



 **THAI**  
**50<sup>th</sup>**  
ANNIVERSARY  
1960-2010

# **THAI AIRWAYS INTERNATIONAL PLC.**

**FY2009**

# Table of Contents

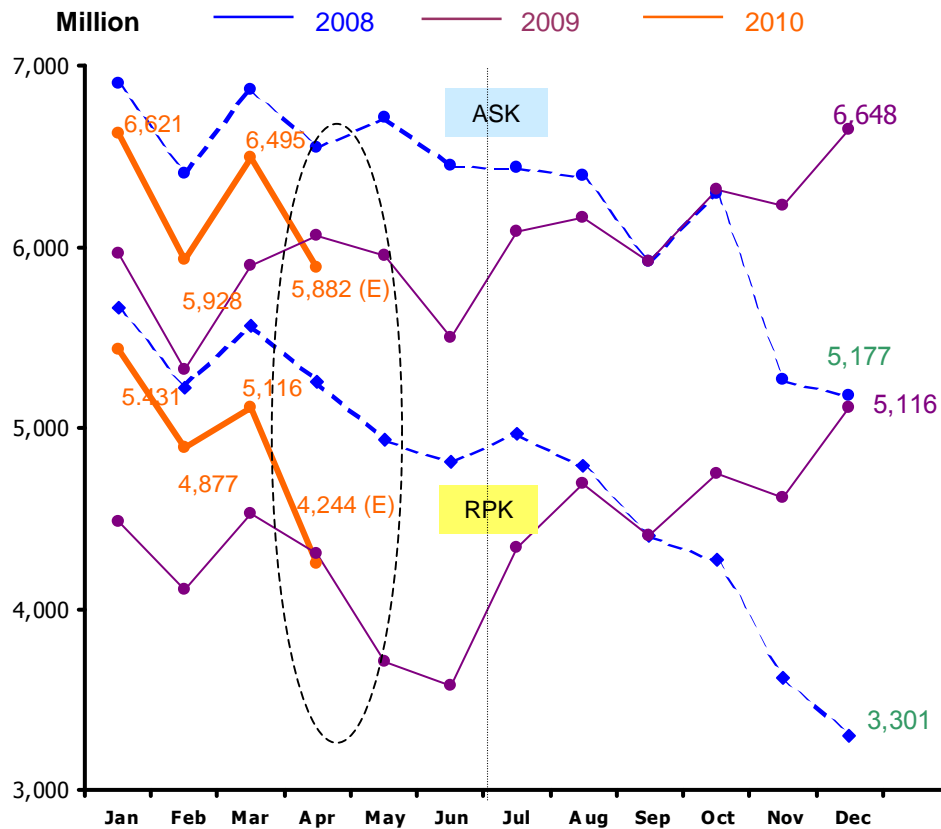


	<u>Slide(s)</u>		<u>Slide(s)</u>
Operating Statistic	2	Major Activities	30
Financial Performance	12	Commercial Strategy	31
2010 Concerns	23	Product Improvement	35
Mission TG100	24	Fleet Strategy	39
Strategic Roadmap	25	Fuel Management	47
Management KPIs	26	Capital Structure	52
Strategic Positioning	27	Obstacles Ahead	53
Cost Reduction Program (2010 Onward)	28	2010 Assumptions	54
Organizational Effectiveness Program (2010 Onward)	29	Company Facts & Figures	55

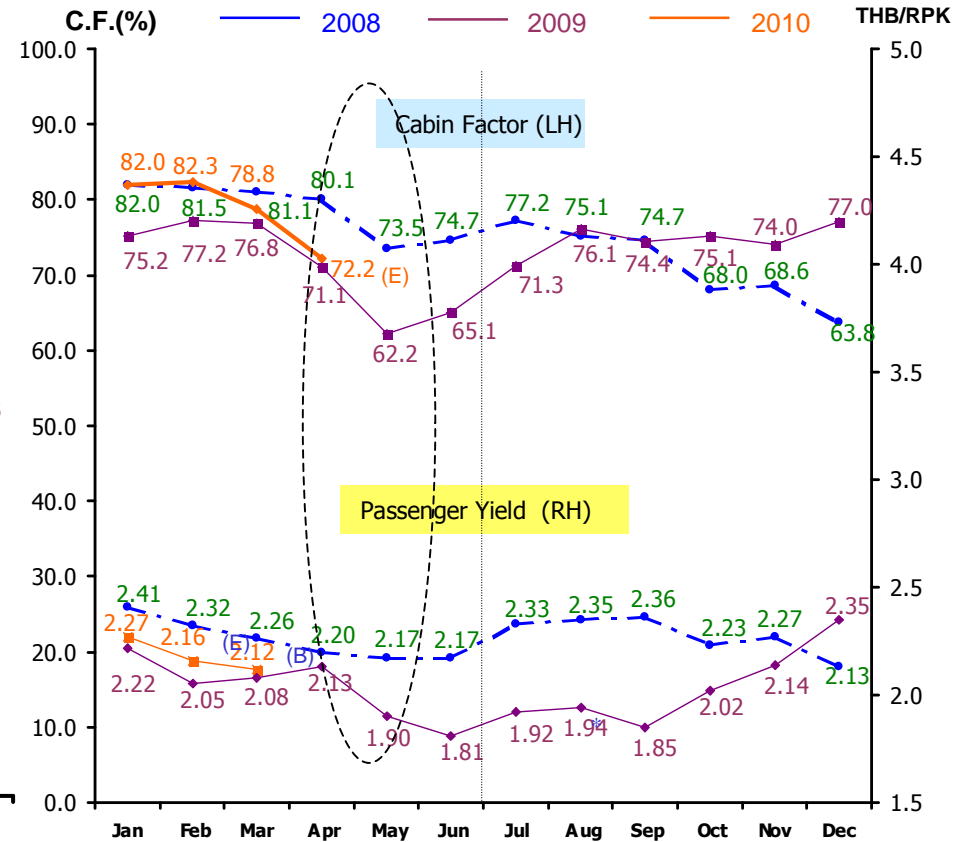
# Operating Statistic



**A Passenger Production & Traffic**



**B Cabin Factor & Passenger Yield (Excl. Surcharge)**



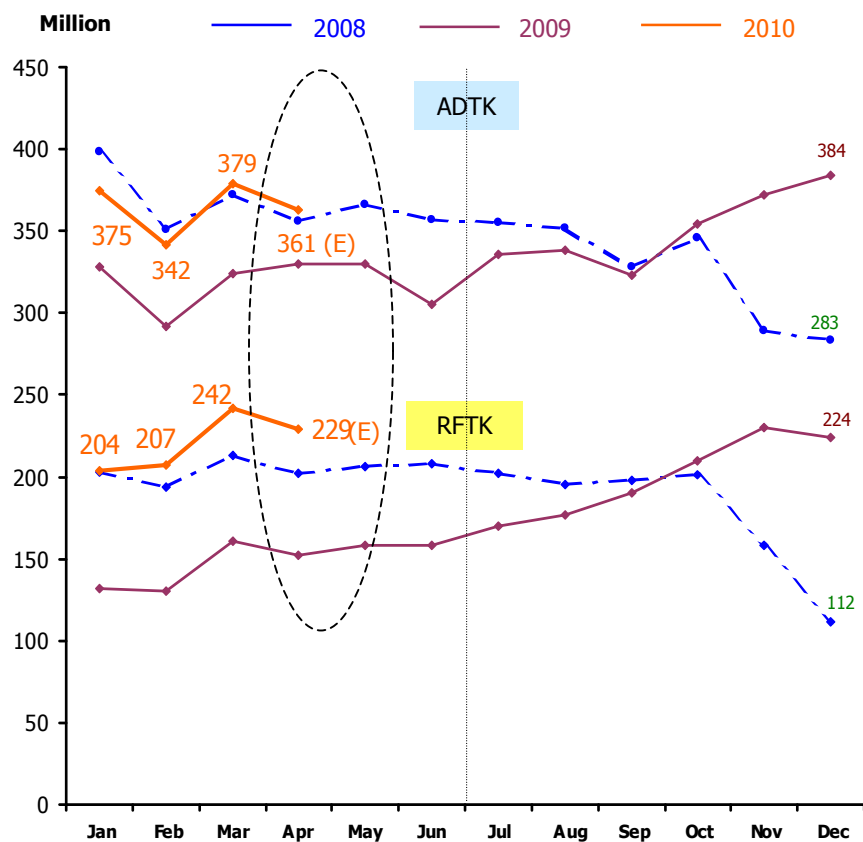
(E) = Estimate

(B) = Budget

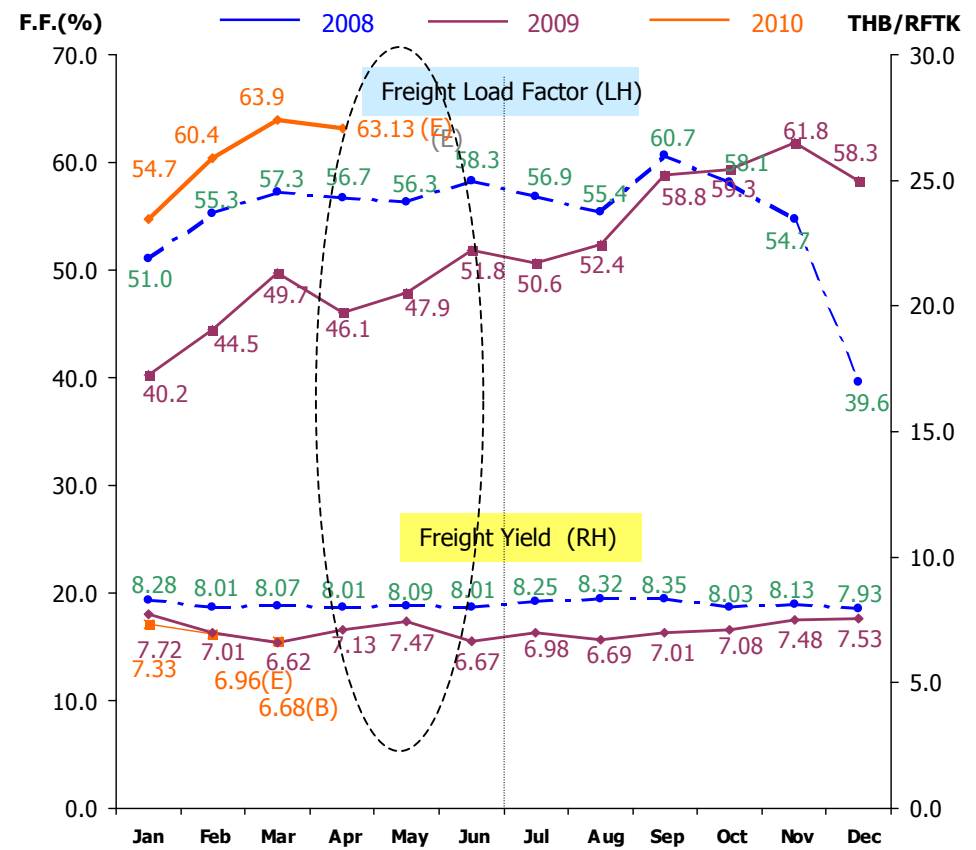
# Operating Statistic



**A** Freight Production & Traffic



**B** Freight Load Factor & Freight Yield (Excl. Surcharge)



(E) = Estimate

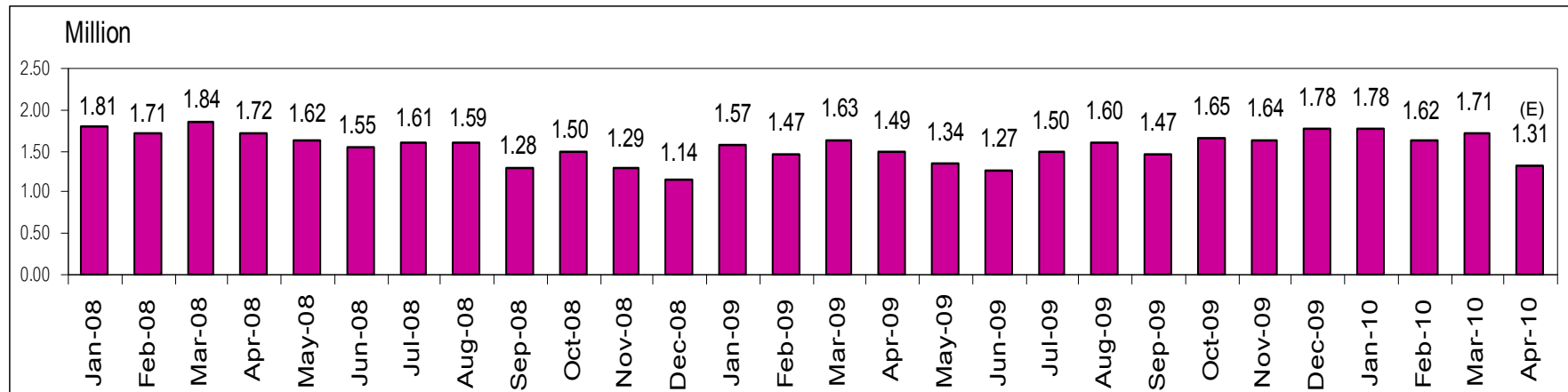
(B) = Budget

# Operating Statistic



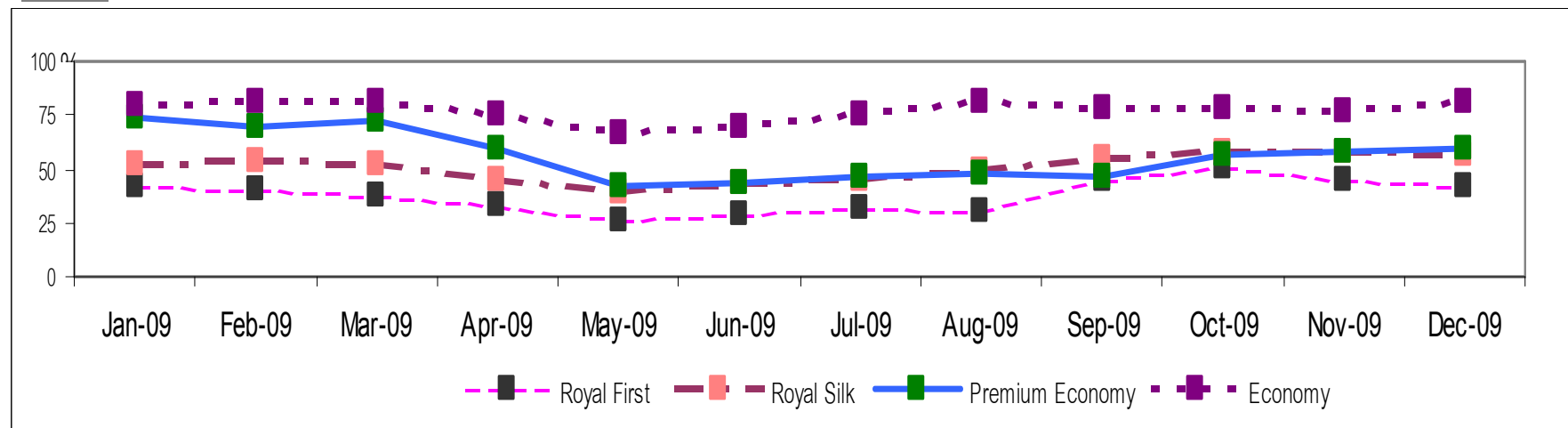
A

## Passenger Number

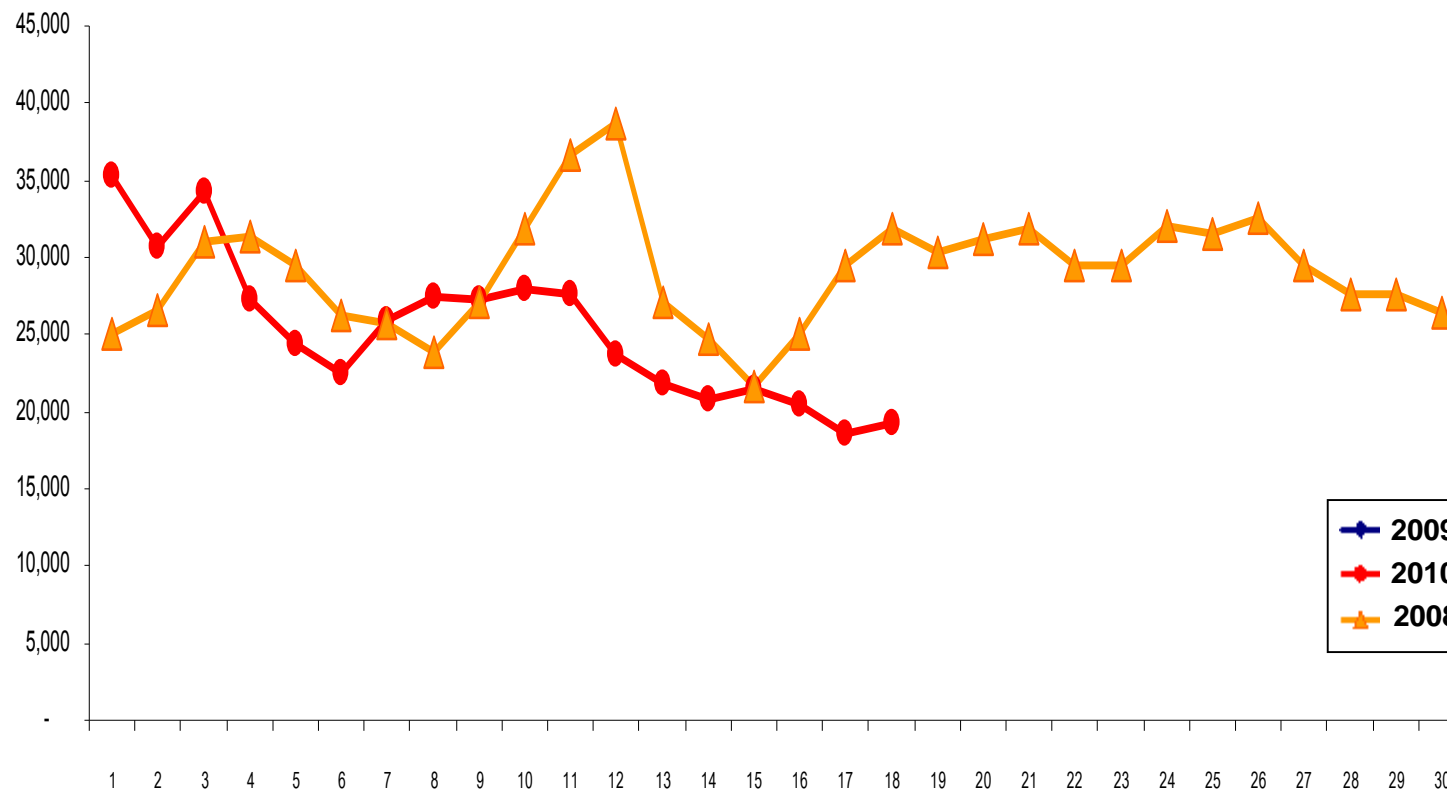


B

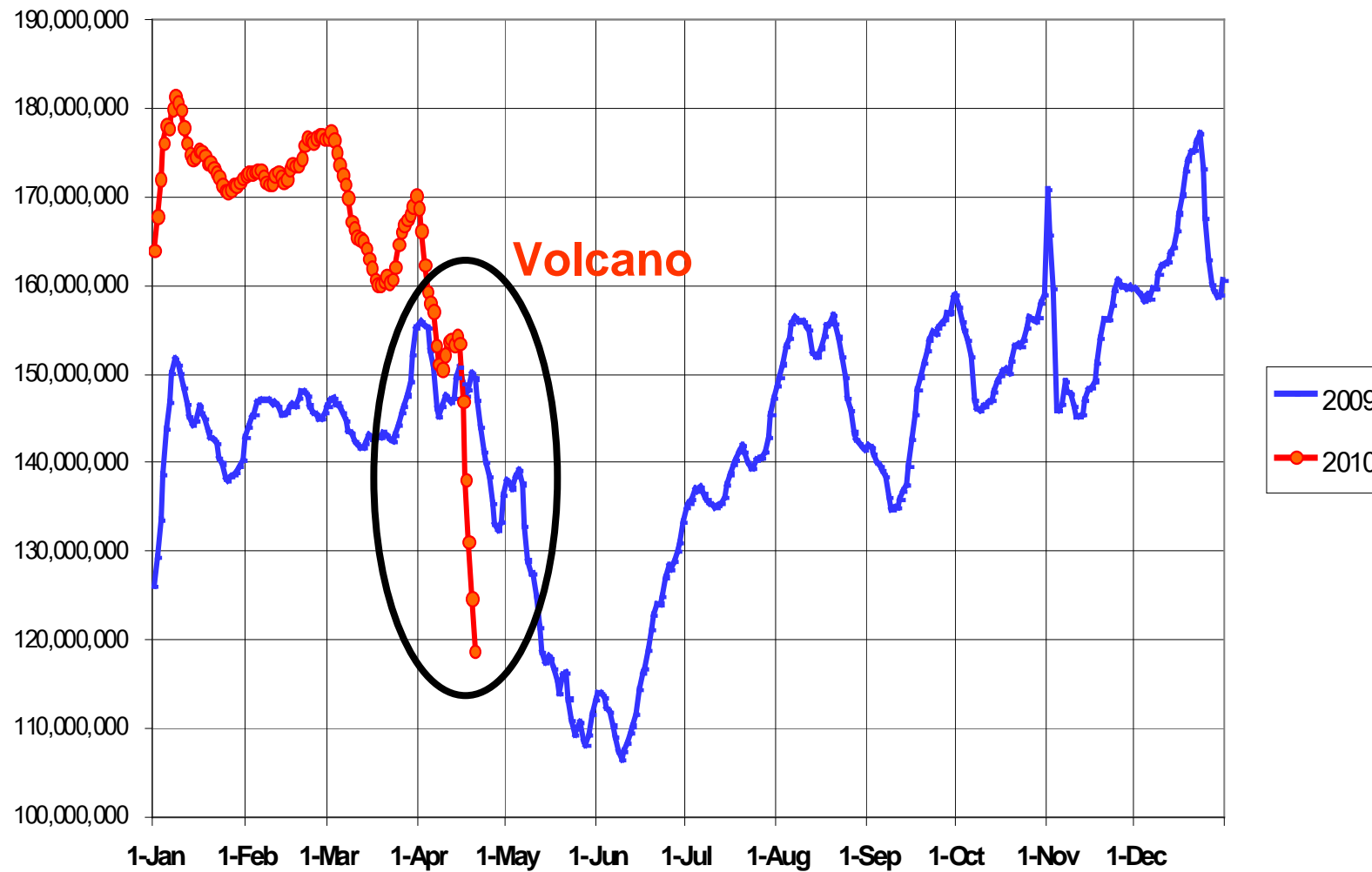
## Cabin Factor by Class



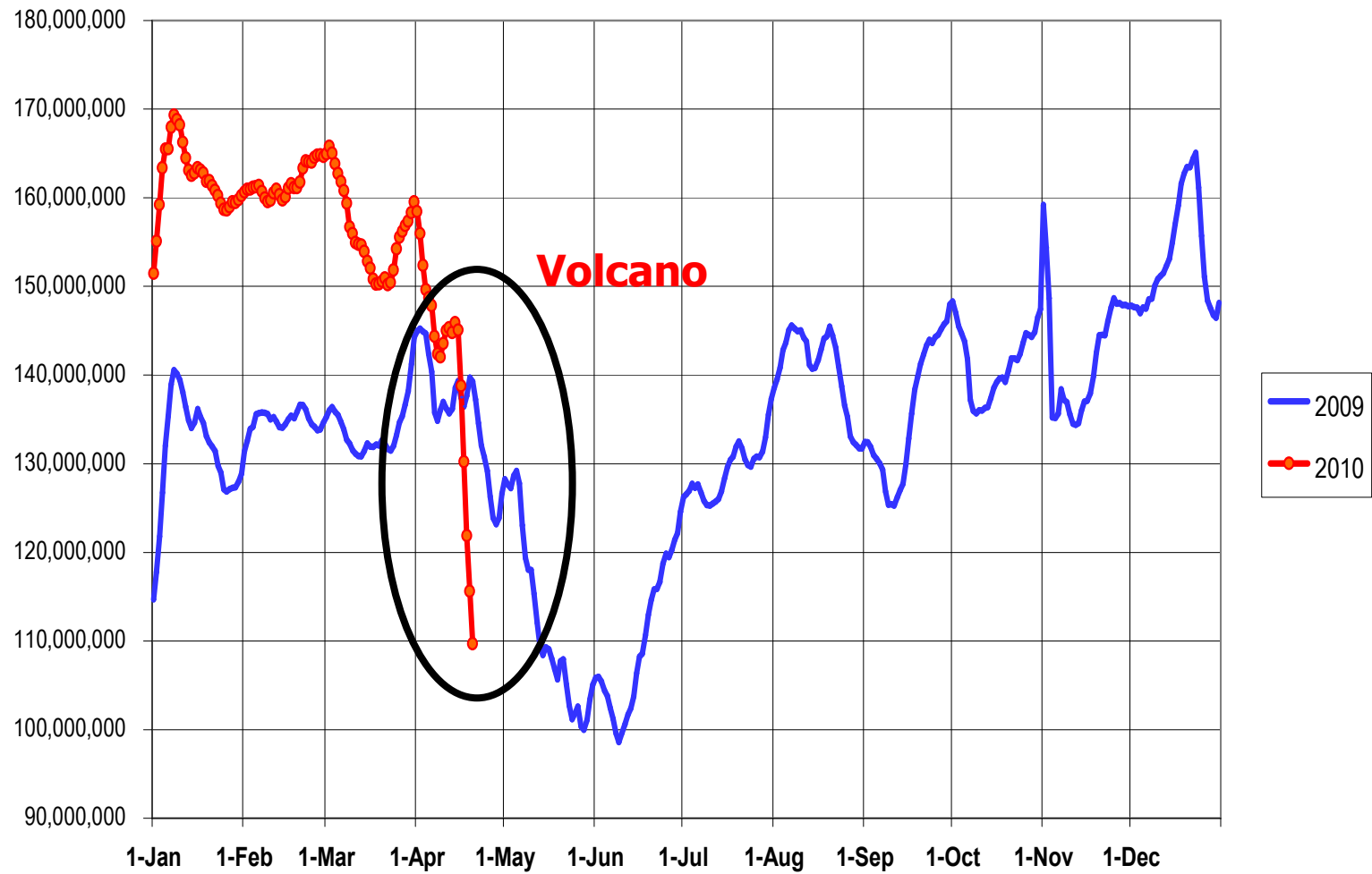
## Decline of 34,000 incoming foreign passengers into Suvarnabhumi during 4 - 18 April



## DAILY RPK (7 Days Moving Average)



## DAILY INTERNATIONAL RPK (7 Days Moving Average)

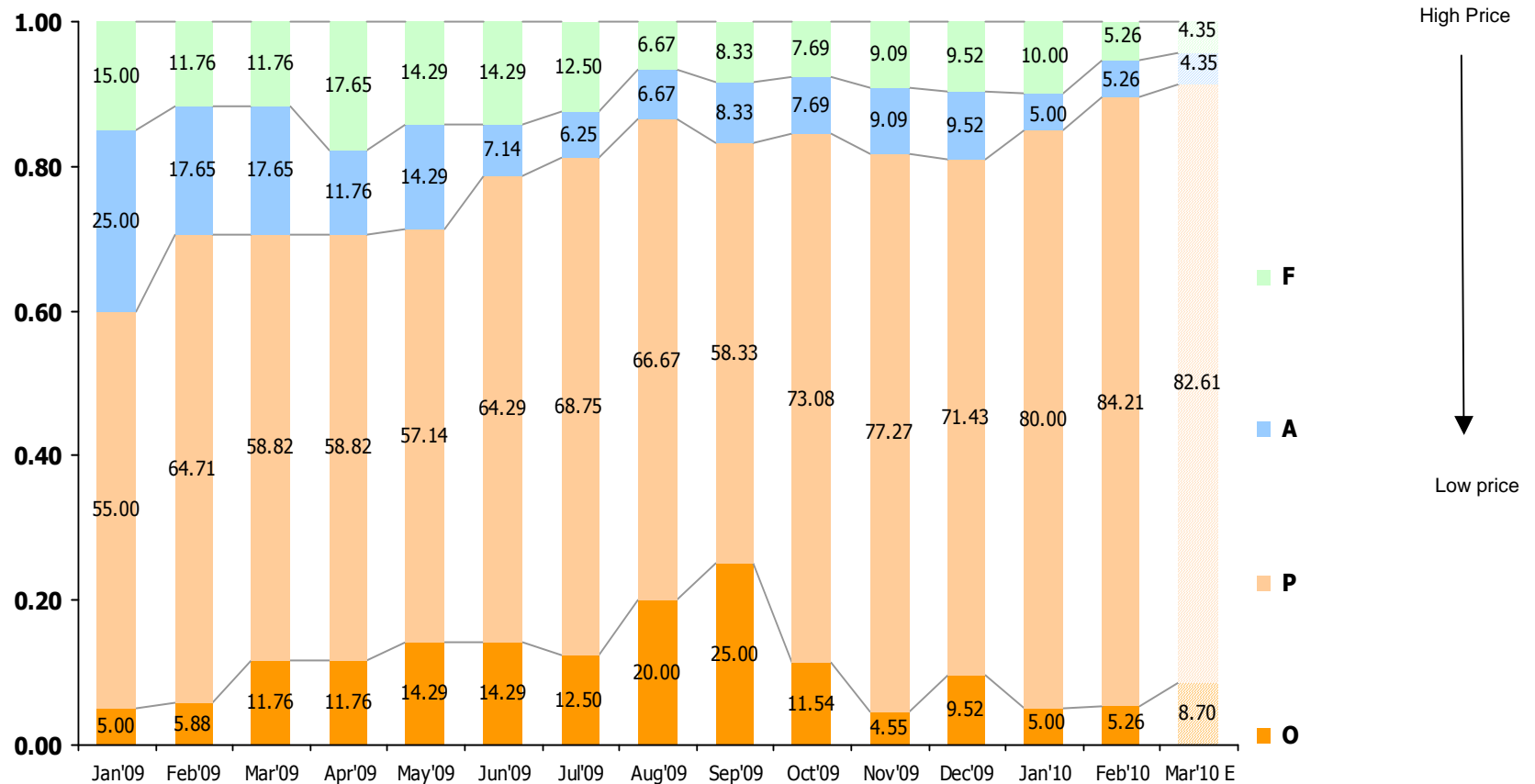




European routes account for 40% of RPK

RPK per day Q1 2010 (million)	
<b>Total International</b>	<b>160.00</b>
Regional	64.96
Inter-con	94.63
Australia	21.13
<b>Europe</b>	<b>69.14</b>
North Pacific	4.36
<b>Total Domestic</b>	<b>11.49</b>
<b>Total System</b>	<b>171.49</b>

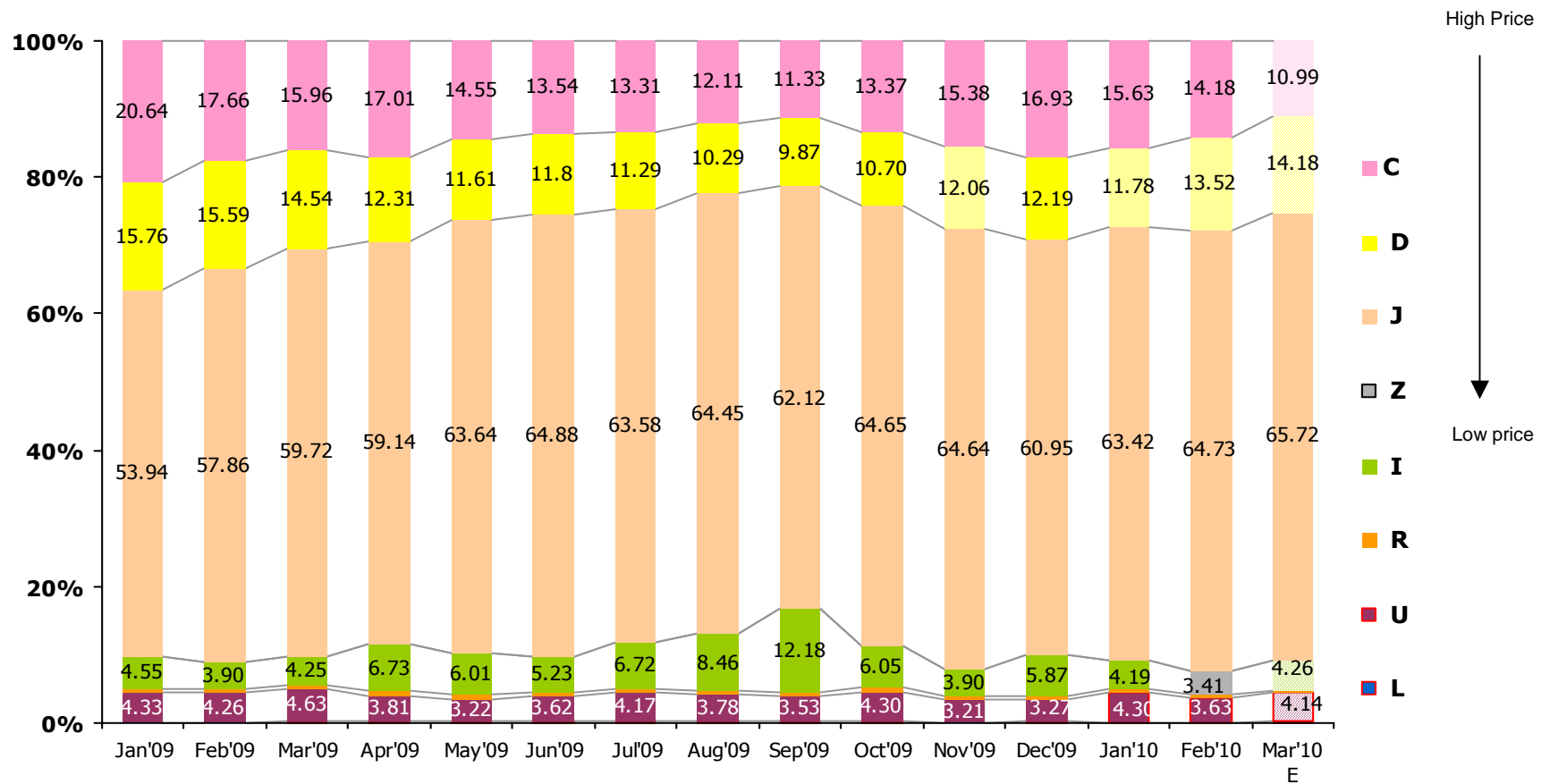
## Revenue Booking Designator (RBD) – First Class Jan'2009 – E Mar'2010



Source : RBD Analysis on Flown Transaction Report from ER.

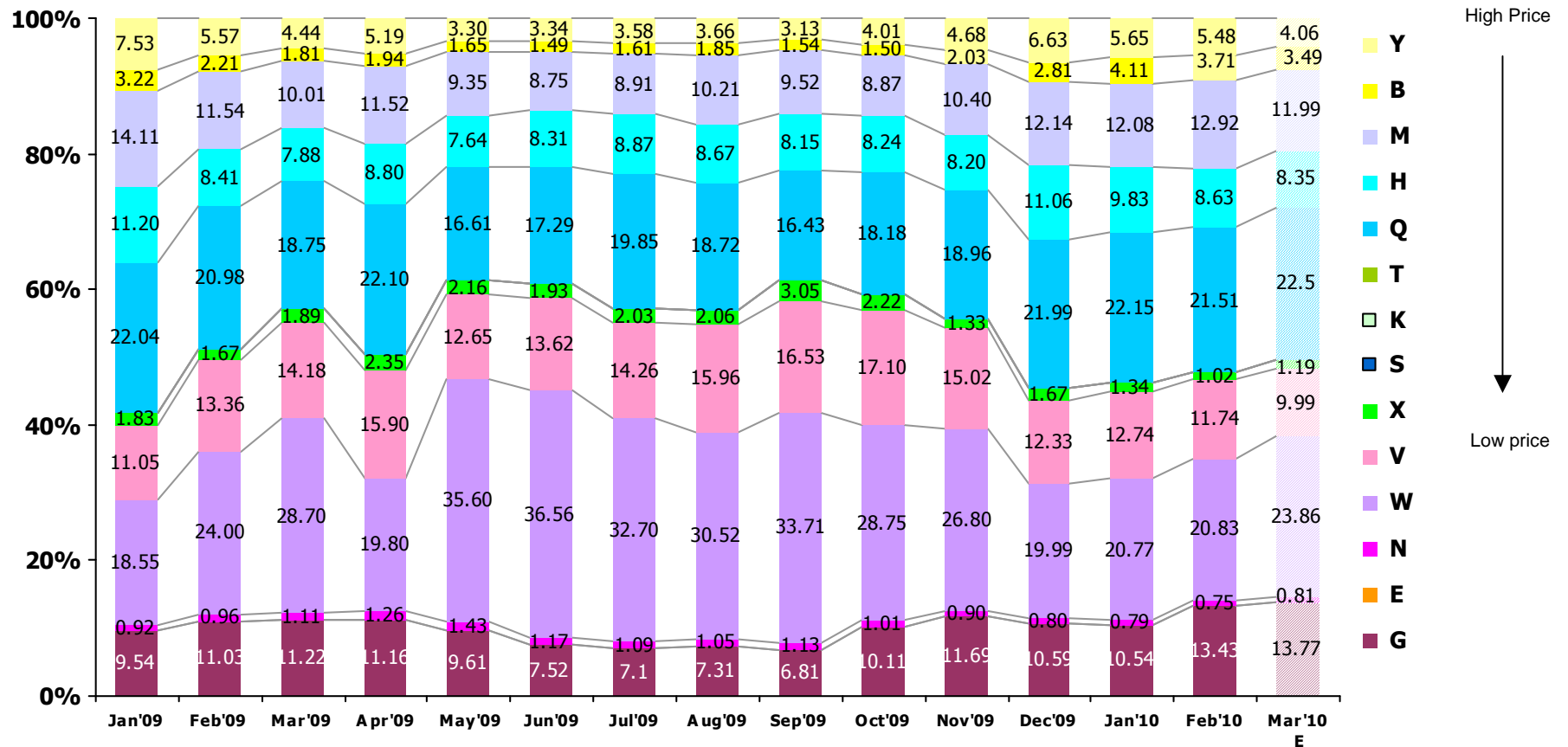
## Revenue Booking Designator (RBD)

– Business and Premium Economy Class Jan'2009 – E Mar' 2010



Source : RBD Analysis on Flown Transaction Report from ER.

## Revenue Booking Designator (RBD) – Economy Class Jan'2009 – E Mar'2010



Source : RBD Analysis on Flown Transaction Report from ER.

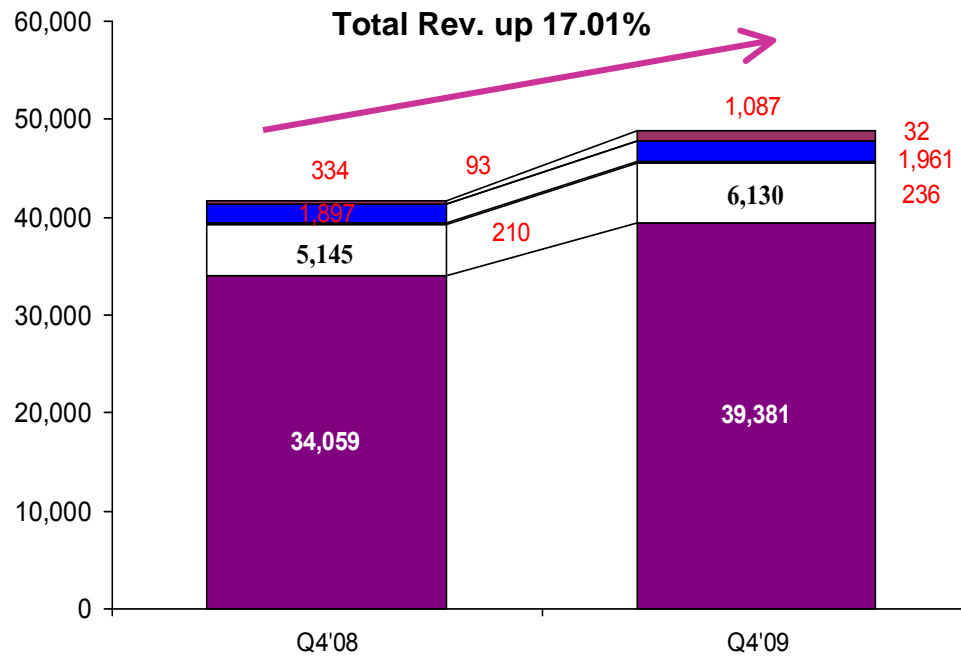
## Performance Summary

THAI and its subsidiary

(Unit : THB mn)	Jan-Dec		Diff.	
	2009	2008	Amount	%
<b>Operating Revenue</b>	<b>161,603</b>	<b>200,118</b>	<b>-38,515</b>	<b>-19.2</b>
<b>Operating Expense</b>	<b><u>131,306</u></b>	<b><u>186,499</u></b>	<b><u>-55,193</u></b>	<b><u>-29.6</u></b>
Personnel	26,191	30,534	-4,343	-14.2
Fuel	47,015	89,460	-42,445	-47.4
Others	58,100	66,505	-8,405	-12.6
<b>EBITDA</b>	<b>30,297</b>	<b>13,619</b>	<b>+16,678</b>	<b>+122.5</b>
<b>Depreciation</b>	<b><u>21,023</u></b>	<b><u>20,281</u></b>	<b><u>+742</u></b>	<b><u>+3.7</u></b>
<b>EBIT</b>	<b>9,274</b>	<b>(6,662)</b>	<b>+15,936</b>	<b>+239.2</b>
<b>Financial Expense</b>	<b>(5,738)</b>	<b>(5,486)</b>	<b>-252</b>	<b>-4.6</b>
<b>FX Gain (Loss)</b>	<b>3,167</b>	<b>(4,471)</b>	<b>+7,638</b>	<b>+170.8</b>
<b>Other Income(Expenses)</b>	<b><u>1,404</u></b>	<b><u>(6,981)</u></b>	<b><u>+8,385</u></b>	<b><u>+120.1</u></b>
<b>EBT</b>	<b>8,107</b>	<b>(23,600)</b>	<b>+31,707</b>	<b>+134.4</b>
<b>EBT&amp;FX</b>	<b>4,940</b>	<b>(19,129)</b>	<b>+24,069</b>	<b>+125.8</b>
<b>Net Profit (Loss)</b>	<b>7,344</b>	<b>(21,379)</b>	<b>+28,723</b>	<b>+134.4</b>

## Operating Revenue (Q4'08 & Q4'09)

Units : THB mn

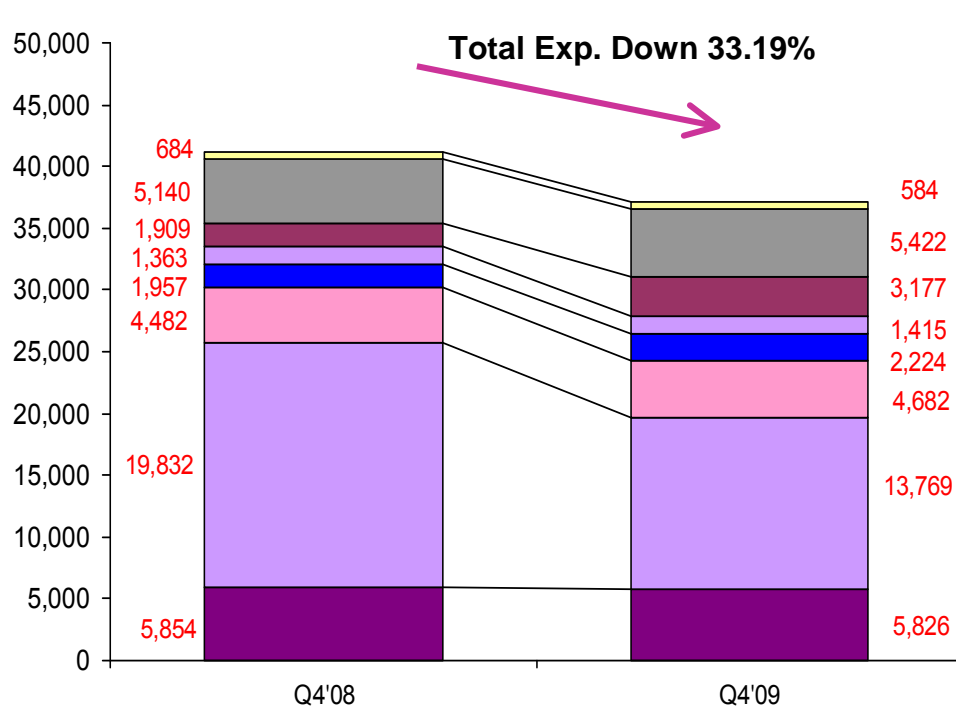


■ Passenger 
 ■ Freight 
 ■ Mail 
 ■ Other activities 
 ■ Interest income 
 ■ Other income

% Change	% to Tot. Rev.
<b>15.62</b>	<b>80.65</b>
<b>19.16</b>	<b>12.56</b>
<b>12.82</b>	<b>0.48</b>
<b>3.42</b>	<b>4.02</b>
<b>-65.19</b>	<b>0.07</b>
<b>225.37</b>	<b>2.23</b>
<b>17.01</b>	<b>100.00</b>

## Operating Expense (Q4'08 & Q4'09)

Units : THB mn

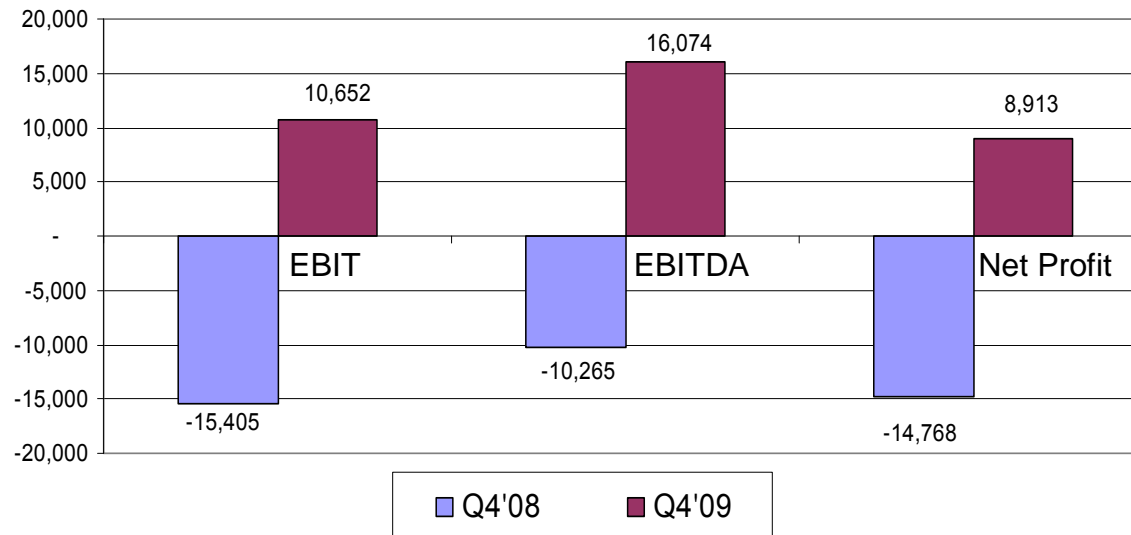


- Personnel
- Fuel and Oil
- Flight Service Expense
- Inventory & Supply
- Crew Expense
- Aircraft Maintenance
- Depreciation
- Lease of a/c

	% Change YoY	% of Tot. Exp.
Personnel expense	-0.48	15.26
Fuel and oil	-30.57	36.07
Flight service expense	4.47	12.27
Inventories and supplies	13.63	5.83
Crew expense	3.77	3.71
Maintenance/overhaul	66.46	8.32
Depreciation/amortisation	5.47	14.20
Aircraft lease/spare parts	-14.69	1.53
Other expense	-93.24	2.82
<b>Total Expense</b>	<b>-33.19</b>	<b>100.00</b>

## EBIT, EBITDA and Net Profit (Q4'08 & Q4'09)

Units : THB mn



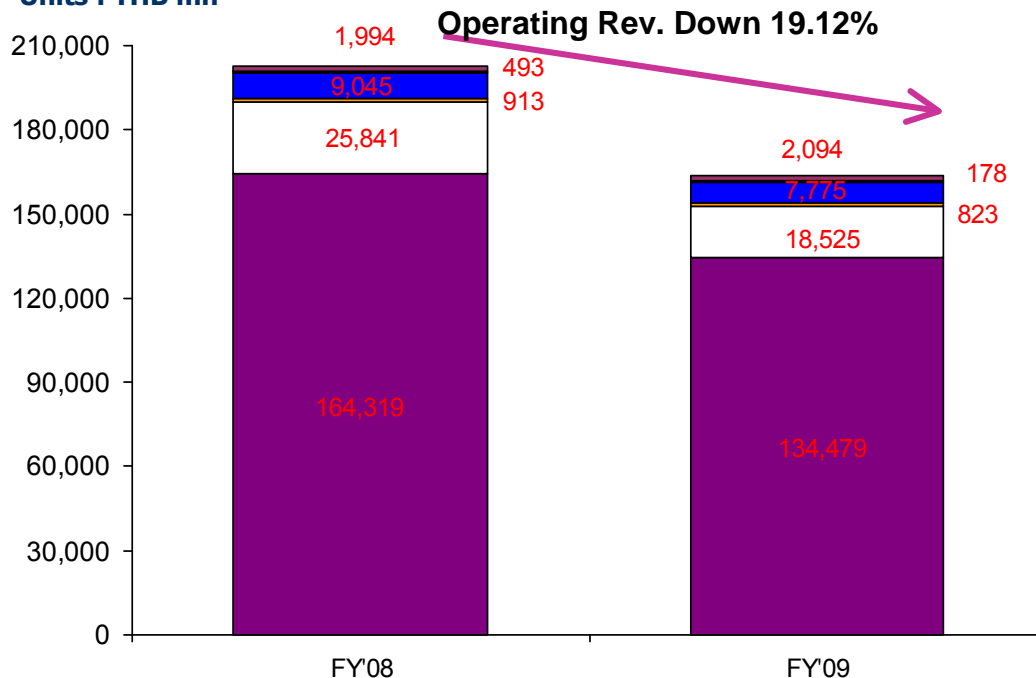
### Factors Improving Q4 '09 Results

- Control personnel expense – outsource and OT
- Dramatic fuel price decline
- Ability to maintain suitable fuel surcharge
- Reduction in operating expense



## Operating Revenue (FY'08 & FY'09)

Units : THB mn



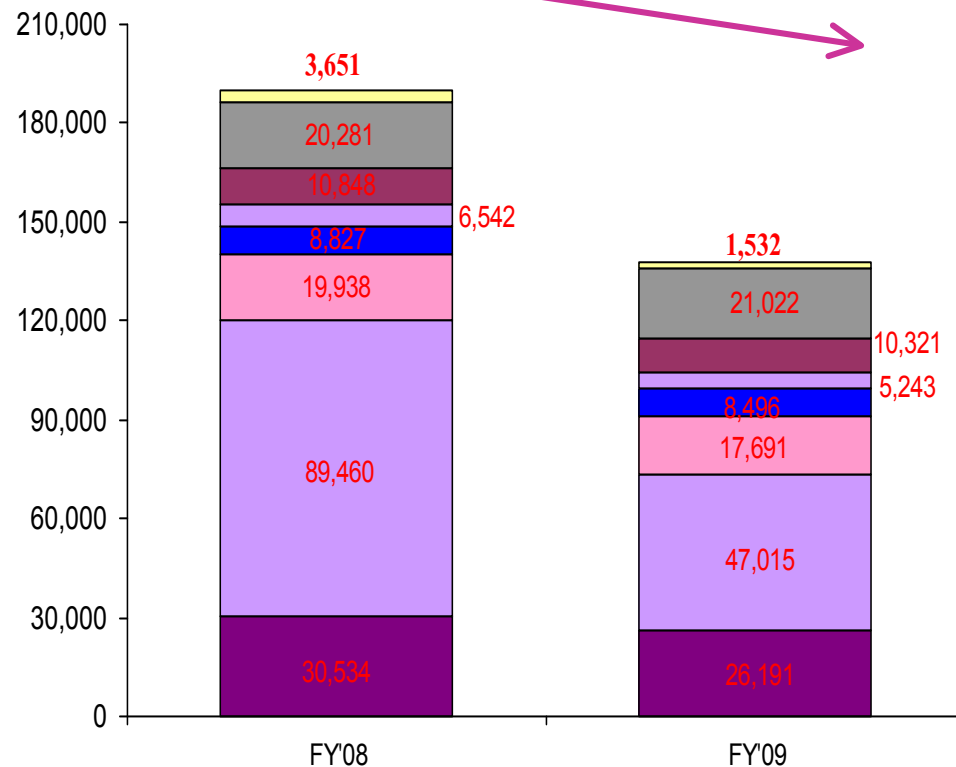
■ Passenger 
 ■ Freight 
 ■ Mail 
 ■ Other activities 
 ■ Interest income 
 ■ Other income

	% Change	% of Tot. Rev.
Passenger	-18.16	82.06
Freight	-28.31	11.30
Mail	-9.88	0.50
Other activities	-14.04	4.74
Interest income	-63.90	0.11
Other income	4.98	1.28
<b>Total Income</b>	<b>-19.12</b>	<b>100.00</b>

## Operating Expense (FY'08 & FY'09)

Units : THB mn

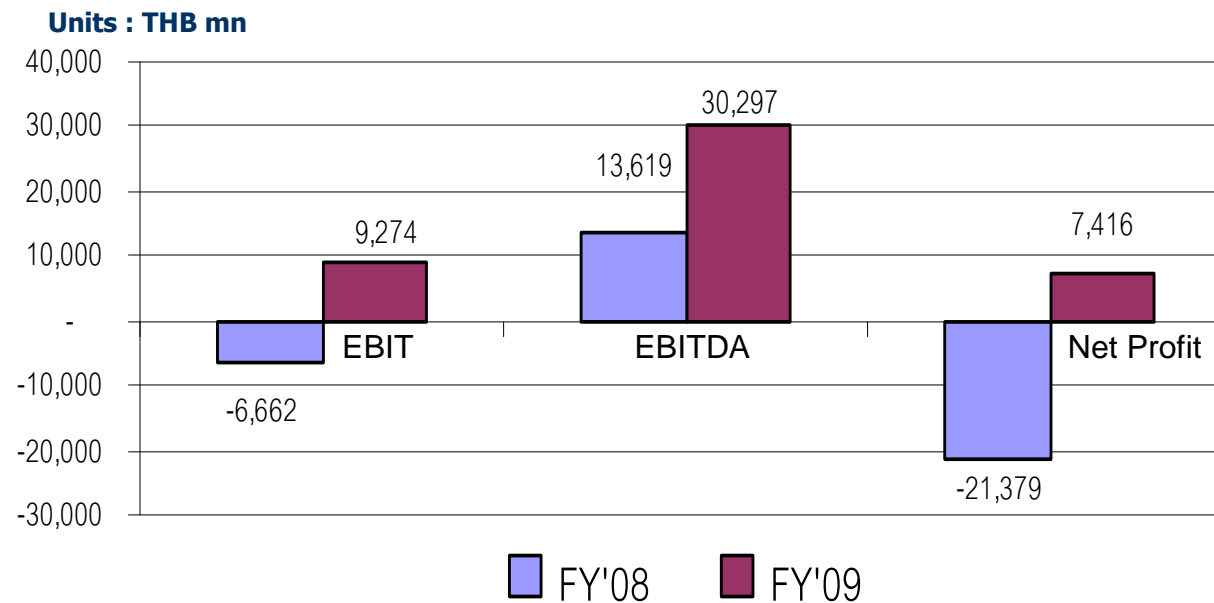
Operating Exp. Down 32.01%



	% Change YoY	As % of Tot. Exp.
Personnel expense	-14.22	17.46
Fuel and oil	-47.45	31.34
Flight service expense	-11.27	11.79
Inventories and supplies	-3.74	5.66
Crew expense	-19.85	3.55
Maintenance/overhaul	-4.86	6.88
Depreciation/amortisation	3.66	14.01
Aircraft lease/spare parts	-58.05	1.02
Other expense	-59.09	8.34
<b>Total Expense</b>	<b>-32.01</b>	<b>100.00</b>

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

## EBIT, EBITDA and Net Profit (FY'08 & FY'09)

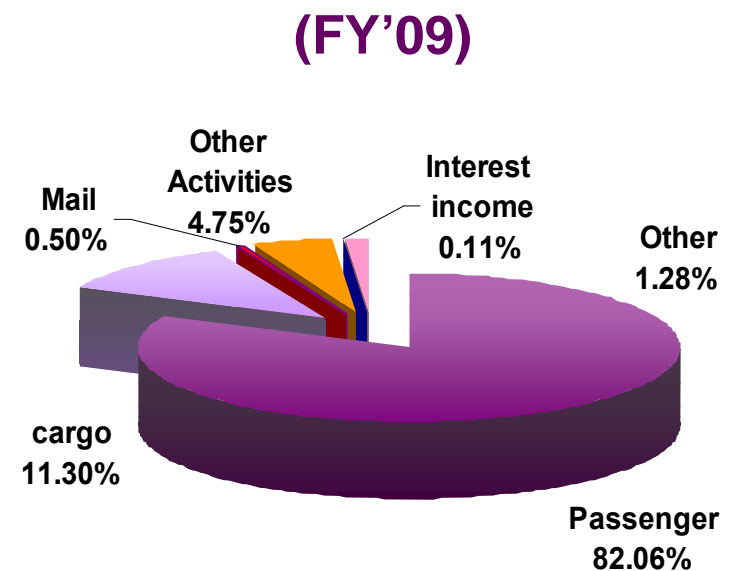
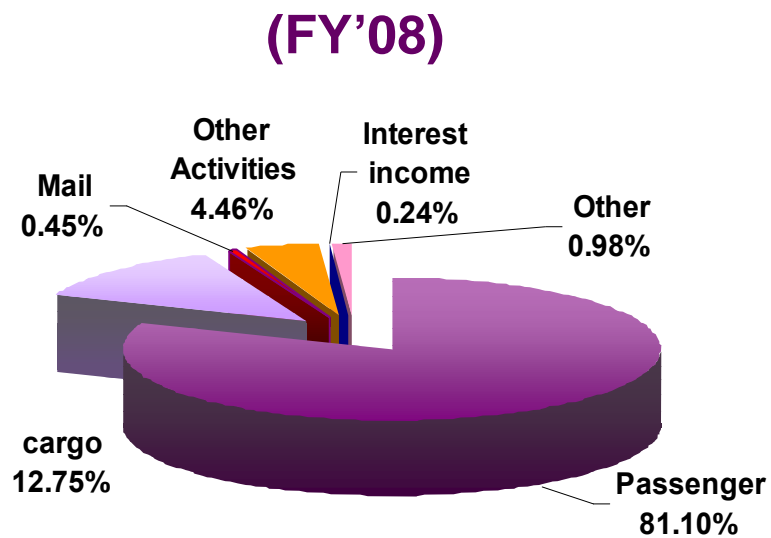


- Improved operating conditions based on forecast, enabled THAI to meet increased demand for air travel resulting in strong financial performance

## Ratios FY'09

RATIOS	unit	2007	2008	2009
Operating Profit Margin	(%)	5.20	-3.33	5.70
Net Profit Margin	(%)	2.22	-10.68	4.50
Return on total assets	(%)	1.58	-7.92	2.80
Return on Equity	(%)	6.37	-37.54	14.80
Total Net Debt to Equity	(times)	3.12	4.66	4.10
EBIT	(MTHB)	10,234.00	-6,661.00	9,274.00
EBITDA	(MTHB)	28,477.00	13,620.00	30,297.00
EPS	(THB)	2.57	-12.58	4.32
Debt Service Coverage Ratio	(times)	1.59	0.47	1.60

## Revenue Breakdown FY '09 over FY '08

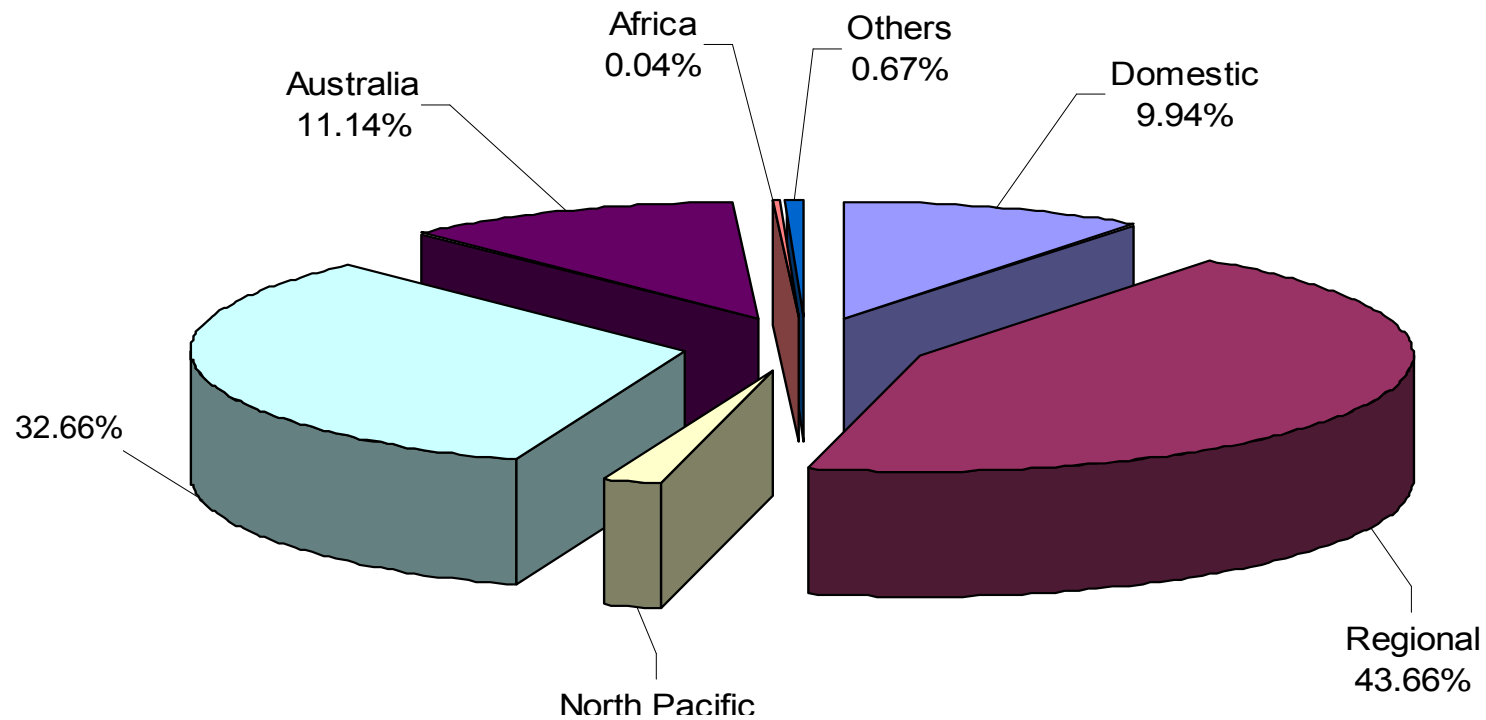


## January 2009 – December 2009

Unit : MTHB

	Revenue	Expense	Surplus			Outstanding Balance			
			Amount	%	%	Before Swap		After Swap	
						Amount	%	Amount	%
<b>USD BASED</b>	<b>57,816</b>	<b>74,563</b>	- 16,747	- 54	-	5,424	3	3,780	2
USD	16,760	68,385	- 51,625						
Others <sup>(1)</sup>	41,056	6,178	34,878						
<b>EUR BASED</b>	<b>50,360</b>	<b>13,254</b>	<b>37,107</b>	<b>120</b>	<b>78</b>	<b>59,514</b>	<b>38</b>	<b>61,345</b>	<b>39</b>
EUR	18,035	6,750	11,286						
Others <sup>(2)</sup>	32,325	6,504	25,821						
<b>JPY</b>	<b>13,757</b>	<b>4,237</b>	<b>9,520</b>	<b>31</b>	<b>20</b>	<b>16,860</b>	<b>11</b>	<b>16,860</b>	<b>11</b>
<b>THB</b>	<b>39,290</b>	<b>38,312</b>	<b>978</b>	<b>3</b>	<b>2</b>	<b>75,518</b>	<b>48</b>	<b>75,518</b>	<b>48</b>
<b>TOTAL</b>	<b>161,223</b>	<b>130,366</b>	<b>30,858</b>	<b>100</b>	<b>100</b>	<b>157,316</b>	<b>100</b>	<b>157,503</b>	<b>100</b>

## Summary of Net Traffic Revenue January-December 2009



**Total Revenue (exclude surcharge) = 124,254 MTHB**

## Difficulties Faced by Airline Industry and THAI

- Economic recovery
- High capacity & lower demand
- Higher fuel cost than early 2009
- Domestic political unrest
- Unforeseen natural disasters



## New Core Values to Reach TG100

2010 is THAI's 50<sup>th</sup> Anniversary

**Customer-oriented**

- Offer products and services that are fully aligned with the demand and perceived value of THAI's customers

**Competitive**

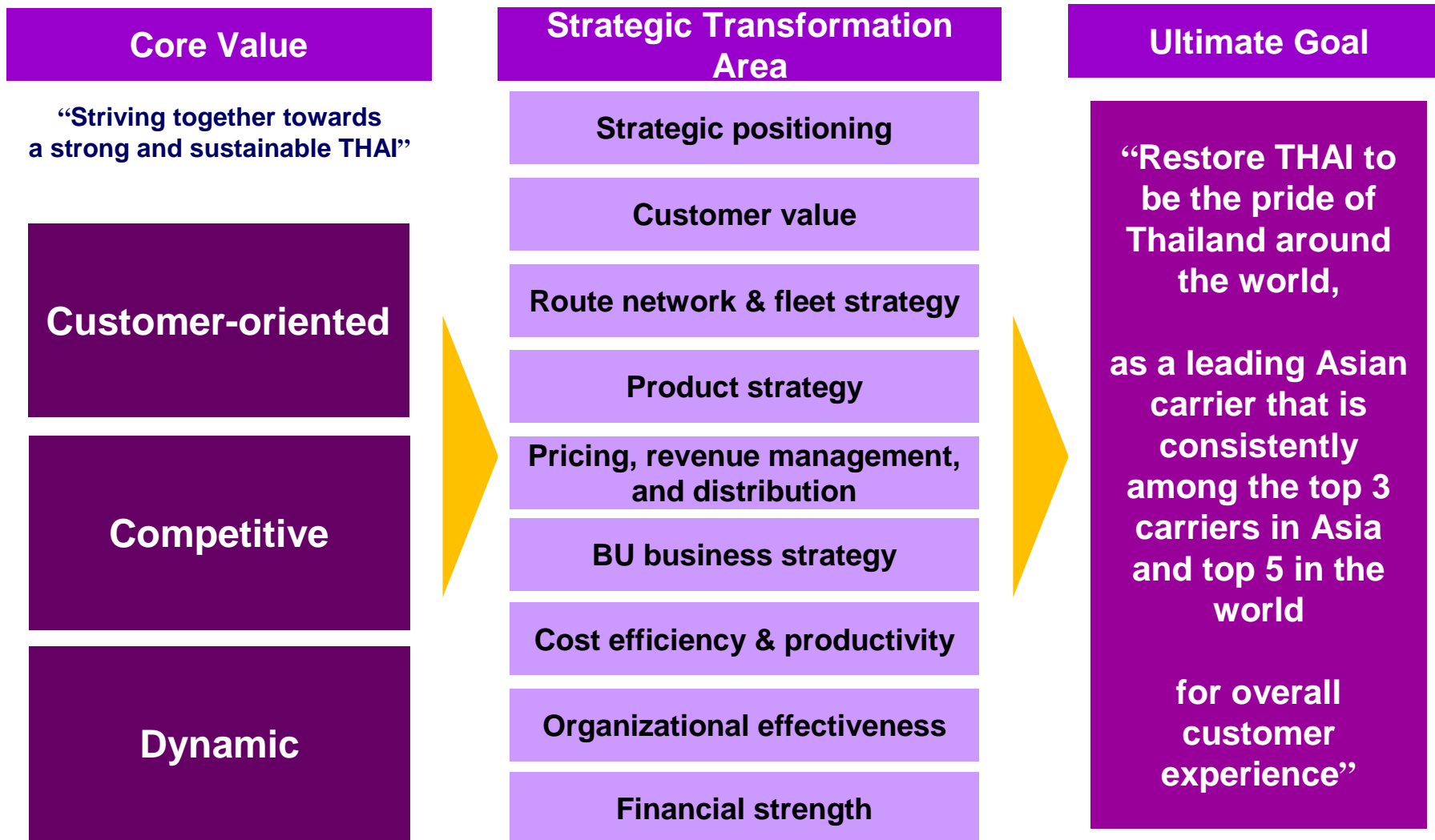
- Ensure that THAI delivers a better customer experience at lower delivery cost compared to peers

**Dynamic**

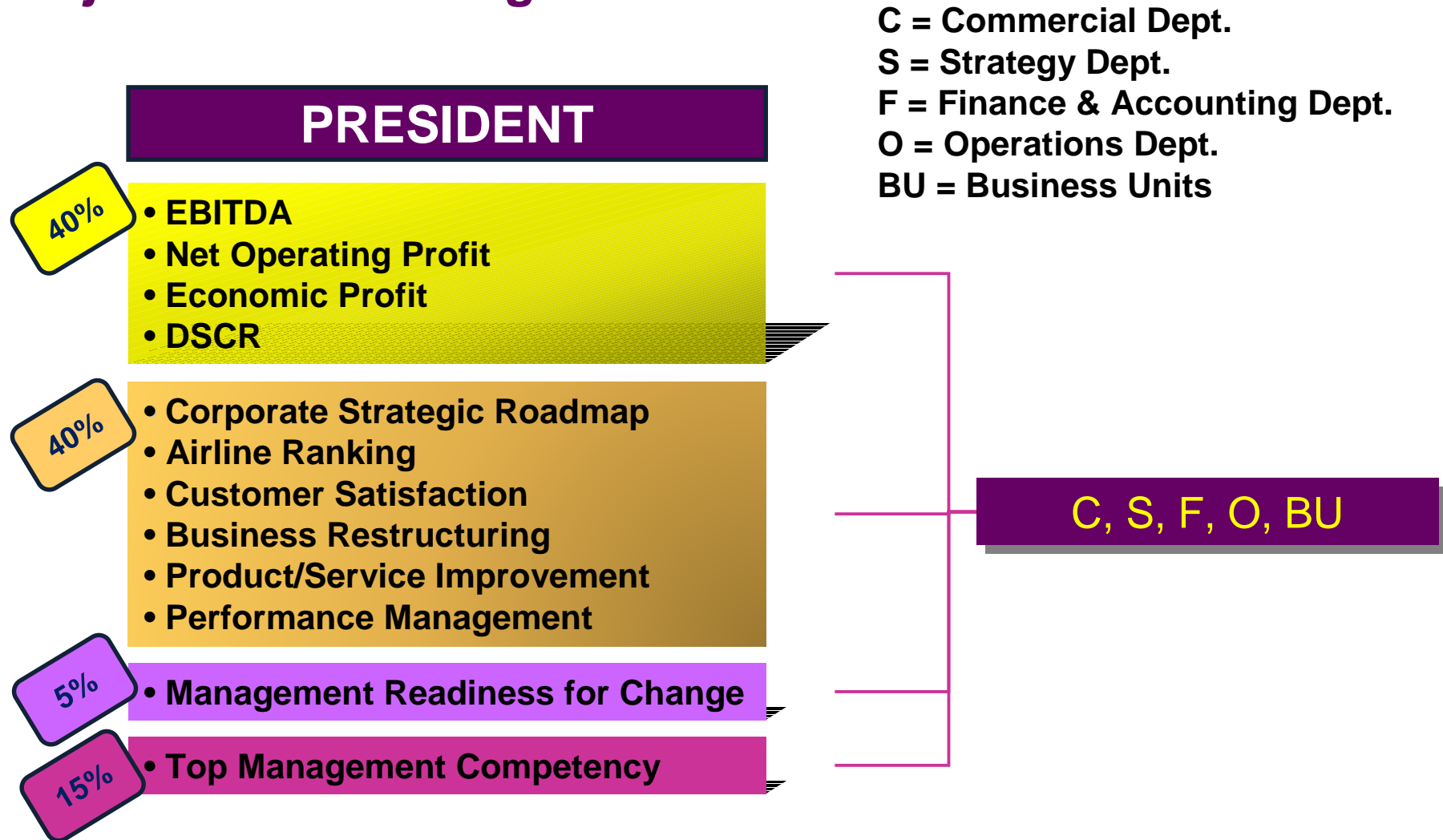
- Capable of making decisions and taking actions to respond quickly to changes in the business environment



## Overall Strategic Roadmap



## Major KPIs for Management



## 2 Brand Strategy



**Premium Service  
Network Airline**



**Leading  
Budget Carrier**



**2 BRANDS  
2 PRODUCTS  
2 MARKETS**



**Cover large markets  
with wide-body aircraft**

**Expand to secondary  
domestic and regional  
markets with narrow-body  
aircraft**

# Cost Reduction Program (2010 Onward)



## Marketing Expenses

- Negotiate to reduce reservation fee
- Promote direct sales channels
- Marketing Expenses per RPK, reduce 3.1 % from last year

## Operating Expense

- Review Handling Agreements with local and overseas handling agents
- Negotiate with handling companies in order to reduce handling and other fees
- Negotiate with AOT and abroad in order to reduce landing & Parking Fee and Navigation Fee
- Negotiate with supplier to reduce raw material expense

## Lean & Green

- Improve cross-functional integration to reduce internal loss within the organization
- Implement process innovation to improve efficiency and reduce cost
- Create environment and social responsibility awareness

<b>Performance Based Culture</b>	<ul style="list-style-type: none"><li>• Implement Performance Management Framework and Performance Contract for EVP and MD</li><li>• Link performance with short-term incentives</li><li>• Consider increasing long-term employee ownership</li><li>• Encourage spirit of teamwork</li></ul>
<b>Procurement Process Improvement</b>	<ul style="list-style-type: none"><li>• Implement revised procurement process to respond faster to market changes</li><li>• Organization Restructuring</li></ul>
<b>Top Management Skill</b>	<ul style="list-style-type: none"><li>• Develop knowledge management</li><li>• Enhance general management skills for senior management positions</li></ul>
<b>Good Governance</b>	<ul style="list-style-type: none"><li>• Revise “Whistle Blower” concept</li><li>• Written code of conduct as good governance guideline for management &amp; staff</li><li>• Instill ethics and integrity in Corporate culture</li></ul>

# 2010 Major Activities



## Revenue Enhancement

- RBD Management
- Published Carrier Fare
- Web Page Re-design
- Mobile Service Implement
- Corporate Sales Enhancement
- ROP Program Improvement
- Alliance and Partnership

ASK Growth	+11.1%
RPK Growth	+12.9%
Revenue Growth	+18.1%
Yield improvement	+5.1%
Internet Sales	+14.0%

## Cost Management

- Fuel Management
- Fuel Hedging
- Head Count Freeze
- Management benefits review
- Overtime Costs Control
- Crew Route Expense Control
- Cabin Crew MSP
- Leave without pay
- Process re-design

Fuel/ATK	-0.1%
Overtime	-12.5%
Marketing Unit Cost	-3.1%
<b>Non-fuel Unit Cost</b>	<b>+0%</b>

## Efficiency & Services Improvement

- Performance-Based Culture
- Whistle Blower
- Procurement Process Improvement
- Maintenance Efficiency Improvement
- Reduce Bag-on-Belt Time
- Seat/IFE retrofit
- Touch points service improvement

Procurement Process Time		-10%
A/c Availability		88%
Bag-on-Belt		15 Min
Airline Ranking	Asia	≤3
	World	≤5

## Pricing Revenue Management and Distribution Strategy

### Enhance revenue management

- Optimize use of Revenue Management System
- Improve demand forecast for seat allocation to optimize/flight revenue
- Manage revenue based on Origin & Destination (O&D)

### Redesign pricing

- Employ standard published fares
- Multi-pricing capability on Global Distribution Systems (GDS) & Central Reservation Systems (CRS) for all markets
- Moving towards zero commission base

### Distribution channels

- Enhance TG's own booking site & popular travel portals
- Improve cooperation with alliance partners to cross sell
- Employ Passenger Service System (PSS) linking reservation, ticketing, inventory control and check-in able to synchronize with the Star Common Platform

### Enhance premium & corporate sales


- Target Star Alliance based corporate and institutions customers
- Improved data mining to tap premium class passengers



## Route Network

- Review route performance and address low margin/unprofitable routes
- Optimize network scheduling and route connectivity
- Expand strategic partnerships and involvement within & beyond Star Alliance
- Resume & expand route network in India, China and other regional markets
- Strategically align route network plan with Nok Air

## Route Network Strategy

<b>Re-launch</b>	
• Bangkok – Johannesburg (vv)	4/wk
<b>Station Closure</b>	
• Bangkok – Kuwait (vv)	3/wk
<b>Sector Cancellations</b>	
• Manila – Osaka (vv)	7/wk
• Hong Kong – Taipei (vv)	7/wk
<b>Sectors Given to Nok Air</b> 	
• Chiang Mai – Maehongsorn (vv)	14/wk
• Bangkok – Phitsnulok (vv)	14/wk
• Bangkok – Ubonrachathani (vv)	21/wk
<b>Not Increasing Flight Frequency as per Plan (Seasonality)</b>	
• Bangkok – Kathmandu (vv) (TG335/336)	2/wk
• Bangkok - Bhodgaya – Varanasi (vv)	2/wk

## Route Network Strategy

<b>Decrease flight frequency</b>	
• Bangkok-Athens (vv) (Effective June, 1 2010)	3/wk
• Bangkok-Mumbai (vv) (Effective May, 16 2010)	7/wk
<b>Increase flight frequency</b>	
• Jakarta-Europe-Bangkok, Bangkok-Jakarta (vv)	14/wk
• Europe-Bali-Bangkok, Bangkok-Bali (vv)	14/wk
• BKK-Brisbane (vv)	5/wk
• BKK-Auckland (vv)	5/wk
<b>Temporarily flight cancellation</b>	
• Bangkok-Sydney-Brisbane-Bangkok	

## 15 Customer Touch Points



- Strengthens yield
- Strengthen THAI's image
- Increase ranking by 3<sup>rd</sup> parties
- Consistently high standard service
- Enhance cooperation among units
- Reduces customer acquisition cost
- Raise barrier for competitors

## Immediate Actions to Improve Customer Service & Satisfaction

- Aircraft seat & entertainment system upgrade
- First Class Lounge dine-in experience
- Improve food quality, taste and presentation
- Improve ease & speed - internet booking
- Improved wine list
- Noise canceling headphones
- Broadening range of music & movie selection

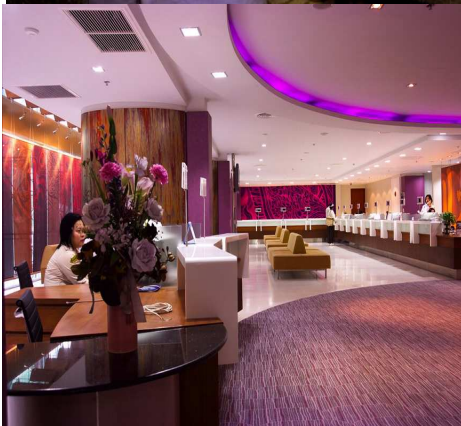
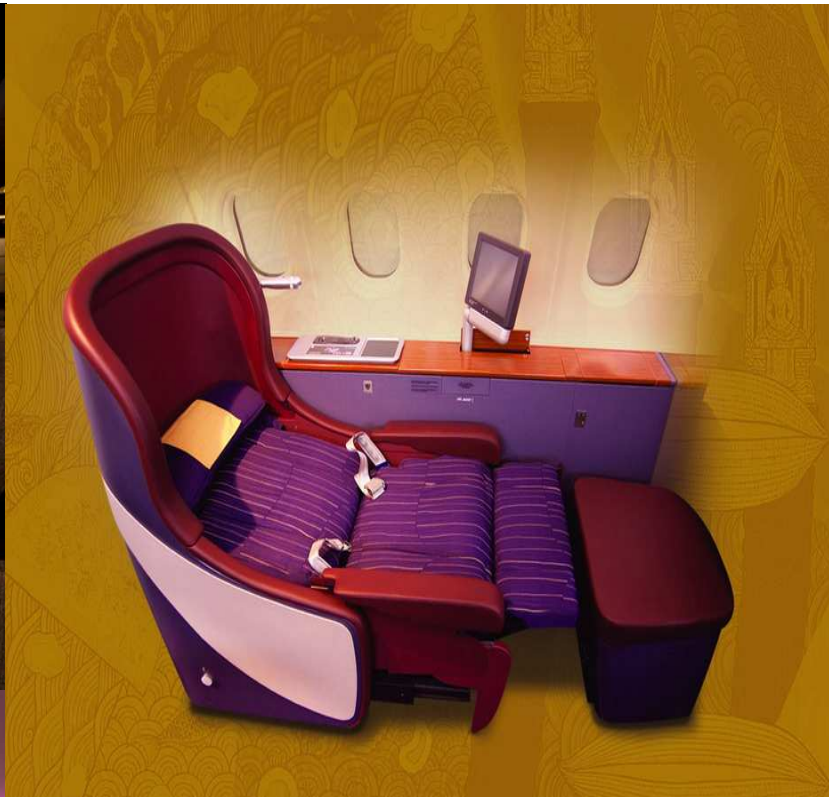
- 15 minute first class first bag to carousel
- Service recovery – empower compensation
- e-services – sms notification, mobile flight info.
- Relieving call center congestion
- Amenity kit upgrade for premium class
- First class turndown service
- On-board reading materials

## Aircraft Retrofit Program

Aircraft	201	201	201	RETROFIT PROGRAM
B747-400	1	3	2	New Y class seats with individual in – flight entertainment system
B747-400	2	2	2	New seat in F, J and Y class with In – Flight Entertainment (Audio
B777-200	1	7	-	Installation of in – flight entertainment system in Y class seats

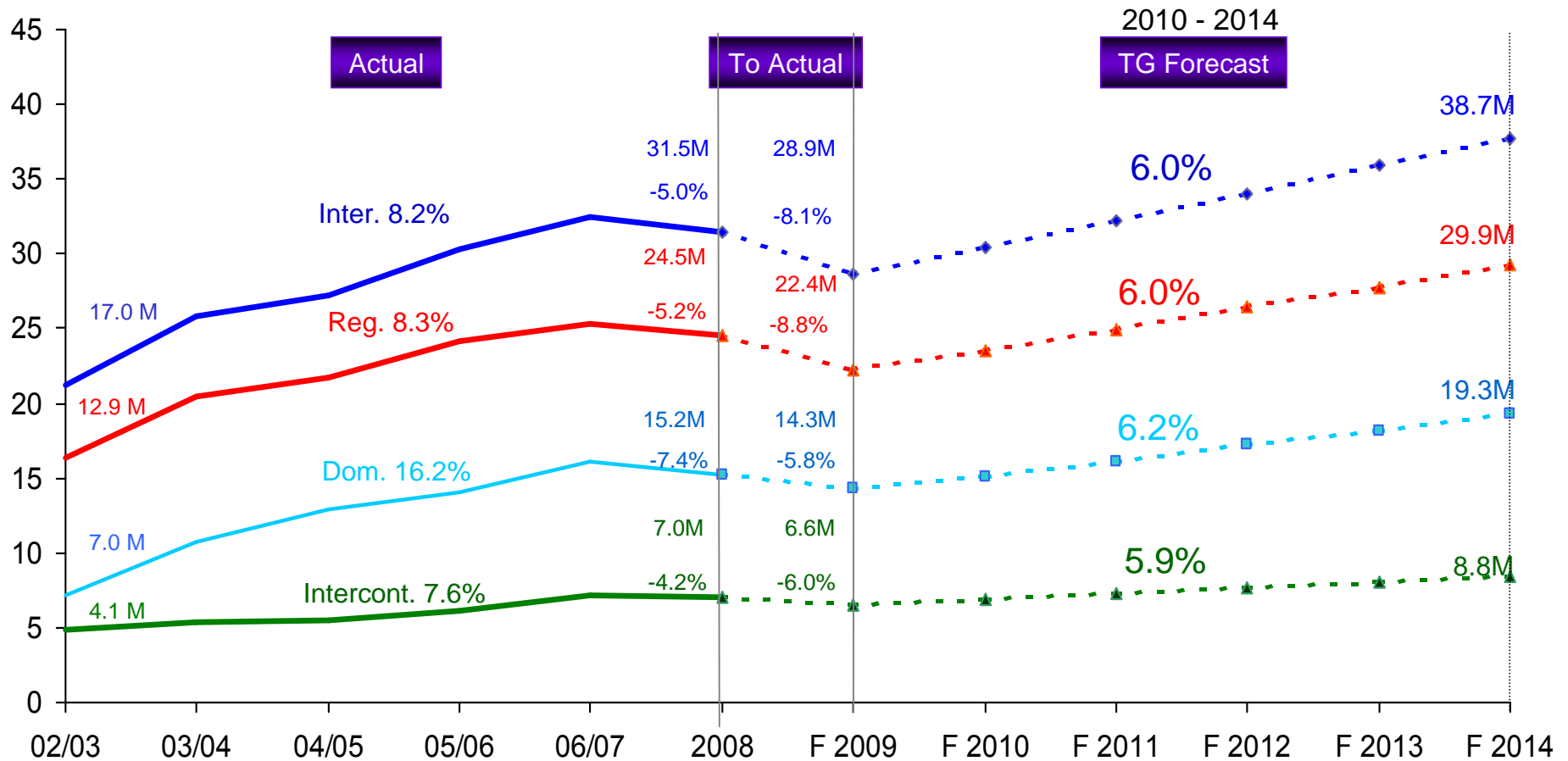
5.6 Bn.

# Product Improvement



## Passenger Forecast 2010-2014

Passengers (Million)	IATA International Passenger Forecast (As September 2009)		2009	2010	2011	2012	2013	CAGR2010-2013
		World	Thailand	-3.2%	3.5%	5.3%	5.6%	5.1%
			-6.8%	5.4%	5.3%	5.6%	5.1%	5.4%





## Current Fleet: 91 Aircraft

As of DEC 2009



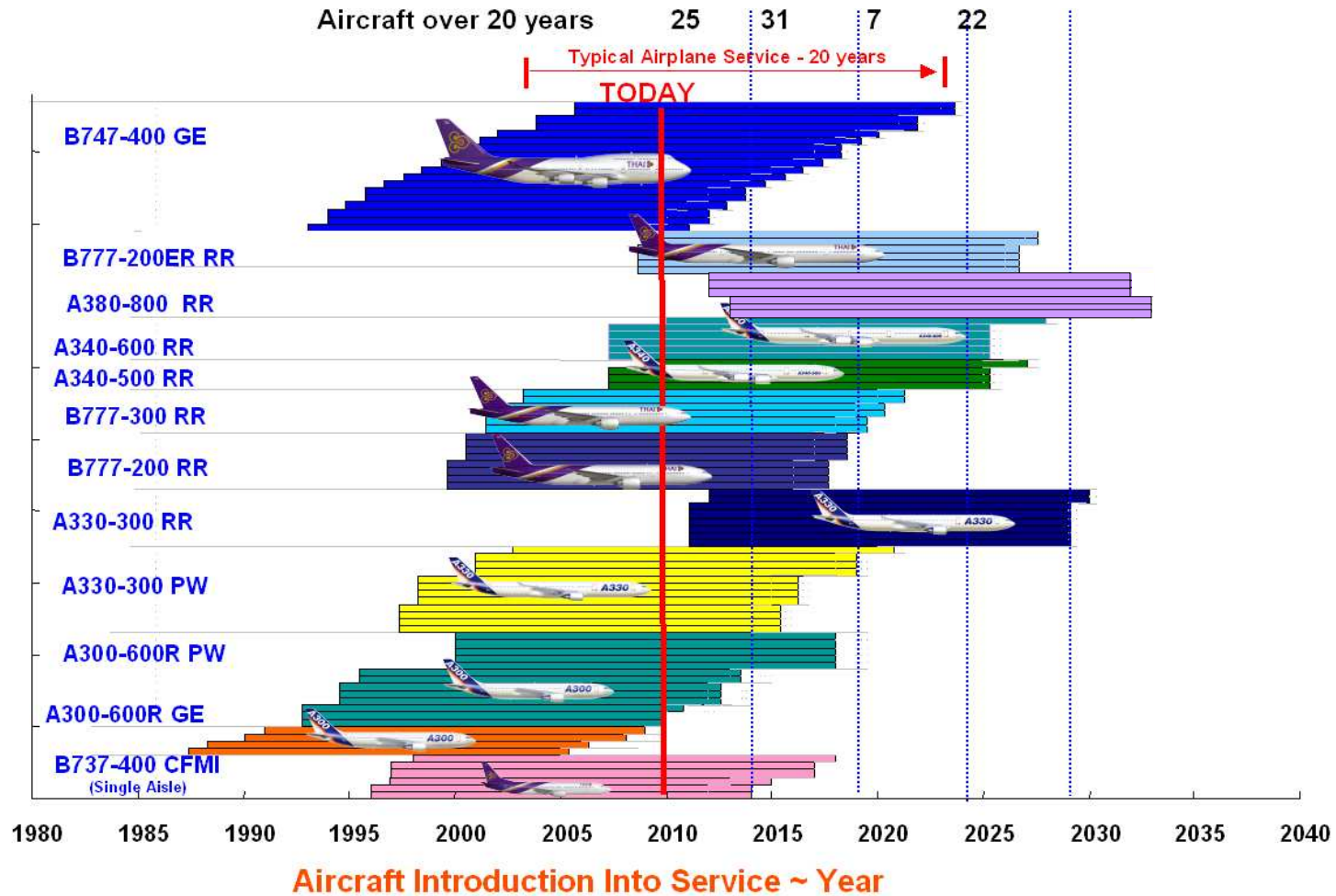
Aircraft Type	# of Aircraft	# of Seats	Owned/ Financial lease	Operating lease	Leased by Nok Air
Boeing 747-400	18	389/375	O 13 / FL 5		
Boeing 777-300	6	364	FL 6		
Boeing 777-200	8	309	O 6	OL 2	
Boeing 777-200 ER	6	292	FL 6		
Boeing 737-400	9	150	O 6	OL 3	4
Airbus A 330-300	15	305/299	O 10 / FL 3	OL 2	
Airbus A 340-600	6	267	FL 6		
Airbus A 300-600	17	261/247/2 60	O 17		
Airbus A 340-500	4	215	O 1 / FL 3		
ATR72	2	66	O 2		2
<b>Total</b>	<b>91</b>	<b>26,035</b>	<b>O 55 / FL 29</b>	<b>OL 7</b>	<b>6</b>

## Lease aircraft from Jet Airways

**Effective**  
**Jun 16, 2010**

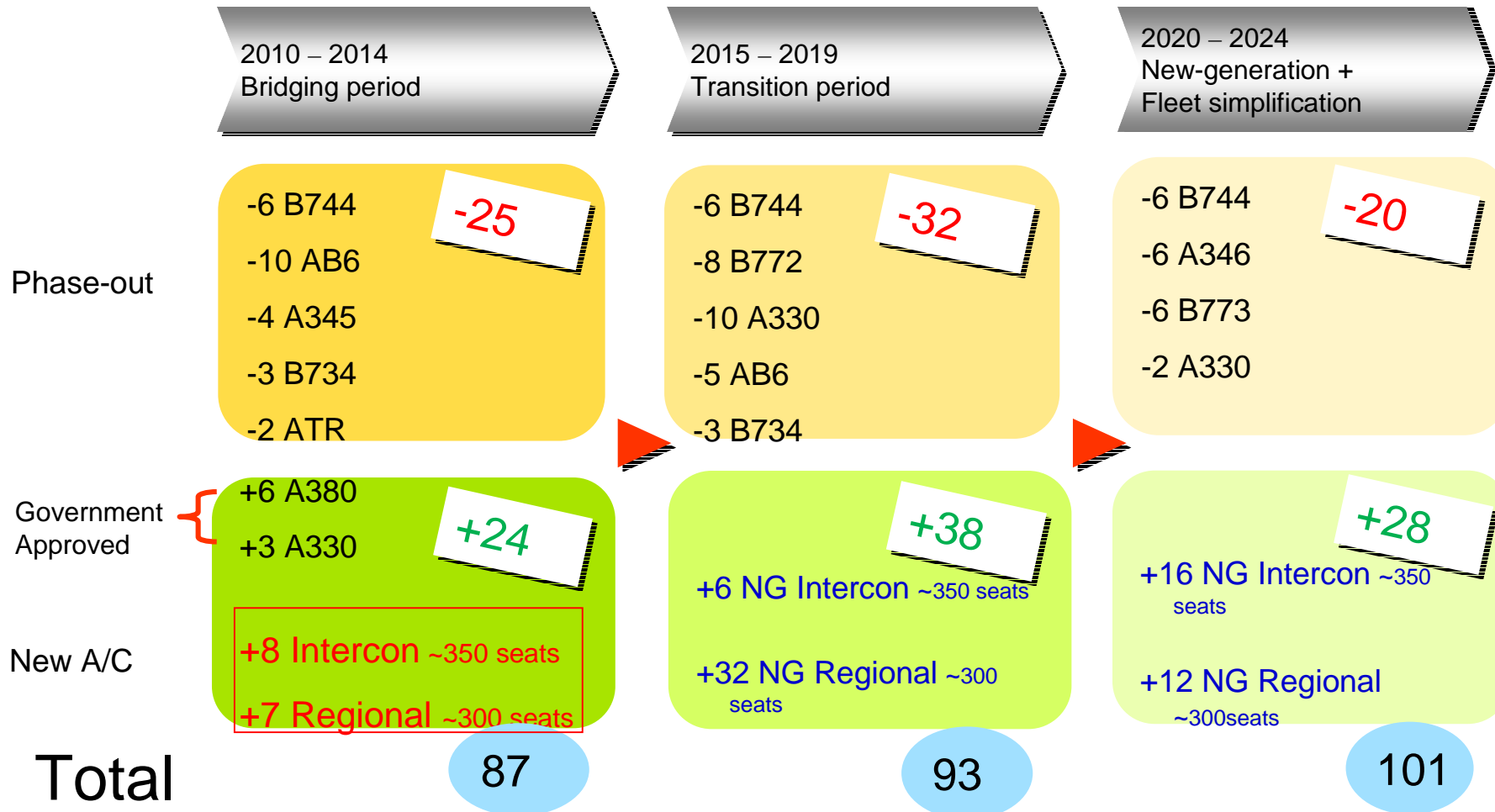
- Lease 3 Boeing 777-300ER from Jet Airways
- 3 years lease
- Operate 7 flights/week to Tokyo
- Operate 10 flights/week to Paris

## Opportunity for Fleet Simplification



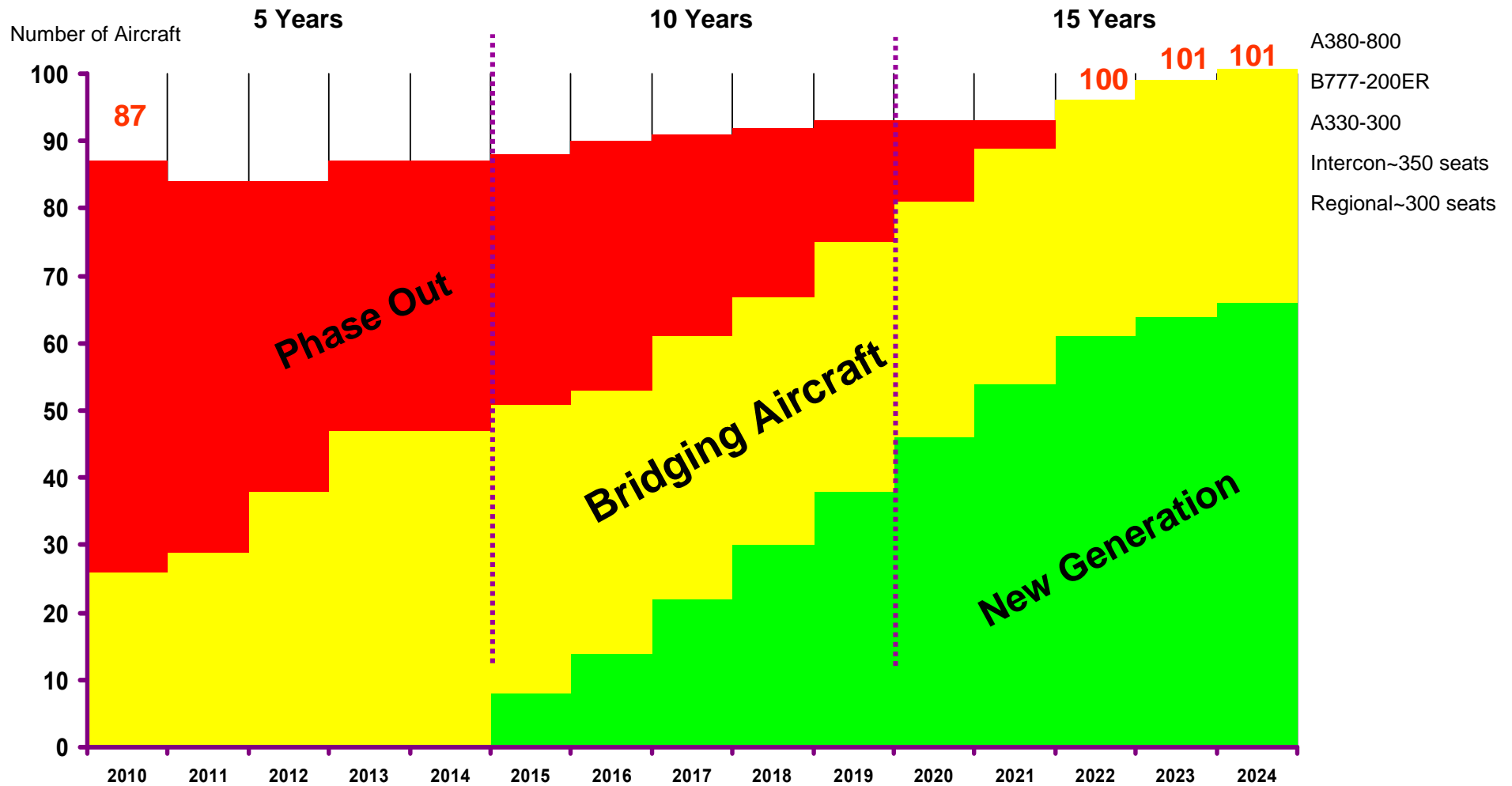
**Average Age of Aircraft = 11.7 Years**

## Fleet Transformation Roadmap Capacity increase ≈ 5% / annum

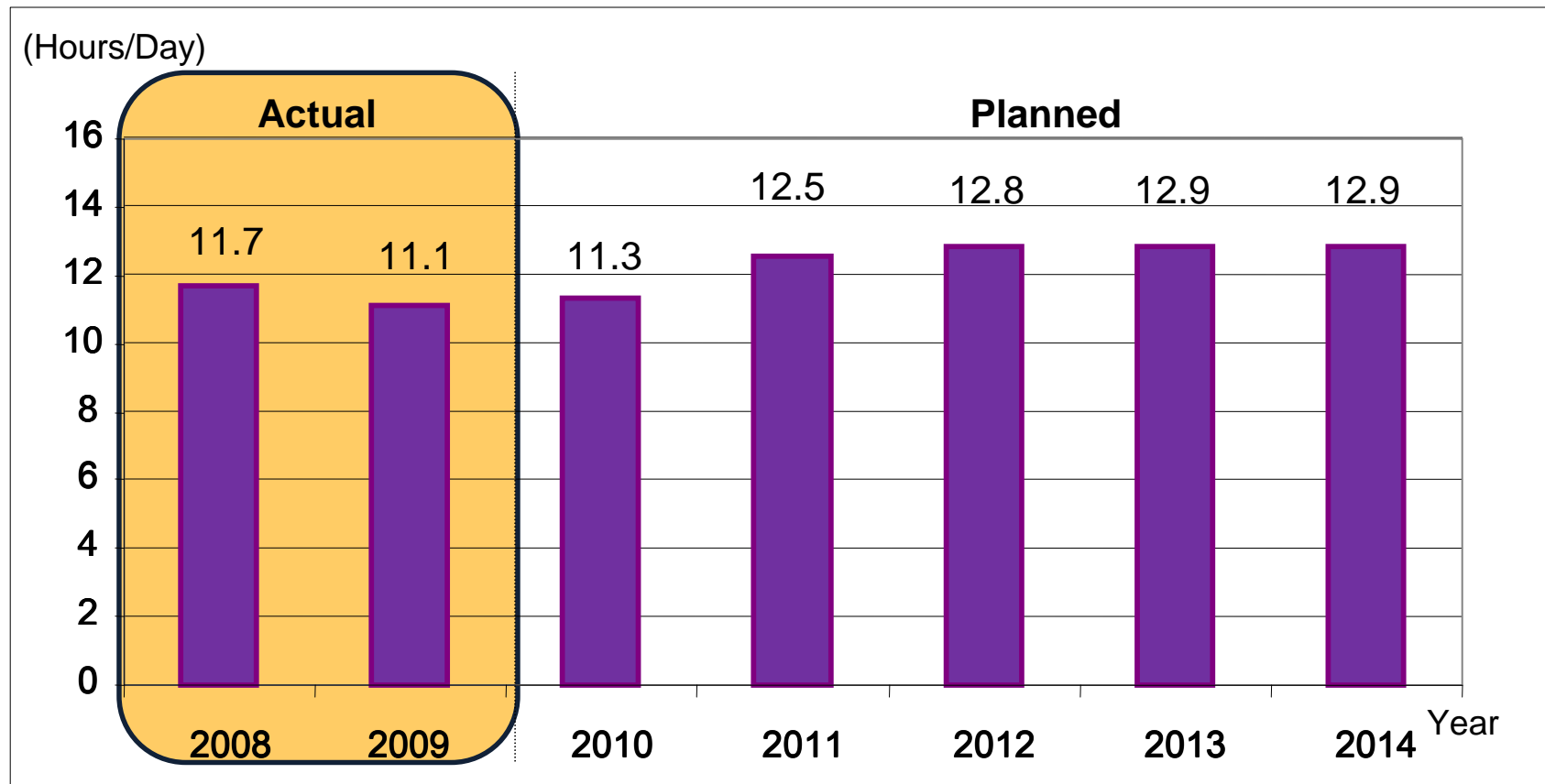


Remark : Number of aircraft required for intercont. and regional may be subject to change according to detail route network plan

## 15 year Fleet Plan(2010-2024)

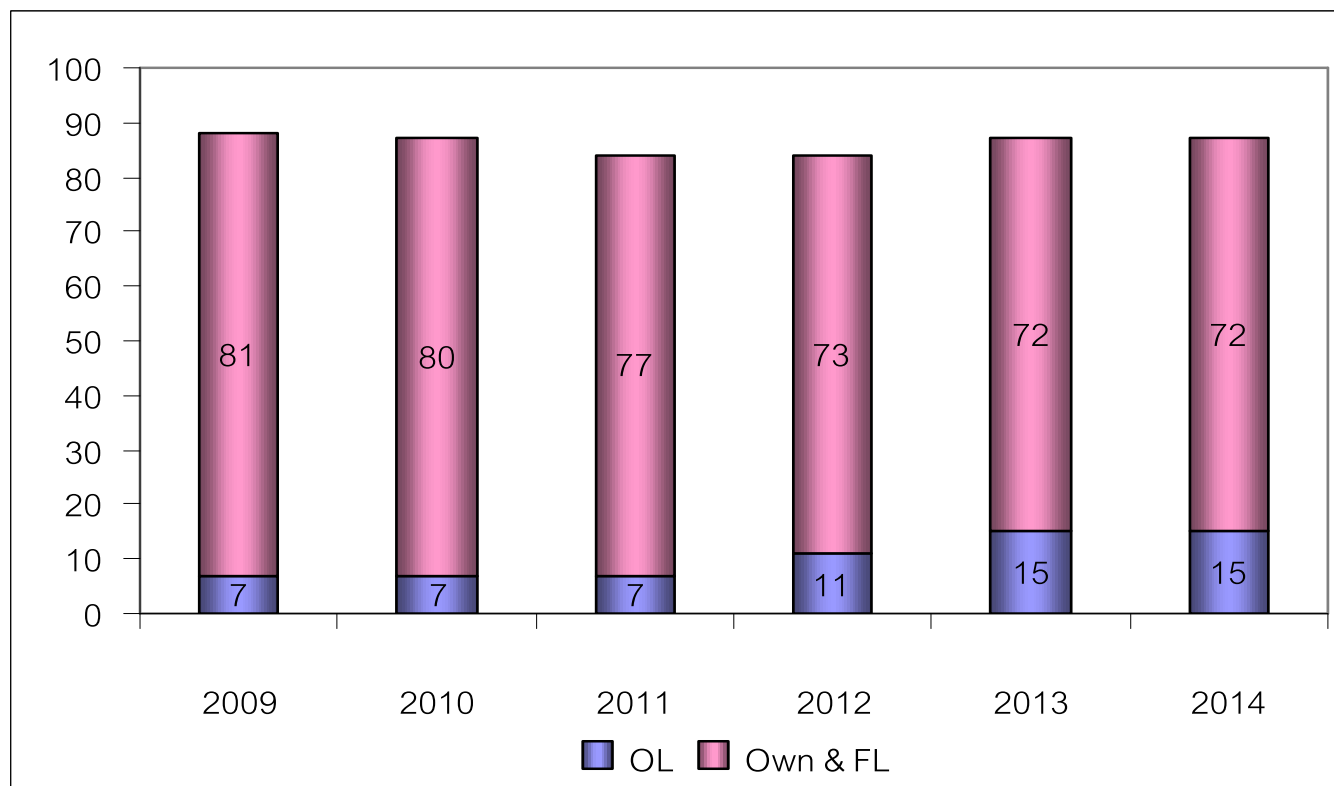


## Aircraft Utilization



## 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

## Fuel Management Strategies

### Managing fuel burn

- Minimize unnecessary weight
- Carrying only necessary quantities of commodities
- Winglet modifications to wings to enhance fuel efficiency
- Greater coordination with control tower
- Cleaning aircraft body
- Ensure highest standard of engine maintenance

### Managing fuel surcharge

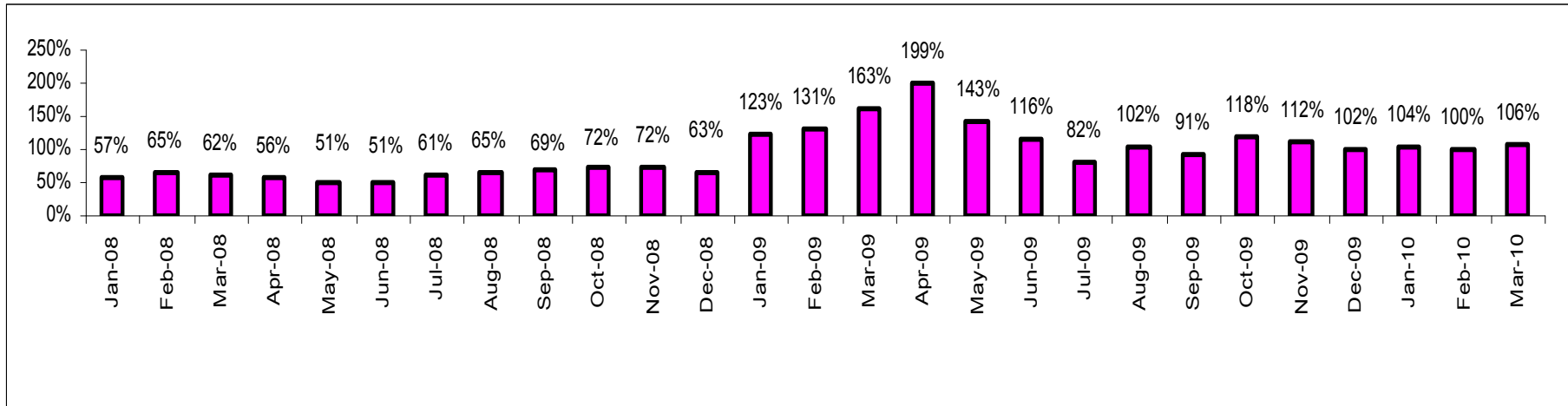
- Readily tracking and anticipating potential rallies in fuel cost
- Implement fuel surcharge on a more timely basis
- Increase in small increments

### Managing fuel hedging

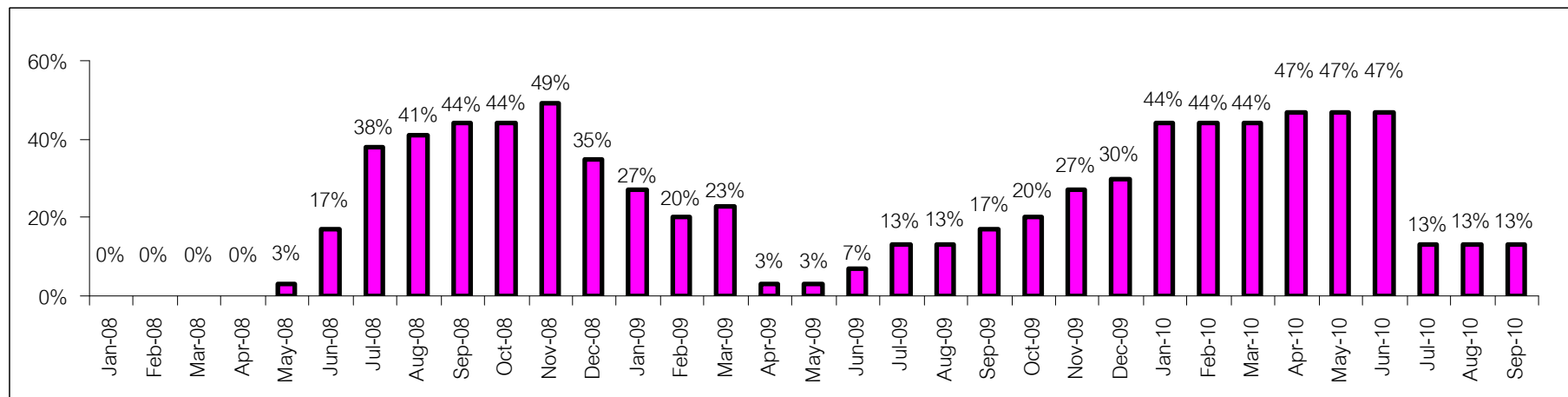
- Ensure hedging done on a more regular basis
- Implement new hedging guidelines
- New authorization levels for risk control



## Percentage of Coverage Fuel Surcharge Base Apr. '04



## Monthly fuel hedging 2008-2009 - % of consumption by month



## Fuel Hedging Authority

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																		

## THAI's Fuel Hedging Policy

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

## Increase 2USD

- BKK-RGN, SGN, HAN, VTE, PNH, PEN V.V. HKG-TPE V.V. KHI-MCT V.V. GAY-VNS V.V.  
**CHARGE USD 24.00 (INSTEAD OF USD 22.00)**
- BKK-KUL, SIN, KMG, CAN, DAC, CCU, HKG, TPE-SEL V.V.  
**CHARGE USD 34.00 (INSTEAD OF USD 32.00)**

## Increase 3USD

- BKK-CTU, XMN, CMB, MNL, KTM, BLR, HYD, JKT, TPE, MAA, GAY, VNS V.V.  
**CHARGE USD 43.00 (INSTEAD OF USD 40.00)**
- BKK-DEL, BOM, DPS, KHI, LHE, MCT, ISB, DXB, BJS, SHA V.V. TPE-HKT V.V.  
**CHARGE USD 62.00 (INSTEAD OF USD 59.00)**

## Increase 4USD

- BKK-SEL, PUS, HKT-SEL V.V. THAILAND – TYO, OSA, NGO, FUK V.V.  
**CHARGE USD 66.00 (INSTEAD OF USD 62.00)**

## Increase 5USD

- BKK-PER V.V., PER-HKT V.V.  
**CHARGE USD 74.00 (INSTEAD OF USD 69.00)**
- BKK-MEL, SYD, BNE V.V.  
**CHARGE USD 95.00 (INSTEAD OF USD 90.00)**

## Increase 6USD

- BKK-PAR, LON, MAD, DME, ATH, STO, CPH, OSL, MUC, ROM, MIL, ZRH, FRA, TLV, JNB V.V.  
**FR SOLD WORLDWIDE INCL THAILAND CHARGE 106.00 (INSTEAD OF USD 100.00)**  
**FR SOLD IN EUROPE CHARGE 131.00 (INSTEAD OF USD 125.00)**

## No Change

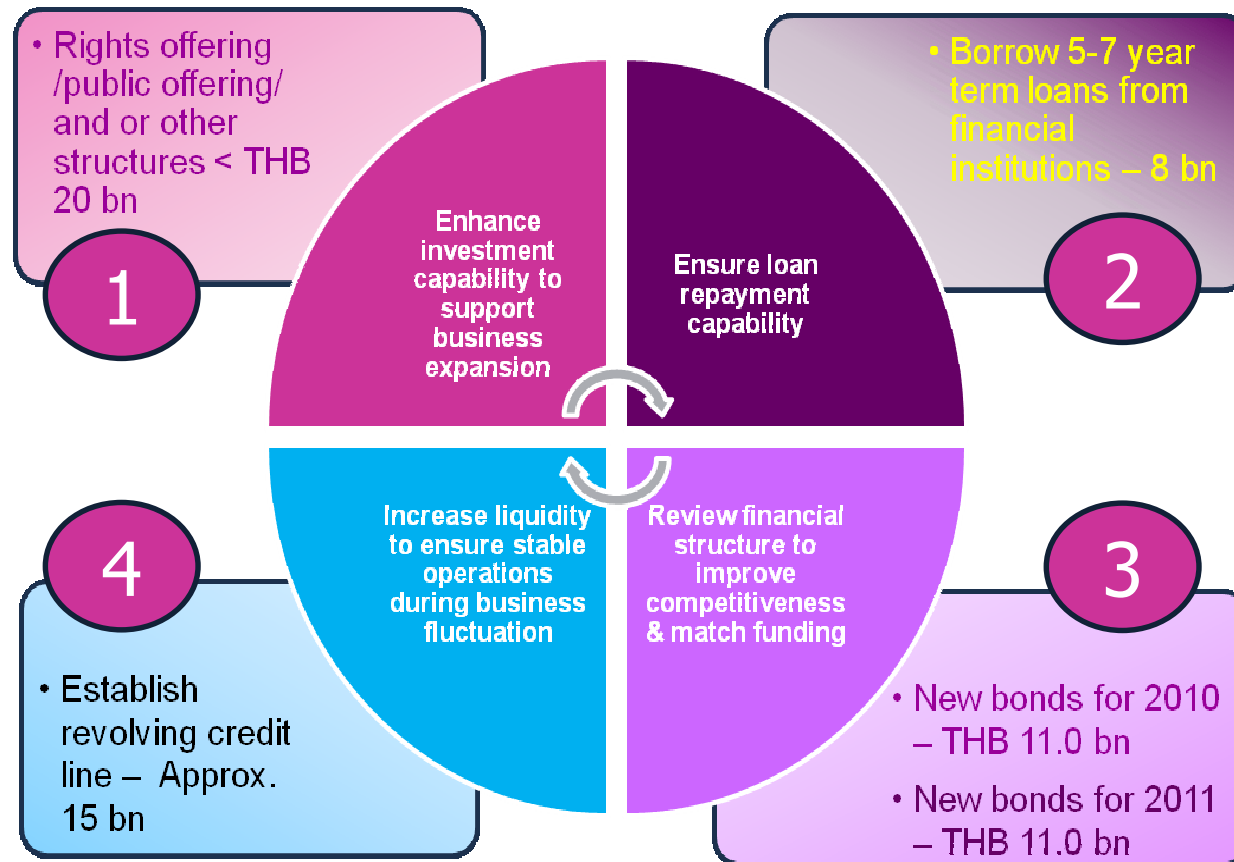
- BKK-AKL V.V. **CHARGE USD 121.00**

## Increase 7USD

- BKK-LAX V.V. **CHARGE USD 152.00 (INSTEAD OF USD 145.00)**

## Financial Strength & Stability

Need THB 50 bn in funding over next 2 years and THB 150 required in 5 years



Target Net Debt / Equity  $\leq$  2 times

## Outlook

- Fluctuating fuel cost and FOREX
- Competition still tight from traditional and LCC airlines
- Facing global economic challenges
- Facing political challenges
- Being able to deliver consistent quality and seamless service
- ASEAN Open Skies pending in 2013 – higher competition
- Aging aircraft fleet and bridging aircraft needs challenging
- Available slots for aircraft purchase is a challenge

# 2010 Assumptions



## ASK

- Increase approximately by 10% to 80,000 MASK from projected 72,300 MASK in 2009

## RPK

- Increase approximately by 13% to 59,400 MRPK – 59,381 MRPK, from projected 52,400 MRPK in 2009

## Cabin factor

- Increase to 74% from around 72% projected in 2009

## Cargo ADTK

- Increase approximately by 16.7% to 4,687 MADTK from projected 4,016 MADTK in 2009

## Cargo RFTK

- Increase approximately by 20% to 2,512 MRFTK from projected 2,092 MRFTK in 2009

## Freight factor

- Increase to 53.6% from around 52.1% projected in 2009

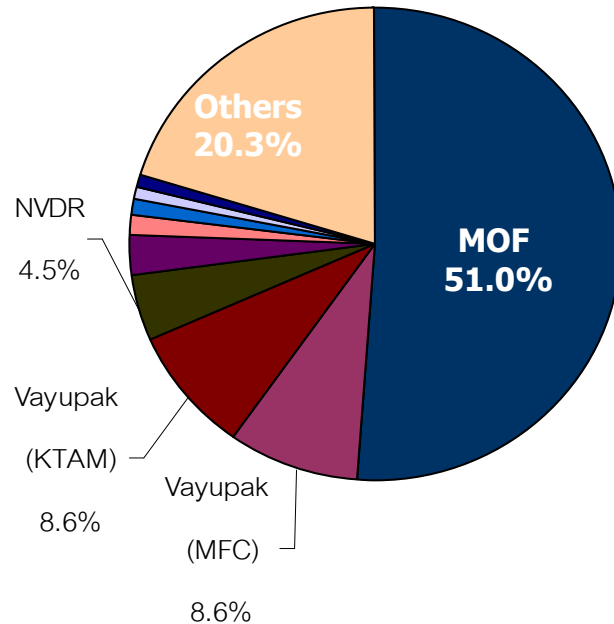
## Aircraft Utilization

- Increase to 11.3 hrs/aircraft/day

# Company Facts & Figures



# Overview



■ Ministry of Finance	51.0%
■ Vayupak (MFC)	8.6%
■ Vayupak (KTAM)	8.6%
■ NVDR	4.5%
■ Government Saving Bank	2.7%
■ Mellon Bank	1.5%
■ Citibank Nominees	1.0%
■ Nortrust Nominees	0.9%
■ Social Security Office	0.9%
■ Others	20.3%

- Thailand’s National Flag Carrier
- 51% directly 68% indirectly owned by the Royal Thai Government
- 49 years of operations

- Registered Capital (THB): 17,000 mn
  - Par Value (THB) : 10
  - Issued and paid-up (THB): 16,989 mn
  - Market Capitalization (THB): 31,620 mn
- (As of 30 Dec 2009)

## Subsidiary & Associated Companies

Name of Company	% Holding	Business Type	2009 Financial Highlights (MB)			
			Assets	Liab.	Rev	Net Profit (Loss)
1. Thai-Amadeus Southeast Asia Co., Ltd.	55%	Reservation Service	745.7	84.4	396.1	160.6
2. Donmuang International Airport Hotel Co., Ltd	40%	Hotel	440.7	44.5	123.9	- 25.5
3. Nok Air Co., Ltd.	39%	Low Cost Flight Service	405.9	383.5	1,631.0	226.8
4. Suvarnabhumi Airport Hotel Co., Ltd.	30%	Hotel & Services	2,028.8	1,595.5	570.7	- 209.9
5. Phuket Air Catering Co., Ltd.	30%	Catering Service	304.8	9.8	197.6	63.4
6. Royal Orchid Hotel (Thailand) Plc.	24%	Hotel	1,769.2	735.3	412.5	- 146.5
7. Bangkok Aviation Fuel Services Plc.	23%	Fuel Service	5,433.3	2,707.0	1,183.5	336.2

As of 30 SEP 2009

# Operations

## 1. Core Aviation Business Unit

- Passenger Transportation
- Cargo/Mail Handling and Transportation Services



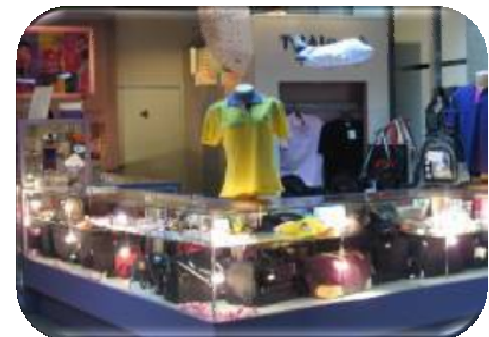
## 2. Supporting Business Units

- 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



## 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

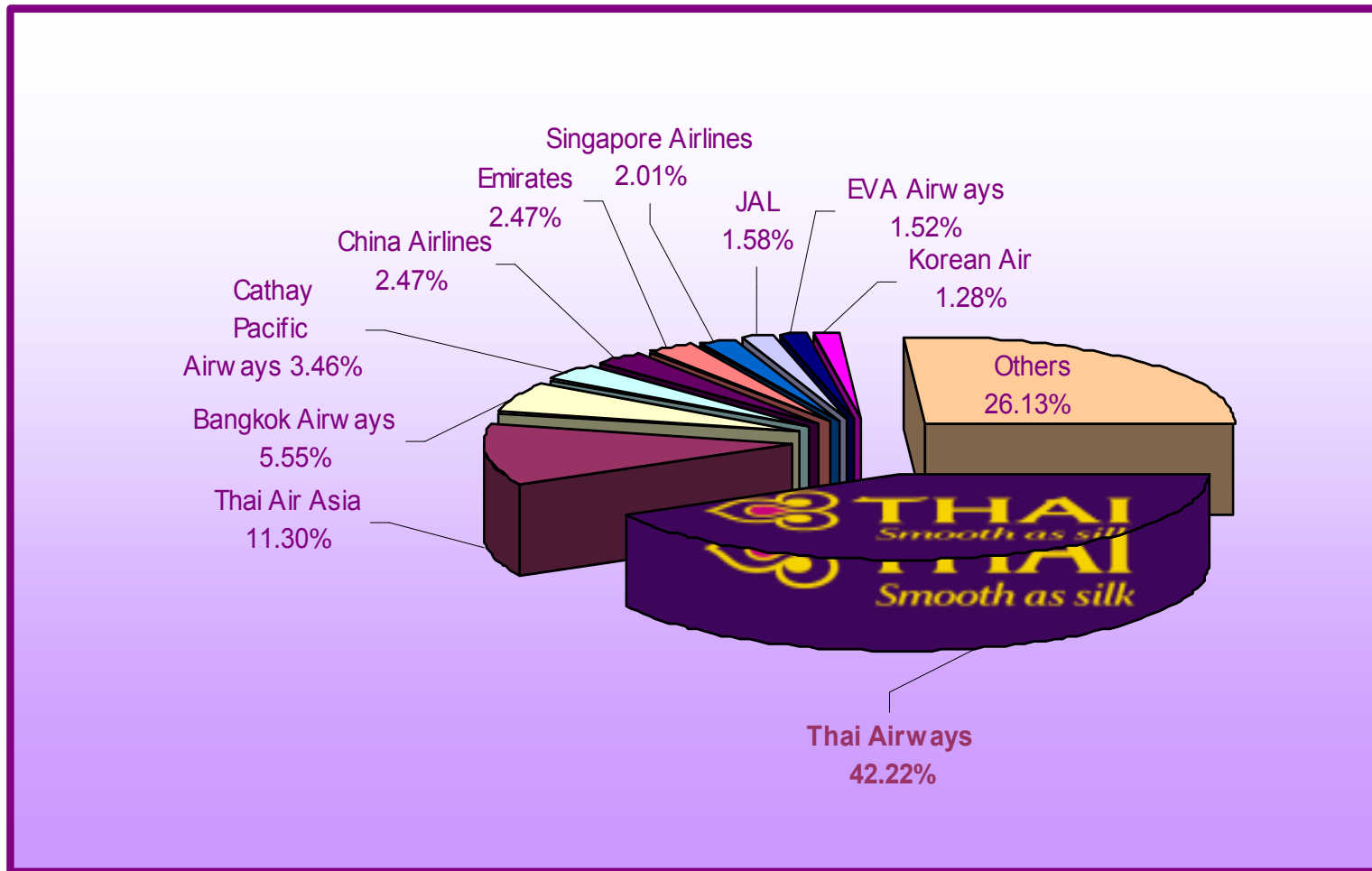


## Ground Support Equipment Services

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

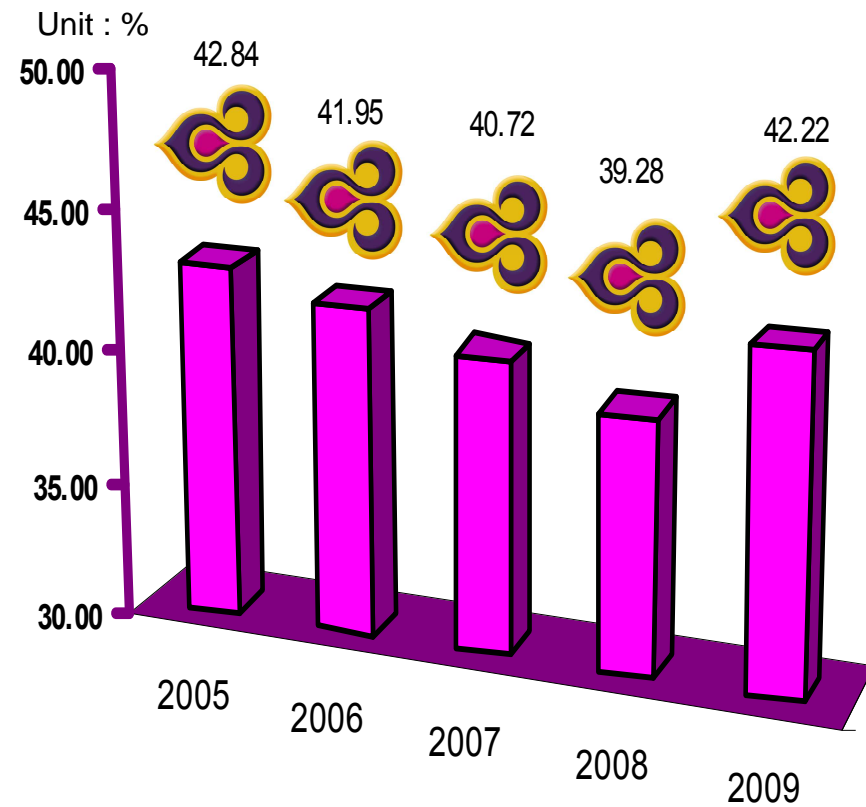
- **Destinations** : Domestic = 11 (As of Dec. 2009)  
Domestic = 10 (As of Mar. 2010)  
International = 61 (As of Dec. 2009)
- **Continents served** : 4
- **Total aircraft in fleet** : 91 of which 6 are leased to Nok Air
- **Flight frequency per week** : International Routes 543 Flts/Week  
Domestic Routes 346 Flts/Week
- **Monthly passengers carried** : 1.54 million average
- **Staff count** : 26,943
- **Core Staff** : 12,527

## Market Share of Total Passengers 2009

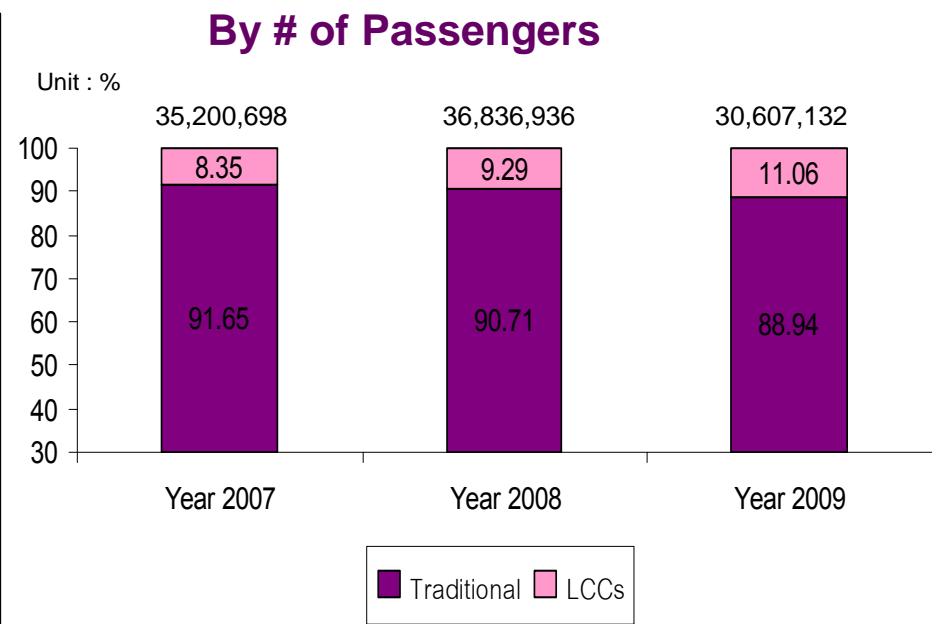
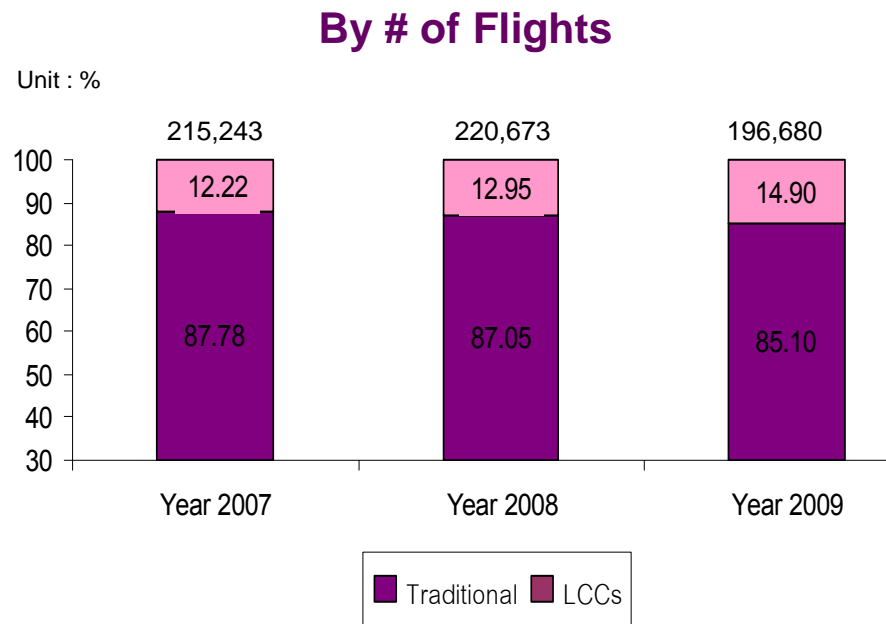


## THAI's Market Share by Number of Flight

( At Suvarnabhumi 2005-2009 )



# Market Share of Traditional Airline vs Low Cost Airline (International)





## Market Share of Traditional Airline vs Low Cost Airline (Domestic)

### By # of Flights



### By # of Passengers

