

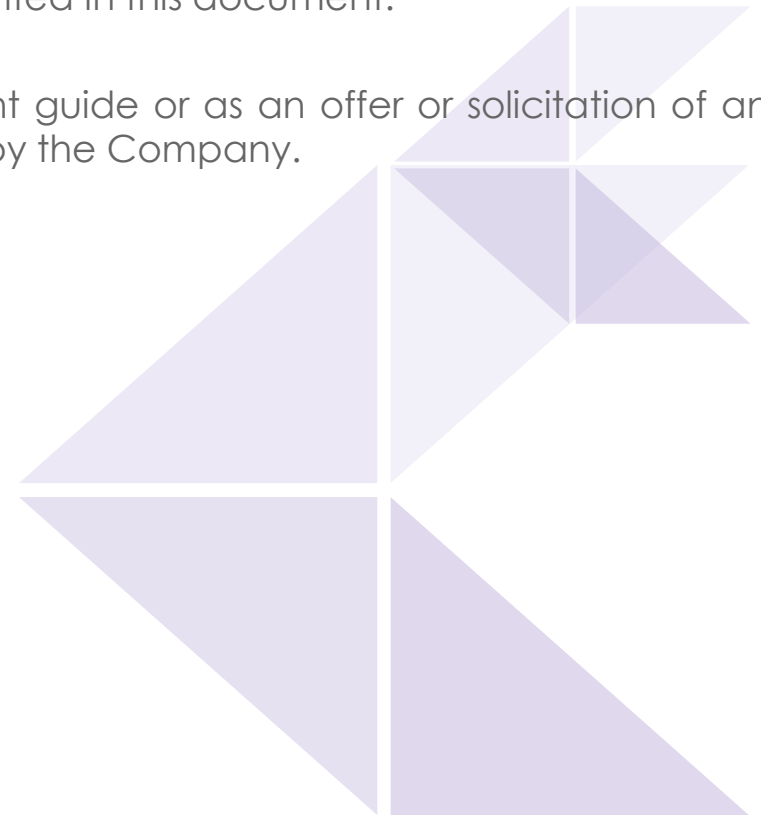
THAI AIRWAYS INTERNATIONAL PCL

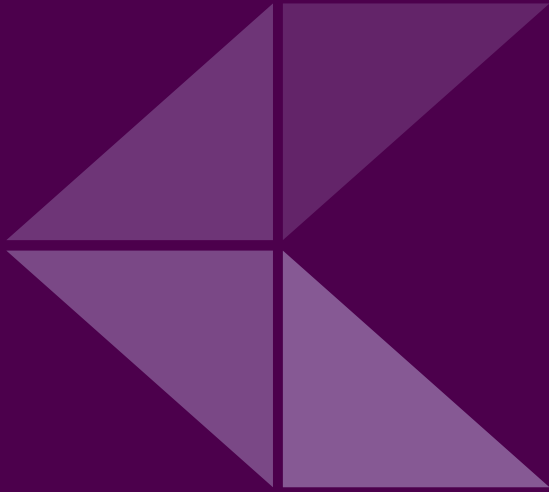
Q3'2016 analysts briefing
16-Nov-2016



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 equity shares or other securities issued by the Company.





TRANSFORMATION PLAN

2015

2015-2016

2017 onward

Stop bleeding

Strength Building

Sustainable Growth

Transformation Plan

1. Revenue Management

2. Cost management & Efficiency uplift

3. Capabilities improvement

4. Customer excellence

Revenue

- New Fare Management
- Web Sales
- Pricing benchmark
- New customer segment

Cost

- Cost management
- Financial & Balance Sheets Mgt.
- Assets management
- Aircraft Disposal
- Increase efficiency

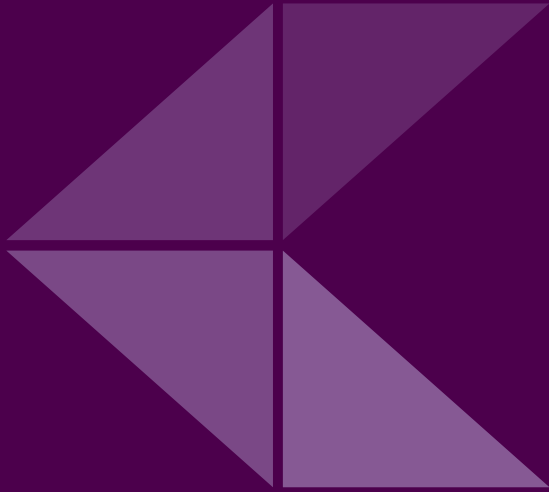
Capabilities

- Network restructure
- New Network Management System
- Simplify Fleet
- Self service check-in enhancement
- Procurement optimization
- Reprocess
- Business Portfolio, UTP MRO
- TG&WE integration

Service Excellence

- Business class services upgrade
- New First class
- Economy class services enhancement
- IFE and cabin upgrade: B777-200ER, B787-8, A330
- End to end customer services
- Mobile capabilities

- Total 94 active aircraft by
 - phasing in 1 A350-900 (OL)
 - phasing out 1 B777-200 (OL)
- Launch 2016 the Mutual Separate Plan (270 staffs joined the program on July 1, 2016)
- THAI was awarded by TTG travel awards as Best South-East Asian Airline 2016
- Several incidents affecting business operations
- New cabin crew (TQV16) on board

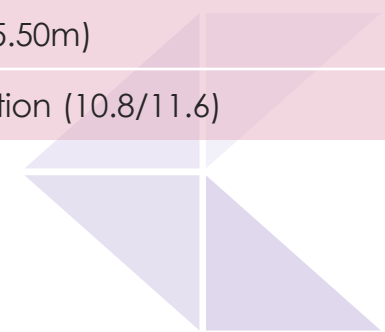


FINANCIAL PERFORMANCE

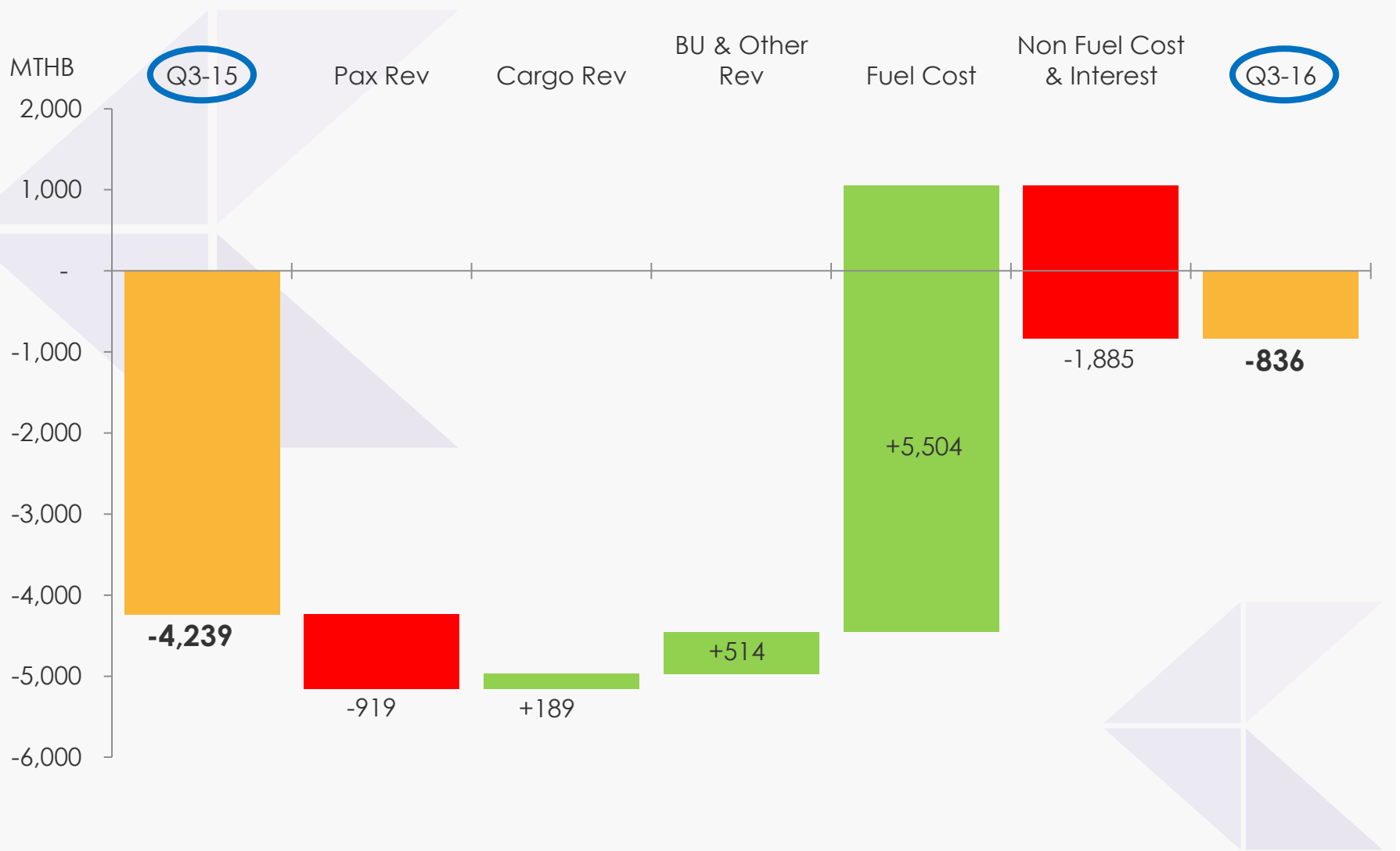
Unit : THB' Billion/ Consolidated	Consolidated		
	3Q15	3Q16	%change
Revenues	44.3	44.1	-0.5
Costs	-47.0	-43.6	-7.2
Interest payments	-1.5	-1.3	-11.3
Operating loss	-4.2	-0.8	+80.3
(1-time) Expense	-	-	-
Impairment loss (1-time)	-0.1	-0.6	+530.3
FX Gain/(Loss)	-4.5	+0.1	+102.6
Loss before tax	-8.9	-1.3	+84.9
Tax	-1.0	-0.3	+70.0
Net loss	-9.9	-1.6	+83.9
Passenger Production (MASK)	20,275	21,244	+4.8
Passenger Traffic (MRPK)	15,089	15,604	+3.4
Cabin Factor (%)	74.4	73.5	-0.9
Passenger carried (Million)	5.11	5.50	+7.6
Passenger Yield Inc. Surcharge (THB/km)	2.39	2.27	-5.0
Aircraft Utilization (Hrs./Day)	10.8	11.6	+7.4

3Q16 Performance highlights

- ↓ Revenue (44.3bn/44.1bn) –slightly drop
- ↓ Cost (47.0bn / 43.6bn) – fuel decrease
- ↓ Yield (2.39 / 2.27) – fuel surcharge drop
- ↓ Cabin Factor (74.4/ 73.5)
- ↑ Pax (5.11m / 5.50m)
- ↑ Aircraft utilization (10.8/11.6)









Consolidated

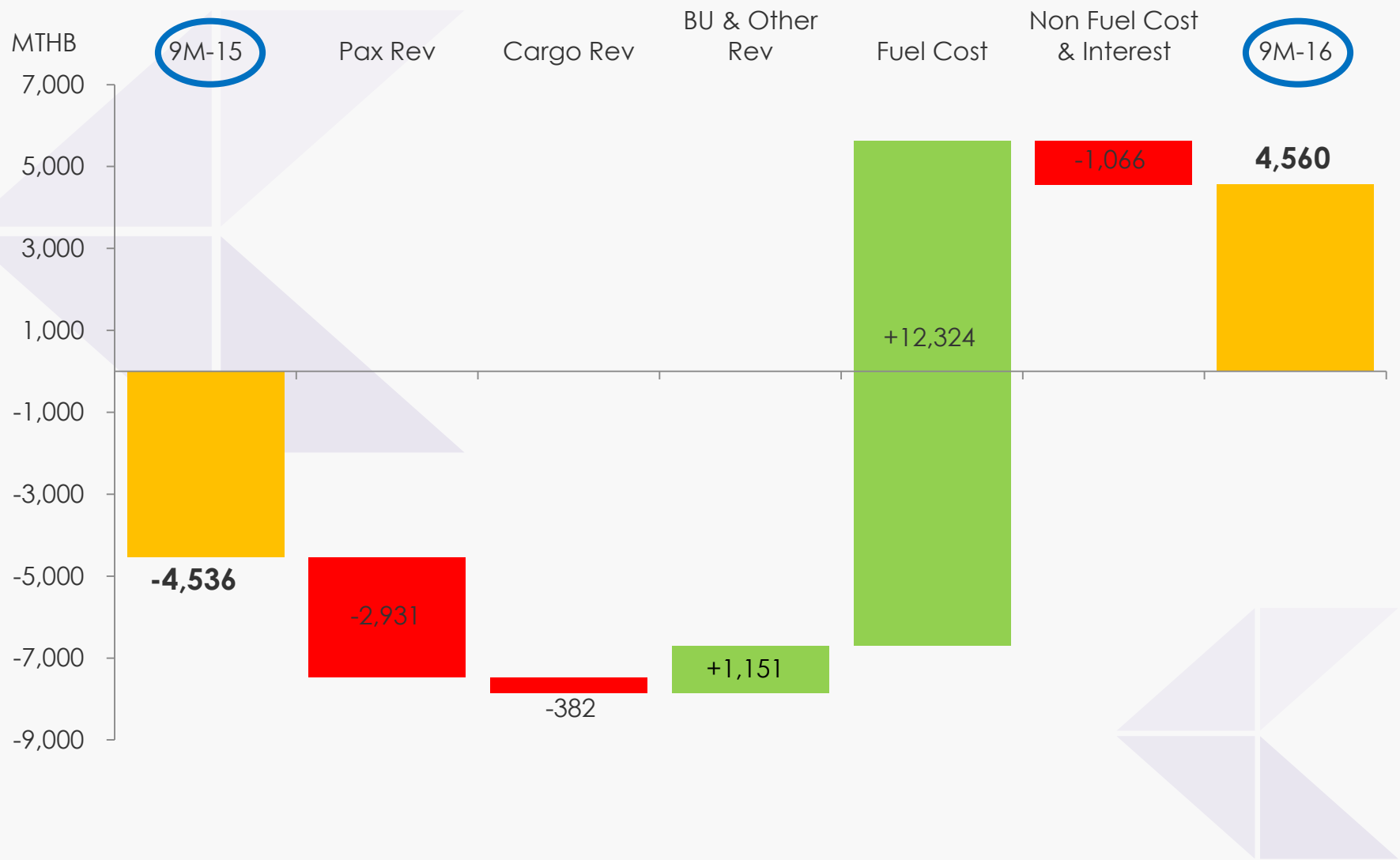


Unit : THB' Billion/ Consolidated	Consolidated		
	9M15	9M16	%change
Revenues	137.7	135.6	-1.6
Costs	-138.0	-127.1	-7.9
Interest payments	-4.2	-3.9	-6.7
Operating Profit	-4.5	4.6	+200.5
(1-time) Expense	-3.7	-1.6	-56.8
Impairment loss (1-time)	-12.3	-2.7	-78.3
FX Gain/(Loss)	+1.4	-	-97.6
Profit before Tax	-19.1	0.3	+101.8
Tax	+1.0	+1.2	+20.0
Net profit	-18.1	1.5	+108.3
Passenger Production (MASK)	62,422	62,957	+0.9
Passenger Traffic (MRPK)	45,619	46,195	+1.3
Cabin Factor (%)	73.1	73.4	+0.3
Passenger carried (Million)	15.8	16.5	+4.5
Passenger Yield Inc. Surcharge (THB/km)	2.46	2.38	-3.3
Aircraft Utilization (Hrs./Day)	10.8	11.4	+5.6

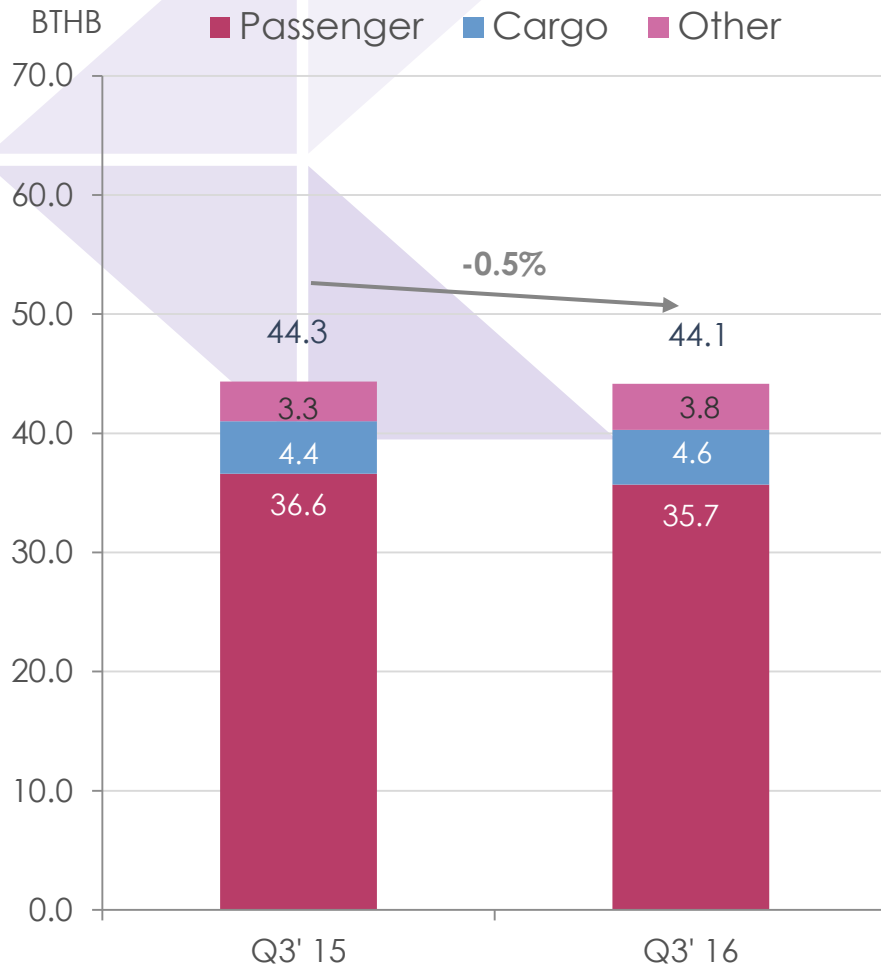
9M16 Performance highlights

-  Revenue (137.7bn/135.6bn) – pax & cargo drop
-  Cost (138.0bn / 127.1bn) – fuel decrease
-  Yield (2.46 / 2.38) – fuel surcharge drop
-  Cabin Factor (73.1 / 73.4)
-  Pax (15.8m / 16.5m)
-  Aircraft utilization (10.8/11.4)

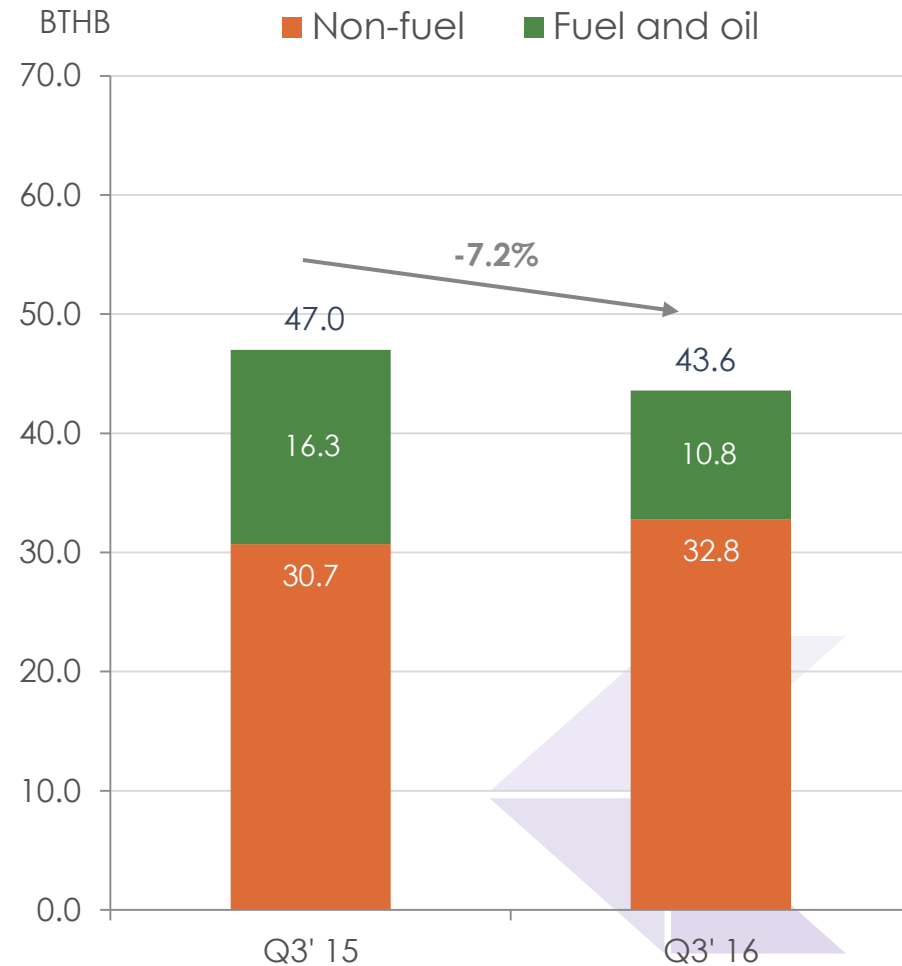
Consolidated



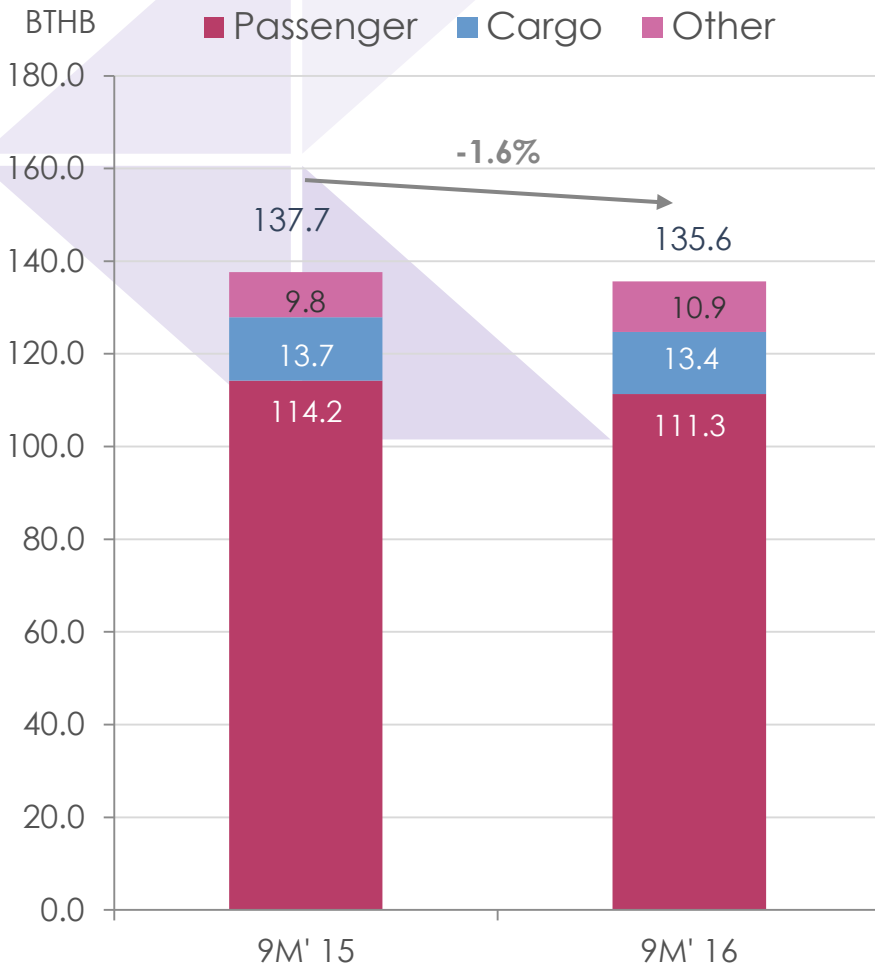
Total Revenue



Total Expense



Total Revenue



Total Expense

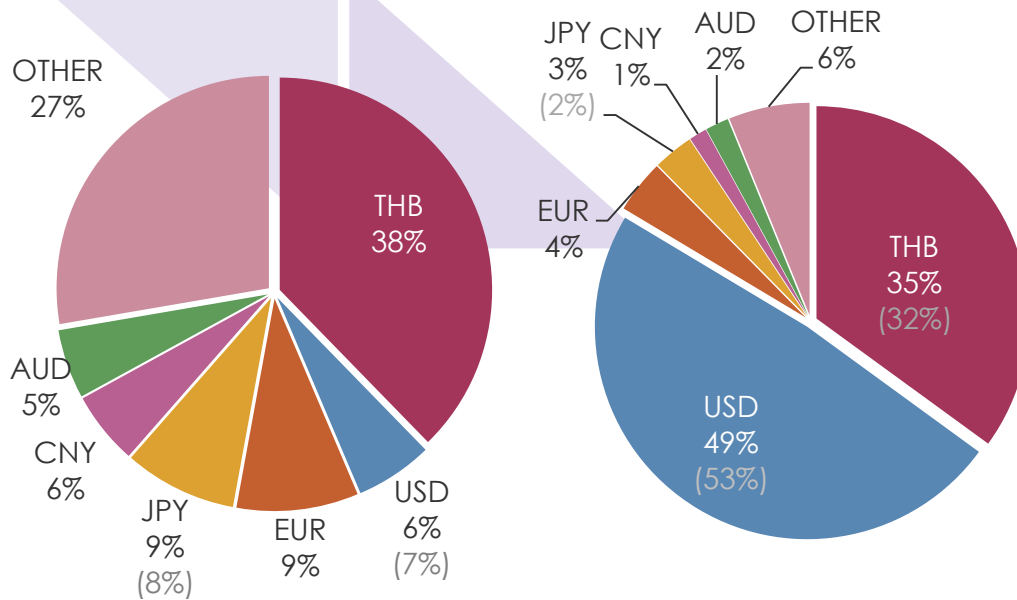


Foreign Currency Exposure

(Jan - Sep 2016)

Revenue

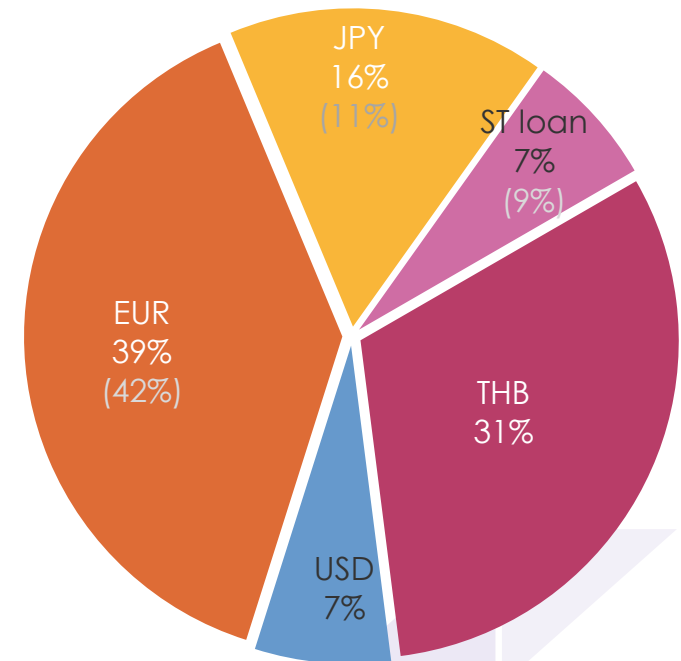
Expense



Liability

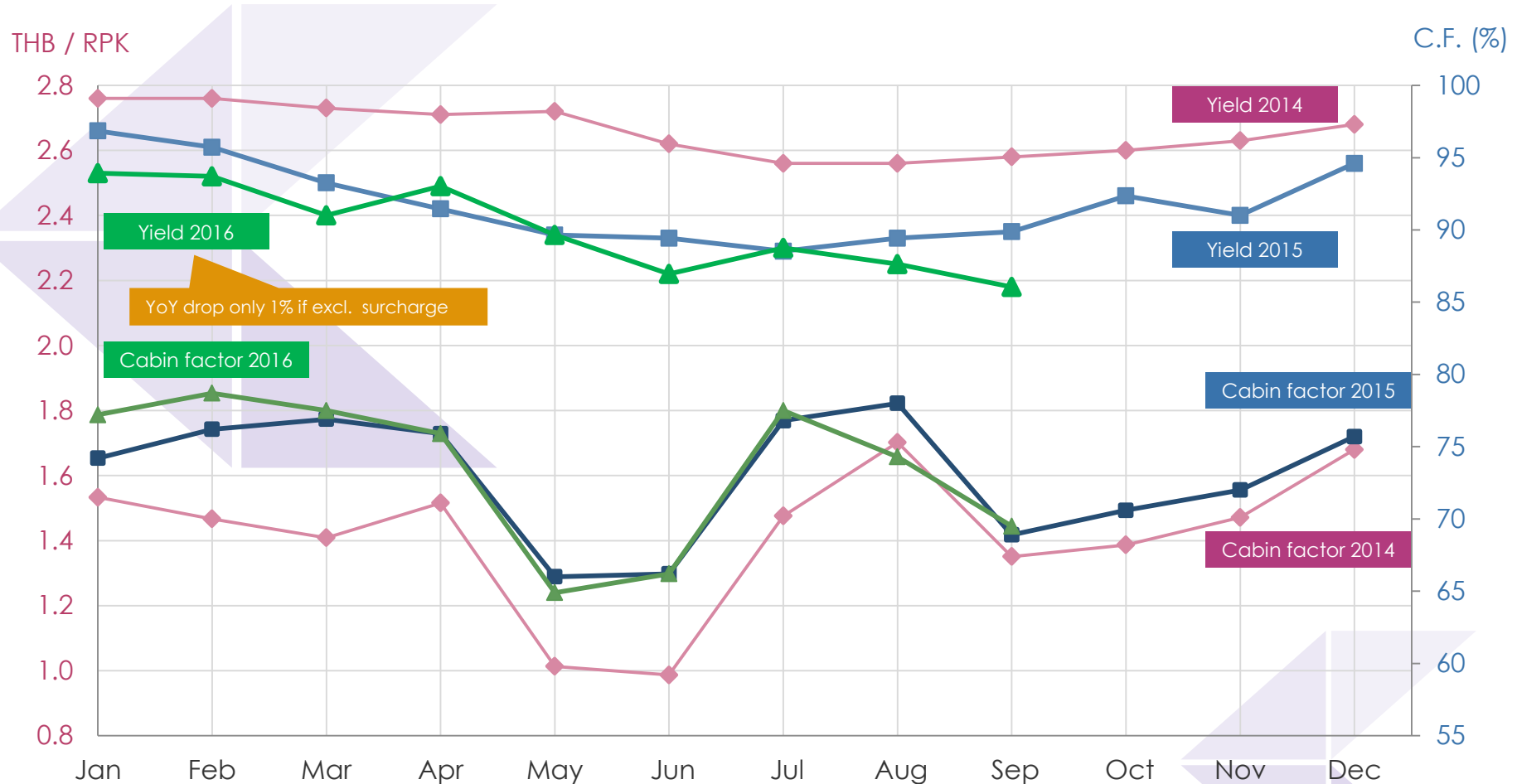
30 Sep 16 : 176 bn

30 Sep 15 : 203 bn



Liability to be restructured, especially USD

TG Only



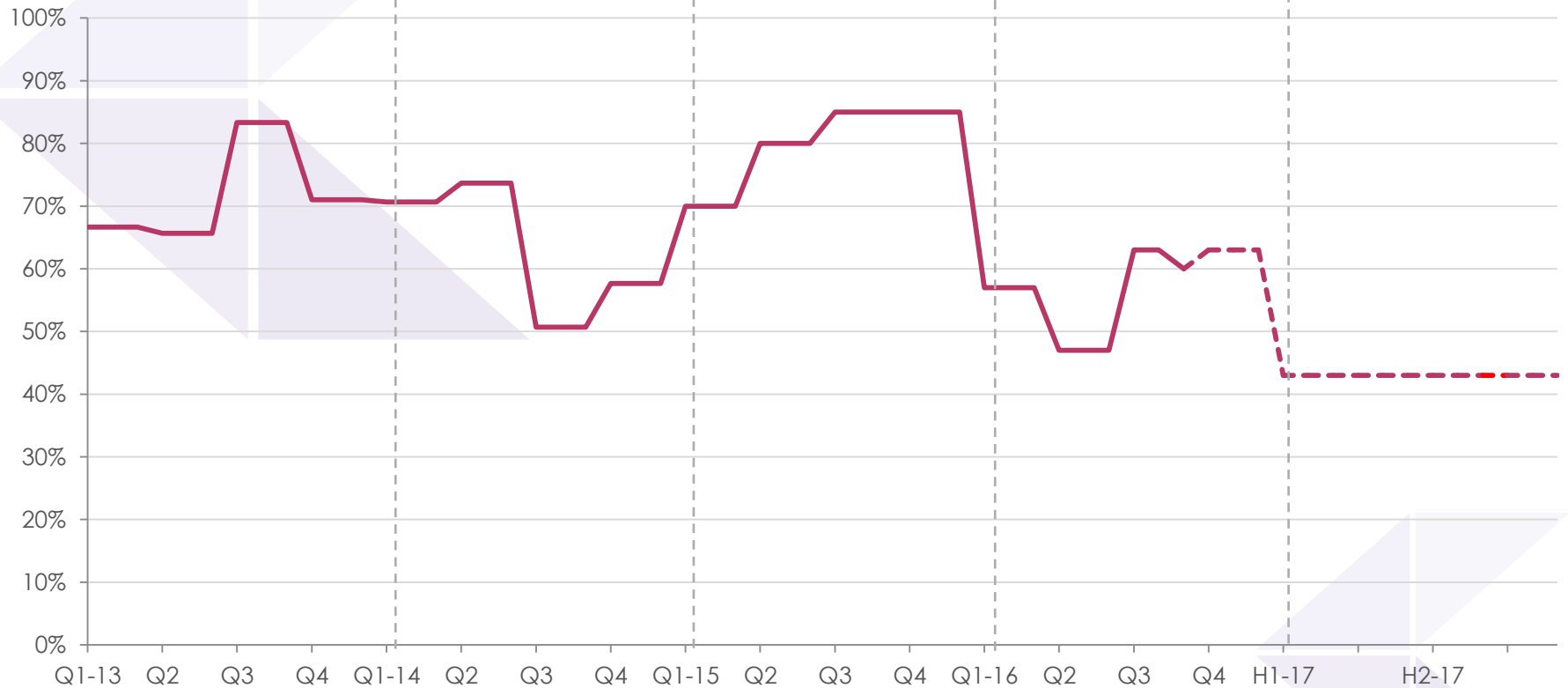
Consolidated

(THB/RPK)	9M15 (9M'16 Rate)	9M16	% Change
Pax Rev	2.52	2.38	-5.6
FX impact	(0.06)	-	-
Total Pax Yield	2.46	2.38	-3.3

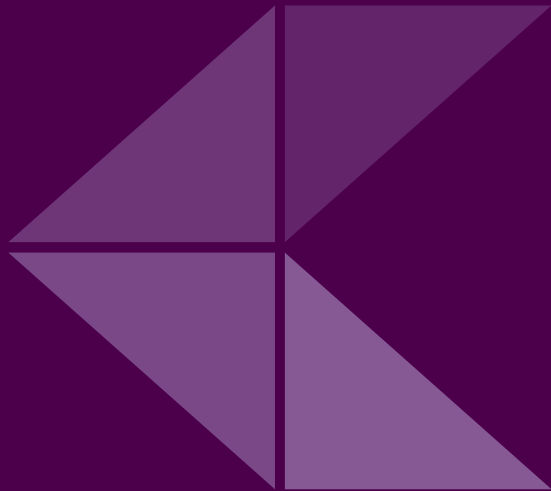
Passenger Yield by Region

(THB/RPK)	9M15	9M16	% Change
Domestic	2.99	2.99	-
Regional	2.82	2.77	(1.8)
Intercontinental	2.03	1.90	(6.4)
Total system	2.46	2.38	-3.3

Monthly fuel hedging as % of consumption by month



Note : As of Nov 9,2016



OUTLOOK FOR 2016

- Take delivery of one A350-900 (4Q-16)
- Continue on MRO project at UTP
- Comprehensive network and long term fleet planning
 - Initial schedule adjustments done, Kangaroo to EU
 - BKK-HKT-FRA-HKT-BKK route implemented
- New 565 cabin crews for the growth
- Planes retrofit plans approved – 6xB777-200ER, 6x787-8, 3xA330
- Some softness in regional routes, particularly CN
- Balance sheets restructuring underway

