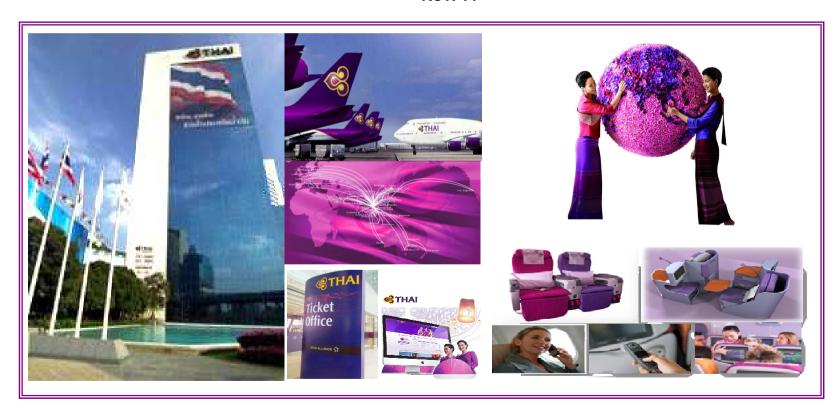


# THAI AIRWAYS INTERNATIONAL PLC. 3Q/2011

Nov. 11







The information contained herein is intended to represent the Company's operating and financial position at a given point in time and may also contain forward looking information which only reflects expectations based on the prevailing geo-political, economic and non-controllable factors. Such information has been obtained from sources believed to be most reliable and the means in analyzing and preparation of such information for disclosure are based on approved practices and principles in the investment industry. The views are based on assumptions subject to various risks and uncertainties and no assurance is made as to whether such future events will occur, that projections will be achieved, or that the assumptions here-in are correct. Consequently no assurance is made as to the accuracy or completeness of information presented in this document.

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 equity shares.







2010	МТНВ	USD mn Equiv.	% Change YoY
Assets	293,760	9,792	8.1
Total Revenue	180,588	6,020	11.7
Net Profit	15,398	514	107.6

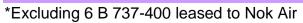


2010	Million	% Change YoY
Passengers carried (# of people)	18.2/annum	-1.7
Available Seat Kilometers (ASK)	55,676	+5.9
Freight Transport (tons)	713.9 /annum	+30.8
Available Ton Kilometer (ATK)	2,895	+38.4

#### Current

# of Aircraft	89*
Destinations Served	72
Countries Served	35

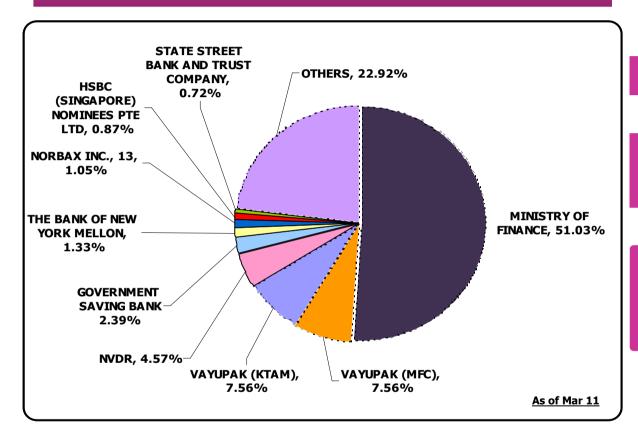
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#### **Company Facts**

#### **Major Shareholders**



**Thailand's National Flag Carrier** 

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

Market Capitalization: 1,260 MUSD

(As of 4 Oct 2011)

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



#### **Company Facts**

#### Largest Facilities at Suvarnabhumi Airport

#### **Operations Center**

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





## Cargo & Mail Handling and Transportation Services

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

#### **Catering Services**

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





#### Aircraft Maintenance & Technical Services

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

#### **Ground Customer Services**

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





#### **Ground Support Equipment Services**

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



**Others** 

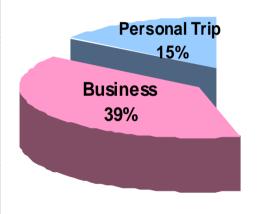
48%

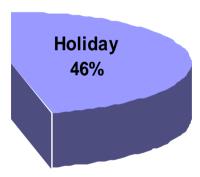
#### **Customer Breakdown**



# Thai 30% European 22%

#### By Purpose of trip



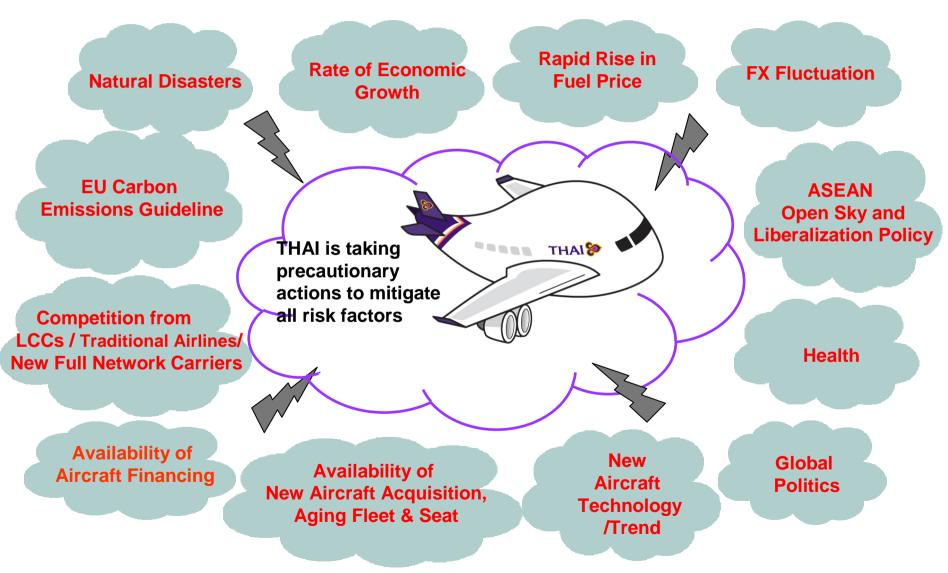


(As of 3Q/2011)





#### **Factors Affecting Aviation Business**





#### **Operating Summary**

	Units	9M/11	9M/10	% Change
Passenger Production	MASK	58,580	55,865	+4.9
Passenger Traffic	MRPK	42,299	41,108	+2.9
Cabin Factor	%	72.2	73.6	-1.9
Passenger Yield	THB/km	2.73	2.55	+7.1
Freight Production	MADTK	4,122	3,841	+7.3
Freight Traffic	MRFTK	2,334	2,380	-2.0
Freight Factor	%	56.6	62.0	-5.4
Freight Yield	THB/km	9.86	9.49	+3.9
Avg. Fuel Cost	USD/gallon	(E) 3.11	2.20	+41.0

Note: Yield includes fuel surcharge



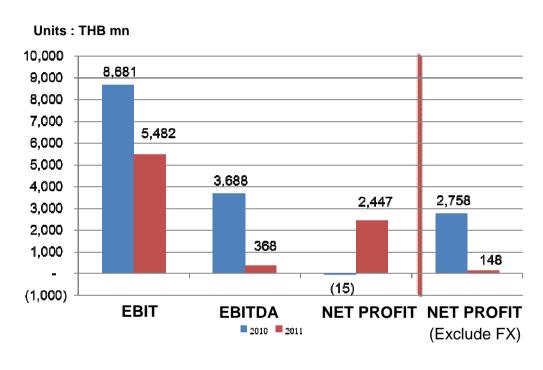
#### **Operating Summary**

	Units	Jan-Oct'11	Jan-Oct'10	% Change
Passenger Production	MASK	65,369	62,352	+4.8
Passenger Traffic	MRPK	46,768	45,929	+1.8
Cabin Factor	%	71.5	73.7	-2.2
Passenger Yield	THB/km	Jan-Sep 2.73	Jan-Sep 2.55	+7.06
Freight Production	MADTK	4,122	3,841	+7.3
Freight Traffic	MRFTK	2,334	2,380	-2.0
Freight Factor	%	56.6	62.0	-5.4
Freight Yield	THB/km	Jan-Sep 9.86	Jan-Sep 9.49	+3.90
Avg. Fuel Cost	USD/gallon	(E) 3.1	2.2	+40.7

Note: Yield includes fuel surcharge

#### **Financial Performance**

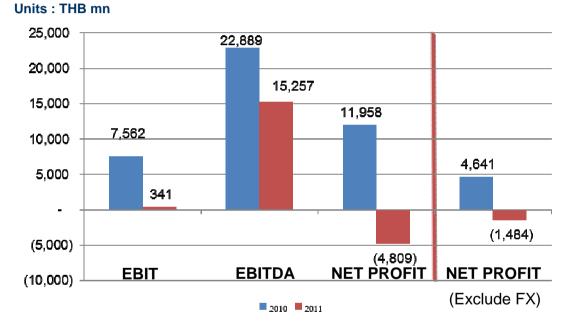
#### **EBIT, EBITDA and Net Profit (3Q/2010 & 3Q/2011)**



#### Factors Impact slow down in 3Q/11 Results

- Impact from European and US economies
- Fuel cost is approximately 42%, higher in 3Q/2011 over 3Q/2010
- 8.1% increase in # of PAX carried
- Fuel surcharge coverage less than 100% from weak demand
- FX gain THB 2,299 mn.

#### EBIT, EBITDA and Net Profit (9M/10 & 9M/11)



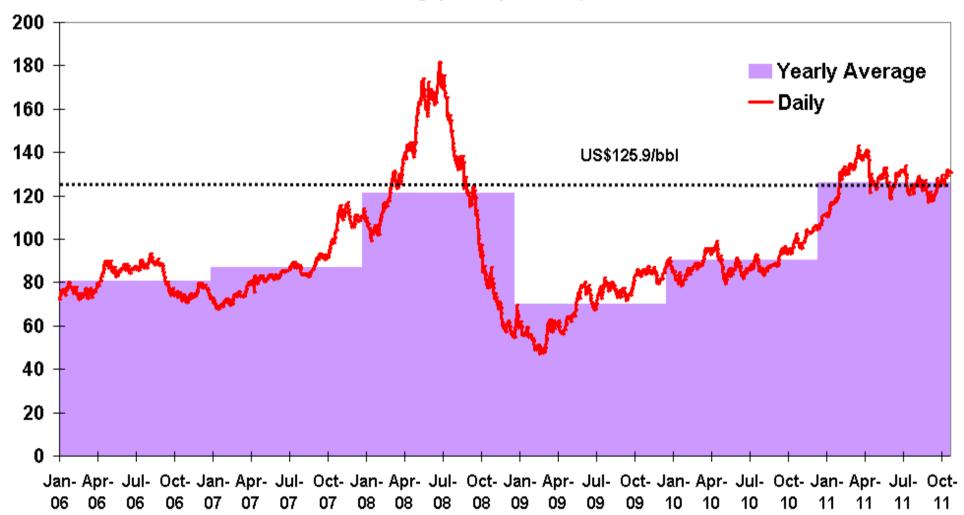
#### Factors Impacting 9M/11 Results

- Impact from Middle east unrest,
   Japan Earthquake & European
   economic weakness
- Fuel cost is approximately 41% higher YoY
- 4.2% increase in # of PAX carried
- Fuel surcharge coverage less than 100% from weak demand
- FX loss THB 3,325 mn.



#### Price of Jet Fuel (US\$/bbl)

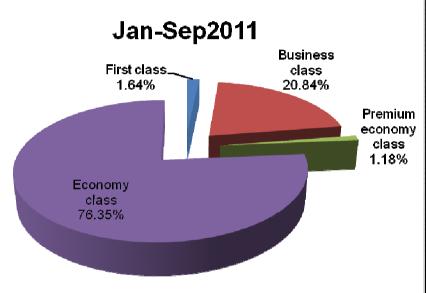
(Singapore Spot Price)

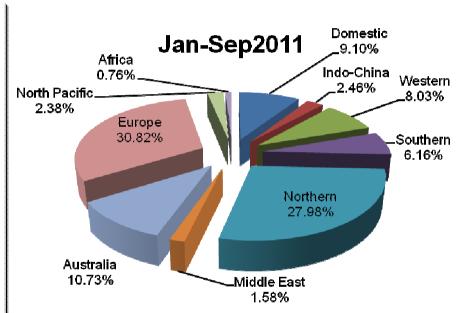




#### **By Class**

#### By Area



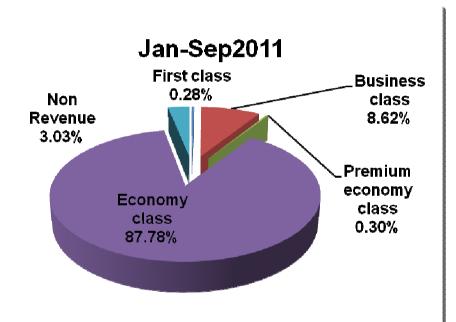


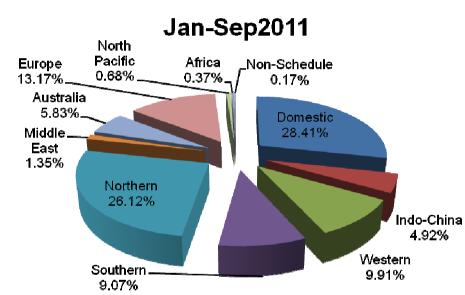
**Total revenue = 115,385,775 MTHB** 



#### **By Class**

#### By Area





Total passengers in 2011 = 13.9 mn.

Total passengers in 2010 = 13.3 mn.



#### **Competitors Have Increased Significantly**

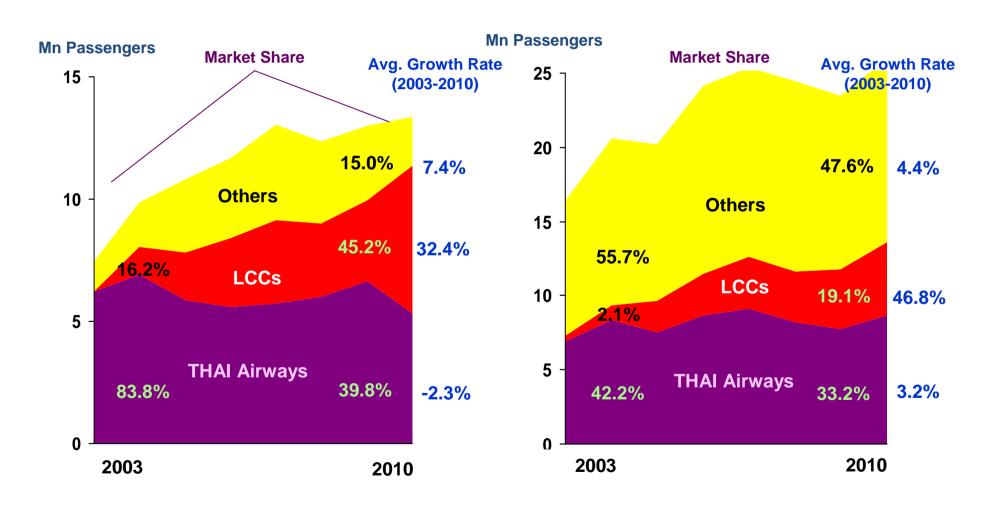




#### **Market Share of LCCs Up Dramatically**

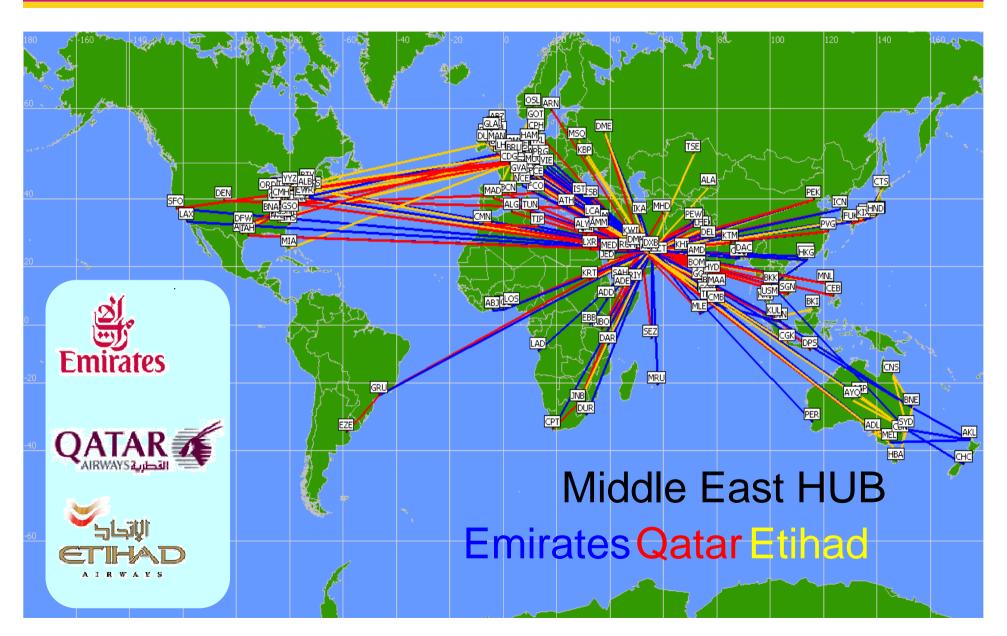
#### **Domestic Market**

#### **Regional Market**



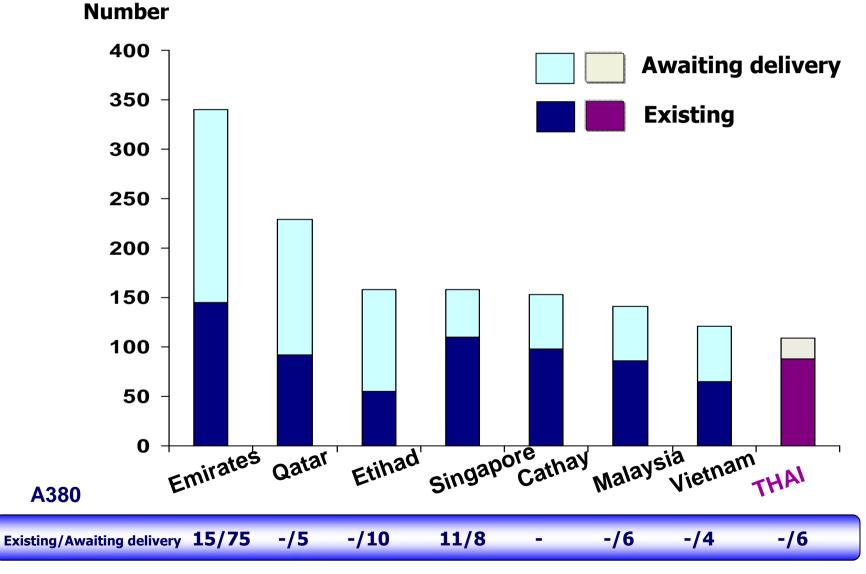


#### **New Strong Competitors from Middle East**

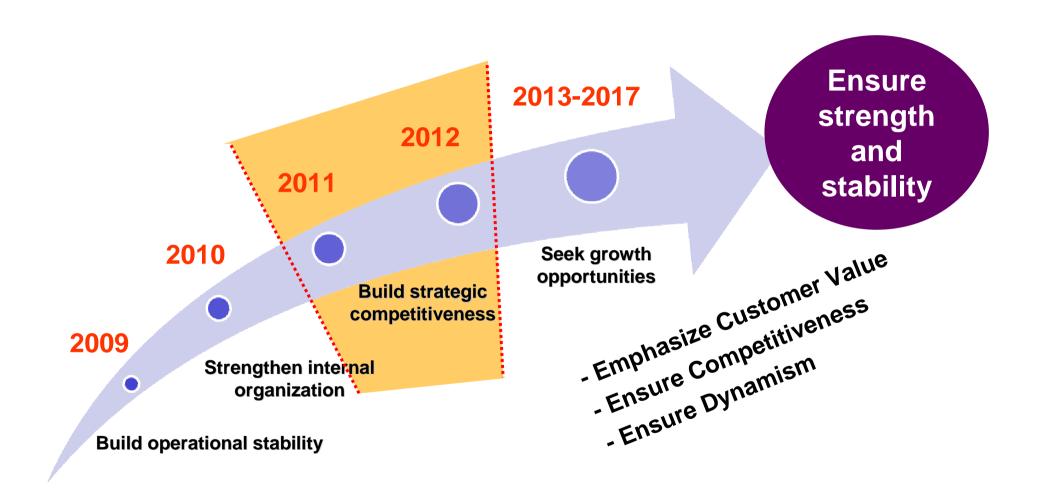


#### **Competitors' Fleet Expansion Plan**

#### **Competitors' Fleet and Expansion Plan**



#### **Overarching Strategic Plan**







#### **Overall Strategic Roadmap**

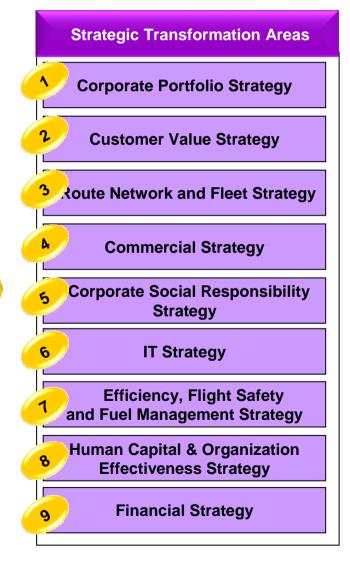
#### **Core Value**

"Striving together towards a strong and sustainable THAI"

Customeroriented

Competitive

**Dynamic** 



#### **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"

#### Strategy to close THAI's business gap

#### THAI Smile to complement THAI's product offering

#### Brand positioning matrix for THAI and affiliated companies **Product Offering** Premium full service Premium 3 class Premium 2 class Premium regional (wide body) 2 Class 2 Class STHAI . SMILE Launch July 2012 THAI LCC No frills Stage length Regional Intercontinental small\* big connecting **Domestic**

Note: \* NOK focuses on DMK only; \*\* Possibilities surrounding expanding fleet to include wide-body aircraft will be evaluated as opportunities arise





#### **Product by Cost Base**

Brand	Brand positioning	Cost base		
THAI	Premium network carrier	<ul> <li>MEDIUM to HIGH</li> <li>Minor improvements could be made in cost efficiency</li> </ul>		
STHAI SMÍLE	Regional carrier	LOW to MEDIUM  • Low cost base achieved through aspects of LCC model, such as single aircraft type, new fleet, etc.		
Jok Jok	Domestic value-for-money carrier	LOW to MEDIUM  • Domestic focus with some added value and maintaining very low cost		



#### **THAI Smile's Strategies**

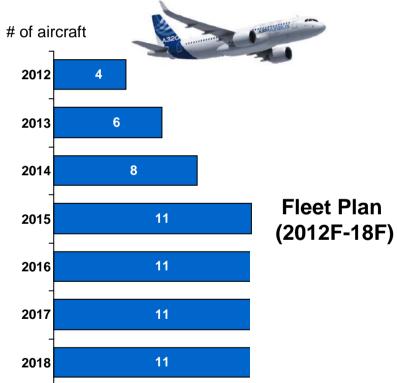
## THAI Smile's first flight will commence on July 1st, 2012 after receiving first brand new aircraft in June 2012





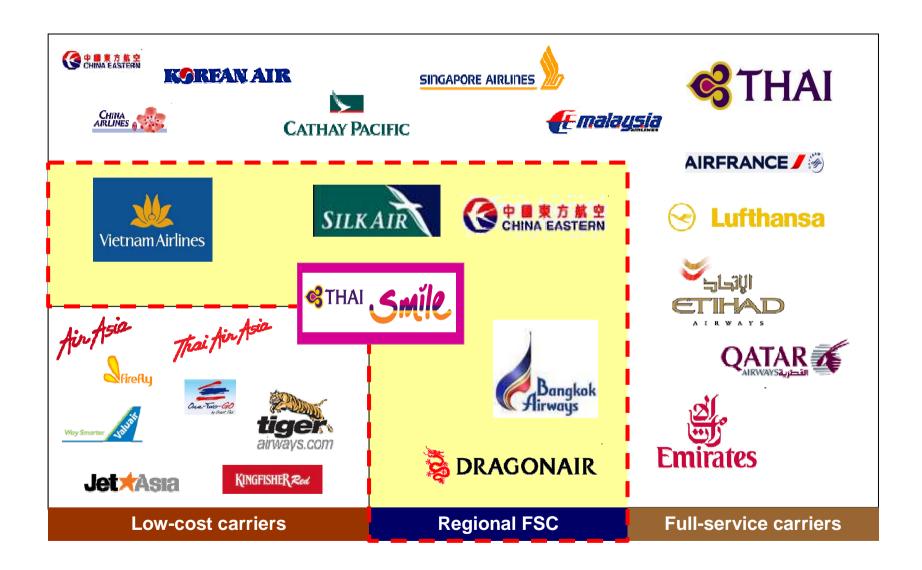


#### Brand new narrow body aircraft





#### **Competition for THAI Smile**

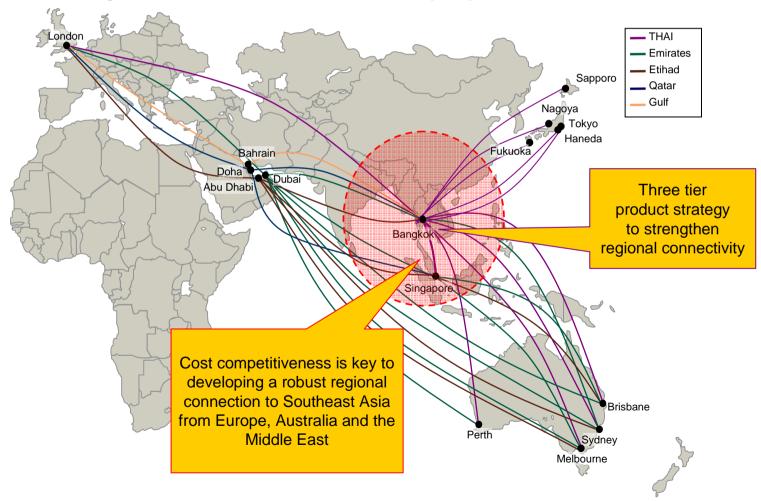




#### **Building Connectivity Strength**

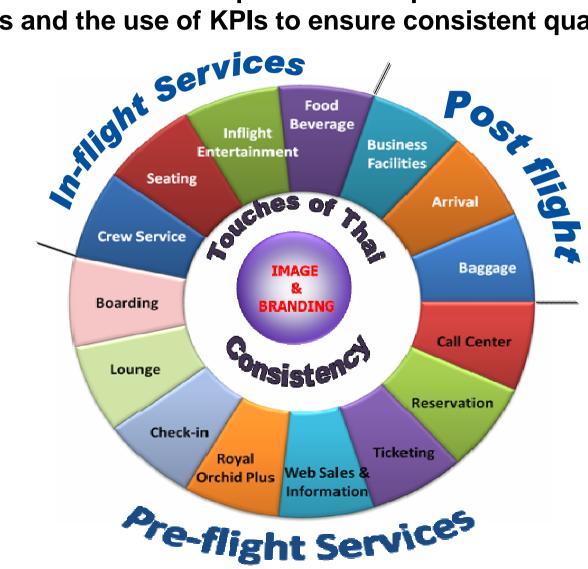
## THAI is developing short-haul and regional network strength to capture connecting traffic from Europe, Australia, and the Middle East

#### Selected Kangaroo routes for the ME carriers and THAI (2009)





Ongoing enhancement and improvement in products and services at all touch points and the use of KPIs to ensure consistent quality service





#### **Product & Service Enhancements**

#### **Call Center**



#### Food & Beverage



### Increase Selection of Entertainment



## Minimize Time for Baggage Claim

#### **Premium Lounges**



#### **Royal Orchid Plus**











#### **Enhance E-Service Capability**

#### **E-Service on Mobile**





## Internet check-in with home print boarding pass



## 

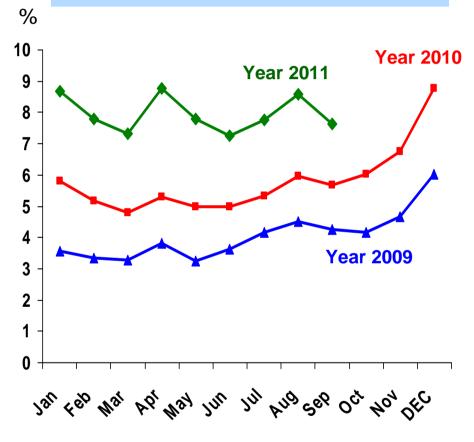
#### **E-Payment Services**



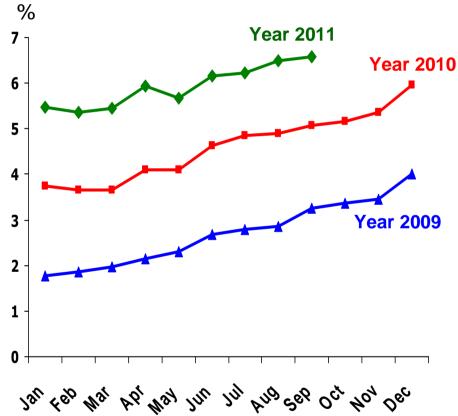


#### **Statistic on Internet Check-in**

#### **Ticket Sales Via Internet**



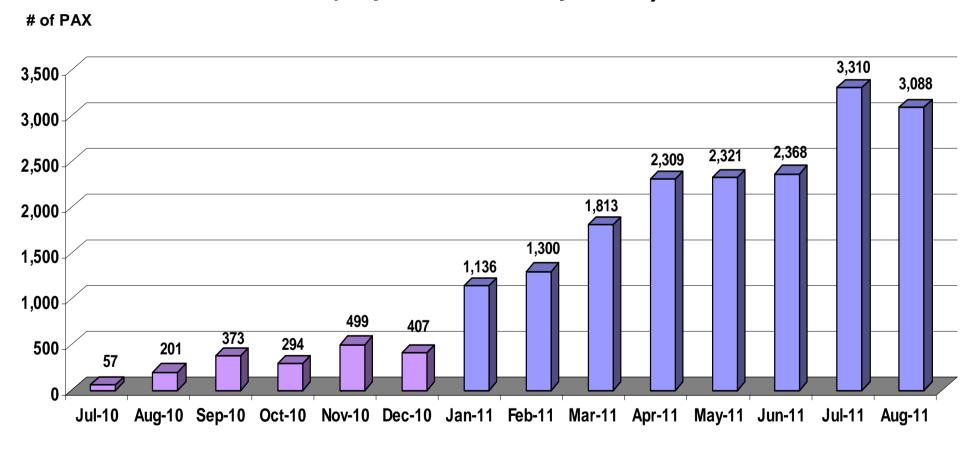
#### **Check-in via Internet**



#### Statistic on use of E-Services

#### **Check-in via Mobile**

(http://m.thaiairways.com)





Source: Skytrax

#### **Awards and Accolades**

#### **Achieved Top 5 in the World and Targeting Top 3 in Asia**

#### The World's Top Ten Airlines – Skytrax Skytrax 2011 Best Airline Seat - Economy Class Best On Board Catering - Economy Class 2011 2010 2009 **Business Traveler's Award 2011** QATAR 💉 3 4 Traveller 2nd for Best Airline SINGAPORE AIRLINES 2 2 2nd for Best Asia-Pacific Airline 3rd for Best Business Class \*\*\*\* 3 3 **ASIANA AIRLINES 3rd for Best Economy Class** CATHAY PACIFIC 4 2nd for Best Frequent-Flyer Programme (1) 3rd for Best Airline Lounge in Asia-Pacific ☆☆☆☆ **☆☆☆☆** 9 10 **Norwegian Grand Travel Award 2011** 6 6 (7) Best Intercontinental Airline 7 5 8 \*\*\* TTG Award 2011 **Best Business Class** 8 6 Best Southeast Asian carrier TURKISH AIRLINES 9 Skytrax 2010 Best Airline Lounge - First Class \*\*\* 10 8 5 **Best Airport Services** Go Asia Award Best Asian carrier



#### **Current Fleet**

#### **Current Fleet: 89 Aircraft**

51% of O O=Owned 9% of OL OL=Operating lease

40% of FL FL=Financial lease SITIAL CONTROL OF THE PARTY OF



(Note: Approximately)

(Note: Approxima	. Approximately)								
Aircraft Type	Version	# of			# of Seat			Financial Method	
All Craft Type	rician Type Version		First	Business	Premium Economy	Economy	Total	rillaliciai weulou	
A300-600	36R1	6	N.A.	46	N.A.	201	247	11 0	
A300-000	3452	5	N.A.	28	N.A.	232	260	110	
A340-500	3452	4	N.A.	60	42	113	215	1 O, 3 FL	
A340-600	3461	6	8	60	N.A.	199	267	6 FL	
A330-300	3302	12	N.A.	42	N.A.	263	305	10 O, 10 FL ,2 OL	
A330-300	3303	10	N.A.	36	N.A.	263	299	10 O, 10 FL ,2 OL	
B737-400	7341	5	N.A.	12	N.A.	137	149	2 FL, 3 OL	
B747-400	7442	6	14	50	N.A.	325	389	11 O, 5 FL	
D/4/-400	7443	10	10	40	N.A.	325	375	11 O, 5 FL	
B777-200	7723	8	N.A.	30	N.A.	279	309	6 O, 2 OL	
B777-200ER	77E1	6	N.A.	30	N.A.	262	292	6 FL	
B777-300	7732	5	N.A.	34	N.A.	330	364	6 EI	
B///-300	7732 TKE	1	N.A.	34	N.A.	325	359	6 FL	
B777-300ER	7739	5	8	30	N.A.	274	312	5 OL	
Total		89	40	532	42	3,528	4,142	39 O, 38 FL, 12 OL	

Exc. 2 of ATR-72 4 of 737-400

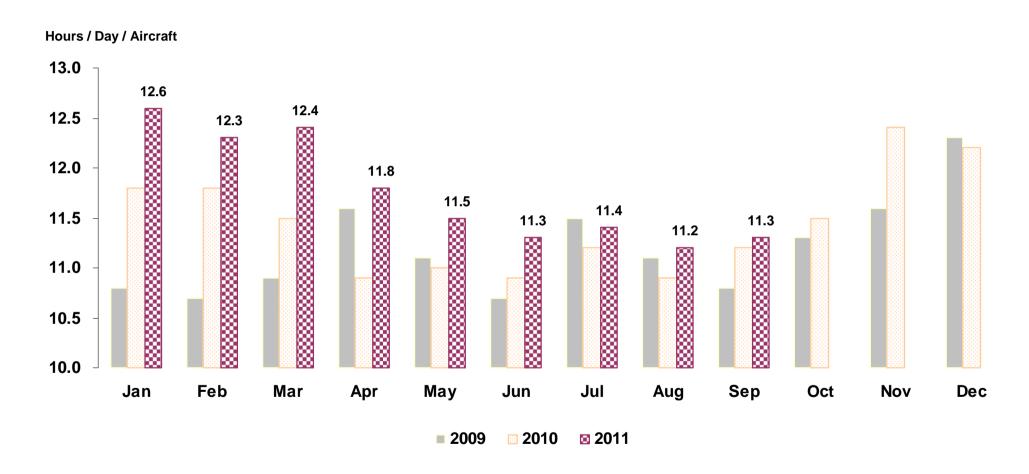
leased to Nok

(Note: N.A.. = Not available)
Investor Relations Department





#### **Aircraft Utilization**





#### **Aircraft Delivery Plan**

NEW A/C DELIVERY	2011	2012	2013	2014	2015	2016	2017	TOTAL
A380-800	-	3 (FL)	3 (FL)	-	-	-	-	6
B777-300ER	-	2 (OL)	6 (OL)	3 (FL)	3 (FL)	-	-	14
B777-300ER (Jet Airways)	1+1 (OL)							2
A330-300	5+2 (FL)	3 (FL)	2 (FL)	-	-	-	-	12
A350-900	-	-	-	-	-	2 (FL) + 2 (OL)	2 (FL) + 6 (OL)	12
B787-9	-	-	-	-	-	-	2 (OL)	2
B787-8	-	-	-	4 (OL)	2 (OL)	-	-	6
A320	-	4 (OL)	2 (OL)	2 (FL)	3 (FL)	-	-	11
TOTAL	9	12	13	9	8	4	10	65

Note : OL = Operating lease FL = Financial lease





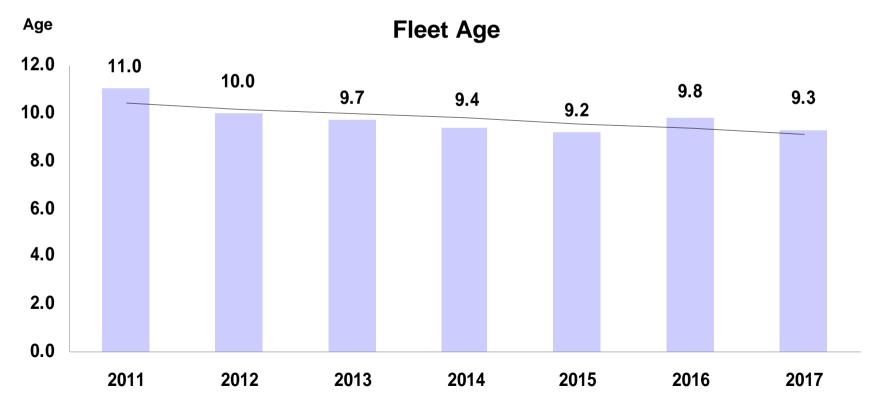
PHASE-OUT PLAN	2011	2012	2013	2014	2015	2016	2017	TOTAL
B747-400	2*	2	2					6
B777-300ER (Jet Airways)			5					5
A340-500		2	2					4
A340-600					2	2	2	6
B777-200							2	2
A330-300							3	3
A300-600	2	4	2	3	2			13
B737-400		3**	1**	2	3			9
ATR-72			2					2
TOTAL	4	11	14	5	7	2	7	50

Note: \* To be converted to cargo planes
\*\* Return from Nok Air



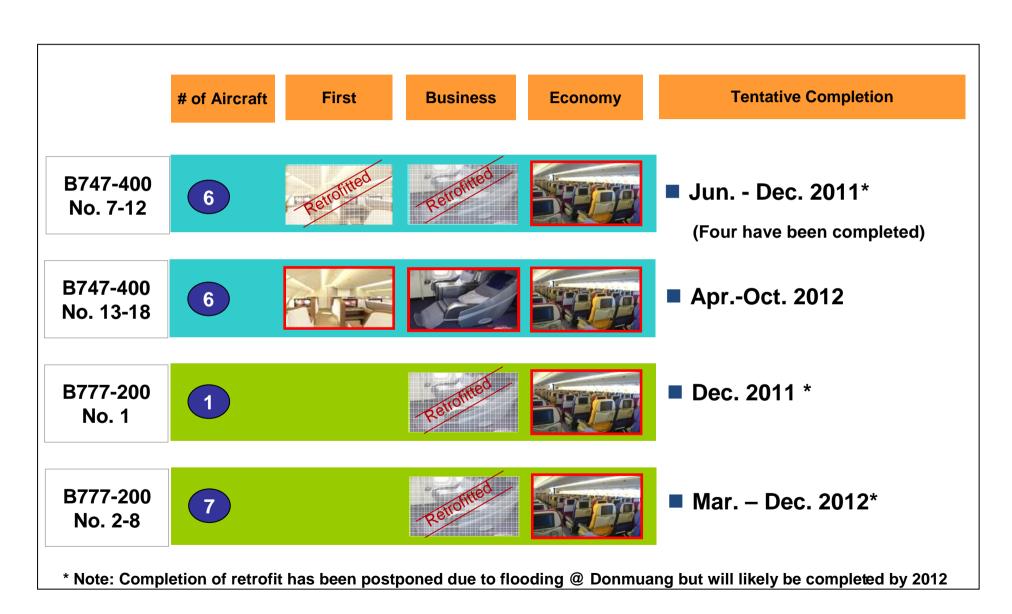
#### Fleet Strategy Through 2017

	2011	2012	2013	2014	2015	2016	2017	TOTAL
# of Aircraft	89	93	95	99	100	102	105	
Total Seats in operation	26,691	28,249	29,570	30,972	31,581	32,391	33,660	
Seat Growth	5.8%	5.8%	3.8%	8.7%	2.0%	2.6%	3.9%	4.7%





### **Upgrades and Retrofit Schedule**





## **Aircraft lease to Supplement Capacity**

- Leased 3 B777-300ER aircraft from Jet Airways for 3 years
- Another 2 B777-300ER will be leased from Jet Airways: August and November 2011
- Used on European flights and to replace routes where older A330-300 aircraft flies in the region

#### **First Class Seats**



### **Business Class Seats**



#### **Economy Class Seats**





### New Aircraft A330 & A380

### New Airbus A380-800

### New Airbus A330-300

#### **Royal Silk Class**





**Economy Class** 





#### **Royal First class**





**Royal Silk Class** 





**Economy Class** 





**Investor Relations Department** 



### **New In-Flight Entertainment Interactive**

# Full Audio Video on Demand (AVOD) in all classes\* (\* Except A330-300, A300-600 and B737-400)

#### **Entertainment**

- Movies: 100 titles

Short program: 150 programsCD Album: 500 albumsGames: 60 games

- USB plug and play

## Connectivity

- Voice Call

- SMS Text Messaging

- GPRS Email

- Internet Access'

### **Onboard Services**

- E-Meal Menu - E-Duty Free Shopping

- E-Magazine - Seat Chat



#### Infotainment

- About THAI
- Airport Information
- Window on Thailand
- Travel Destination Information



### **IT Development**









Infrastructure

Redesign and Migrate to Cloud E-Payment Gateway Mobile Capability

**Data Management** 

**Enterprise Resource Planning (ERP)** 

**Internal Cooperation** 

**E-Collaboration / Knowledge management** 

**Revenue Enhancement** 

**CRM / Cross Function Database** 



# **2011 Route Network Changes**

# Increase direct flights from BKK to secondary market and increasing over all connectivity but will adjust capacity to reflect demand

### Winter Program



#### **New Flights Opening**

BKK-Brussel v.v.	3 Flights / Week
BKK-Belgium v.v. (As from 17NOV11)	3 Flights / Week
BKK-Copenhagen-Phuket (As from 11NOV11)	3 Flights / Week
BKK-Osaka v.v. (As from 16NOV11)	3 Flights / Week
HKT-Seoul v.v.	3 Flights / Week
BKK-Singapore v.v.	7 Flights / Week

#### **Flight Resumption**

BKK-Beijing v.v.	4 Flights / Week
BKK-Kathmandu v.v.	3 Flights / Week
BKK-Hat Yai v.v.	7 Flights / Week

#### Route Adjustment Effective Oct. 30, 2011 – Mar. 24, 2012

BKK-Phuket-Perth v.v.	HKT-Perth v.v.
BKK-Tokyo-Phuket	BKK-Narita v.v.
BKK-Chiang Mai-Phuket-BKK	BKK-Chiang Mai-Phuket v.v.

#### **Additional Frequency**

BKK-Oslo v.v.	5 to 7 Flights / Week
BKK-Perth v.v.	4 to 7 Flights / Week
BKK-Xiamen v.v.	3 to 4 Flights / Week
BKK-Chengdu v.v.	4 to 5 Flights / Week
BKK-Nagoya v.v.	10 to 11 Flights / Week
(As from 01JAN12)	
BKK-Mumbai v.v.	6 to 13 Flights / Week
BKK-Gaya-Varanasi v.v.	4 to 7 Flights / Week
(30OCT- 31DEC11)	

Effective Oct. 30, 2011

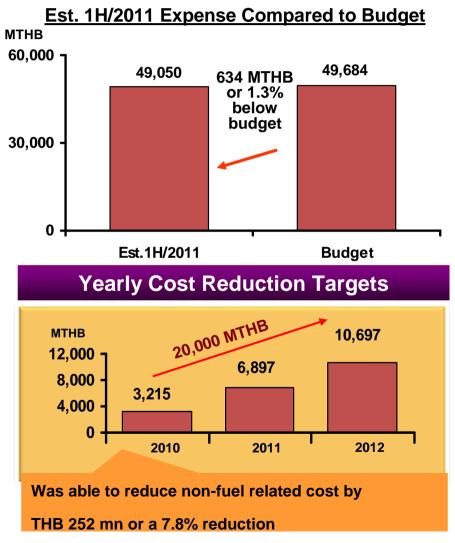
**Investor Relations Department** 



#### **Further Cost Control Measures**

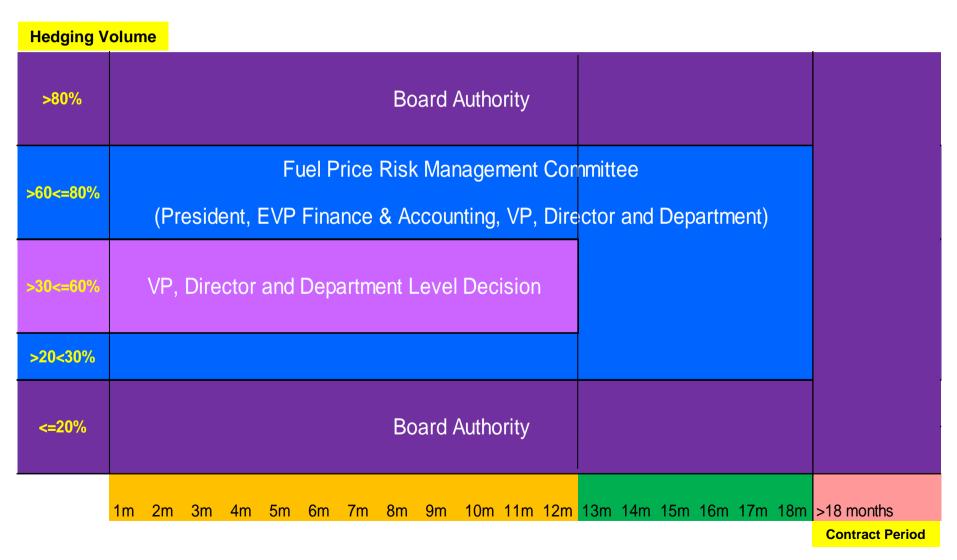
# THAI is committed to achieving the 20,000 MTHB cost reduction target agreed to with the Ministry of Finance through 2012

- Personnel cost management by headcount freeze, overtime control and optimize vacation compensation
- Manage flight plan, fuel hedging, aircraft cleaning and better mange reserve fuel to improve cost management
- Marketing expense management by promoting through direct sales channels and negotiate to reduce reservation fees.
- Reducing operating expense through reviewing handling agreements and negotiating with local and overseas handling companies to reduce handling fee, reduce and implement flexible crew onboard, control and reduce crew route expense.
- Increase revenue by dynamic fare adjustment, dynamic fuel surcharge management, optimize the use of Revenue Management System (RMS) and increase direct sales via internet, mobile etc.
- Increase BU's external revenue with less cost increment





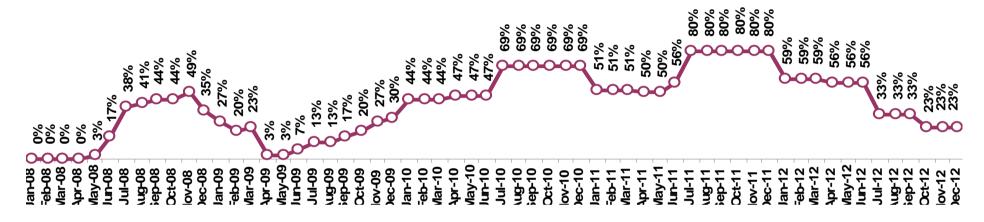
#### Minimum 20% fuel hedging requirement to mitigate risk of rapid fuel cost rise



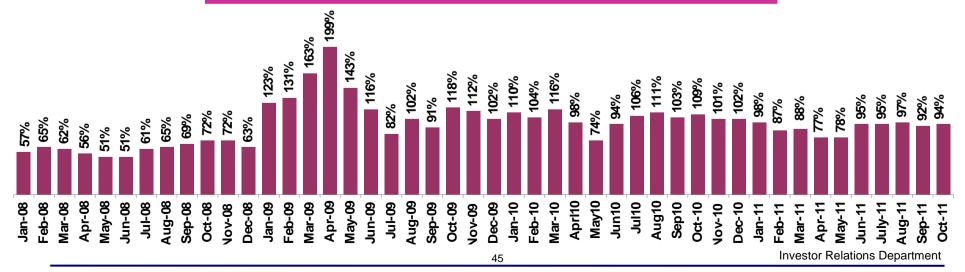
## **Fuel Management**

Hedging combined with fuel surcharge greatly mitigates fuel price fluctuation risk

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



#### Percentage of Fuel Surcharge & Hedging Coverage





#### **Emissions Control**

THAI is the first Asian airline to sign an agreement with IATA to find means to







### **Carbon Footprint**



•Determined the carbon foot print of 2 meals and provided labeling for customers to choose

### **Emissions Trading**

#### 2012

#### **Monetary Value**

Amount of CO<sub>2</sub> ~1.07 mn tons THB 646 mn



- CERs 0.47 mn tons THB 239 mn
- EUAs 0.60 mn tons THB 407 mn

### **Carbon Offset**



• Launched the carbon offset program



### Improvements in Dynamism

# **Project**

Uphold the principles of Good Corporate
Governance

**Expedite decision making** 

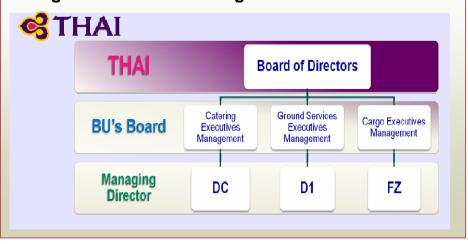
Invest in IT

**Performance-based Culture** 

Structural change to enhance flexibility but also responsibility

# **Changes Made**

- Ensuring transparency in all areas of operations
- Whistle Blower Policy
- Reduce steps to improve decision process
- IT capability improves not only efficiency, decision making but also enhances customer satisfaction
- Senior management having clear cut KPIs and compensation is measured accordingly
- Pushing KPI's down the management rungs
- Geared for BUs to enhance efficiency in decision process & management
- Signed "Service Level Agreements"





# **Pending Legal Issues**

EC
US Cargo DOJ
Stopped further proceedings
US Cargo Class Action
Settled by paying USD 3.5 mn
Korea
Pending charges is for KW 2.85 mn

**MTHB** 

In 2008 Put in reserve 4,290

In 2010 Wrote back 1,783

Outstanding in reserve 2,507





## **Improved Capital Structure**

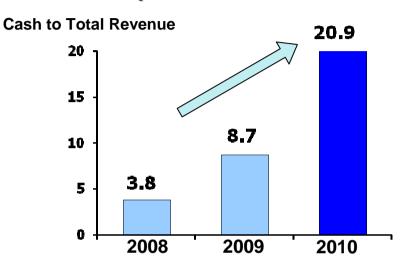
# Raised 15,000 MTHB in new equity

Received additional borrowing from financial institutions

Obtained Revolving Credit Lines

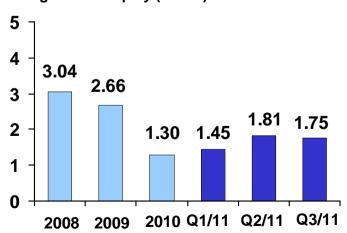
8,000 MTHB Debenture issued in May 13, 2011

#### **Improved Cash Position**

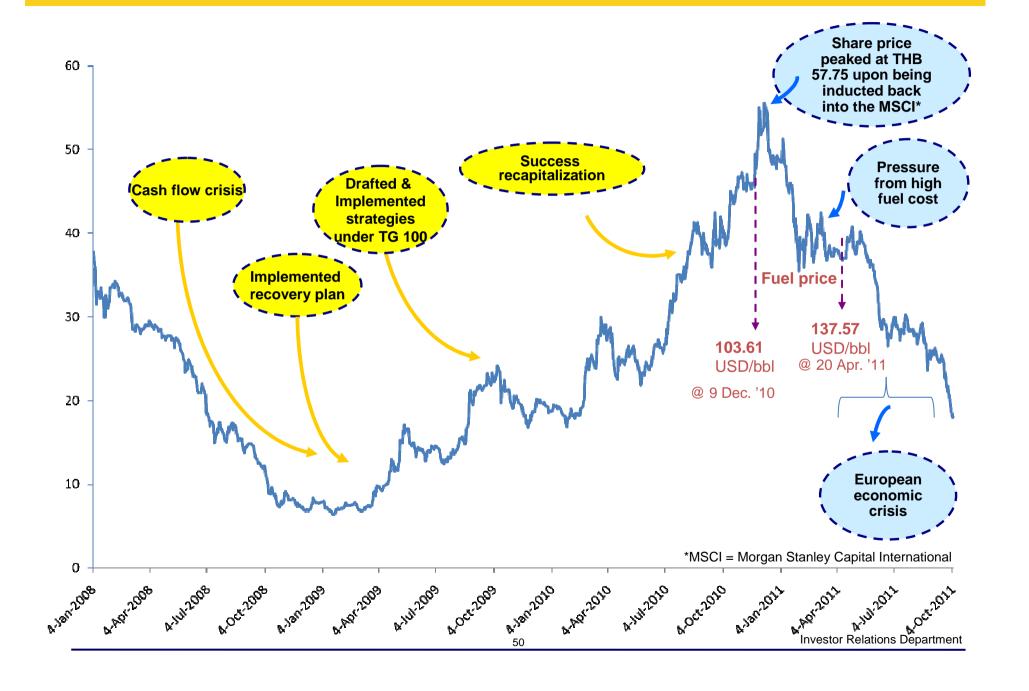


#### **Stable Capital Structure**

**Net Interest Bearing Debt to Equity (Times)** 



# **Price Volatility from External Events**





# **Financial Performance**



# **Performance Summary (3Q/2010 & 3Q/2011)**

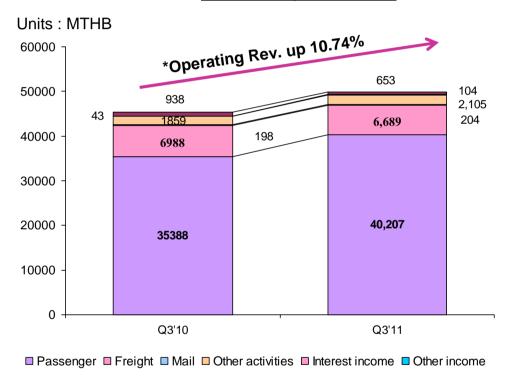
#### **THAI** and its subsidiary

	Jul-Sep	
(Units : MTHB)	2011	2010
Total Revenue	49,961	45,414
Total Expense	-48,201	-41,465
Foreign currency exchange (Gain)	2,299	-2,773
Share of profit of investments by the equity method	-	57
Profit (Loss) before finance costs, income tax	4,059	1,233
Financial Cost	-1,467	-1,314
Net tax expense (income)	-140	79
Net profits (loss)	2,452	-2



# Operating / Total Revenue (3Q/2010 & 3Q/2011)

#### **Operating Revenue**



#### **Total Revenue**

Revenue	% Change	% to Tot. Rev.
Passenger	13.62	80.48
Freight	- 4.29	13.39
Mail	2.98	0.41
Other activities	13.21	4.21
Interest income	142.44	0.21
Other income	- 30.35	1.30
Total Income	10.01	100.00

Total revenue 3Q/10 = 45,414 MTHB Total revenue 3Q/11 = 49,961 MTHB

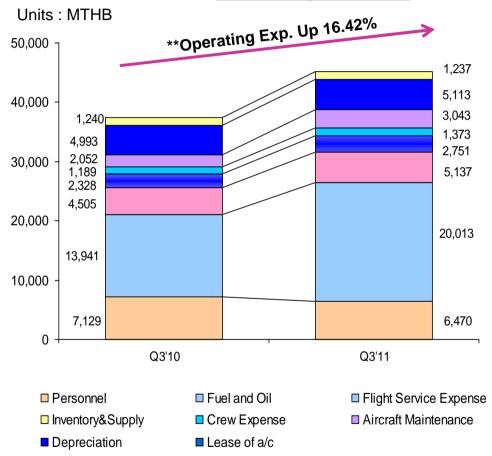
<sup>\*</sup>Excludes Interest & Other income Operating revenue 3Q/10 = 44,433 MTHB Operating revenue 3Q/11 = 49,204 MTHB



### **Financial Performance**

# Operating / Total Expense (3Q/2010 & 3Q/2011)





<sup>\*\*</sup> Excludes FX & Impairment losses
Operating expense 3Q/10 = 41,019 MTHB
Operating expense 3Q/11 = 47,755 MTHB

#### **Total Expense**

	% Change	% of
Expense	YoY	Tot. Exp.
Personnel expense	- 9.24	14.10
Fuel and oil	43.56	43.60
Flight service expense	14.03	11.19
Inventories and supplies	18.17	5.99
Crew expense	15.52	2.99
Maintenance/overhual	48.27	6.63
Depreciation/amortisation	2.41	11.14
Aircraft lease/spare parts	- 0.22	2.70
Other expense	- 88.88	1.66
Total Expense	3.76	100.00

Total expense 3Q/10 = 44,238MTHB Total expense 3Q/11 = 45,902MTHB



### Ratios - 3Q/2010 & 3Q/2011

Ratios	units	3Q/10	3Q/11
Earnings Per Share	(THB)	-0.01	1.12
EBIT	(MTHB)	3,457.0	368.0
EBITDA	(MTHB)	8,450.0	5,482.0
EBITDAR	(MTHB)	9,690.0	6,719.0
Operating Profit Margin	(%)	7.8	0.7
Net Profit Margin	(%)	-0.0	5.0
EBITDA Margin	(%)	19.0	11.1
Interest Bearing Debt to Equity	(Times)	1.9	2.0
Net Interest Bearing Debt to Equity	(Times)	1.4*	1.7*
Interest Coverage	(Times)	6.4	3.7

<sup>\*</sup> Total loan - Cash and Cash Equivalent / Equity



# **Performance Summary (9M/2010 & 9M/2011)**

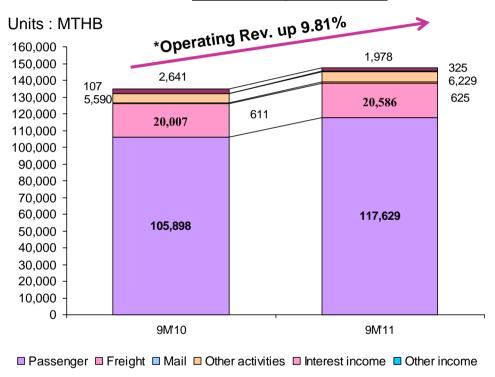
#### THAI and its subsidiary

	Jan-Sep	
(Units : MTHB)	2011	2010
Total Revenue	147,371	134,854
Total Expense	-144,871	-125,570
Foreign currency exchange (Gain)	-3,325	7,317
Share of profit of investments by the equity method	142	226
Profit (Loss) before finance costs, income tax	-683	16,827
Financial Cost	-4,195	-3,922
Net tax expense (income)	99	-907
Net profits (loss)	-4,779	11,998



# Operating / Total Revenue (9M/2010 & 9M/2011)

#### **Operating Revenue**



#### **Total Revenue**

Revenue	% Change	% to Tot. Rev.
Passenger	11.08	79.82
Freight	13.97	13.97
Mail	2.16	0.42
Other activities	11.44	4.23
Interest income	203.57	0.22
Other income	- 25.12	1.34
Total Income	9.28	100.00

**Total revenue 9M/10 = 134,854 MTHB Total revenue 9M/11 = 147,371 MTHB** 

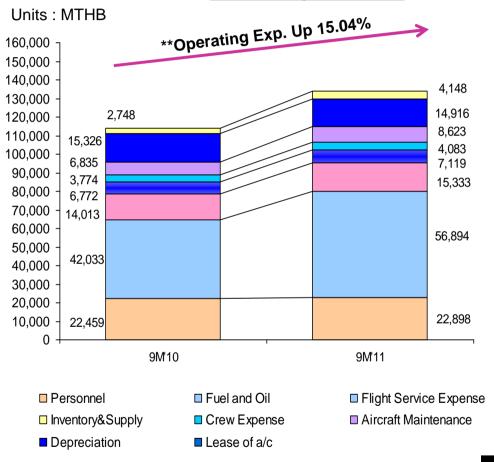
<sup>\*</sup>Excludes Interest & Other income Operating revenue 9M/10 = 132,106 MTHB Operating revenue 9M/11 = 145,069 MTHB



### **Financial Performance**

# Operating / Total Expense (9M/2010 & 9M/2011)





#### **Total Expense**

	% Change	% of
Expense	YoY	Tot. Exp.
Personnel expense	1.95	15.45
Fuel and oil	35.35	38.39
Flight service expense	9.42	10.35
Inventories and supplies	5.13	4.80
Crew expense	8.18	2.75
Maintenance/overhual	26.16	5.82
Depreciation/amortisation	- 2.68	10.06
Aircraft lease/spare parts	50.90	2.80
Other expense	230.50	9.58
Total Expense	25.32	100.00

Total expense 9M/10 = 118,253 MTHB Total expense 9M/11 = 148,195 MTHB

<sup>\*\*</sup> Excludes FX & Impairment losses
Operating expense 9M/10 = 125,004 MTHB
Operating expense 9M/11 = 143,812MTHB



### Ratios - 9M/2010 & 9M/2011

Ratios	units	9M/10	9M/11
Earnings Per Share	(THB)	6.99	-2.20
EBIT	(MTHB)	7,331	341
EBITDA	(MTHB)	22,658	15,257
EBITDAR	(MTHB)	25,406	19,404
Operating Profit Margin	(%)	5.5	0.2
	, í		
Net Profit Margin	(%)	9.1	-3.3
EBITDA Margin	(%)	17.2	10.5
Interest Bearing Debt to Equity	(Times)	1.9	2.0
Net Interest Bearing Debt to Equity	(Times)	1.4*	1.7*
Interest Coverage	(Times)	5.8	3.6

<sup>\*</sup> Total loan - Cash and Cash Equivalent / Equity

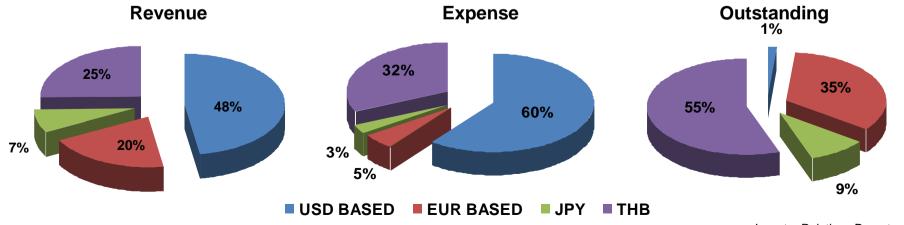


### **Financial Performance**

**Unit: MTHB** 

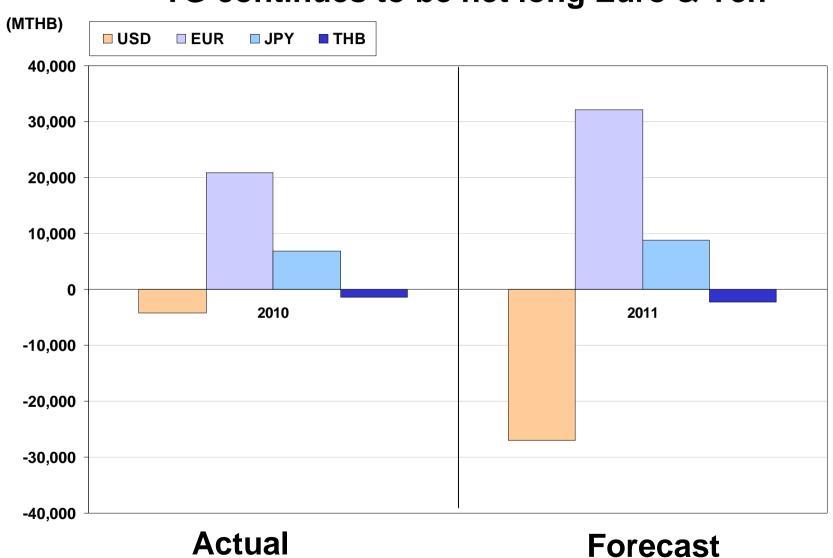
# Foreign Currency Exposure (Year 2010)

	Revenue		Expense		Surplus	Outstanding Borrowings				
					or Deficit	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 <sup>(1)</sup>	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 <sup>(2)</sup>	18,401		2,407							
JPY	13,509	7	3,980	3	9,529	13,766	9	13,766	9	
ТНВ	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	





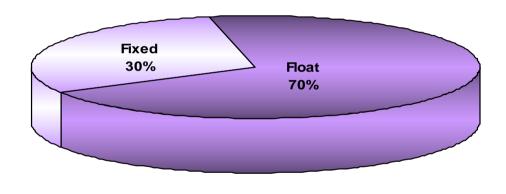
# TG continues to be net long Euro & Yen

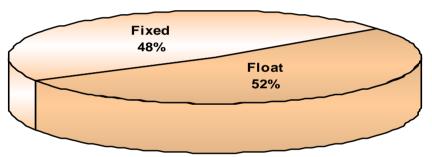


### Proportion of Fixed and Float (As of Oct. 2011)

### **Before Swap**

### **After Swap**





Percentage of TOTAL (TOTAL = 134,560 MTHB)

**Cost of funding = 3.79%** 

Percentage of TOTAL (TOTAL = 134,487 MTHB)

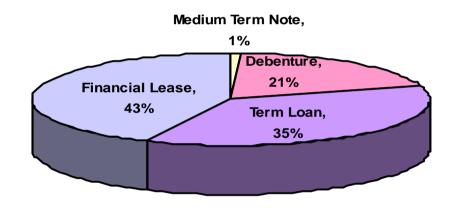
Cost of funding = 3.86%

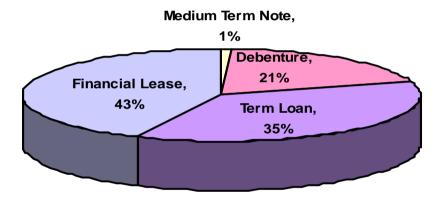
### **Financial Performance**

# Proportion of Total Borrowing (As of Oct. 2011)

### **Before Swap**

### **After Swap**





Percentage of Total
(Total of on Balance Sheet = 134,560 MTHB)

Percentage of Total
(Total of on Balance Sheet = 134,487 MTHB)

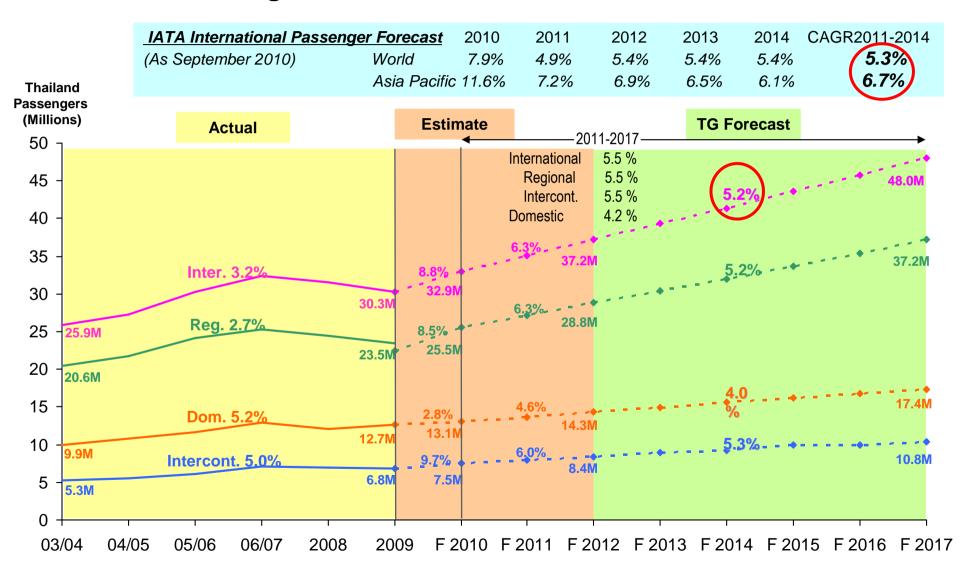


### Economic & Airline Industry Trend and Growth for 2011-2012

- 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

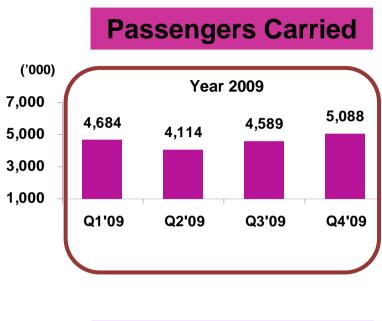




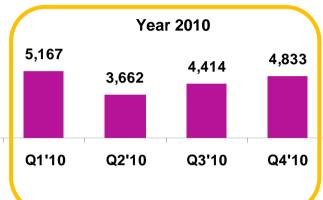
# **Appendix**



# **Operating Statistics**



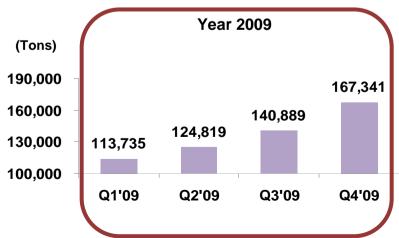
#### **Q3/11 = 4.8 million (increased 8.1% YoY)**

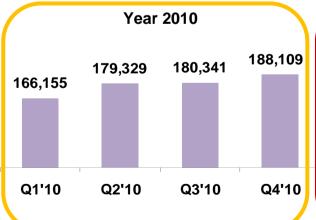




### **Freight Carried**

#### Q3/11 = 168,199 tons (decreased 6.7% YoY)



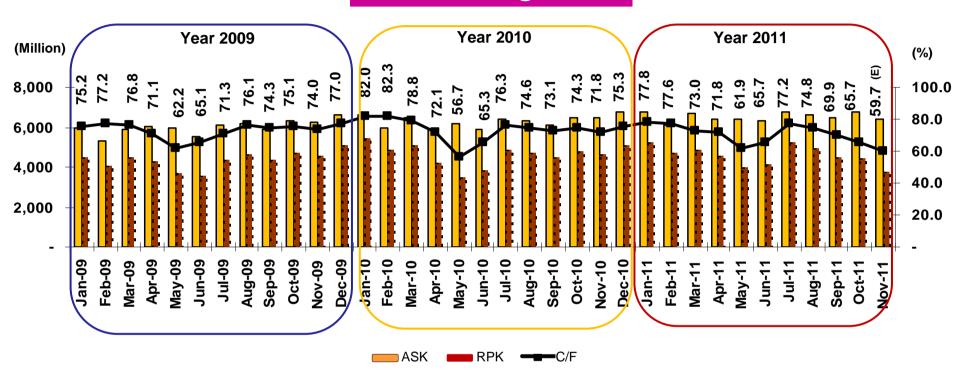






# **Operating Statistics**

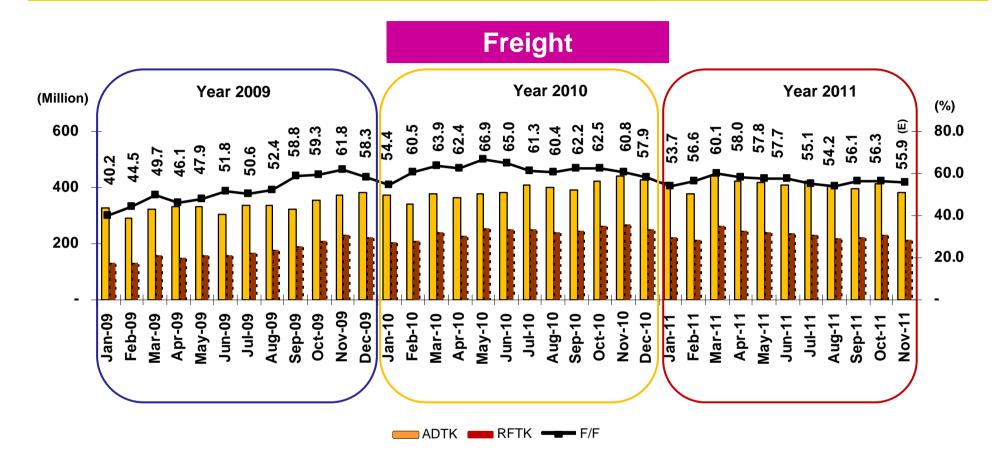
### **Passenger**



	,	YoY (Month	1)	Yo	Y (Quarter)	)	YoY (Year to Date)		
	Nov'11(E)	Nov'10	YoY%	Q3'11	Q3'10	YoY%	Sep'11	Sep'10	YoY%
MASK	6,379	6,491	- 1.7	19,837	18,847	5.3	58,580	55,864	4.9
MRPK	3,811	4,663	- 18.3	14,681	14,079	4.3	42,299	41,109	2.9
Cabin factor%	59.7	71.8	- 16.8	74.0	74.7	- 0.9	72.2	73.6	- 1.9



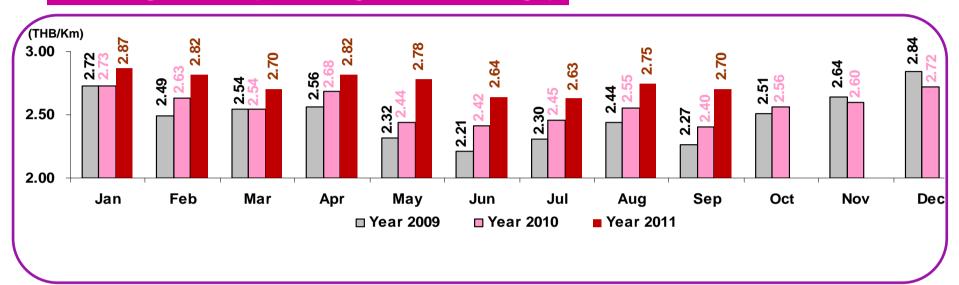
## **Operating Statistics**



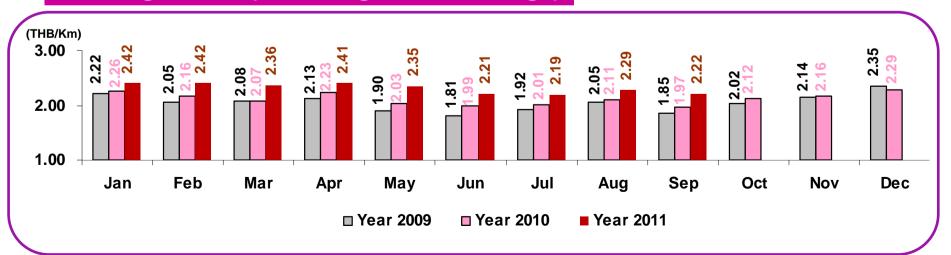
	Yo	Y (Month)		Yo	Y (Quarte	r)	YoY (Year to Date)		
	Nov'11 (E)	Nov'10	YoY%	Q3'11	Q3'10	YoY%	Sep'11	Sep'10	YoY%
MADTK	382	439	- 13.0	1,224	1,199	2.1	3,707	3,420	8.4
MRFTK	214	267	- 19.9	675	735	- 8.2	2,096	2,117	- 1.0
Freight Factor%	56.0	60.8	- 7.9	55.1	61.3	- 10.0	56.5	61.9	- 8.7



### Passenger Yield (Including Fuel Surcharge)

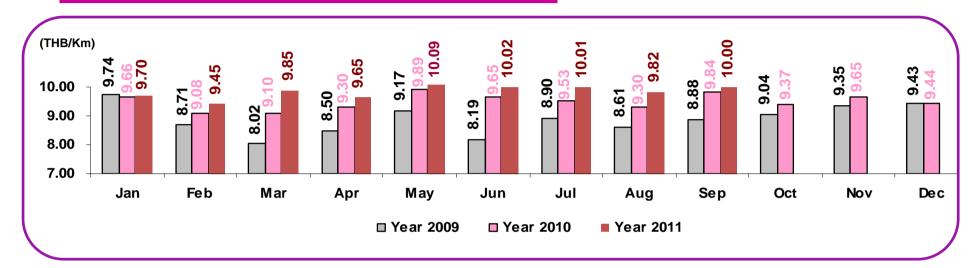


### Passenger Yield (Excluding Fuel Surcharge)





#### Freight Yield (Including Fuel Surcharge)



### Freight Yield (Excluding Fuel Surcharge)

