Q1/2010 & Q1/2011)

Operating Revenue



Total Revenue

Revenue	% Change	% to Tot. Rev.
Passenger	3.21	80.88
Freight	12.05	13.02
Mail	-	0.39
Other activities	5.19	4.12
Interest income	291.51	0.23
Other income	-	1.36
Total Income	4.11	100.00

***Excludes Interest & Other income**

Operating revenue Q1'10 = 48,913 MTHB

Operating revenue Q1'11 = 51,025 MTHB

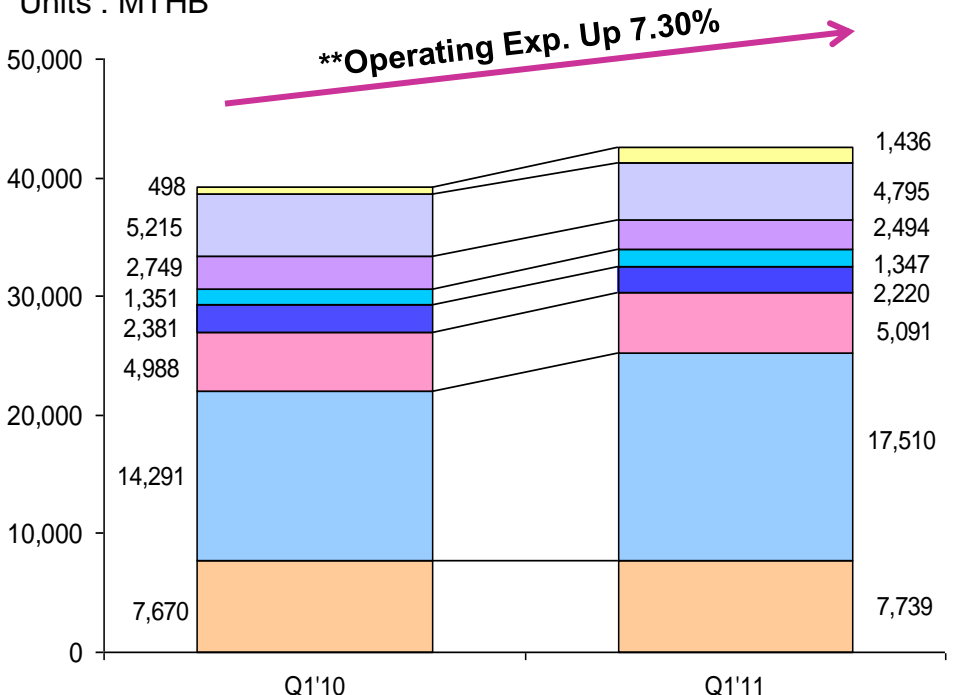
Total revenue Q1'10 = 49,805 MTHB

Total revenue Q1'11 = 51,851 MTHB

Operating / Total Expense (Q1/2010 & Q1/2011)

Operating Expense

Units : MTHB



- Personnel
- Fuel and Oil
- Flight Service Expense
- Inventory & Supply
- Crew Expense
- Aircraft Maintenance
- Depreciation
- Lease of a/c

**** Excludes FX & Impairment losses**

Operating expense Q1'10 = 42,973 MTHB

Operating expense Q1'11 = 46,111 MTHB

Total Expense

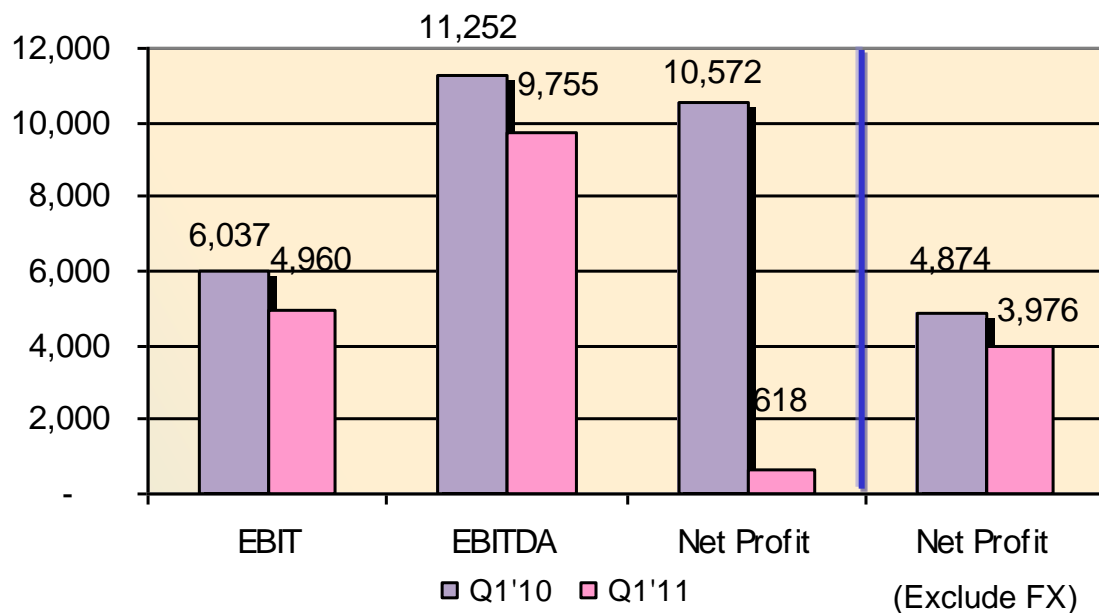
Expense	% Change YoY	% of Tot. Exp.
Personnel expense	0.90	15.53
Fuel and oil	22.52	35.14
Flight service expense	2.06	10.22
Inventories and supplies	- 6.74	4.46
Crew expense	- 0.32	2.70
Maintenance/overhaul	- 9.25	5.01
Depreciation/amortisation	- 8.05	9.62
Aircraft lease/spare parts	188.51	2.88
Other expense	- 504.00	14.44
**Total Expense	33.36	100.00

Total expense Q1'10 = 37,362 MTHB

Total expense Q1'11 = 49,826 MTHB

EBIT, EBITDA and Net Profit (Q1/2010 & Q1/2011)

Units : THB mn



Factors Impacting Q1'11 Results

- Stronger contribution from freight business
- Higher average PAX yield
- Effective fuel hedging policy
- Impact from Japan
- High fuel price
- Lower # of passenger

Ratios – Q1'2010 & Q1'2011

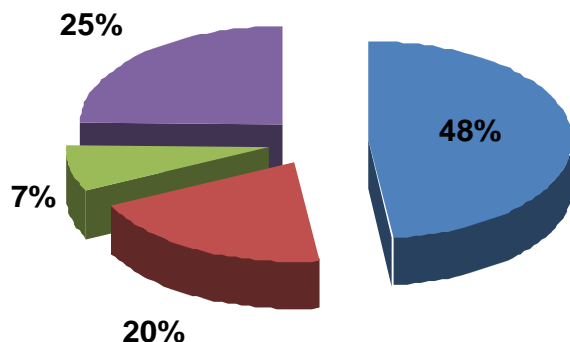
Ratios	units	Q1'10	Q1'11
Earnings Per Share	(THB)	6.22	0.28
EBIT	(MTHB)	6,037	4,960
EBITDA	(MTHB)	11,252	9,755
EBITDAR	(MTHB)	11,750	11,191
Book Value	(MTHB)	63,670	76,712
Book Value per Share	(THB)	37.48	35.14
Total Debt to Equity	(Times)	3.90	2.80
Net Debt to Equity	(Times)	2.35	1.88
Debt Service Coverage	(Times)	2.00	1.50
Interest Coverage	(Times)	8.40	7.50
Operating Profit Margin	(%)	12.30	9.70
Net Profit Margin	(%)	21.60	1.20
EBITDA Margin	(%)	23.00	19.10
Return on Total Assets	(%)	3.80	0.80
Return on Total Equity	(%)	20.10	0.20

Foreign Currency Exposure – Year 2010

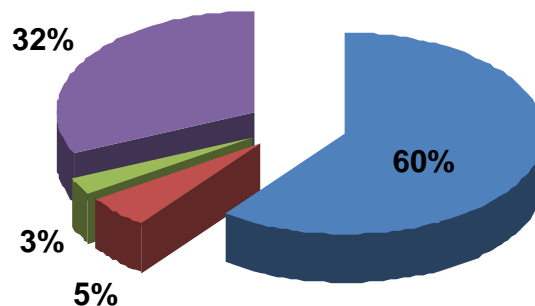
Unit : MTHB

	Revenue		Expense		Surplus or Deficit	Outstanding Borrowings			
	Amount	%	Amount	%		Before Swap		After Swap	
	Amount	%	Amount	%	Amount	Amount	%	Amount	%
USD BASED	85,801	48	89,994	60	- 4,193	1,977	1	1,212	1
USD	18,604		79,340						
Others ⁽¹⁾	67,197		10,654						
EUR BASED	35,210	20	8,030	5	27,180	49,796	34	50,584	35
EUR	16,809		5,623						
Others ⁽²⁾	18,401		2,407						
JPY	13,509	7	3,980	3	9,529	13,766	9	13,766	9
THB	45,753	25	47,228	32	- 1,475	80,741	55	80,741	55
TOTAL	180,273	100.00	149,232	100.00	31,041	146,280	100	146,303	100

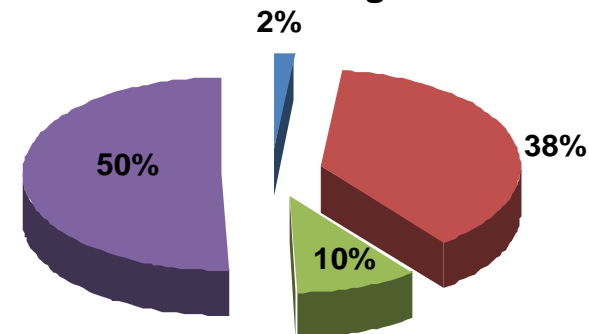
Revenue



Expense



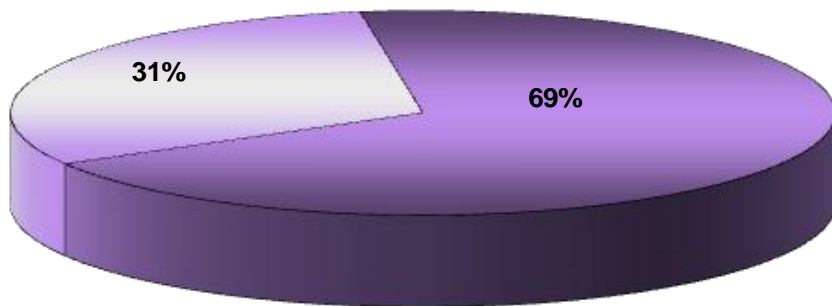
Outstanding



■ USD BASED ■ EUR BASED ■ JPY ■ THB

Proportion of Fixed and Float (As of Apr 2011)

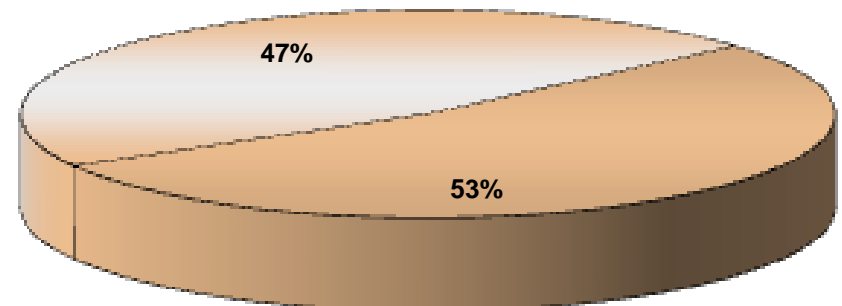
Before Swap



■ Fixed ■ Float

Percentage of TOTAL
(TOTAL = 144,738 MTHB)

After Swap



■ Fixed ■ Float

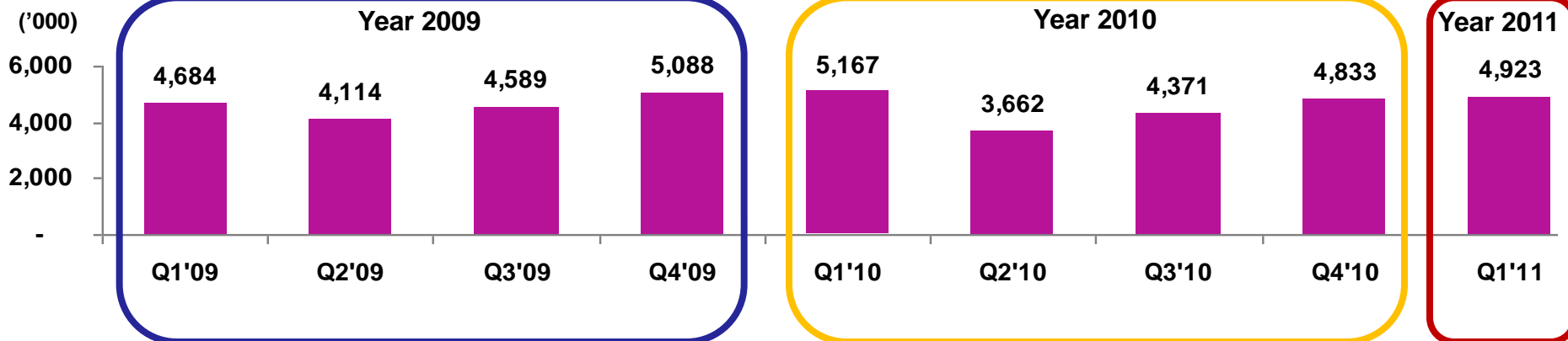
Percentage of TOTAL
(TOTAL = 144,797 MTHB)

Operating Statistics

Passenger Carried

Year 2010 = 18.2 million (decreased 1.7% YoY)

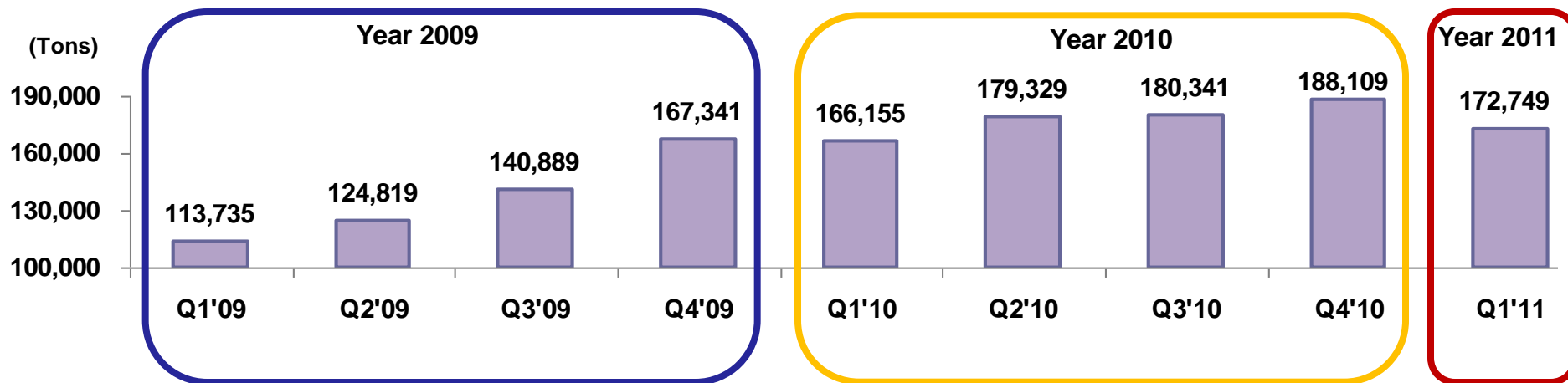
Q1/2011 = 4.9 million (decreased 5.5% YoY)



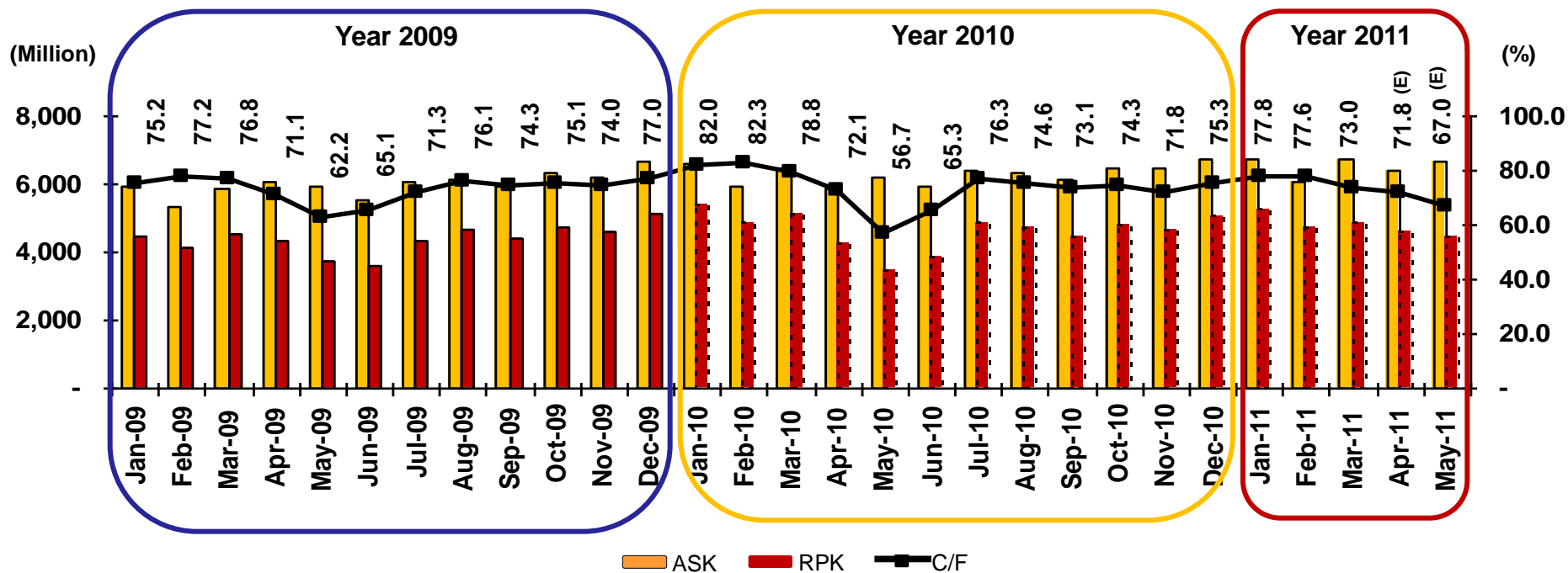
Freight Carried

Year 2010 = 713,931 tons (increased 30.8% YoY)

Q1/2011 = 172,749 tons (increased 4.0% YoY)



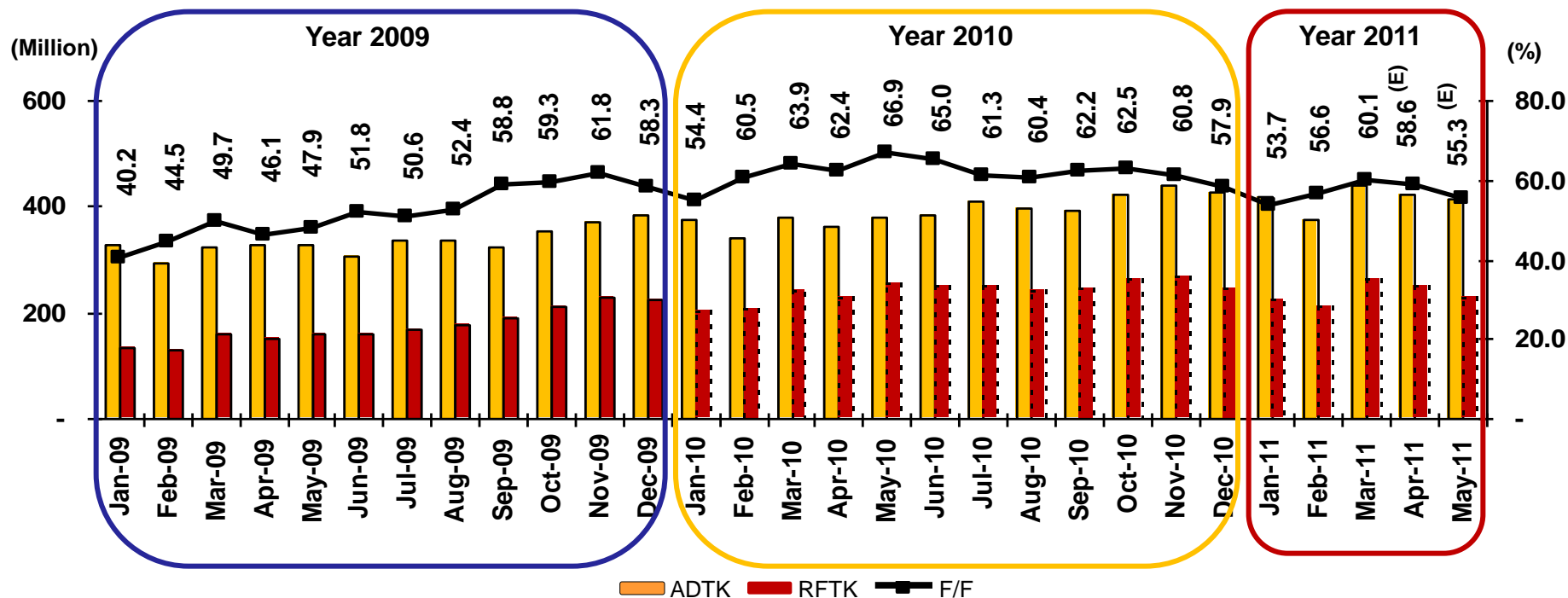
Passenger



	YoY (Month)			YoY (Quarter)			YoY (Year)		
	May'11(E)	May'10	YoY%	Q1'11	Q1'10	YoY%	Year'10	Year'09	YoY%
MASK	6,638	5,882	12.9	19,571	19,045	2.8	75,600	72,031	5.0
MRPK	4,449	4,241	4.9	14,881	15,425	- 3.5	55,676	52,593	5.9
Cabin factor%	67.0	72.1	- 7.0	76.0	81.0	- 6.1	73.6	73.0	0.9

* (E) = Estimate

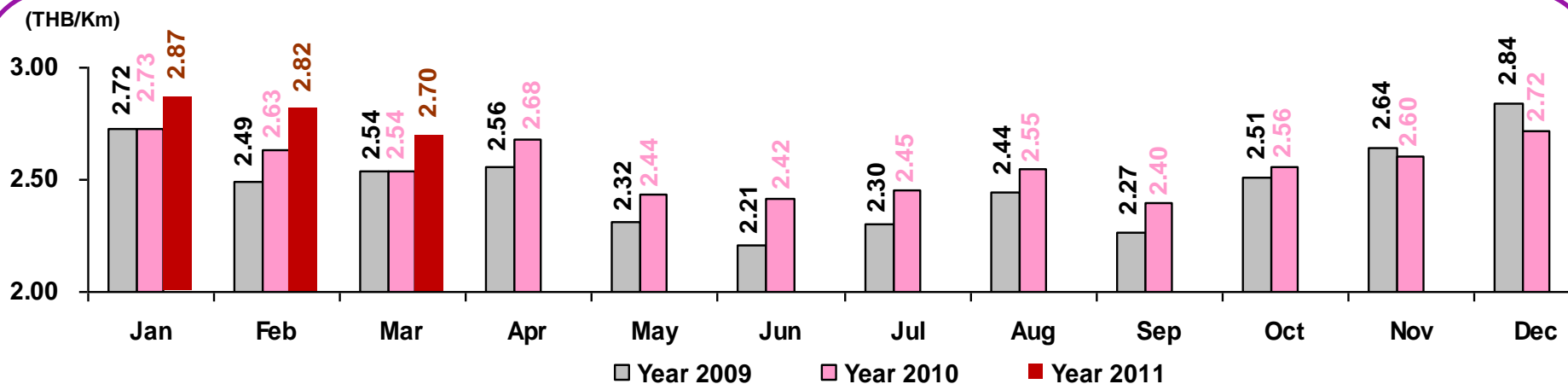
Freight



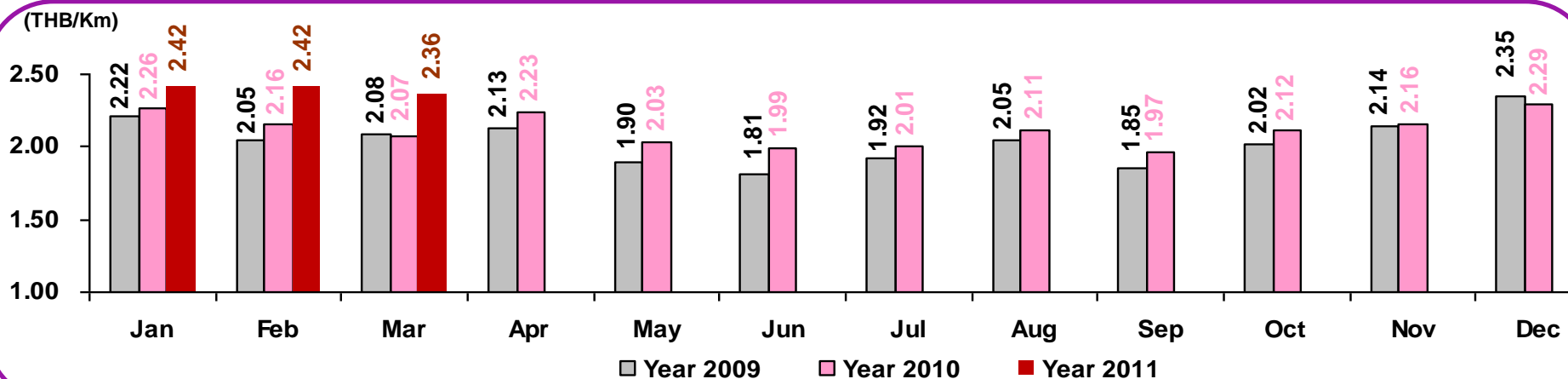
	YoY (Month)			YoY (Quarter)			YoY (Year)		
	May'11(E)	May'10	YoY%	Q1'11	Q1'10	YoY%	Year'10	Year'09	YoY%
MADTK	416	364	14.3	1,233	1,096	12.5	4,708	4,016	17.2
MRFTK	230	227	1.3	698	653	7.0	2,895	2,092	38.4
Freight Factor%	55.3	62.4	- 11.3	56.6	59.6	-4.9	61.5	52.1	18.0

* (E) = Estimate

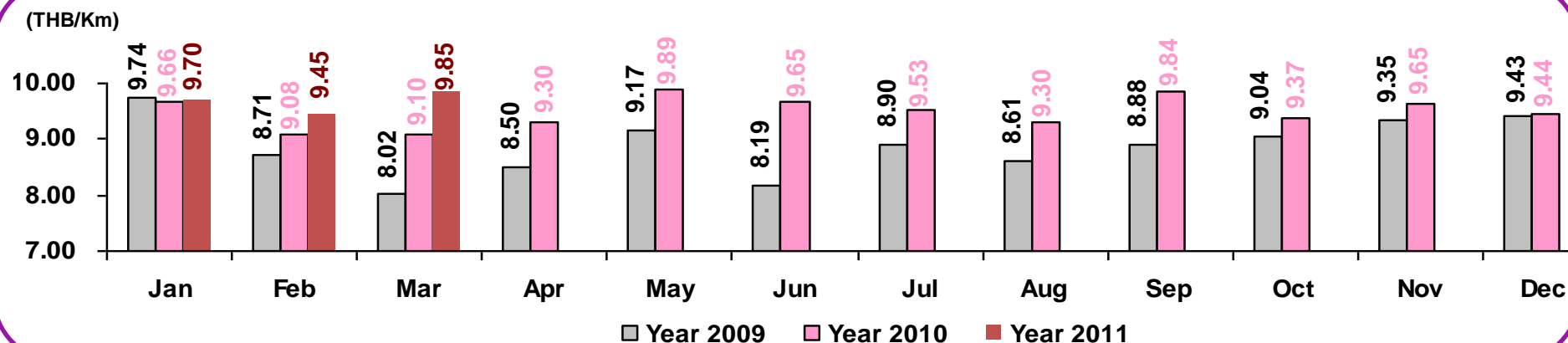
Passenger Yield (Including Fuel Surcharge)



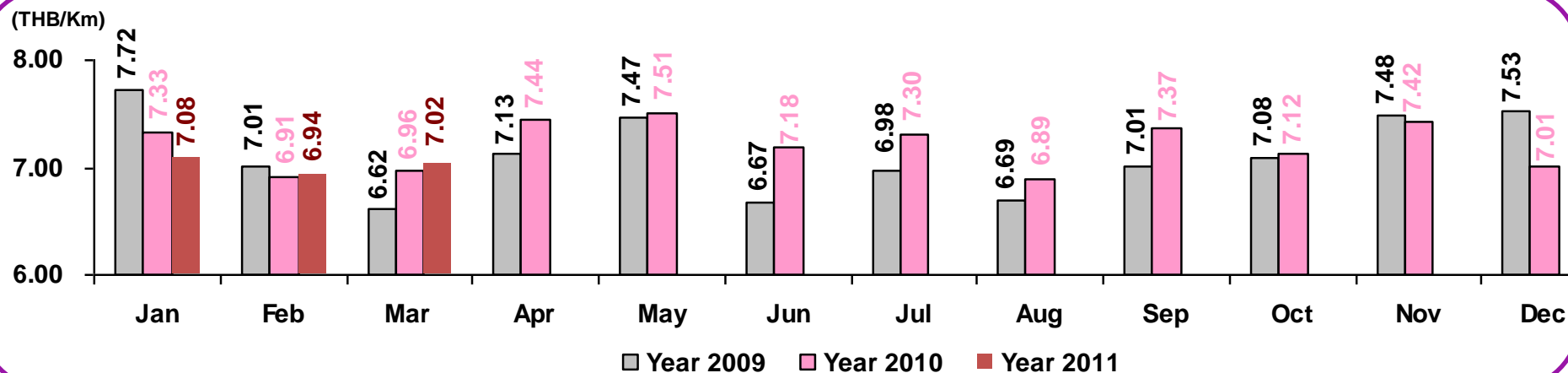
Passenger Yield (Excluding Fuel Surcharge)



Freight Yield (Including Fuel Surcharge)

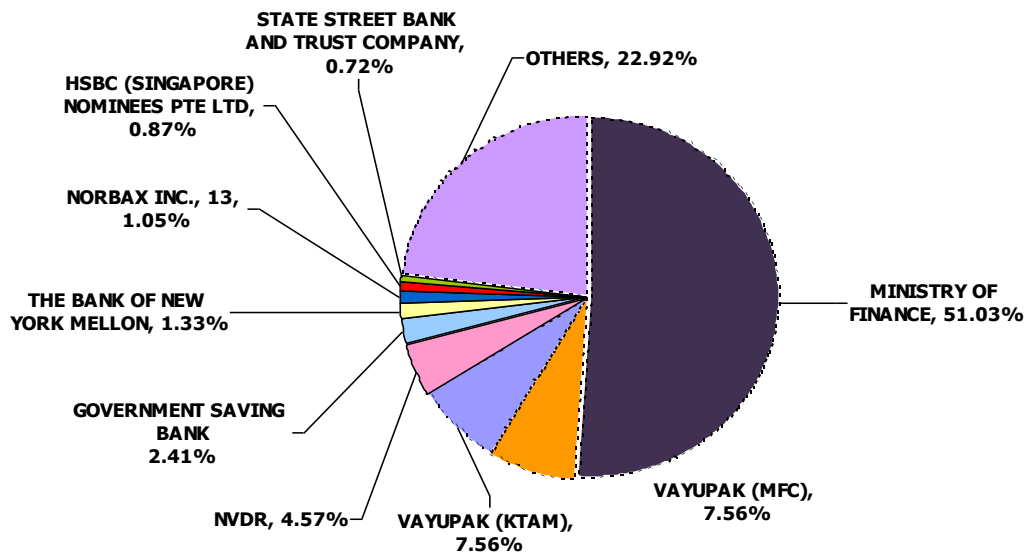


Freight Yield (Excluding Fuel Surcharge)



Company Fact

Major Shareholder



As of Mar'11

Thailand's National Flag Carrier

51% directly 68% indirectly owned
by the Royal Thai Government

Market Capitalization (MTHB):
86,765

ORDINARY SHARES	Number of shares	Par (baht)	Total (baht)
Registered capital	2,698,900,950	10	26,989,009,500
Paid-up capital	2,182,771,917	10	21,827,719,170

Operations

1. Core Aviation Business Unit

- Passenger Transportation
- Cargo/Mail Handling and Transportation Services



2. Supporting Business Units

- Catering Services
- Aircraft Maintenance and Technical Services
- Ground Customer Services
- Ground Support Equipment Services



3. Ancillary Passenger Transport Activities

- Dispatch Services
- Sale of Duty Free Goods on Board
- Sale of Souvenir Products at THAI Shops



Facilities at Suvarnabhumi

Operations Center

- Covers 35,000 sq. m. area including Crew Terminal, Crew Center and Ground & Flight Operations Center



Catering Services

- Covers 97,000 sq. m. area with capacity of 57,000 meals per day, HACCP Certified



Ground Customer Service

- Covers 16,000 sq. m. area, provides customers with a full range of customer services and facilities



Cargo & Mail Handling and Transportation Services

- Covers 120,000 sq. m. area, with capacity of over 1 million tons/year

Aircraft Maintenance & Technical Services

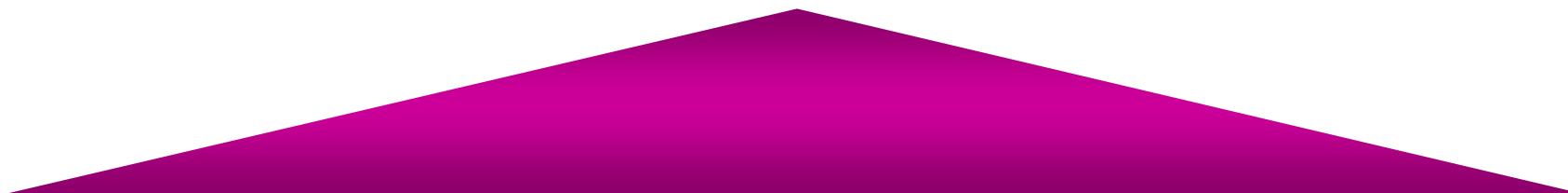
- Covers 24,300 sq. m. area, largest maintenance hangar in Southeast Asia for A380



Ground Support Equipment Services

- Covers 28,000 sq. m. area, features maintenance shop under one roof





Destinations	10 Domestic 60 International
Continents served	6
Total aircraft	86 (Exclude 6 are leased to Nok Air) (Include 3 of A330-300 Pending Delivery)
Flight frequency per week (31 Oct 10 – 26 Mar 11)	International Routes 573 Flts/Week Domestic Routes 294 Flts/Week
Staff count	25,925
Core Staff	16,604

Subsidiary & Associated Companies

Subsidiary Company

Company Name	% Of Shareholding
Thai - Amadeus Southeast Asia Co., Ltd.	55

Associated Company

Company Name	% Of Shareholding
Donmuang International Airport Hotel Co., Ltd.	40
Nok Air Co., Ltd.	39
Phuket Air Catering Co., Ltd.	30
Suvarnabhumi Airport Hotel Co., Ltd.	30
Royal Orchid Hotel (Thailand) Public Co., Ltd.	24
Bangkok Aviation Fuel Service Public Co., Ltd.	22.6
Fuel Pipeline Transportation Ltd.	8.4
TradeSiam Co., Ltd.	3.5
Aeronautical Radio of Thailand Ltd.	2.9
The Syndicate of Thai Hotels and Tourists Enterprises Ltd.	1.25

2011 Assumptions

ASSUMPTIONS	Budget 2011	Actual 2010	% of change
PASSENGER			
- MASK	80,641	75,600	6.7
- MRPK	60,168	55,676	8.1
- Cabin Factor	74.6	73.6	1.4
CARGO			
- MADTK	5,340	4,708	13.4
- MRFTK	3,262	2,895	12.7
- Freight Load Factor	61.1	61.5	- 0.7
TOTAL			
- MATK	12,637	11,516	9.7
- MRTK	8,793	7,997	10.0
- Load Factor	69.6	69.4	0.3
Yield (include surcharge)			
- Total revenue (Baht/RTK)	22.58	22.01	2.6
- Passenger revenue (Baht/RPK)	2.65	2.57	3.1
- Freight revenue (Baht/RFTK)	9.58	9.56	0.2



Five Decades of Pride

