

THAI AIRWAYS INTERNATIONAL PLC.

Year 2010

(Updated)





Factors of Concern

2010 Performance

Operating Statistics

Financial Performance

Previous & New Strategy

Industry Outlook



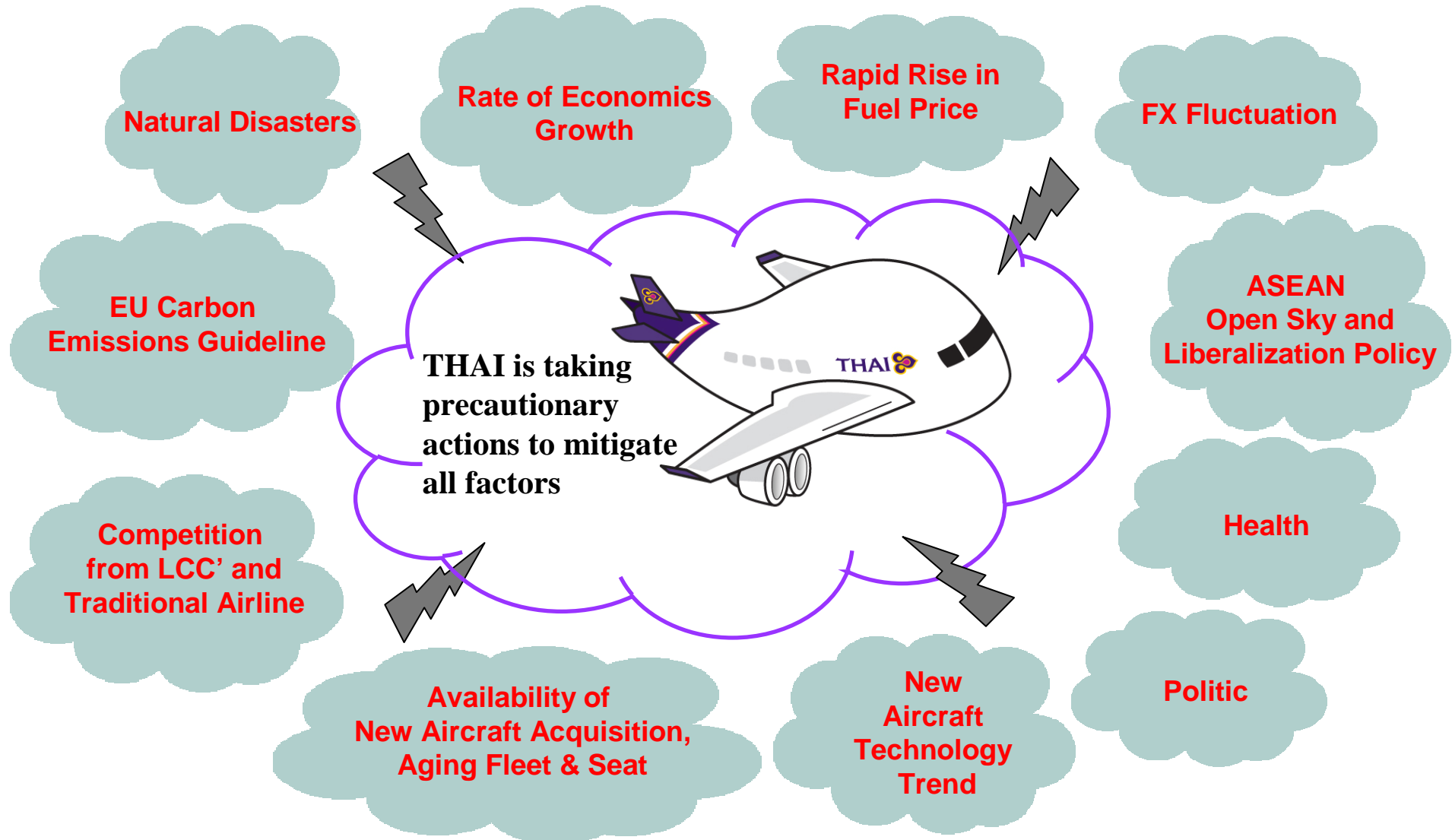
Airlines in the World



Airlines in Asia



Factors Affecting Aviation Business



ASK

- Increased 5.0% to 75,600 MASK from 72,031 MASK in 2009

RPK

- Increased 5.9% to 55,676 MRPK from 52,593 MRPK in 2009

Cabin factor

- Increased 0.9% to 73.6% from 73.0% in 2009

Cargo ADTK

- Increased 17.2% to 4,708 MADTK from 4,016 MADTK in 2009

Cargo RFTK

- Increased 38.4% to 2,895 MRFTK from 2,092 MRFTK in 2009

Freight factor

- Increased 18.0% to 61.5% from 52.1% in 2009

Aircraft Utilization

- Increased to 11.4 hrs/aircraft/day from 11.3 hrs in 2009

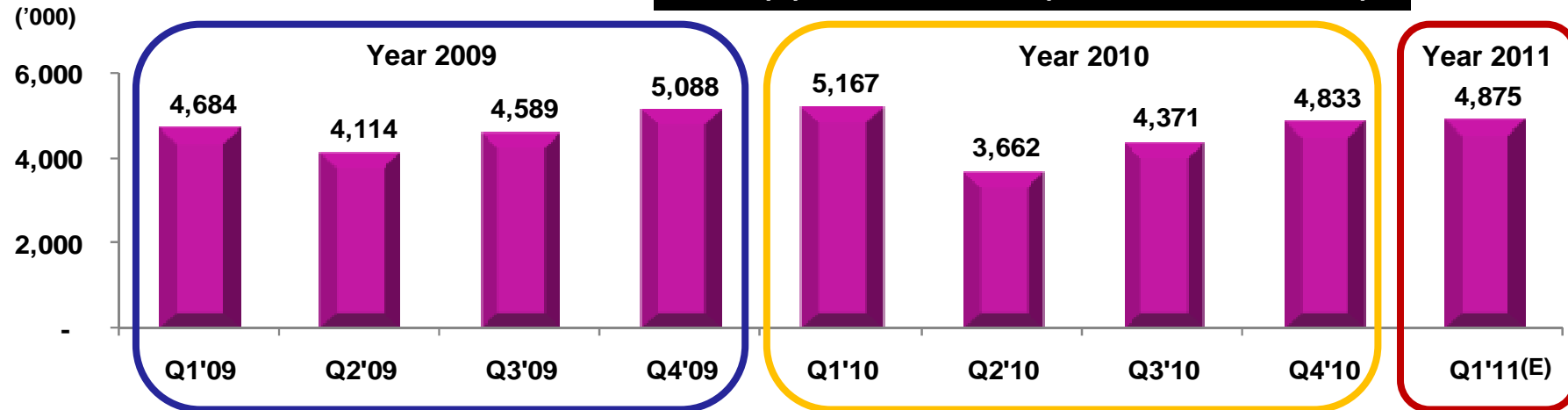
Operating Statistics

Passenger Carried

Year 2010 = 18.2 million (decreased 1.7% YoY)

* (E) = Estimate

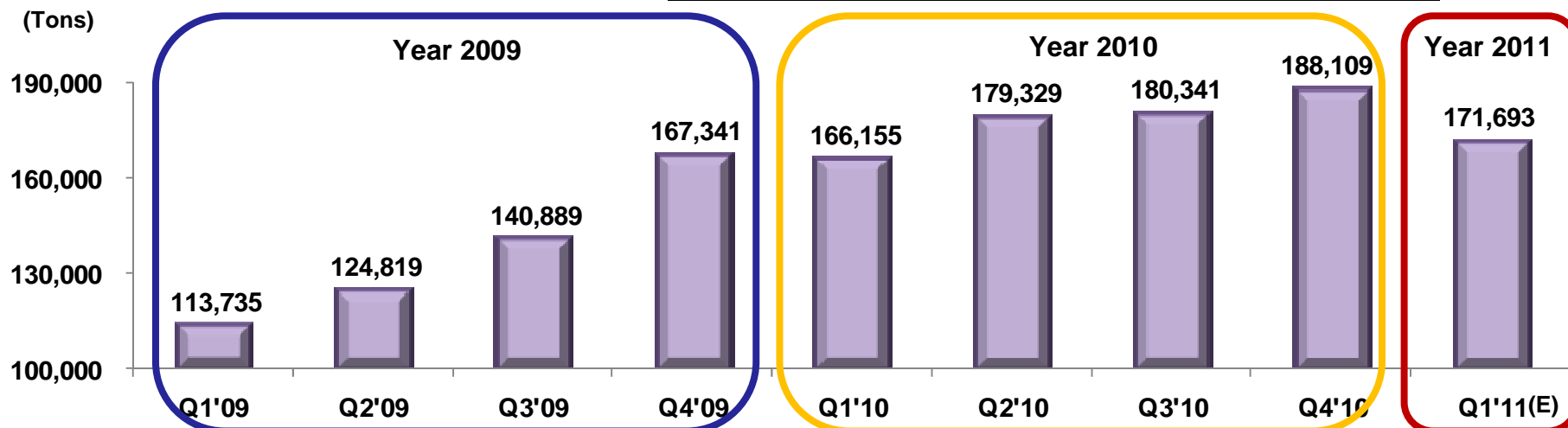
Q1/11(E)* = 4.9 million (decreased 5.6%YoY)



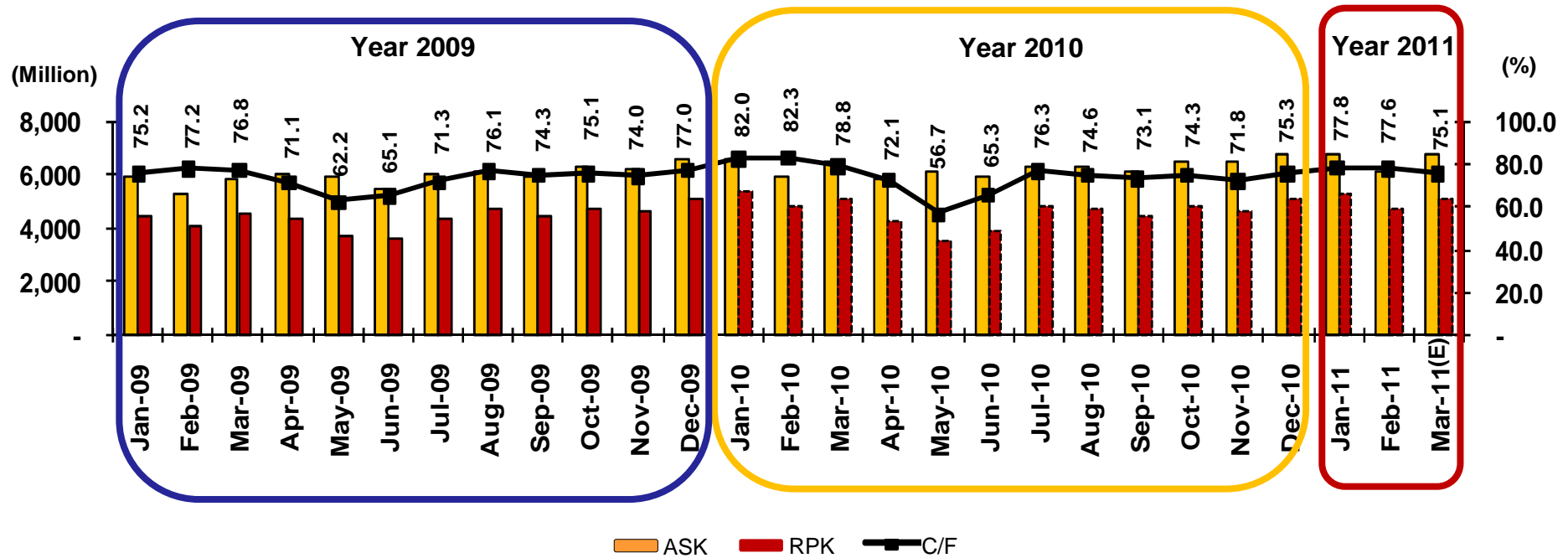
Freight Carried

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

Q1/11(E)* = 171,693 tons (increased 3.3% YoY)



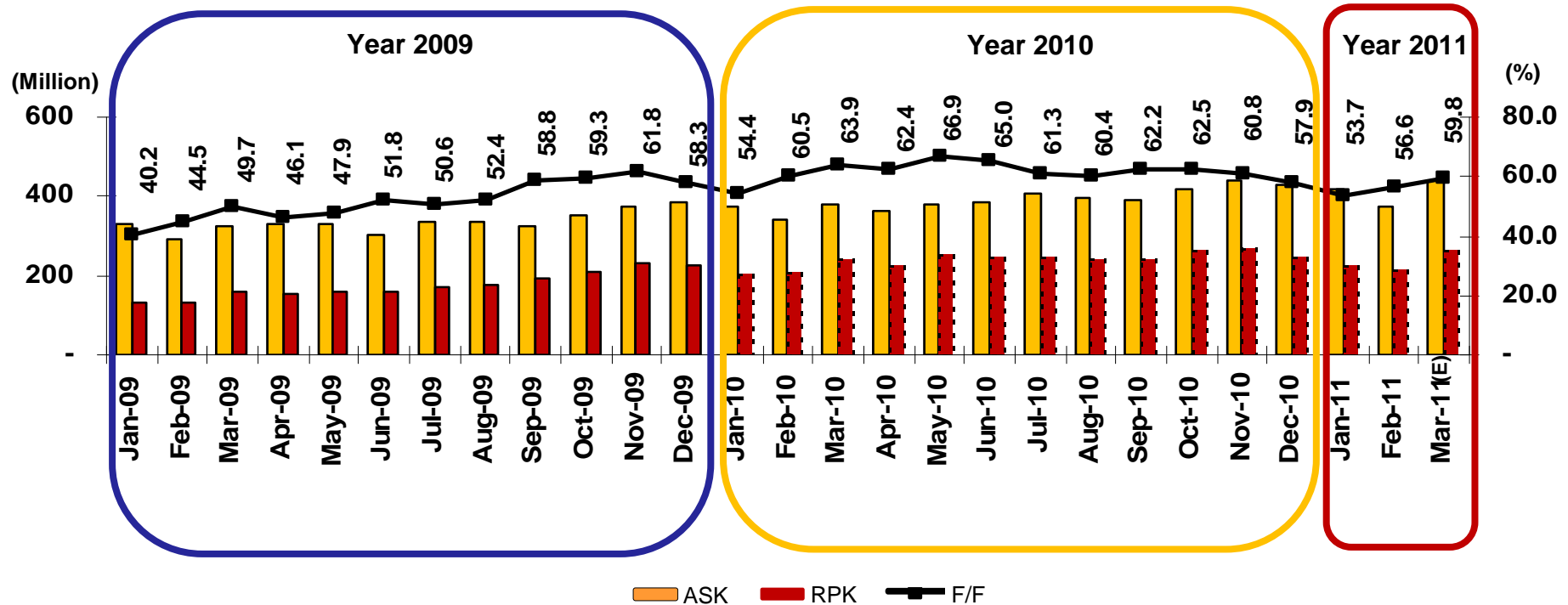
Passenger



	YoY (Month)			YoY (Quater)			YoY (Year)		
	Mar'11(E)	Mar'10	YoY%	Q1'11(E)	Q1'10	YoY%	Year'10	Year'09	YoY%
MASK	6,760	6,495	4.08	19,621	19,045	3.02	75,598	72,032	4.95
MRPK	5,080	5,116	- 0.70	15,077	15,424	- 2.25	55,689	52,593	5.89
Cabin factor%	75.1	78.8	- 4.60	76.8	81.0	- 5.12	73.7	73.0	0.89

* (E) = Estimate

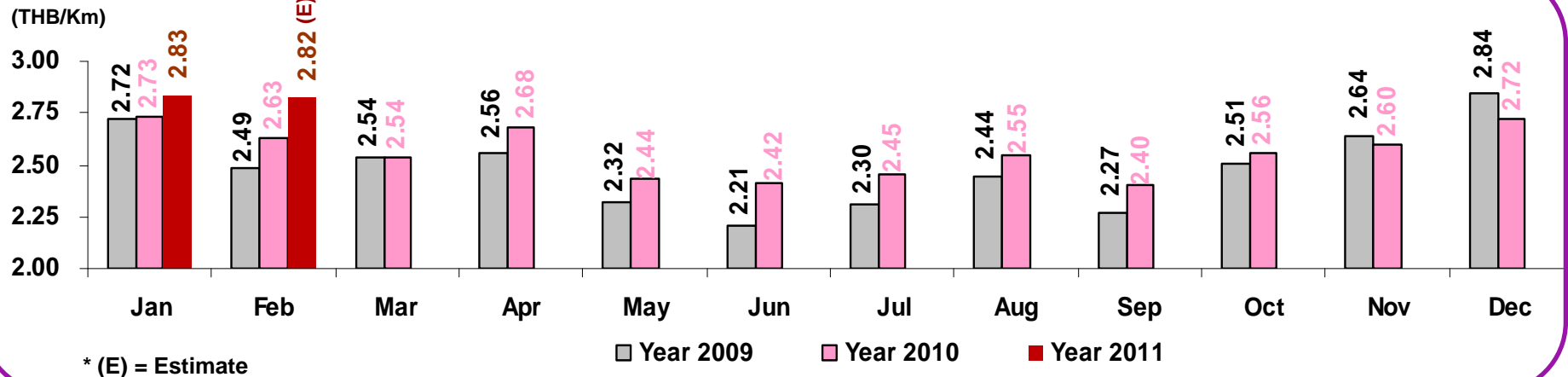
Freight



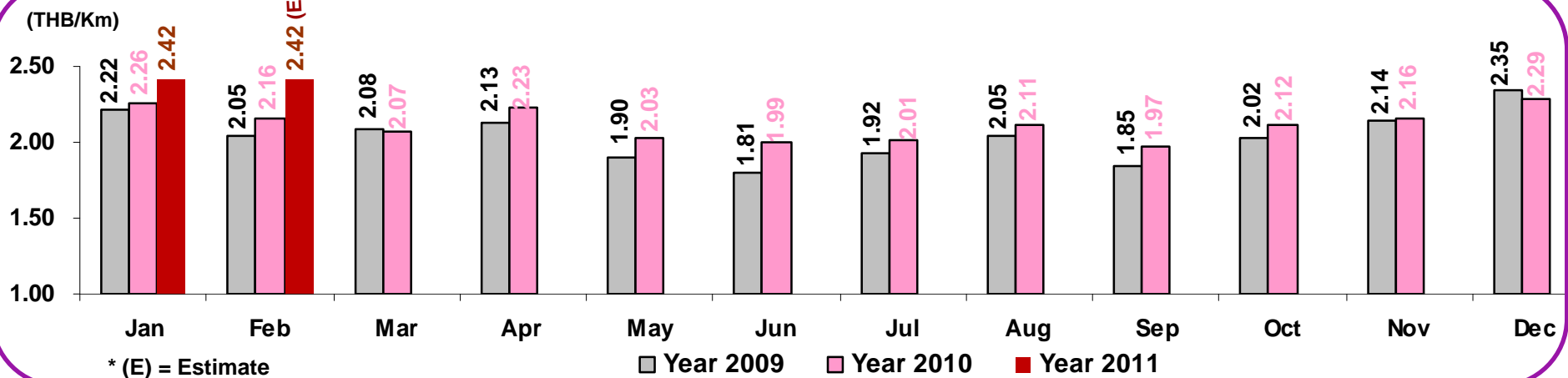
	YoY (Month)			YoY (Quater)			YoY (Year)		
	Mar'11(E)	Mar'10	YoY%	Q1'11(E)	Q1'10	YoY%	Year'10	Year'09	YoY%
MADTK	438	379	15.57	1,231	1,096	12.32	4,708	4,016	17.23
MRFTK	262	242	8.26	699	653	7.04	2,895	2,092	38.38
Freight Factor%	59.8	63.9	- 6.35	56.8	59.6	- 4.69	61.5	52.1	18.04

* (E) = Estimate

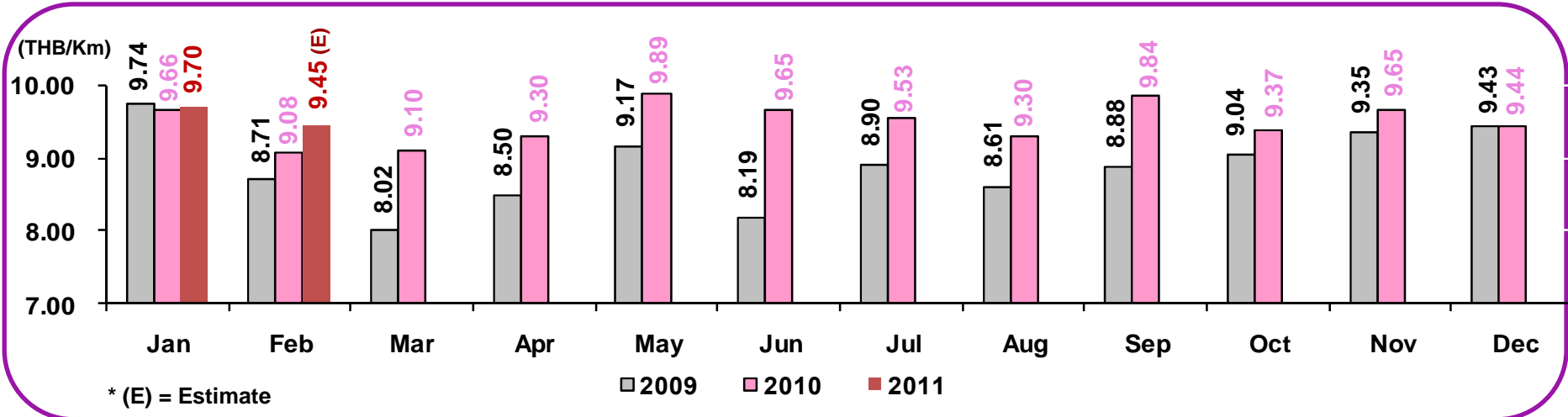
Passenger Yield (Including Fuel Surcharge)



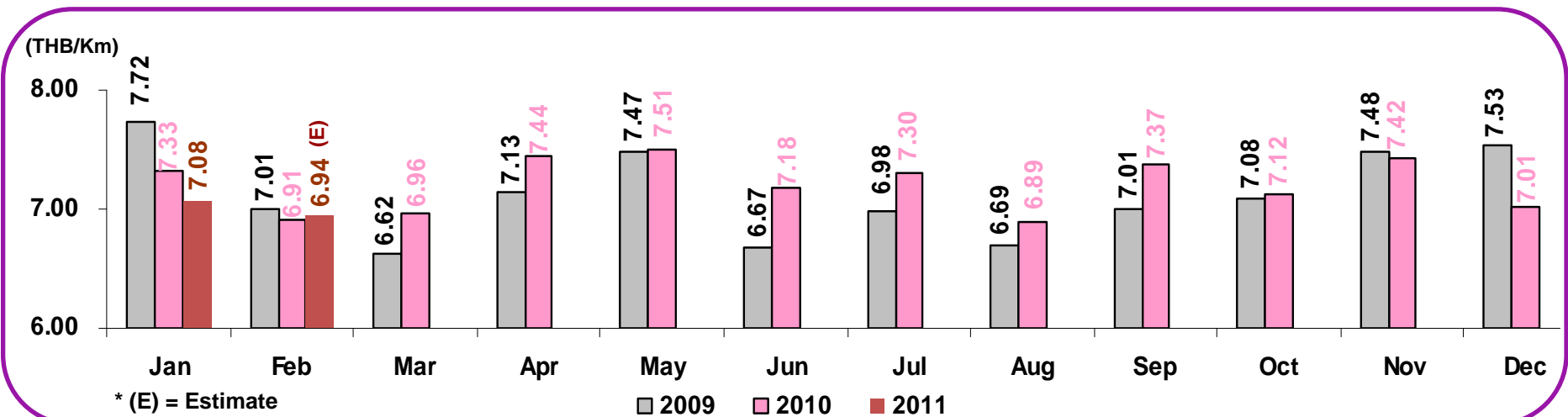
Passenger Yield (Excluding Fuel Surcharge)



Freight Yield (Including Fuel Surcharge)



Freight Yield (Excluding Fuel Surcharge)

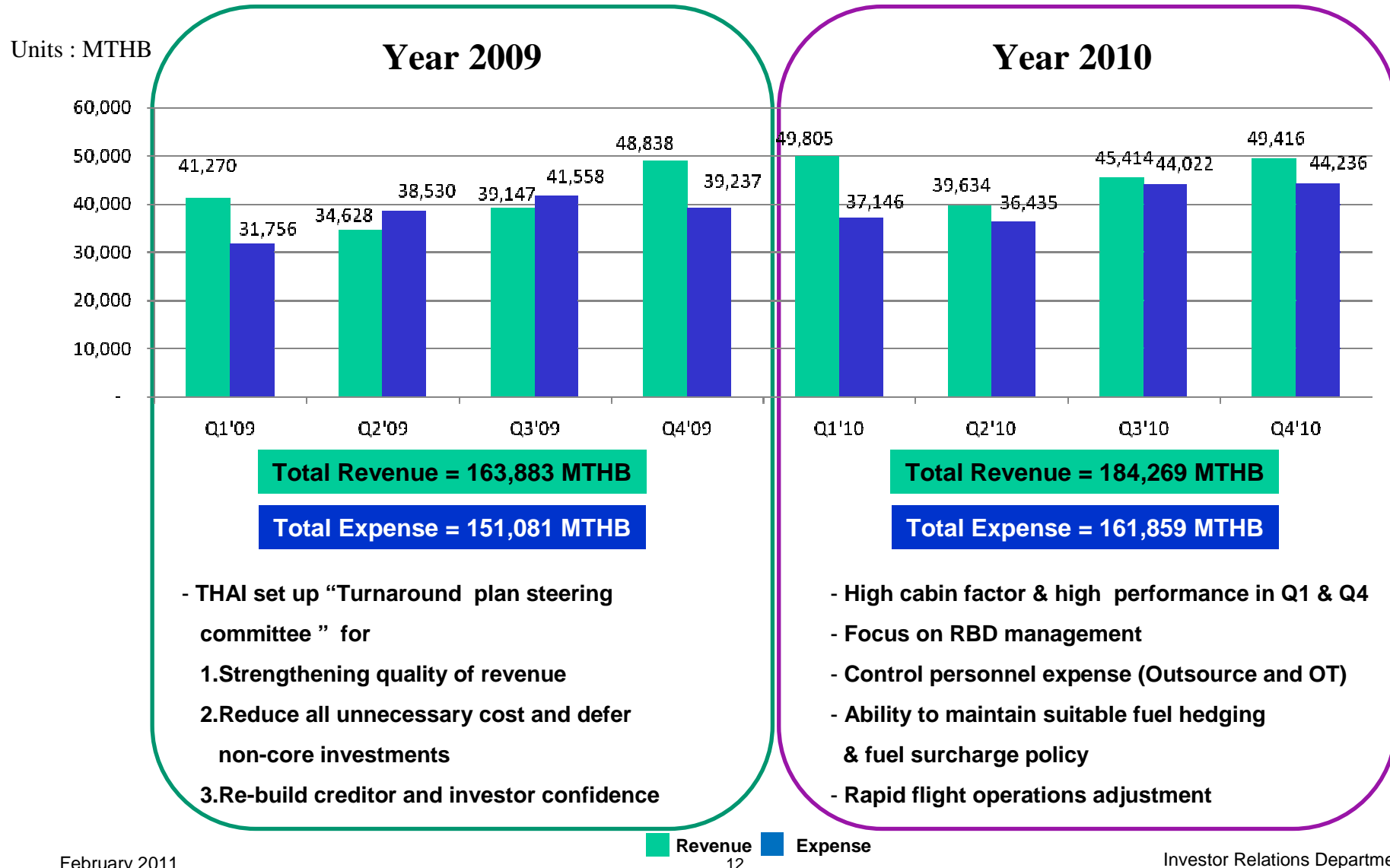


Financial Performance

Revenue & Expense

Total Revenue increase = 12.4%

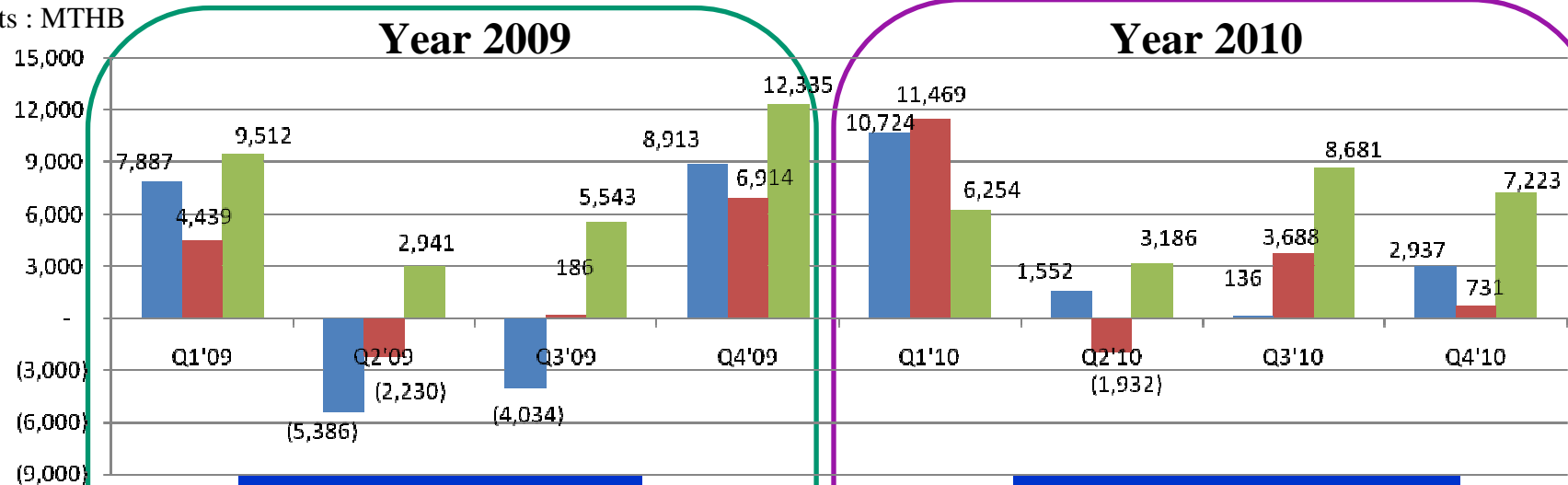
Total Expense increase = 7.1%



Net profit EBIT & EBITDA

Net profit increase = 109.0%
 EBIT decrease = 6.5%
 EBITDA decrease = 4.6%

Units : MTHB



Net profit = 7,343 MTHB

EBIT = 9,362 MTHB

EBITDA = 30,385 MTHB

Net profit (2009) about THB 7.3 bn.

- Implemented appropriate ticket price to offset fuel cost
- Seek to increase hedging as necessary
- Suspend & cancel flights as necessary
- Continue cost control on all activities
- Fuel cost lower than 2008

Net profit = 15,350 MTHB

EBIT = 8,755 MTHB

EBITDA = 28,991 MTHB

Net profit (2010) about THB 15.3 bn.

- Focus on RBD management to strengthen yield
- Focus on profitable routes
- Increase internet sales
- Improved fuel management such as Hedging policy & improve fuel surcharge coverage
- Cost control
- Sold 4 old aircraft & leased 3 B777-300ER

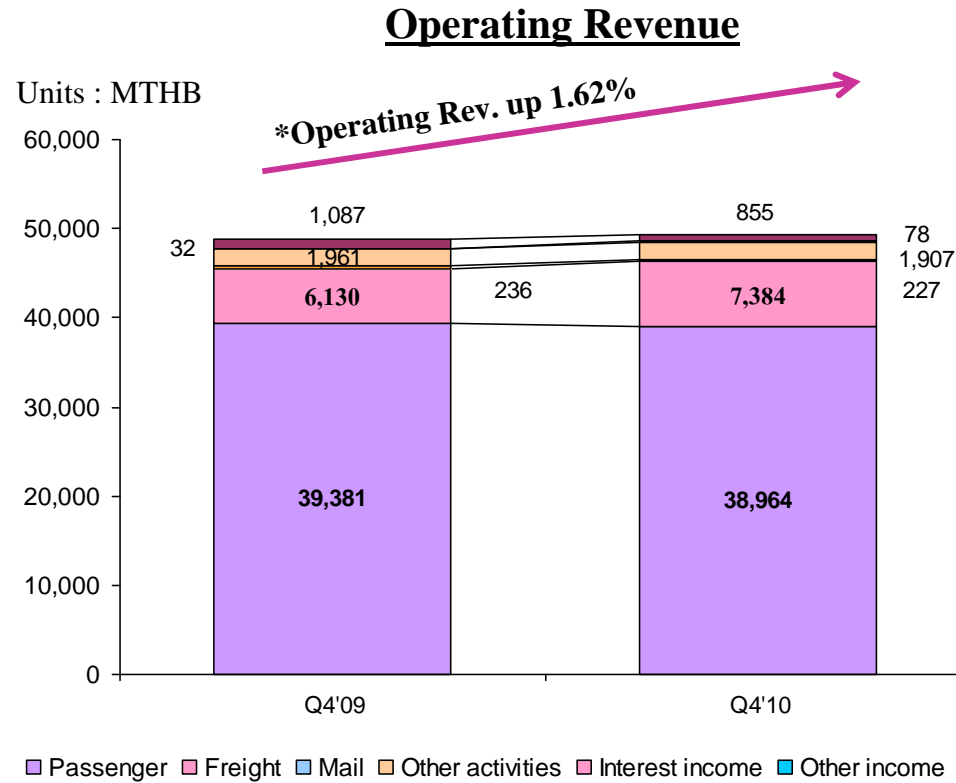
■ Net profit
 ■ EBIT
 ■ EBITDA

Performance Summary (Q4'09&Q4'10)

THAI and its subsidiary

	Oct-Dec	
(Units : MTHB)	2010	2009
Total Revenue	49,416	48,830
Total Expense	(46,025)	(41,291)
Foreign currency exchange (Gain)	1,789	3,114
Share of losses of investments by the equity method	32	(12)
Profit(Loss) before finance costs , income tax	5,212	10,641
Financial Cost	(1,244)	(1,443)
Income tax expense	(1,023)	(268)
Net profits (losses)	2,945	8,930
Profits (losses) Attributable to:		
Minority interest	(8)	(17)
Equity holders of the parent	2,937	8,913

Operating / Total Revenue (Q4/2009 & Q4/2010)



Total Revenue

Revenue	% Change	% to Tot. Rev.
Passenger	- 1.06	78.85
Freight	20.45	14.94
Mail	- 3.96	0.46
Other activities	- 2.79	3.86
Interest income	141.59	0.16
Other income	- 21.34	1.73
Total Income	1.20	100.00

***Excludes Interest & Other income**

Operating revenue Q4'09 = 48,482 MTHB

Operating revenue Q4'10 = 47,708 MTHB

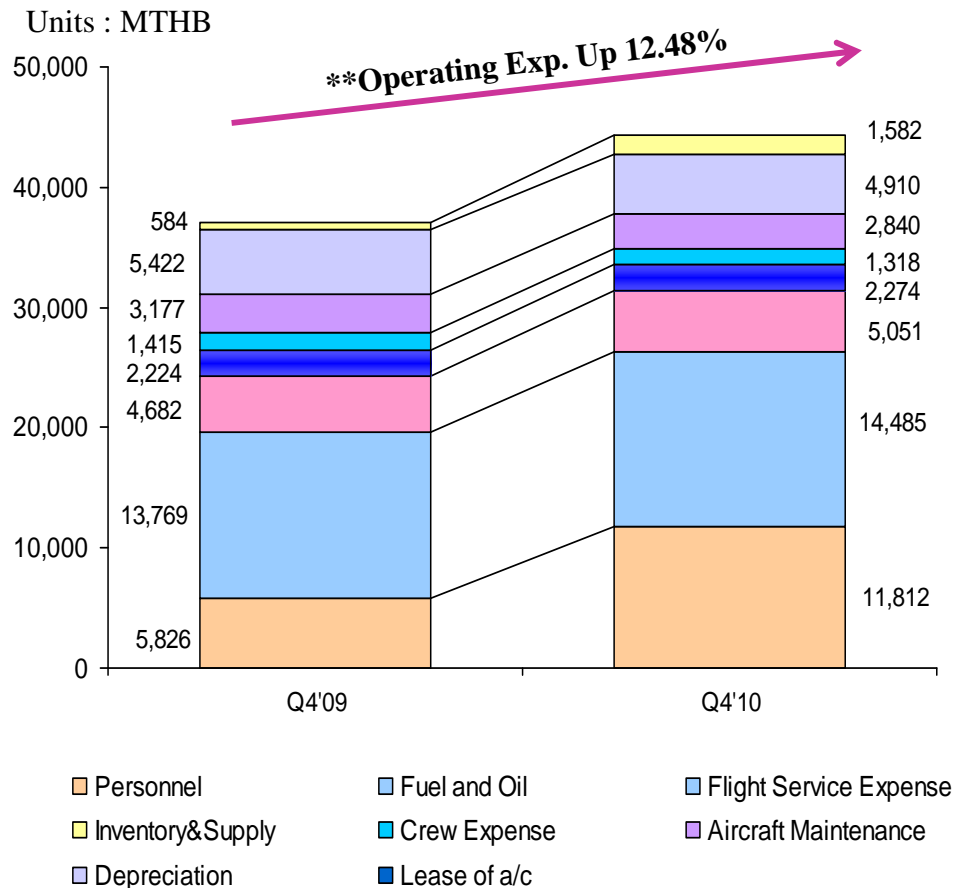
Total revenue Q4'09 = 49,415 MTHB

Total revenue Q4'10 = 48,827 MTHB

Operating / Total Expense (Q4/2009 & Q4/2010)

Operating Expense

Total Expense



Expense	% Change YoY	% of Tot. Exp.
Personnel expense	102.75	25.62
Fuel and oil	5.20	31.42
Flight service expense	7.88	10.96
Inventories and supplies	2.23	4.93
Crew expense	- 6.81	2.86
Maintenance/overhaul	- 10.63	6.16
Depreciation/amortisation	- 9.44	10.65
Aircraft lease/spare parts	170.92	3.43
Other expense	- 52.94	3.97
**Total Expense	12.48	100.00

**** Excludes FX & Impairment losses**

Operating expense Q4'09 = 46,102 MTHB

Operating expense Q4'10 = 40,985 MTHB

Total expense Q4'09 = 44,236 MTHB

Total expense Q4'10 = 38,177 MTHB

Ratios – Q4'09 & Q4'10

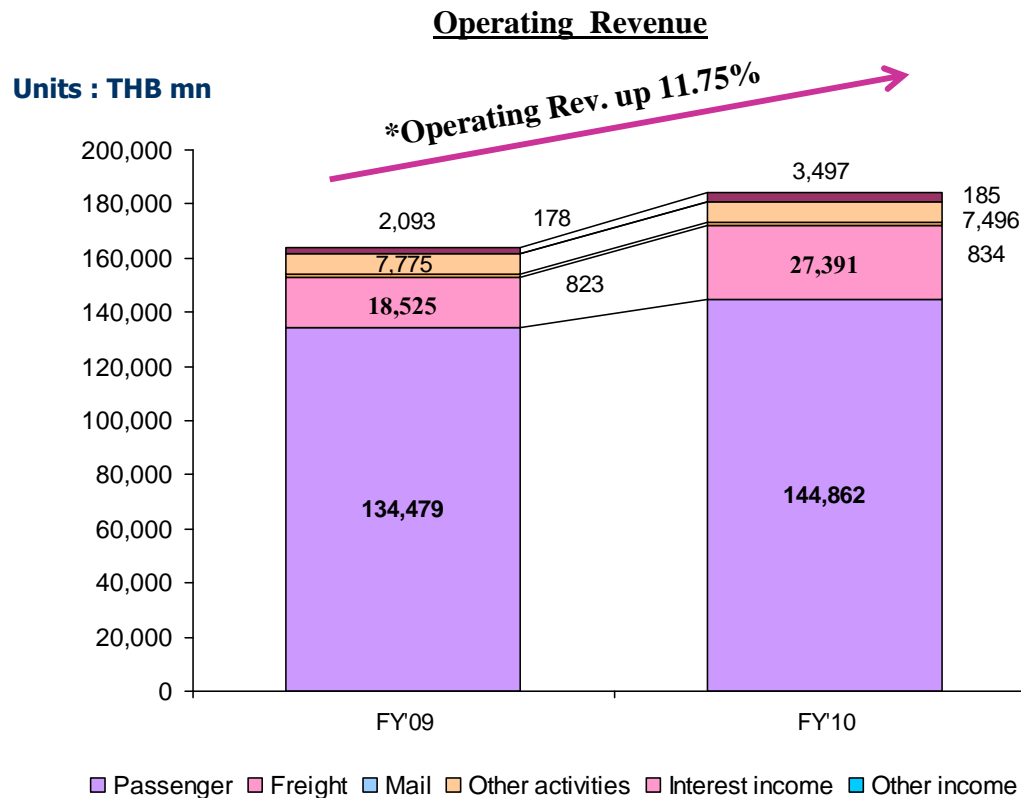
Ratios	units	Q4'09	Q4'10
Earnings Per Share	(THB)	5.25	1.35
EBIT	(MTHB)	6,914	731
EBITDA	(MTHB)	12,335	5,641
EBITDAR	(MTHB)	12,919	7,223
Total Debt to Equity	(Times)	4.1	2.5
Net Debt to Equity	(Times)	2.9	1.8
Debt Service Coverage	(Times)	2.3	1.1
Interest Coverage	(Times)	8.6	4.5
Operating Profit Margin	(%)	14.5	1.5
Net Profit Margin	(%)	4.8	6.1
EBITDA Margin	(%)	25.9	11.6
Return on Total Assets	(%)	3.3	1.0
Return on Total Equity	(%)	18.3	3.6

Performance Summary (Year 2010)

THAI and its subsidiary

	Jan-Dec	
(Units : MTHB)	2010	2009
Total Revenue	184,270	163,875
Total Expense	(170,945)	(153,188)
Foreign currency exchange (Gain)	9,106	3,167
Share of losses of investments by the equity method	258	(9)
Profit(Loss) before finance costs , income tax	22,689	13,845
Financial Cost	(5,166)	(5,738)
Income tax expense	(2,125)	(691)
Net profits (losses)	15,398	7,416
Profits (losses) Attributable to:		
Minority interest	(48)	(72)
Equity holders of the parent	15,350	7,344

Operating / Total Revenue (FY'09 & FY'10)



Total Revenue

	<u>% Change</u>	<u>% to Tot. Rev.</u>
Passenger	7.72	78.61
Freight	47.86	14.86
Mail	1.94	0.46
Other activities	-	4.07
Interest income	3.91	0.10
Other income	67.01	1.90
Total Income	12.45	100.00

***Excludes Interest & Other income**

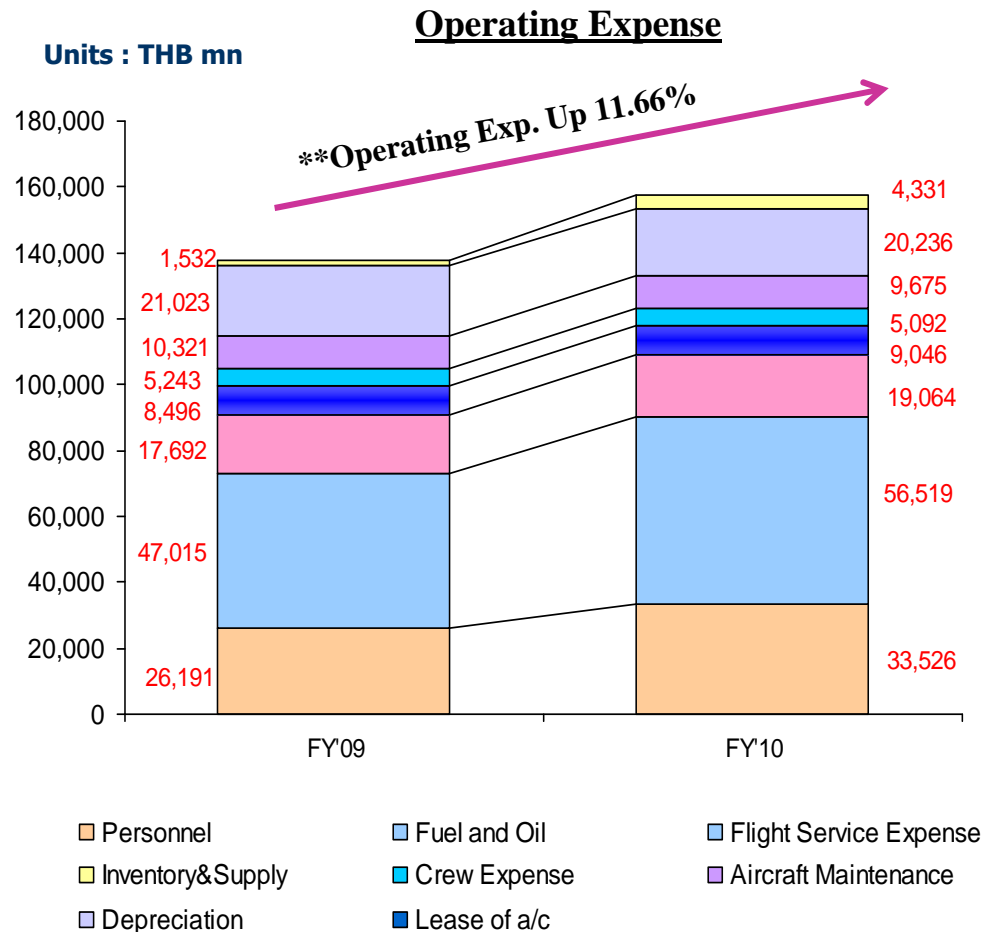
Operating revenue FY'09 = 161,603 MTHB

Operating revenue FY'10 = 180,589 MTHB

Total revenue FY'09 = 163,874 MTHB

Total revenue FY'10 = 184,270 MTHB

Operating / Total Expense (FY'09 & FY'10)



Total Expense

	YoY	Tot. Exp.
Personnel expense	28.01	19.67
Fuel and oil	20.22	33.16
Flight service expense	7.76	11.18
Inventories and supplies	6.46	5.31
Crew expense	-	2.99
Maintenance/overhaul	-	5.68
Depreciation/amortisation	-	11.87
Aircraft lease/spare parts	182.74	2.54
Other expense	14.38	7.60
**Total Expense	11.66	100.00

**** Excludes FX & Impairment losses**

Operating expense FY'09 = 152,659 MTHB

Operating expense Q4'10 = 170,456 MTHB

Total expense FY'09 = 150,021 MTHB

Total expense FY'10 = 161,839 MTHB

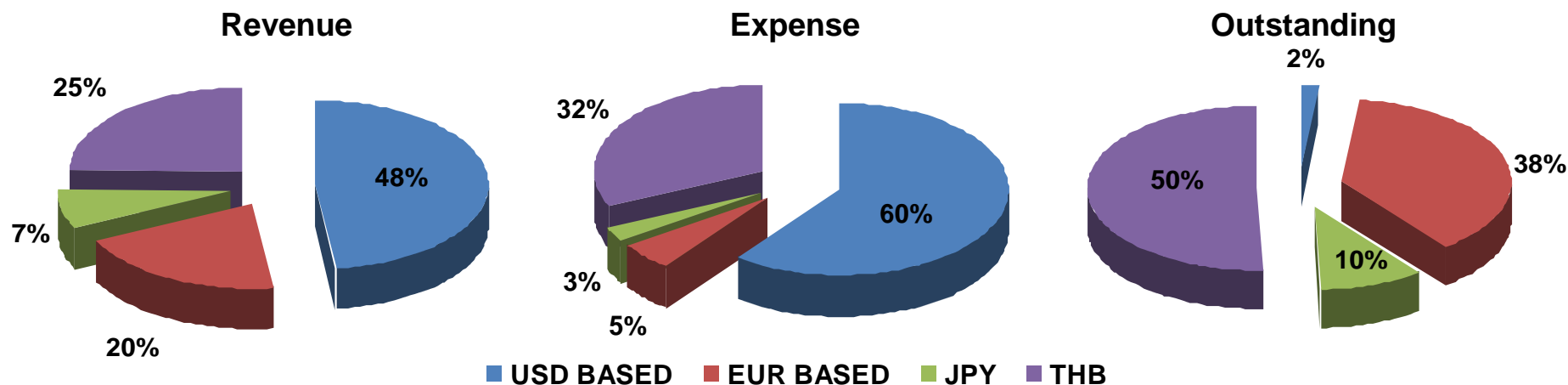
Ratios – FY2009 & 2010

Ratios	units	Year 2009	Year 2010
Earnings Per Share	(THB)	4.32	8.39
EBIT	(MTHB)	9,362	8,755
EBITDA	(MTHB)	30,385	28,991
EBITDAR	(MTHB)	31,917	33,322
Total Debt to Equity	(Times)	4.1	2.5
Net Debt to Equity	(Times)	2.9	1.8
Debt Service Coverage	(Times)	1.6	1.3
Interest Coverage	(Times)	5.3	5.6
Operating Profit Margin	(%)	5.8	4.9
Net Profit Margin	(%)	4.5	8.5
EBITDA Margin	(%)	18.8	16.1
Return on Total Assets	(%)	2.8	5.4
Return on Total Equity	(%)	14.8	22.6

Foreign Currency Exposure – Year 2010

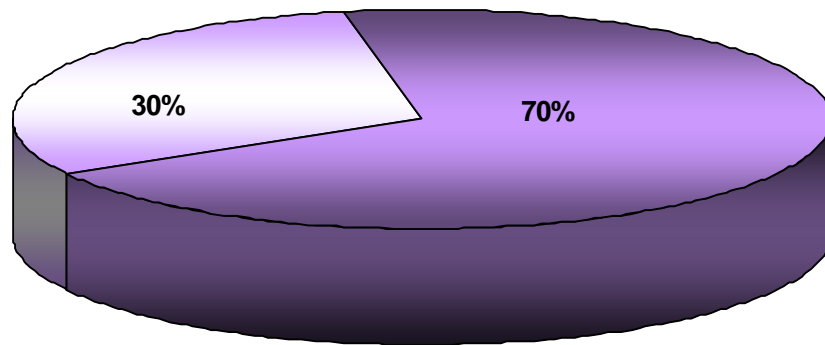
Unit : MTHB

	Revenue		Expense		Surplus or Deficit	Outstanding Borrowings			
	Amount	%	Amount	%		Before Swap		After Swap	
					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



Proportion of Fixed and Float

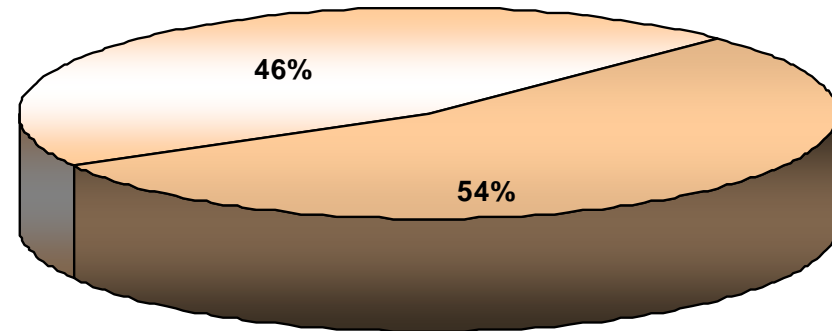
Before Swap



□ Fixed ■ Float

Percentage of TOTAL
(TOTAL = 146,280 MTHB)

After Swap



□ Fixed ■ Float

Percentage of TOTAL
(TOTAL = 146,303 MTHB)

Previous & New Strategy

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

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

The World's Top 10 Airlines – Skytrax

	2010	2009	Change
★★★★★ ASIANA AIRLINES ⁷	1	3	↑
★★★★★ SINGAPORE AIRLINES	2	2	→
★★★★★ QATAR	3	4	↑
★★★★★ CATHAY PACIFIC	4	1	↓
★★★★☆	5	8	↑
★★★★☆ ETIHAD	6	7	↑
★★★★☆ QANTAS	7	6	↓
★★★★☆ Emirates	8	5	↓
★★★★☆ THAI	9	10	↑
★★★★☆ E-malaysia	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

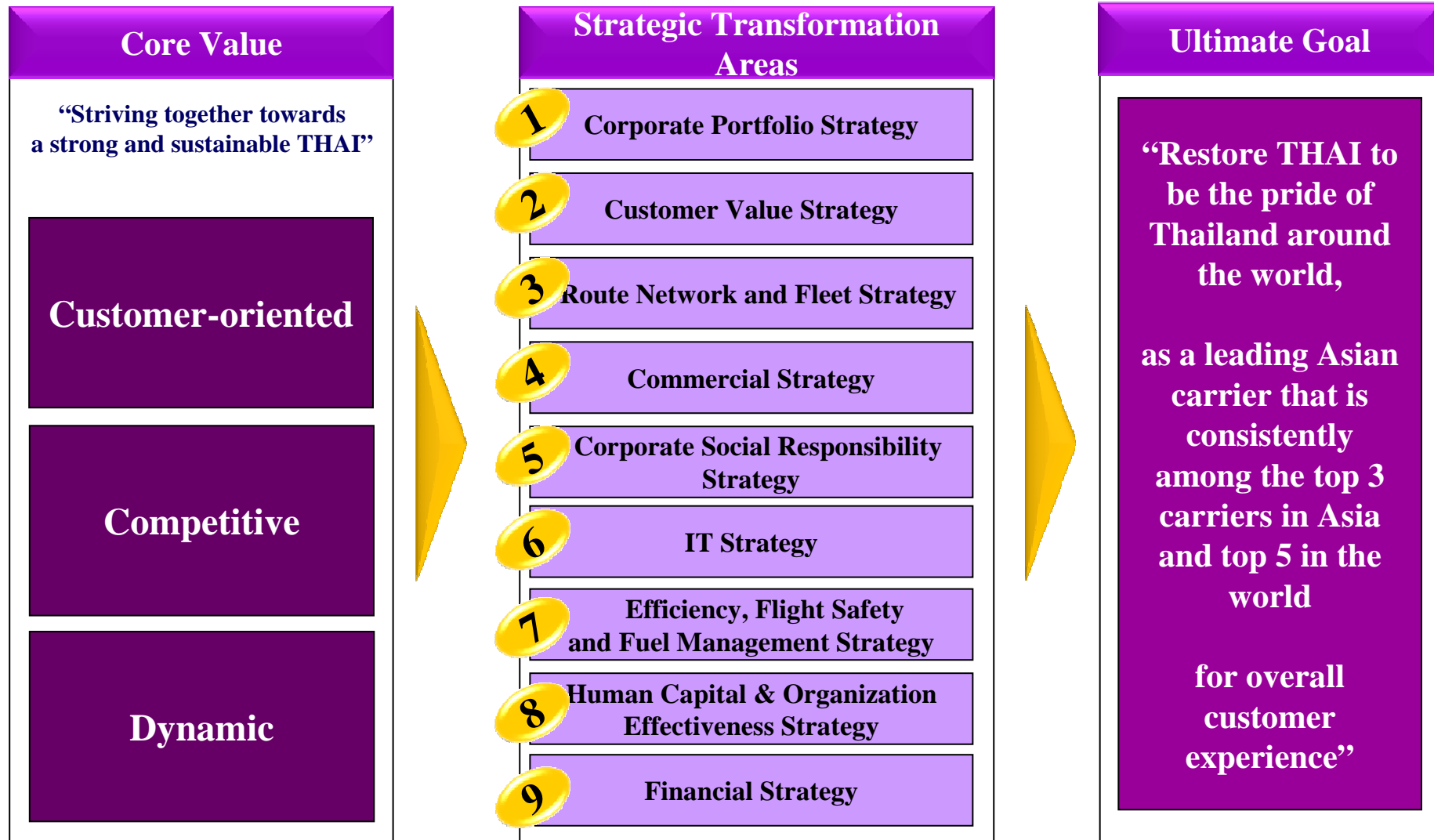
Best Ground Service
Best Lounges



TTG Award

Best Business Class
Best Southeast Asian carrier

Overall Strategic Roadmap

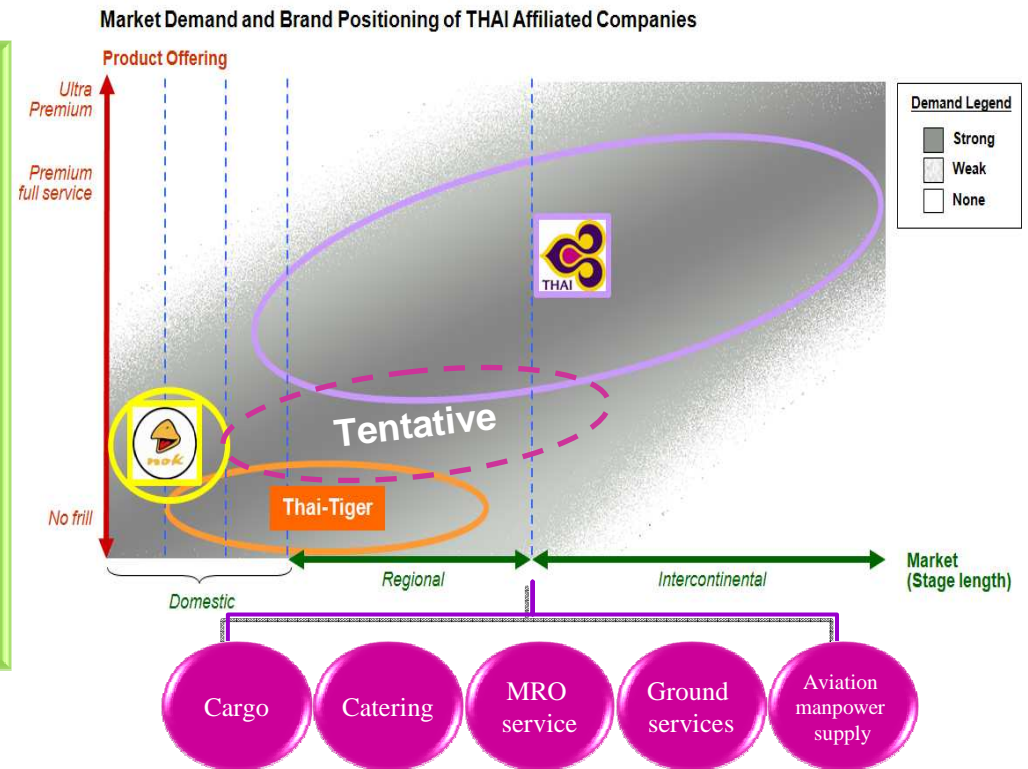


1. Corporate Portfolio Strategy

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



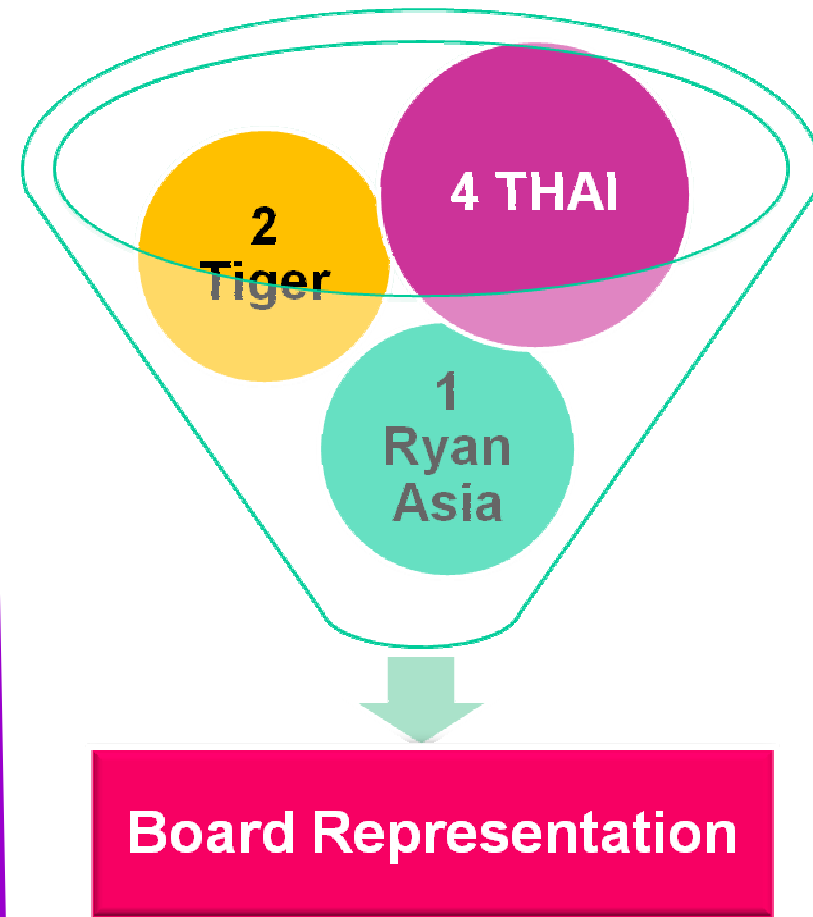
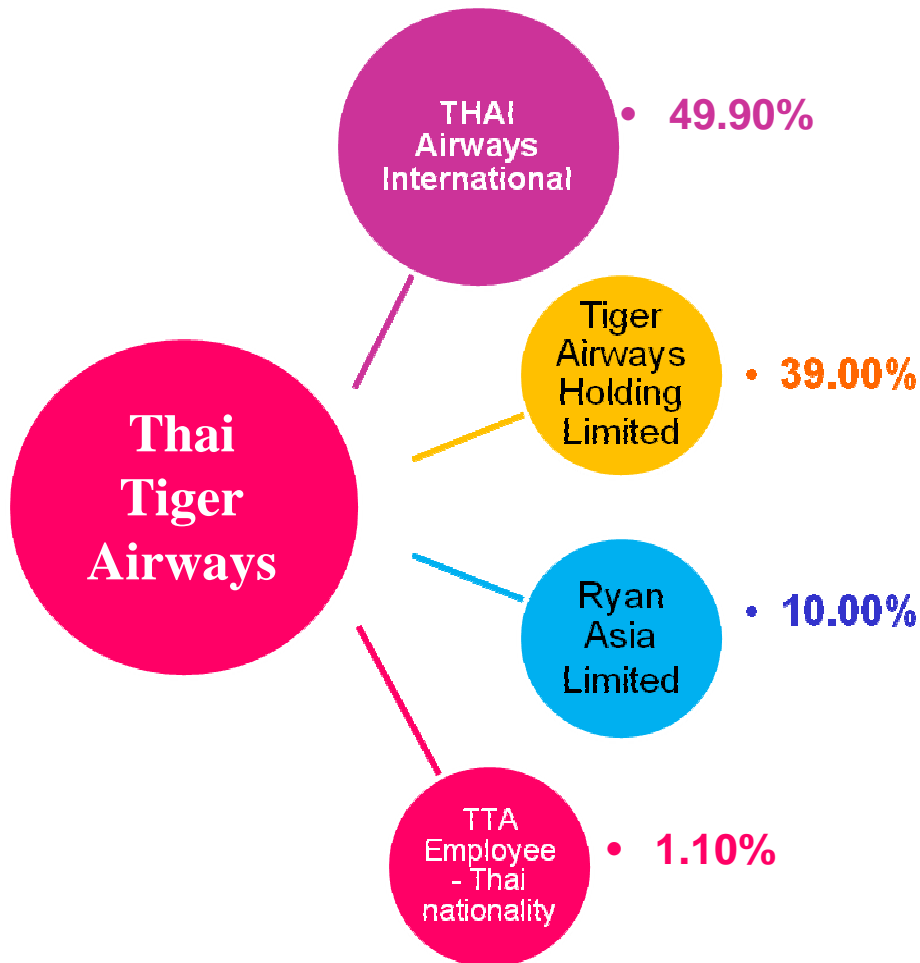
- Capture all attractive market segments
- Reduce risk and revenue volatility
- Capture Growth Opportunities

- Stimulate demand for related businesses
- Lower overall operating costs

Thai Tiger Airways (TTA)

MTHB 200 registered capital

Shareholder Structure



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

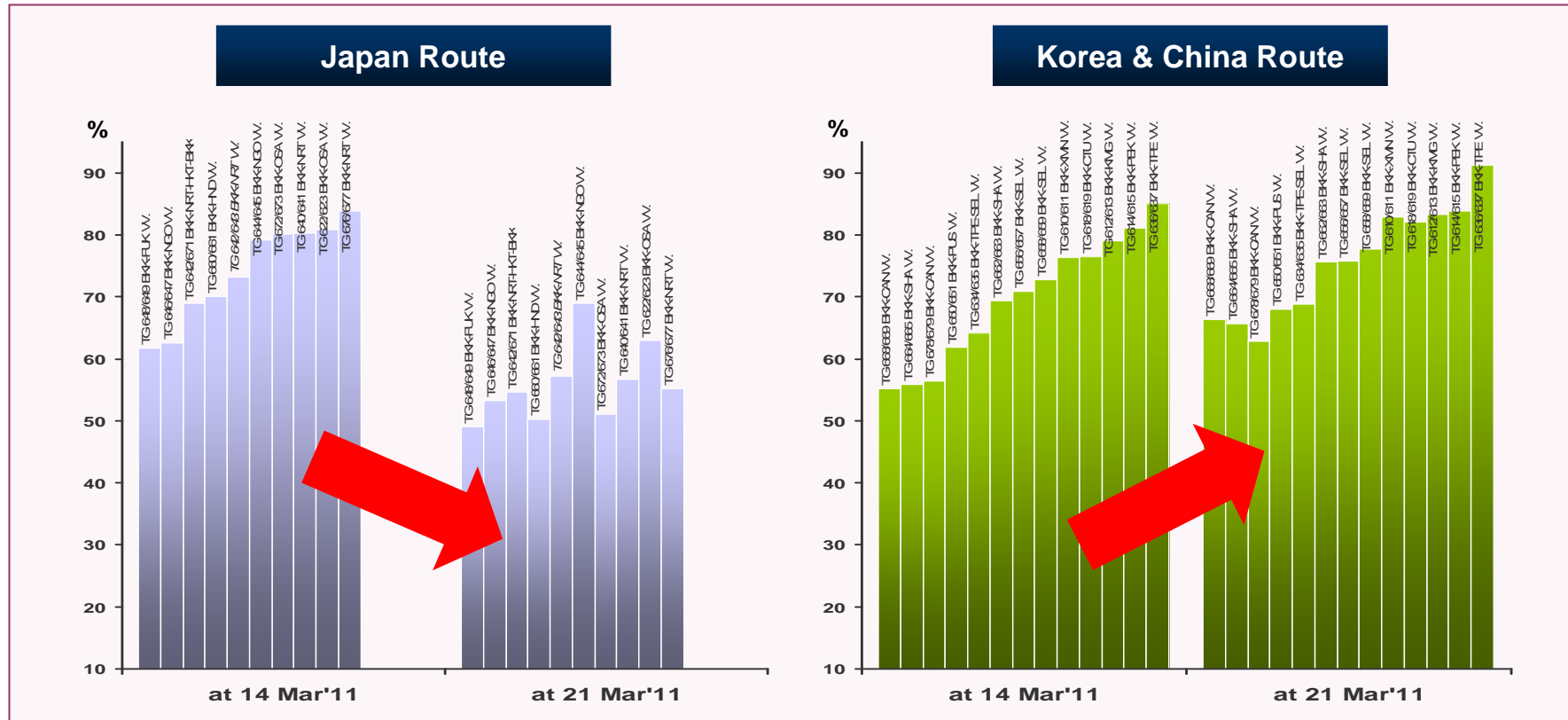


- Strengthen THAI's route network
- Enhance efficiency & improve yield

- 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: 84 Aircraft

(As of Dec2010)

Exc. 2 of ATR-72, 4 of 737-400 : leased to Nok
 5 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	15	0	42	0	263	305	10 O, 2 OL, 3 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	84	30	376	42	2,414	2,862	45 O, 10 OL, 29 FL

O = Owned / OL = Operating lease / FL = Financial lease

**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

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				<ul style="list-style-type: none"> To complete in 2011
B777-200	8				<ul style="list-style-type: none"> To complete in 2012
B747-400 No. 7-12	6				<ul style="list-style-type: none"> To complete in 2012
B747-400 No. 13-18	8				<ul style="list-style-type: none"> To complete in 2013
Airbus 340-600	6				<ul style="list-style-type: none"> To complete in 2013
Airbus 340-500	4				<ul style="list-style-type: none"> To complete in 2014
B777- 200ER	6				<ul style="list-style-type: none"> To complete in 2014

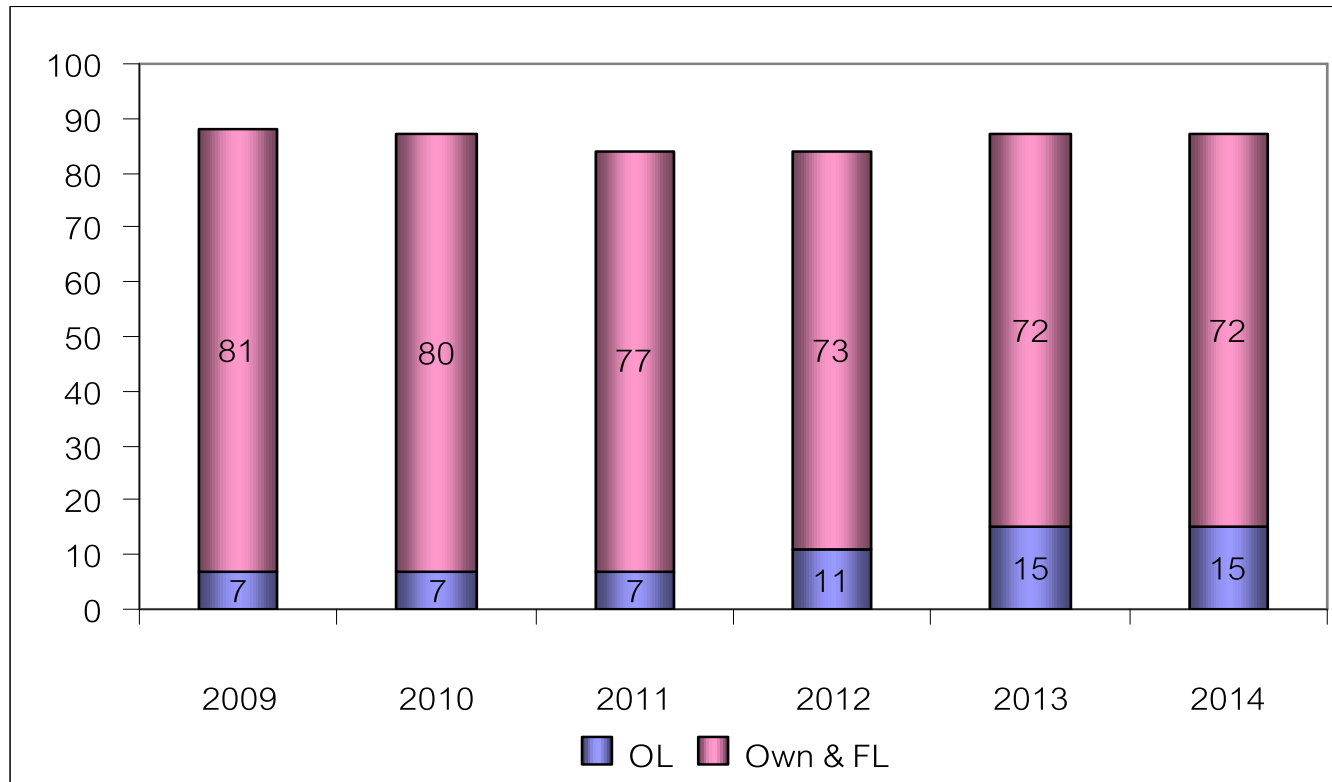
Total Number of New & Retrofit Aircraft

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

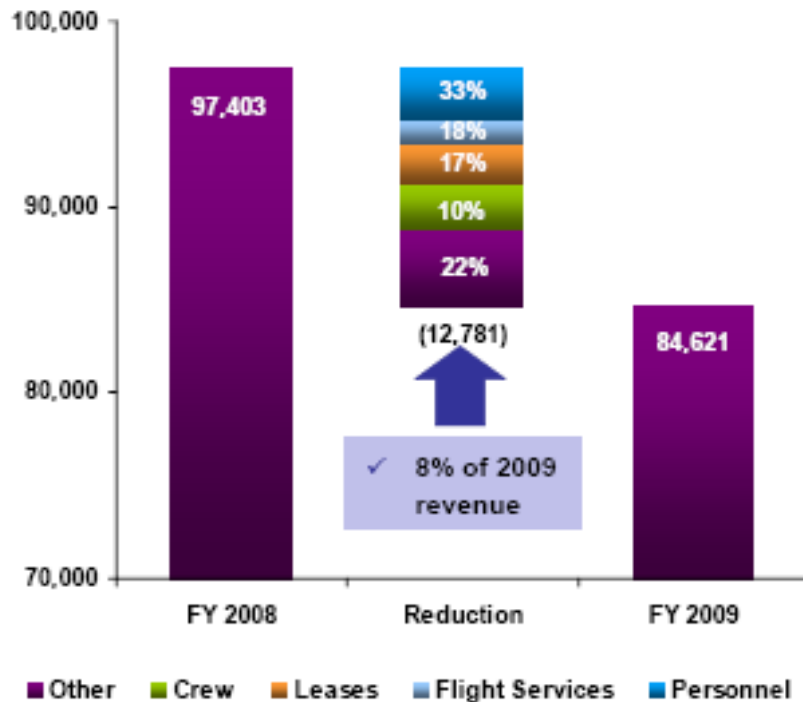
- Ensure least fuel burn & reduce waste
- Ensure optimum hedging

- 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)

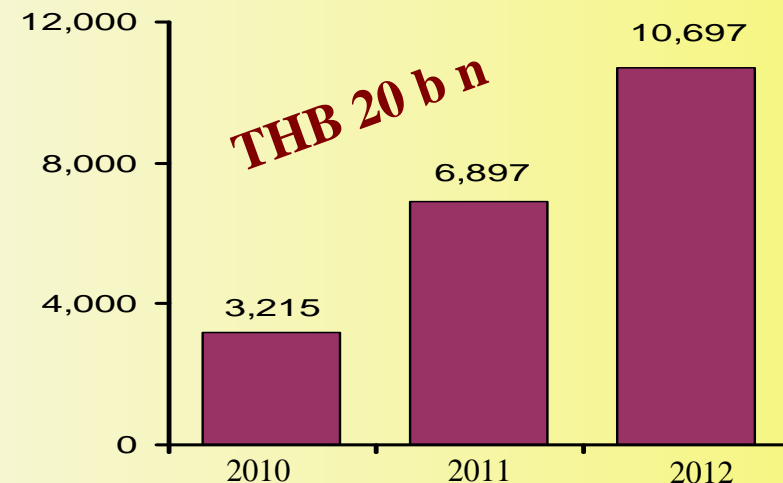


(*) Non-fuel expenses excluding depreciation and amortization, interest expenses, FX gains/losses and other one-time items

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



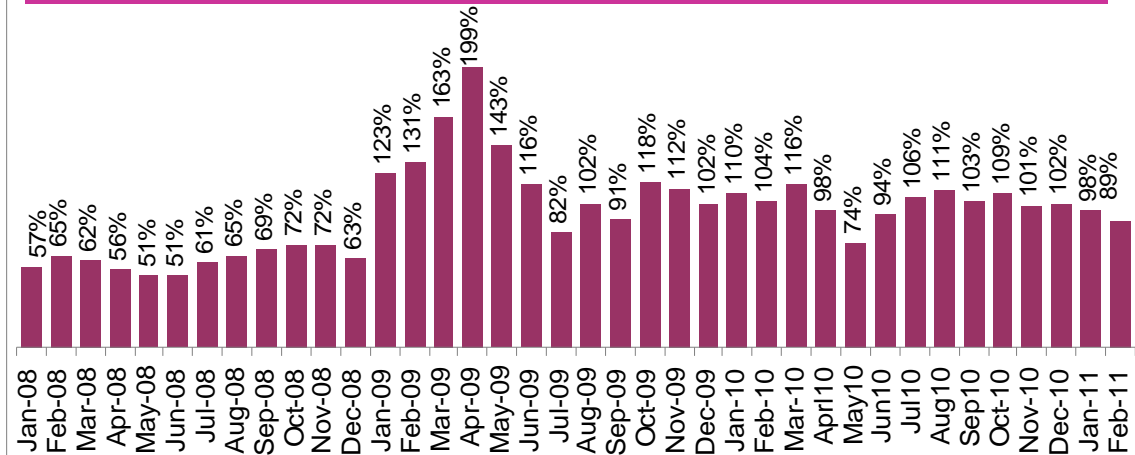
Minimum 20% fuel hedging requirement to mitigate risk of rapid fuel cost rise

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

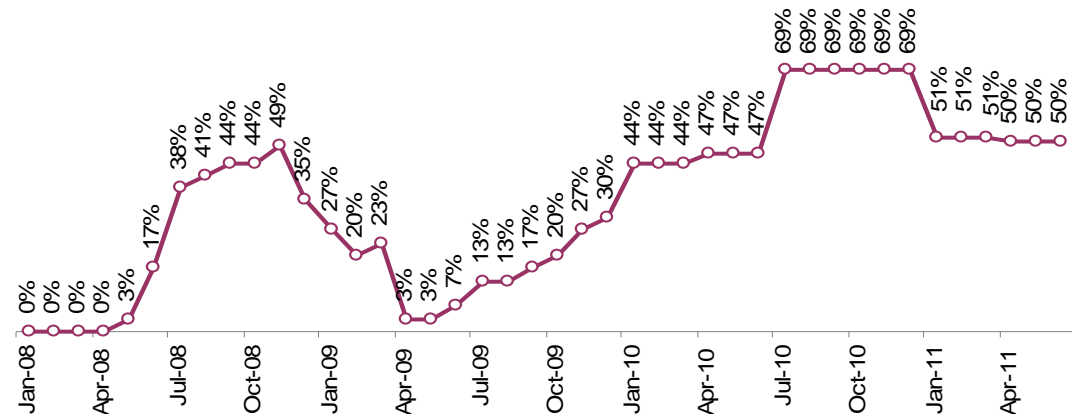
Hedging combined with fuel surcharge greatly mitigates fuel price fluctuation risk

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

• REGION

CHARGE USD 19.00-46.00 (INSTEAD OF USD 16.00-40.00)

• AUSTRALIA

CHARGE USD 52.50-65.00 (INSTEAD OF USD 45.50-57.00)

• EUROPE

CHARGE USD 90.00 (INSTEAD OF USD 64.00-89.00)

• AMERICA

CHARGE USD 90.00-107.00 (INSTEAD OF USD 71.50-88.50)

(Effective : Feb 6, 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



A Clear View
of Risk and Return



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



Industry Outlook

Economy Outlook

A large purple triangle pointing downwards, containing the text "Airline Industry Trend and Growth in 2011-2012".

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%

