

Management's Discussion and Analysis for the second quarter of 2025 ended June 30, 2025, for Thai Airways International Public Company Limited and Its Subsidiaries

1. Executive summary

In the second quarter of 2025, the global economy is projected to slow down due to the effects of trade wars and high level of policy uncertainty. The United States of America (U.S.) import tariff hike poses a downside risk to the U.S. economy, leading to an economic slowdown and accelerated inflation. Meanwhile, most other countries are expected to face negative demand factors from exports and decelerating inflation. Furthermore, the uncertainty of U.S. trade policy and volatility in financial markets are impacting business and household confidence, resulting in a reduction or delay in investment and spending. According to the World Economic Outlook (WEO) report, issued in July 2025 by the International Monetary Fund (IMF), global economic growth for 2025 is projected at 3.0%, an increase from 2.8% forecast in April 2025. Due to countries accelerating their purchases of goods beyond expectations before the United States enforces its tariff measures, along with increased government spending in some major economies.

Regarding the global airline industry in the second quarter of 2025, the International Air Transport Association (IATA) reported a 5.2% growth in Revenue Passenger Kilometers (RPK), compared to the same period last year, which was a 6.9% expansion in international passenger traffic and a 2.9% growth in Revenue Freight Ton-Kilometers (RFTK). In the Asia Pacific region, the Association of Asia Pacific Airlines (AAPA) reported a 10.8% increase in international passengers compared to the same period last year. RPK and Available Seat Kilometers (ASK) increased from the same period last year by 12.4% and 11.6% respectively. The cabin factor rose from the same period last year which was 81.0% to 81.6%. Meanwhile, RFTK and Available Dead Load Kilometers (ADTK) increased by 7.1% and 8.2% respectively, resulting in the Freight Load Factor (FLF) declined from the same period last year which was 61.9% to 61.3%.

The Thai economy in the second quarter of 2025 continued to expand from the previous quarter, due to a surge in shipments during the grace period before the implementation of the U.S. import tariff policy, as well as continuously increasing demand for electronic products. In the tourism sector, during the second quarter of 2025, Thailand welcomed a total of 7.1 million international tourists, a decrease of 12.2% compared to the same period last year. This represents 79.2% of the pre-COVID-19 crisis level compared to the second quarter of 2019. Notably, 73.2% of these tourists originated from the Asia Pacific region. The top five countries with the highest number of visitors to Thailand are Malaysia, China, India, Russia, and South Korea. The total number of passengers traveling through Thailand's 6 main airports during April - June 2025 reached approximately 28.8 million, a decrease of 0.3% compared to the same period last year. International passengers accounted for approximately 59.4%, or about 17.1 million, a decrease of 3.6% compared to the

same period last year. However, the IMF has revised its economic growth forecast for Thailand in 2025 to 2.0%, up from the 1.8% projected in April 2025.

Thai Airways International Public Company Limited (“THAI”)’s key operational highlights, during the second quarter of 2025, included:

- Appointment of the Company’s new Board of Directors: On April 18, 2025, THAI held the Extraordinary General Meeting of Shareholders No. 1/2025. This meeting of shareholders held as stipulated in the business rehabilitation plan to consider and approve the determination of the number of directors, the appointment of new directors and the designation of directors authorized to sign on behalf of the Company. The meeting resolved to approve the composition of the Company's Board of Directors to consist of a total of 11 members, 3 of whom are existing directors, 8 of whom are new directors and the meeting also resolved to appoint directors as authorized signatories of the Company.
- Request for the Termination of the Business Rehabilitation Process: On April 28, 2025, the Plan Administrators submitted a petition to the Central Bankruptcy Court to report the successful implementation of the business rehabilitation plan and request for the termination of the business rehabilitation process of Thai Airways International Public Company Limited. Subsequently, on June 16, 2025, the Central Bankruptcy Court had issued an order to terminate the rehabilitation process after THAI successfully completed that matters as stipulated in the Business Rehabilitation Plan.
- Restructuring of Business Operations in Aviation Business: As THAI had restructured its business operations related to Thai Smile Airways Company Limited (“ThaiSmile”), a subsidiary of THAI, by completing the transfer of flight operations and various services to THAI in 2024. Accordingly, on May 8, 2025, the Plan Administrator approved the dissolution of ThaiSmile. The dissolution has no impact whatsoever on the ongoing operations of THAI. Subsequently, on June 5, 2025, ThaiSmile officially registered its dissolution with the Department of Business Development, Ministry of Commerce and is currently undergoing the liquidation process.
- Enhancing Passenger Experience in all Dimensions to Strengthen Passenger Satisfaction: Encompassing development in various areas, under the concept "THE NEW WORLDS OF TOMORROW", opening new perspectives of inspiration and stepping into a new era of service. THAI has elevated its in-flight services in several aspects, such as the new "Sawasdee" magazine, special amenities kit pouches by SIRIVANNAVARI brand, the "Good Taste for a Good Cause" campaign, which selects quality products from Thai entrepreneurs to promote Thai goods to an international level, responding to the government's Soft Power policy and the "Streets to Sky" campaign, which selects signature dishes from famous Thai restaurants, such as Thipsamai’s pad thai with shrimp paste, Jay Fai’s stir-fried noodles with seafood and Ros Dee Ded’s chicken rice,

served on flights to create new experiences for passengers. In addition, the service has been elevated with premium-grade caviar and special beverages "Oriental Dawn" and "Rose of Royal Voyage" created for Royal First Class and Royal Silk Business Class passengers, among others.

- Environmental Commitment for Sustainable Growth: THAI is committed to achieving net-zero greenhouse gas emissions by 2050, based on three principles: FROM PLANES TO PLANET (flying for the environment), FROM WASTE TO WEALTH (enhancing the economic value), FROM PURPLE TO PURPOSE (driven from the heart toward sustainable goals). THAI has undertaken various projects as follows:
 - Collaborated with the Board of Airline Representatives Business Association (BAR), organized the "Flying Green: Thailand's Sustainable Aviation Fuel Forum", to discuss the vital role of Sustainable Aviation Fuel (SAF), in shaping an environmentally friendly future for the aviation industry, this stands as a clear testament to the strong commitment of both the aviation and energy sectors to accelerate the tangible adoption of SAF. This is especially significant in the context of Thailand, which holds high potential to become a regional hub for SAF development, paving the way for the sustainable advancement of the aviation industry at both the national and global levels.
 - Installed a solar power generation system at the Head Office, which involves installing solar panels on the rooftops of office buildings and parking areas. This will help reduce carbon dioxide emissions by over 589 tons per year, equivalent to planting over 64,000 trees. This serves as a model for internal renewable energy utilization, increasing space efficiency and reducing long-term energy costs.

Furthermore, during the second quarter of 2025, THAI received the Most Improved Airline award from the PAX International Readership Awards 2025. The PAX International Readership Awards are organized to recognize outstanding organizations in various categories within the aviation industry, such as passenger services, in-flight catering, in-flight entertainment systems, products, technology, aircraft interior design and aircraft maintenance, among others.

As of June 30, 2025, THAI operated a total of 78 aircraft. In the second quarter of 2025, THAI had an average aircraft utilization of 13.5 hours/aircraft/day, with a total of 3.97 million passengers, an increase of 4.2% from the same period last year. Available Seat Kilometers (ASK) increased by 1,559 million (+9.7%) and Revenue Passenger Kilometers (RPK) increased by 1,821 million (+15.6%) from the same period last year, due to THAI resumed flights on European routes including Oslo, Milan and Brussels, combined with increased flight frequencies on regional routes, to accommodate the rising passenger travel demand. This resulted in THAI's flight network covering 62 destinations in 27 countries worldwide, including 8 domestic destinations (excluding Bangkok). The average cabin factor increased from the same period last year which was 73.2% to 77.0%, due to an optimized route network and the establishment of codeshare partnerships. The

average passenger yield (including fuel and insurance surcharges, excluding excess baggage revenue) was 2.66 THB, decreased by 13.4% from the same period last year. Available Dead Load Ton-Kilometers (ADTK) increased by 108 million (+12.5%) and Revenue Freight Ton-Kilometers (RFTK) also increased by 65 million (+14.7%) from the same period last year. The average freight load factor increased from the same period last year which was 51.5% to 52.4%. The average freight yield (including fuel and insurance surcharges, excluding mail revenue) was 8.62 THB, decreased by 7.5%, from the same period last year.

THAI and its subsidiaries had total revenues (excluding one-time items) of THB 44,828 million, an increase of THB 847 million (+1.9%) higher than the same period last year, mainly from an increase in transportation revenue of THB 284 million (+0.7%), with an increase in passenger revenue by THB 54 million (+0.1%). Freight and mail revenue increased by THB 230 million (+5.5%), from a 65 million (+14.7%) increase in RFTK, even though the average freight yield decreased by 7.5%. Additionally, revenue from other businesses increased by THB 80 million (+3.0%), primarily due to an increase in revenue from the cargo handling business unit and the increase in aircraft maintenance services. Other income increased by THB 483 million (+46.7%). Total expenses (excluding one-time items) decreased by THB 3,408 million (-9.0%) from the same period last year. This was primarily due to a decrease in aircraft fuel expenses from the reduction in average fuel prices, even though the fuel consumption increased in line with the increased number of flights. Aircraft repair and maintenance costs and other expenses also decreased. As a result, THAI and its subsidiaries reported an operating profit before finance costs (excluding one-time items) of THB 10,180 million, an increase of THB 4,255 million (+71.8%) from the same period last year.

THAI and its subsidiaries recognized finance costs (according to Thai Financial Reporting Standards No. 9: TFRS 9) amounted of THB 3,392 million, a decrease of THB 1,404 million (-29.3%) from the same period last year, and had net one-time items as revenue totaling THB 5,347 million, mainly due to gain on termination of aircraft lease agreements, gain on foreign exchange rates-net, loss from impairment of assets and loss from measurement derivatives. Consequently, in the second quarter of 2025, THAI and its subsidiaries had a net profit of THB 12,134 million, an increase of THB 11,820 million from the same period last year, with profit attributable to owners of the parent company of THB 12,124 million. Resulting in profit per share of THB 0.43, an increase from the THB 0.14 per share in the same period last year. EBITDA amounted to THB 13,408 million, an increase of THB 4,158 million (+45.0%) from the same period last year.

2. Summary of Operating Results: THAI and its subsidiaries

The consolidated financial statements for the second quarter of 2025 consists of THAI's financial statement and 5 subsidiary companies which are 1) Thai-Amadeus Southeast Asia Co., Ltd., 2) WingSpan Services Co., Ltd., 3) Thai Flight Training Co., Ltd., 4) Tour Eurng Luang Co., Ltd. and 5) Thai Smile Airways Co., Ltd., which has been officially registered for dissolution and is currently undergoing the liquidation process.

Financial Performance: THAI and its subsidiaries

	Apr – Jun			
	2025	2024	Variance	
			MTHB	%
Total operating revenues	44,828	43,981	+847	+1.9
- Passenger and excess baggage revenue	36,142	36,088	+54	+0.1
- Freight and mail revenue	4,422	4,192	+230	+5.5
- Revenue from other businesses	2,747	2,667	+80	+3.0
- Other income	1,517	1,034	+483	+46.7
Total operating expenses	34,648	38,056	-3,408	-9.0
- Aircraft fuel expenses	11,278	13,742	-2,464	-17.9
- Non-fuel operating expenses	23,370	24,314	-944	-3.9
Operating profit before finance costs exclude one-time items	10,180	5,925	+4,255	+71.8
Finance costs	3,392	4,796	-1,404	-29.3
Operating profit exclude one-time items	6,788	1,129	+5,659	+501.2
Gain on termination of aircraft lease agreements	4,980	-	+4,980	-
Gain (loss) on foreign exchange rates-net	1,190	(1,023)	+2,213	+216.3
Reversal of loss on impairment in accordance with TFRS 9	10	5	+5	+100.0
Gain on sale of assets	2	81	-79	-97.5
Severance Pay	-	(4)	+4	+100.0
Mutual Separation Plan (MSP)	-	(6)	+6	+100.0
Share of profit (loss) from investments in associates	(1)	15	-16	-106.7
Gain (loss) on debt restructuring	(3)	855	-858	-100.4
Loss from impairment of assets	(85)	(732)	+647	+88.4
Loss from measurement derivatives	(746)	-	-746	-
Profit before tax	12,135	320	+11,815	+3,692.2
Net Profit	12,134	314	+11,820	+3,764.3
Profit attributable to owners of the parent company	12,124	306	+11,818	+3,862.1
Net Profit per share (THB)	0.43	0.14	+0.29	+207.1

		Apr – Jun			
		2025	2024	Variance	
				Amount	%
Significant operating data					
EBITDA	(MTHB)	13,408	9,250	+4,158	+45.0
Number of passengers	(Million)	3.97	3.81	+0.16	+4.2
Available Seat Kilometers	(Million)	17,552	15,993	+1,559	+9.7
Revenue Passenger Kilometers	(Million)	13,521	11,700	+1,821	+15.6
Cabin Factor	(%)	77.0	73.2		+3.8
Passenger Yield	(THB/RPK)	2.66	3.07	-0.41	-13.4
Available Dead Load Ton-Kilometers	(Million)	969	861	+108	+12.5
Revenue Freight Ton-Kilometers	(Million)	508	443	+65	+14.7
Freight Load Factor	(%)	52.4	51.5		+0.9
Freight carried	(Ton)	117,309	105,718	+11,591	+11.0
Freight Yield	(THB/RFTK)	8.62	9.32	-0.70	-7.5
No. of aircraft in operations (As of Jun 30)	(Aircraft)	78	77	+1	+1.3
Flight hours	(Hours)	85,886	79,075	+6,811	+8.6
Aircraft utilization	(Hours/Aircraft/Day)	13.5	13.1	+0.4	+3.1
Average foreign currency exchange rate					
1 USD : THB		33.1071	36.7083	-3.6012	-9.8
1 EUR : THB		37.5122	39.5203	-2.0081	-5.1
100 JPY : THB		22.9118	23.5726	-0.6608	-2.8
Currency foreign exchange rate as at Jun 30					
1 USD : THB		32.7234	37.0105	-4.2871	-11.6
1 EUR : THB		38.5089	39.7534	-1.2445	-3.1
100 JPY : THB		22.9141	23.2160	-0.3019	-1.3
Average jet fuel price	(USD/BBL)	91.49	108.11	-16.62	-15.4

Note: EBITDA = Revenues (excluded gain on foreign exchange rates-net, gain on debt restructuring and gain on termination of aircraft lease agreements) - Expenses (excluded loss on debt restructuring, finance costs, tax, depreciation and amortization, loss from impairment of assets, loss on impairment in accordance with TFRS 9, loss on foreign exchange rates-net and loss from measurement derivatives)

Summary of THAI and its subsidiaries

Revenues

The second quarter of 2025, THAI and its subsidiaries had total revenues (excluding one-time items) of THB 44,828 million, an increase of THB 847 million (+1.9%) from the same period last year. As for the following details:

- **Passenger and excess baggage revenue**

The majority revenue of THAI and its subsidiaries, accounted for 80.6% of total revenues (excluding one-time items), amounted to THB 36,142 million, an increase of THB 54 million (+0.1%) from the same period last year.

Passenger and Excess Baggage Revenue by Region – THAI and its subsidiaries

Unit: Million Baht	Apr - Jun			
	2025	2024	Variance	
			MTHB	%
Domestic Routes	1,655	2,016	-361	-17.9
International Routes	34,487	34,072	+415	+1.2
<i>Asia</i>	18,331	19,528	-1,197	-6.1
<i>Europe</i>	12,602	11,044	+1,558	+14.1
<i>Australia</i>	3,554	3,500	+54	+1.5
Total Passenger and excess baggage revenue (excluding one-time items)	36,142	36,088	+54	+0.1

Passenger Operational Data by Region – THAI and its subsidiaries

	Variance from Last Year (%)		Cabin Factor (%)	
	ASK	RPK	Apr - Jun	
			2025	2024
Domestic Routes	-5.6	-9.2	85.8	89.2
International Routes	+10.3	+16.7	76.8	72.6
<i>Asia</i>	+0.8	+5.6	74.4	71.0
<i>Europe</i>	+26.2	+32.8	79.2	75.3
<i>Australia</i>	+4.7	+14.3	77.7	71.2
Total	+9.7	+15.6	77.0	73.2

- Revenue Passenger Kilometers (RPK) increased by 15.6%, while Available Seat Kilometers (ASK) increased by 9.7% from the same period last year. Due to THAI resumed flights on European routes including Oslo, Milan and Brussels, combined with increased flight frequencies on regional routes, to accommodate the rising passenger travel demand. This allowed for an increase in the average aircraft utilization from 13.1 to 13.5 hours/aircraft/day.

- Cabin factor was 77.0%, higher than the same period last year which was at 73.2%, driven by route network optimization and strategic partnerships through codeshare agreements.

Average Passenger Yield by Region – THAI and its subsidiaries

Unit: THB/RPK	Apr - Jun			
	2025	2024	Variance	
			THB	%
Domestic Routes	3.54	3.93	-0.39	-9.9
International Routes	2.63	3.05	-0.42	-13.8
<i>Asia</i>	3.05	3.46	-0.41	-11.8
<i>Europe</i>	2.30	2.68	-0.38	-14.2
<i>Australia</i>	2.20	2.47	-0.27	-10.9
Total Average Passenger Yield	2.66	3.07	-0.41	-13.4

Note: Average passenger yield excludes excess baggage revenue.

- Average passenger yield (including fuel and insurance surcharges, excluding excess baggage revenue) was 2.66 THB, lower than the same period last year by 0.41 THB or 13.4%. The main contributing factor is the heightened level of competition, coupled with an increase in flight frequencies by rival airlines.

- **Freight and mail revenue**

Freight and mail revenue accounted for 9.9% of total revenues (excluding one-time items), amounted to THB 4,422 million, an increase of THB 230 million (+5.5%), from the same period last year, as a result of a 14.7% increase in Revenue Freight Ton-Kilometers (RFTK), due to the increase in the number of flights. Also, the average freight load factor was 52.4%, an increased from the same period last year's average of 51.5%, in line with the increase in export volumes. The average freight yield (including fuel and insurance surcharges, excluding mail revenue) was THB 8.62, THB 0.70 or 7.5% lower than the same period last year, due to the increased competition.

- **Revenue from other businesses** consist of revenues from business units which include Ground services, Catering, Cargo handling services and other supporting activities such as aircraft maintenance, etc. amounted to THB 2,747 million, THB 80 million (+3.0%) higher than the same period last year. Primarily due to an increase in revenue from the cargo handling business unit, in line with the increase in export volume and the increase in aircraft maintenance services.

- **Other income** consists of interest income, penalty fee income and other income, amounted to THB 1,517 million, THB 483 million (+46.7%) higher than the same period last year, due to an increase in interest income from the increase in cash and cash equivalents.

Expenses

The second quarter of 2025, THAI and its subsidiaries had total expenses (excluding one- time items) of THB 34,648 million, a decrease of THB 3,408 million (-9.0%) from the same period last year. Details as follows:

- **Aircraft fuel expenses** amounted to THB 11,278 million, accounted for 32.6% of total expenses (excluding one-time items), decreased by THB 2,464 million (-17.9%) from the same period last year. This is primarily due to a 15.4% decrease in the average fuel price compared to the same period last year and the appreciation of Thai Baht against US Dollar from 36.71 THB/USD in the same period last year to 33.11 THB/USD, representing a 9.8% appreciation. Although fuel consumption increased in line with the higher number of flights operated.

- **Non-fuel operating expenses** amounted to total THB 23,370 million, decreased by THB 944 million (-3.9%) from the same period last year, with details as follows:

Unit: Million Baht	Apr – Jun			
	2025	2024	Variance	
			MTHB	%
Expenses (excluding one-time items)				
Employee benefits expenses	3,134	2,998	+136	+4.5
Flight service expenses	4,810	4,573	+237	+5.2
Crew expenses	1,377	1,213	+164	+13.5
Aircraft repair and maintenance costs	4,122	5,256	-1,134	-21.6
Depreciation and amortization expenses	3,227	3,255	-28	-0.9
Inventories and supplies used expenses	2,309	2,031	+278	+13.7
Selling and advertising expenses	2,209	2,427	-218	-9.0
Other expenses	2,182	2,561	-379	-14.8
Non-fuel Operating Expenses	23,370	24,314	-944	-3.9

- Variable cost totaled THB 14,827 million, lower than the same period last year by THB 673 million (-4.3%). Details as follows:

- Flight service expenses, consisted of ground handling charges, airport fees, navigation fees and other flight services fee, mainly are passenger lounge expenses, amounted to THB 4,810 million, an increase of THB 237 million (+5.2%) from the same period last year, mainly due to an increase in the number of flights. Despite the appreciation of the Thai Baht.

- Crew expenses, mainly consisted of cockpit and cabin crew flight per diem, transportation and accommodation expenses abroad, amounted to THB 1,377 million, an increase of THB 164 million (+13.5%) from the same period last year, in line with the increase in production volume.

- Aircraft repair and maintenance costs amounted to THB 4,122 million, a decrease of THB 1,134 million (-21.6%) from the same period last year. Resulting from the conversion of lease agreements to purchase agreements of 4 Boeing 777-300ER aircraft, as well as the appreciation of the Thai Baht. Additionally, in the previous year, there were engine maintenance adjustments for Airbus A320-200 aircraft transferred from ThaiSmile. Despite an increase in flight hours and the number of aircraft from the same period last year.

- Inventories and supplies used expenses amounted to THB 2,309 million, an increase of THB 278 million (+13.7%) from the same period last year, mainly from the increase in passenger numbers and raw material costs.

- Selling and advertising expenses amounted to THB 2,209 million, a decrease of THB 218 million (-9.0%) from the same period last year, mainly from the decrease in reservation expenses and fees due to the appreciation of Thai Baht, even though credit card fees increased in line with ticket sales revenue.

- Fixed cost comprises of employee benefits expenses, depreciation and amortization expenses and other expenses total THB 8,543 million, lower than the same period last year by THB 271 million (-3.1%). Details as follows:

- Employee benefits expenses consisted of employee salaries, outsource, overtime pay and other benefits. (excluding compensation for employees participating in Mutual Separation Plan program and the termination compensation) amounted to THB 3,134 million, an increase of THB 136 million (+4.5%) from the same period last year, mainly from annual salary adjustment for employees, restructuring employee compensation to be competitive within the industry, the increase in number of employees and outsource staff to support business growth.

- Depreciation and amortization expenses amounted to THB 3,227 million, a decrease of THB 28 million (-0.9%) from the same period last year, mainly due to the impairment of 2 Boeing 777-200ER aircraft for which depreciation was fully recorded.

- Other expenses, mainly consisted of office rental fees, insurance expenses, utility expenses and outjob covering routine general services, such as waste and industrial waste treatment, wastewater quality inspection, or laundry services, etc. amounted to THB 2,182 million, a decrease of THB 379 million (-14.8%) from the same period last year, mainly due to the reclassification of non-operational aircraft spare parts which were subsequently returned to active service and recognized as operational assets, even though outsourced labor fees and utilities increased in line with the increase in production.

- **Finance costs** amounted to THB 3,392 million, a decreased of THB 1,404 million (-29.3%) from the same period last year, mainly due to a decrease in debt resulting from a debt-to-equity conversion under the business rehabilitation plan. Although interest expenses from operating lease aircraft were recognized due to the adoption of Thai Financial Reporting Standard No. 16 (TFRS 16), in relation to the increased number of operating lease aircraft.

Gain on termination of aircraft lease agreements amounted to THB 4,980 million, which was an accounting adjustment from the purchase of 4 Boeing 777-300ER aircraft that were previously operated under an operating lease agreement.

Gain on foreign exchange rates-net amounted to THB 1,190 million, consisting of unrealized foreign exchange rates gain of THB 1,047 million, from the appreciation of Thai Baht against the US Dollar and Japanese Yen as of June 30, 2025, when compared to as of March 31, 2025. As a result, the value of loans, lease liabilities for aircraft and foreign currency-denominated assets and liabilities, decreased after currency conversion and also realized foreign exchange rates gain of THB 143 million.

Reversal of loss on impairment in accordance with TFRS 9 amounted to THB 10 million.

Gain on sale of assets amounted to THB 2 million, from the sale of other assets, such as ground equipment.

Share of loss from investments in associates consisted of Don Mueang International Airport Hotel Ltd., Suvarnabhumi Airport Hotel Ltd. and Phuket Air Catering Ltd., amounted to THB 1 million, while last year were share of profit of THB 15 million.

Loss on debt restructuring amounted to THB 3 million from liability adjustments in accordance with the orders from the Official Receiver.

Loss from impairment of assets amounted to THB 85 million, from recorded an impairment loss on aircraft that had been approved for sale and currently in the sales process, based on changes in the exchange rate.

Loss from measurement derivatives amounted to THB 746 million. As of June 30, 2025, THAI had foreign currency exchange contracts with financial institutions, using financial instruments which is Cross Currency Swap (CCS) to exchange US dollars for Thai Baht. The purpose was to mitigate the impact of foreign exchange rate fluctuations on the financial statements.

EBITDA for the second quarter of 2025 was THB 13,408 million, an increase of THB 4,158 million (+45.0%) from the same period last year. Although, total revenues in this quarter slightly increased from the

same period last year, THAI was able to manage costs effectively. Total expenses to total revenues ratio (excluding one-time items) decreased from 86.5% in the second quarter of the previous year to 77.3%. The non-fuel operating expenses per Available Seat Kilometers (CASK: Cost per ASK) decreased from THB 1.5203 in the second quarter of the previous year to THB 1.3315 in the second quarter this year. This resulted in a significant increase in EBITDA from the same period last year.

Summary of performance: THAI and its subsidiaries for the first 6 months of 2025

(January 1 - June 30, 2025)

Financial Performance: THAI and its subsidiaries

	Jan – Jun			
	2025	2024	Variance	
			MTHB	%
Total operating revenues	96,452	89,936	+6,516	+7.2
- Passenger and excess baggage revenue	79,361	74,605	+4,756	+6.4
- Freight and mail revenue	8,598	7,954	+644	+8.1
- Revenue from other businesses	5,626	5,269	+357	+6.8
- Other income	2,867	2,108	+759	+36.0
Total operating expenses	71,863	72,935	-1,072	-1.5
- Aircraft fuel expenses	23,981	26,668	-2,687	-10.1
- Non-fuel operating expenses	47,882	46,267	+1,615	+3.5
Operating profit before finance costs exclude one-time items	24,589	17,001	+7,588	+44.6
Finance costs	6,873	9,403	-2,530	-26.9
Operating profit exclude one-time items	17,716	7,598	+10,118	+133.2
Gain on termination of aircraft lease agreements	4,230	-	+4,230	-
Gain (loss) on foreign exchange rates-net	1,328	(6,395)	+7,723	+120.8
Share of profit from investments in associates	32	51	-19	-37.3
Severance Pay	-	(4)	+4	+100.0
Mutual Separation Plan (MSP)	-	(18)	+18	+100.0
Outdated passenger ticket revenue adjustment	-	4,136	-4,136	-100.0
Gain (loss) on sale of assets	(6)	47	-53	-112.8
Gain (loss) on debt restructuring	(7)	1,348	-1,355	-100.5
Loss on impairment in accordance with TFRS 9 (Reversal)	(107)	58	-165	-284.5
Loss from impairment of assets	(358)	(4,070)	+3,712	+91.2
Loss from measurement derivatives	(853)	-	-853	-
Profit before tax	21,975	2,751	+19,224	+698.8
Net Profit	21,973	2,738	+19,235	+702.5
Profit attributable to owners of the parent company	21,956	2,716	+19,240	+708.4
Net Profit per share (THB)	0.78	1.24	-0.46	-37.1

		Jan – Jun			
		2025	2024	Variance	
				Amount	%
Significant operating data					
EBITDA	(MTHB)	30,887	27,383	+3,504	+12.8
Number of passengers	(Million)	8.30	7.68	+0.62	+8.1
Available Seat Kilometers	(Million)	35,281	30,639	+4,642	+15.2
Revenue Passenger Kilometers	(Million)	28,297	23,927	+4,370	+18.3
Cabin Factor	(%)	80.2	78.1		+2.1
Passenger Yield	(THB/RPK)	2.79	3.11	-0.32	-10.3
Available Dead Load Ton-Kilometers	(Million)	1,944	1,645	+299	+18.2
Revenue Freight Ton-Kilometers	(Million)	990	860	+130	+15.1
Freight Load Factor	(%)	50.9	52.3		-1.4
Freight carried	(Ton)	230,688	201,397	+29,291	+14.5
Freight Yield	(THB/RFTK)	8.60	9.10	-0.50	-5.5
No. of aircraft in operations (As of Jun 30)	(Aircraft)	78	77	+1	+1.3
Flight hours	(Hours)	173,098	152,239	+20,859	+13.7
Aircraft utilization	(Hours/Aircraft/Day)	13.6	13.0	+0.6	+4.6
Average foreign currency exchange rate					
1 USD : THB		33.5306	36.1842	-2.6536	-7.3
1 EUR : THB		36.6063	39.1141	-2.5078	-6.4
100 JPY : THB		22.5966	23.8109	-1.2143	-5.1
Currency foreign exchange rate as at Jun 30					
1 USD : THB		32.7234	37.0105	-4.2871	-11.6
1 EUR : THB		38.5089	39.7534	-1.2445	-3.1
100 JPY : THB		22.9141	23.2160	-0.3019	-1.3
Average jet fuel price	(USD/BBL)	95.87	109.92	-14.05	-12.8

Note: EBITDA = Revenues (excluded gain on foreign exchange rates-net, gain on debt restructuring and gain on termination of aircraft lease agreements) - Expenses (excluded loss on debt restructuring, finance costs, tax, depreciation and amortization, loss from impairment of assets, loss on impairment in accordance with TFRS 9, loss on foreign exchange rates-net and loss from measurement derivatives)

In the first 6 months of 2025, THAI and its subsidiaries had an operating profit before finance costs (excluding one-time items) amounted to THB 24,589 million, an increase of THB 7,588 million (+44.6%) from the same period last year. Total revenues (excluding one-time items) amounted to THB 96,452 million, an increase of THB 6,516 million (+7.2%) from the same period last year, mainly due to an increase in transportation revenue of THB 5,400 million (+6.5%), with passenger and excess baggage revenue increased by 6.4% from an 18.3% increase in passenger traffic. Despite a decrease in average passenger yield (including fuel and insurance surcharges, excluding excess baggage) of 10.3% from the same period last year, due to an increased competition. Freight and mail revenue increased by 8.1% from a 15.1% increase in Revenue Freight Ton-Kilometers (RFTK) in line with an increase in export volume. Despite a 5.5% decrease in average freight

yield (including fuel and insurance surcharges, excluding mail revenue) from the same period last year. Additionally, revenue from other businesses increased by 6.8%, mainly due to an increase in revenue from the cargo handling business unit, in line with the increase in export volume and the increase in aircraft maintenance services.

Total expenses (excluding one-time items) amounted to THB 71,863 million, a decrease of THB 1,072 million (-1.5%), mainly due to a decrease in aircraft fuel expense of THB 2,687 million (-10.1%). This resulted from a decrease in the average fuel price of 12.8% and an appreciation of the average Thai Baht to US dollar exchange rate from THB 36.18 per US dollar in the same period last year to THB 33.53 per US dollar, or an appreciation of 7.3%. Despite an increase in fuel consumption volume due to an increase in the number of flights. While, operating expenses that vary in line with the increase in production and/or traffic, number of flights, increased by 4.1%. Fixed costs increased by 2.3%, partly due to an 8.4% increase in employee benefits expenses. The total expenses to total revenues ratio (excluding one-time items) decreased from 81.1% in the first 6 months of the previous year to 74.5%. The non-fuel operating expenses per Available Seat Kilometers (CASK: Cost per ASK) decreased from THB 1.5101 in the first 6 months of the previous year to THB 1.3572 in the first 6 months this year, demonstrating THAI's ability to manage costs effectively.

THAI and its subsidiaries had one-time items, mainly resulting from gain on termination of aircraft lease agreements, gain on foreign exchange rates-net, loss from impairment of assets, loss on impairment in accordance with TFRS 9, and loss from measurement derivatives. In the first 6 months of 2025, net one-time items were revenue of THB 4,259 million. This resulted in a net profit of THB 21,973 million, an increase of THB 19,235 million (+702.5%) from the same period last year. Net profit attributable to owners of the parent company was THB 21,956 million. Earnings per share was THB 0.78, which was lower than the THB 1.24 in the same period last year, due to an increase in the number of ordinary shares from the capital restructuring under the business rehabilitation plan. However, if calculated based on the current number of ordinary shares, the earnings per share for the first 6 months of 2024 would have been THB 0.10.

THAI and its subsidiaries had EBITDA amounted to THB 30,887 million, an increase of THB 3,504 million (+12.8%) from the same period last year. This was mainly due to the increase in total revenue in line with the increase in production volume and effective cost management.

3. Financial Position and Liquidity

Capital Expenditures

Unit: Million Baht	Jan – Jun	
	2025	2024
Aircraft	9,534	2,211
Others (Non-Aircraft)	227	307
Total	9,761	2,518

In the first 6 months of 2025, THAI and its subsidiaries had capital expenditures of THB 9,761 million, THB 7,243 million (+287.6%) higher than the same period last year. Details as follows:

- Investment in aircraft of THB 9,534 million, primarily from the purchase of 4 Boeing 777-300ER aircraft that the company previously operated under an operating lease.
- Investment in other fixed assets of THB 227 million, mostly from maintenance equipment services for Technical department.

Liquidity

As of June 30, 2025, THAI and its subsidiaries had cash and cash equivalents of THB 82,693 million, represented 27.8% of total assets, a decrease from December 31, 2024 of THB 1,519 million (-1.8%).

Summary of cash from and used in each activity are as follows:

Unit: Million Baht	Jan – Jun	
	2025	2024
Net cash from operating activities	31,803	30,916
Net cash used in investing activities	(22,412)	(18,386)
Net cash used in financing activities	(9,407)	(10,042)
Effects from unrealized foreign exchange rate changes on cash and cash equivalents	(1,538)	829
Effects from credit loss on cash and cash equivalents	35	(1)
Increase (Decrease) in cash and cash equivalents	(1,519)	3,316

In the first 6 months of 2025, THAI and its subsidiaries had net cash from operating activities of THB 31,803 million, an increase of THB 887 million (+2.9%) from the same period last year. Net cash used in investing activities was THB 22,412 million, an increase of THB 4,026 million (+21.9%) from the same period last year, due to the modification of the existing aircraft lease agreements and entered into the aircraft sale agreement for 4 Boeing 777-300ER aircraft, and also investments in bill of exchange with the right to be

redeemed and fixed deposits. Despite the pre-delivery payments for aircraft acquisition of THB 7,974 million in the same period last year. Net cash used in financing activities amounted to THB 9,407 million, consisting of payments of aircraft lease liabilities, debentures interest and long-term borrowings interest. As a result, cash and cash equivalents as of June 30, 2025 amounted to THB 82,693 million, a decrease of THB 1,519 million (-1.8%), from the amount of THB 84,212 million as of December 31, 2024. (Also see Note 6 to the financial statements.)

Therefore, cash and cash equivalents, including other current financial assets amounted to THB 120,010 million, an increase of THB 5,021 million (+4.4%) from December 31, 2024.

Fleet

As of June 30, 2025, THAI and its subsidiaries had 78 aircraft used in operations and 2 aircraft unused in operations. The operational aircraft consisted of 11 company-owned aircraft and 67 aircraft under lease agreements. (Also see Note 11 to the financial statements.)

Assets

As of June 30, 2025, THAI and its subsidiaries had total assets of THB 297,691 million, an increase of THB 5,183 million (+1.8%) from December 31, 2024. Details as follows:

	Consolidated					
	Jun 30, 2025		Dec 31, 2024		Variance	
	MTHB	% of Total Assets	MTHB	% of Total Assets	MTHB	%
Current assets						
Cash and cash equivalents	82,693	27.8	84,212	28.8	-1,519	-1.8
Other current financial assets	37,317	12.6	30,777	10.5	+6,540	+21.2
Non-current assets classified as held for sale	2,156	0.7	1,734	0.6	+422	+24.3
Other current assets	18,775	6.3	18,286	6.3	+489	+2.7
Current Assets	140,941	47.4	135,009	46.2	+5,932	+4.4
Property, plant and equipment - net	44,080	14.8	37,025	12.7	+7,055	+19.1
Right-of-use assets	70,310	23.6	75,367	25.7	-5,057	-6.7
Other non-current assets	42,360	14.2	45,107	15.4	-2,747	-6.1
Total Assets	297,691	100.0	292,508	100.0	+5,183	+1.8

Current assets amounted to THB 140,941 million, represented 47.4% of total assets, an increase of THB 5,932 million (+4.4%) from as of December 31, 2024. Details as follows:

- Cash and cash equivalents amounted to THB 82,693 million, a decrease of THB 1,519 million (-1.8%) from December 31, 2024. Mainly, due to the modification of the existing aircraft lease agreements and entered into the aircraft sale agreement for 4 Boeing 777-300ER aircraft, and also investments in bill of

exchange with the right to be redeemed and fixed deposits. Furthermore, there were payments of aircraft lease liabilities, debentures interest, and long-term borrowings interest. Although, net cash from operating activities increased. (Also see Note 6.1 to the financial statements.)

- Other current financial assets amounted to THB 37,317 million, an increase of THB 6,540 million (+21.2%) from December 31, 2024, mainly from an increase in investments in bill of exchange with the right to be redeemed and fixed deposits with a maturity period more than 3 months and not over 1 year. (Also see Note 8 to the financial statements.)

- Non-current assets classified as held for sale amounted to THB 2,156 million, an increase of THB 422 million (+24.3%) from December 31, 2024, mainly from the reclassification of 6 Boeing 777-300 aircraft from property, plant and equipment, even though there was the selling of 1 Airbus A340-500 aircraft, 1 Boeing 777-200 aircraft and 1 Trent 970-84 spare engine and other assets. (Also see Note 9 to the financial statements.)

- Other current assets amounted to THB 18,775 million, an increase of THB 489 million (+2.7%) from December 31, 2024. Mainly from an increase in inventories of THB 491 million (+12.3%) from as of December 31, 2024. (Also see Note 7, 23.2.3 to the financial statements.)

Property, plant and equipment amounted to THB 44,080 million, represented 14.8% of total assets, an increase of THB 7,055 million (+19.1%) from December 31, 2024, mainly from the increase in asset recognition resulting from the modification of the existing aircraft lease agreements and entered into the aircraft sale agreement for 4 Boeing 777-300ER aircraft, even though depreciation for the period was recorded and the reclassification of 6 Boeing 777-300 aircraft to non-current assets classified as held for sale. (Also see Note 11 to the financial statements.)

Right-of-use assets amounted to THB 70,310 million, represented 23.6% of total assets, consisting of operational lease aircraft agreements and other operational lease on fixed asset, decreased by THB 5,057 million (-6.7%) from as of December 31, 2024. Primarily resulting from depreciations for the period and a decrease due to the reclassification and capitalization as property, plant, and equipment from the change of a lease to a purchase agreement for 4 Boeing 777-300ER aircraft. (Also see Note 12 to the financial statements.)

Other non-current assets amounted to THB 42,360 million, represented 14.2% of total assets, a decrease of THB 2,747 million (-6.1%) from as of December 31, 2024. Primarily due to a decrease in aircraft maintenance reserves from the termination of aircraft lease agreements, which resulted from a change of a lease to a purchase agreement for 4 Boeing 777-300ER aircraft. (Also see Note 10, 12, 13, 14, 23.2.1 to the financial statements.)

Return on Assets (ROA) for the first 6 months of 2025 was 7.45% higher than the 1.07% in the same period last year, due to an increase in net profit from operations.

Liabilities

As of June 30, 2025, total liabilities of THAI and its subsidiaries amount to THB 230,134 million, a decrease from December 31, 2024 of THB 16,785 million (-6.8%). Details as follows:

	Consolidated					
	Jun 30, 2025		Dec 31, 2024		Variance	
	MTHB	% of Total Liabilities	MTHB	% of Total Liabilities	MTHB	%
Current liabilities	68,286	29.7	67,077	27.1	+1,209	+1.8
Current portion of long-term liabilities	10,019	4.3	9,510	3.9	+509	+5.4
Long-term liabilities	109,894	47.8	119,231	48.3	-9,337	-7.8
Other non-current liabilities	41,935	18.2	51,101	20.7	-9,166	-17.9
Total Liabilities	230,134	100.0	246,919	100.0	-16,785	-6.8

Current liabilities amounted to THB 68,286 million, represented 29.7% of total liabilities, an increase of THB 1,209 million (+1.8%) from December 31, 2024, mainly due to an increase in trade and other current payables. (Also see Note 17, 23.2.3 to the financial statements.)

Long-term liabilities, including the current portion of long-term liabilities amounted to THB 119,913 million, represented 52.1% of total liabilities, a decrease of THB 8,828 million (-6.9%) from December 31, 2024. Mainly from payments of lease liabilities and a decrease in right-of-use assets from the change from a lease to a purchase agreement for 4 Boeing 777-300ER aircraft. (Also see Note 5.2, 6.3, 12, 15, 16 to the financial statements.)

Other non-current liabilities amounted to THB 41,935 million, represented 18.2% of total liabilities, a decrease of THB 9,166 million (-17.9%) from December 31, 2024, mainly due to a decrease in other non-current provisions of THB 6,366 million (-18.4%), resulting from accounting adjustments to long-term provisions for aircraft repair and maintenance, major maintenance reserves for aircraft overhauls, aircraft engines, and other related components. These adjustments reflect a reduction in estimated future contractual repair obligations, driven by the change from lease agreements to purchase agreements for 4 Boeing 777-300ER aircraft. Furthermore, trade and other non-current payables also decreased. (Also see Note 12, 17, 18, 19, 20, 23.2.1 to the financial statements.)

Shareholders' Equity

As of June 30, 2025, shareholders' equity of THAI and its subsidiaries amounted to THB 67,557 million, an increase of THB 21,968 million (+48.2%) from December 31, 2024, which was THB 45,589 million, due to an increase in operational profit.

Contingent Liabilities

As of June 30, 2025, THAI had contingent liabilities arising from commitments which have not been recognized in the financial statements from bank guarantee issued by domestic and foreign banks and future obligations under aircraft lease agreements and asset acquisition agreements, which are awaiting delivery. (Also see Note 24 to the financial statements.)

4. Outlook

In the second half of 2025, global economic growth is projected to experience a slower pace of growth compared to the previous year and remain highly uncertain due to the impact of the Trump 2.0 policy. However, the global economic growth forecast has improved due to progress in trade negotiations and accelerated production and exports before being affected by U.S. import tariffs. Inflation is expected to slow down in line with the economic slowdown, coupled with a downward trend in oil prices due to increased oil supply, however, geopolitical risks remain.

For 2025, the International Air Transport Association (IATA) forecasted that airline profits will increase from last year, driven by lower oil prices and historically high passenger numbers. However, IATA has slightly lowered its profit forecast from previously anticipated in December 2024, due to concerns about consumer economies affected by trade protectionist measures. Additionally, delay in aircraft deliveries prevent many airlines from accommodating the rising travel demand in some regions and lead to higher operating costs from increased maintenance costs.

The Thai economy faces increased uncertainty due to various risks that will impact business operations, especially the uncertainty of tax policies and the outcome of trade negotiations with the United States of America, as well as potential conflicts that could lead to higher energy prices. Nevertheless, there are businesses with growth opportunities from adapting and developing products and services to meet the needs of high-potential consumer groups, such as businesses focusing on new growth tourist segments, and those with unique products and services that address megatrends like Health and Wellness and global sustainability



trends. Furthermore, The Tourism Authority of Thailand (TAT) plans to stimulate tourism numbers and revenue by maintaining growth in the Chinese market through addressing safety perceptions and restoring confidence. They also aim to find replacement markets (Relocation) by focusing on South Asia, ASEAN, and European countries, expand the high-value market segment, and conduct online and offline advertising and public relations campaigns, as well as organize year-round festivals, music, sports, and cultural events.

THAI is committed to enhancing its fleet to be modern, energy-efficient, and fulfilling passenger needs. Deliveries of the new Airbus A321neo aircraft are expected to commence gradually from the end of 2025. Passengers will benefit from in-flight entertainment systems installed in every seat, along with complimentary Wi-Fi for all Royal Orchid Plus members, under the concept "THE NEW WORLDS OF TOMORROW". THAI is ready to move forward with stability, strength, and sustainable growth, delivering a distinctive Thai touch to the world as an airline continuously committed to develop, maintain international service standards, and step into a new era of global excellence with worldwide confidence.

Additionally, The Stock Exchange of Thailand (SET) approves removal of THAI securities from possible delisting list and trading resumption on SET from August 4, 2025 onwards. Over the past four years, THAI successfully implemented key measures under the business rehabilitation plan in various areas, such as optimizing organizational structure and size for increased agility, expanding its flight network to cover various regions, upgrading its fleet and cabins, developing digital systems, and enhancing service standards at every touch points, including reservation and ticketing channels via website and mobile applications, premium lounges, in-flight services, and the Royal Orchid Plus frequent flyer program. All these efforts aim to elevate THAI to a leading airline in the region for connecting flights with Bangkok as its hub, as well as to enhance operational efficiency in various dimensions to increase revenue-generating capabilities, control costs, and improve speed and agility in responding to customer needs and industry competition. Furthermore, THAI has strengthened its financial position through the debt-to-equity conversion, and offering newly issued common shares to existing shareholders and employees. This will serve as a strong foundation for building on success to create sustainable growth in business, social, and environmental dimensions in the future.

5. Financial Ratios

		Jan-Jun	
		2025	2024
Liquidity Ratio			
Current Ratio	(times)	3.47	2.45
Profitability Ratio			
Operating Profit Margin	%	18.37	8.45
Net Profit Margin	%	22.78	3.04
Return on Equity	%	38.84	n/a
Efficiency Ratio			
Return on Total Assets	%	7.45	1.07
Financial Policy Ratio			
Interest Bearing Debt to Equity	(times)	1.78	n/a
Total Debt to Equity	(times)	3.41	n/a
Interest Coverage Ratio	(times)	4.49	2.91
Net Debt to EBITDA	(times)	4.77	9.30
Debt Service Coverage Ratio	(times)	1.89	1.40

GLOSSARY

Current Ratio	= Current assets (exclude non-current assets classified held for sale) / Current liabilities (exclude deferred transportation revenue)
Operating Profit Margin	= Operating profit (include finance costs, exclude one-time items) / Total revenue (exclude one-time items)
Net Profit Margin	= Net profit / Total revenue (exclude one-time items)
Return on Equity	= Net profit / Average shareholders' equity
Return on Total Assets	= Net profit / Average total assets
Interest Bearing Debt to Equity	= (Short-term loan + long-term loan including current portion of long-term loan within 1 year) / Shareholders' equity
Total Debt to Equity	= Total liabilities / Shareholders' equity
Interest Coverage Ratio	= EBITDA / Interest
Net Debt to EBITDA	= (Total liabilities - cash and cash equivalents) / EBITDA
Debt Service Coverage Ratio	= EBITDAR / (Long-term loan repayment and lease liabilities + interest payment + lease of aircraft and spare part)

6. Related Party Transactions

6.1 Significant related party transactions carried between the company and major shareholders and entities that may have conflicts of interest for the six months period ended June 30, 2025 are detailed as follow:

Name of Entities with Potential Conflicts of Interest	Relationship	Type of Transaction	Value (Million THB)			Terms / Pricing Policy
			For the six months period ended June 30, 2025	For the year ended December 31, 2024	For the year ended December 31, 2023	
Ministry of Finance (MOF)	MOF is the major shareholder of THAI with 38.90% shares.	1. International loans take through the MOF consist of:				- The pricing, terms, interest rates and commitment fees are on an arms' length basis and on commercial term as unrelated parties. - Also see Notes No.1 and 2
		- Outstanding loans under the rehabilitation plan	0.00	0.00	12,583.54	
		- Interest Expenses	0.00	845.73	861.76	
		- Deferred interests	0.00	0.00	997.66	- The pricing is on an arms' length basis and on commercial terms as unrelated parties. - The pricing is on an arms' length basis and on commercial terms as unrelated parties.
		2. THAI leased the lands from the Treasury Department.	0.95	1.98	7.80	
		3. THAI sold tickets to MOF.				
		- Total revenue	0.00	0.00	1.43	
		- Account receivable	0.00	0.00	0.00	

Name of Entities with Potential Conflicts of Interest	Relationship	Type of Transaction	Value (Million THB)			Terms / Pricing Policy
			For the six months period ended June 30, 2025	For the year ended December 31, 2024	For the year ended December 31, 2023	
Government Savings Bank (GSB)	GSB is controlled by the MOF, a major shareholder of THAI.	1. THAI entered into a committed revolving credit line with GSB credit limit up to THB 3.5 billion, the credit line was used.				- The pricing, terms, interest rates and commitment fees are on an arms' length basis and on commercial term as unrelated parties.
		<ul style="list-style-type: none"> - Outstanding loans 0.00 - Interest expenses 0.00 - Accrued interests 531.10 		<ul style="list-style-type: none"> 0.00 79.48 531.10 	<ul style="list-style-type: none"> 3,500.00 119.22 451.52 	Note: - The interest rate for the year 2022-Aug 31, 2024 were the effective interest rate according to the original contract. - The pricing is on an arms' length basis and on commercial terms as unrelated parties. - Also see Notes No.1 and 3
		<ul style="list-style-type: none"> - Outstanding loans under the rehabilitation plan 1,654.25 - Interest Expenses 66.67 - Deferred interests 135.21 		<ul style="list-style-type: none"> 1,597.40 68.54 68.54 		
		2. THAI sold tickets, rented out space, and other services to GSB.				- The pricing, terms and interest rates are on an arms' length basis and on commercial term as unrelated parties.
		- Total revenue 0.07		0.45	0.36	
Export-Import Bank of Thailand (EXIM)	EXIM is controlled by the MOF, a major shareholder of THAI.	1. THAI entered into a long-term loan agreement with EXIM:				- The pricing, terms, interest rates and commitment fees are on an arms' length basis and on commercial term as unrelated parties.
		<ul style="list-style-type: none"> - Outstanding loans 0.00 - Outstanding loans under the rehabilitation plan 0.00 - Interest Expenses 0.00 		<ul style="list-style-type: none"> 0.00 0.00 0.00 	<ul style="list-style-type: none"> 0.00 17.11 	- Also see Notes No.1 and 3

Name of Entities with Potential Conflicts of Interest	Relationship	Type of Transaction	Value (Million THB)			Terms / Pricing Policy
			For the six months period ended June 30, 2025	For the year ended December 31, 2024	For the year ended December 31, 2023	
		2. THAI entered into a committed revolving credit line with EXIM credit limit up to THB 1.5 billion, the credit line was used. - Outstanding loans under the rehabilitation plan - Interest Expenses - Deferred interests	1,109.62 8.30 87.50	1,105.52 22.49 79.20	1,508.18 22.63 56.71	- The pricing, terms, interest rates and commitment fees are on an arms' length basis and on commercial term as unrelated parties. - Also see Note No.1
Islamic Bank of Thailand (IBANK)	IBANK is controlled by the MOF, a major shareholder of THAI.	1. THAI entered into a long-term loan agreement with IBANK: - Outstanding loans under the rehabilitation plan - Interest Expenses - Deferred interests	975.47 44.03 524.31	938.46 149.97 480.28	1,579.31 139.89 303.31	- The pricing, terms, interest rates and commitment fees are on an arms' length basis and on commercial term as unrelated parties. - Also see Notes No.3
Krung Thai Bank Public Company Limited (KTB)	MOF controlled via the Bank of Thailand and Financial Institutions Development Fund, which is the major shareholder of KTB.	1. - THAI entered into a committed revolving credit line with KTB credit limit up to THB 3.0 billion, the credit line was used. - Outstanding loans - Interest expenses - Accrued interests	0.00 333.59	51.24 333.59	2,260.73 76.86 282.34	- The pricing, terms, interest rates and commitment fees are on an arms' length basis and on commercial term as unrelated parties. Note: - The interest rate for the year 2022-Aug 31, 2024 were the effective interest rate according to the original contract.

Name of Entities with Potential Conflicts of Interest	Relationship	Type of Transaction	Value (Million THB)			Terms / Pricing Policy
			For the six months period ended June 30, 2025	For the year ended December 31, 2024	For the year ended December 31, 2023	
		- THAI entered into a committed revolving credit line with KTB credit limit up to THB 3.5 billion, the credit line was used. - Outstanding loans - Interest expenses - Accrued interests	 0.00 170.31	 26.60 170.31	 3,500.00 39.90 143.71	- The pricing, terms, interest rates and commitment fees are on an arms' length basis and on commercial term as unrelated parties.
		- Outstanding loans under the rehabilitation plan - Interest expenses - Deferred interests	 2,932.14 27.76 62.91	 2,920.56 35.15 35.15		- The pricing, terms, interest rates and commitment fees are on an arms' length basis and on commercial term as unrelated parties. - Also see Notes No.1 and 2

Name of Entities with Potential Conflicts of Interest	Relationship	Type of Transaction	Value (Million THB)			Terms / Pricing Policy
			For the six months period ended June 30, 2025	For the year ended December 31, 2024	For the year ended December 31, 2023	
		2. THAI sold debentures to KTB. - Debenture value - Interest in accordance with the business rehabilitation plan - Deferred interests 3. THAI provided office space rental, ATM space, utilities, and leased line to KTB. - Total revenue - Account receivable 4. THAI paid service fees to KTB for cash delivery and debentures distribution fee. - Total expenses - Account payable	437.94 3.28 47.03 0.66 0.00 0.35 0.00	437.94 11.99 43.75 2.45 0.00 0.47 0.00	832.00 12.48 31.76 2.58 0.21 0.00 0.13	- The pricing, terms, interest rates and commitment fees are on an arms' length basis and on commercial term as unrelated parties. - Also see Note No.1 - The pricing is on an arms' length basis and on commercial terms as unrelated parties. - The pricing is on an arms' length basis and on commercial terms as unrelated parties.
Thailand Post Company Limited	Thailand Post and THAI have a common major shareholder, namely MOF.	1. THAI bought postal services, both domestic and international, and postal tools from Thailand Post. - Total expenses 2. THAI sold tickets to Thailand Post. - Total revenue	0.22 0.07	0.68 0.88	0.38 0.00	- The pricing is on an arms' length basis and on commercial terms as unrelated parties.

Name of Entities with Potential Conflicts of Interest	Relationship	Type of Transaction	Value (Million THB)			Terms / Pricing Policy
			For the six months period ended June 30, 2025	For the year ended December 31, 2024	For the year ended December 31, 2023	
Tourism Authority of Thailand (TAT)	TAT is controlled by the MOF, a major shareholder of THAI.	1. THAI paid for advertising and sales promotion to TAT. - Total expenses - Account payable	 0.53 0.46	 0.76 0.49	 1.32 0.52	- The pricing is on an arms' length basis and on commercial terms as unrelated parties. - The pricing is on an arms' length basis and on commercial terms as unrelated parties.
		2. THAI sold tickets and provided office space rental to TAT. - Total revenue - Account receivable	 19.01 9.14	 5.14 2.33	 4.57 0.87	
MCOT Public Company Limited (MCOT)	MCOT and THAI have a common major shareholder, namely MOF.	1. THAI paid for advertising to MCOT. - Total expenses - Account payable - Account payable under the rehabilitation plan - Interest expenses - Deferred interests 2. THAI sold tickets to MCOT. - Total revenue - Account receivable	 0.00 0.00 0.57 0.03 0.25 0.11 0.50	 0.00 0.00 0.67 0.06 0.22 0.00 0.00	 0.00 0.00 0.86 0.06 0.16 0.00 0.00	- The pricing is on an arms' length basis and on commercial terms as unrelated parties.

Name of Entities with Potential Conflicts of Interest	Relationship	Type of Transaction	Value (Million THB)			Terms / Pricing Policy
			For the six months period ended June 30, 2025	For the year ended December 31, 2024	For the year ended December 31, 2023	
PTT Public Company Limited (PTT)	PTT and THAI have a common major shareholder, namely MOF.	1. THAI bought fuel and lubricant for its vehicles from PTT.				- The pricing is on an arms' length basis and on commercial terms as unrelated parties. - Also see Note No.3
		- Total expenses	0.00	0.47	0.01	
		- Account payable	0.13	0.13	0.13	
		- Account payable under the rehabilitation plan	0.83	0.98	1.26	- The pricing is on an arms' length basis and on commercial terms as unrelated parties.
		- Interest expenses	0.04	0.09	0.09	
		- Deferred interests	0.35	0.31	0.22	
		2. THAI sold tickets to PTT.				
		- Total revenue	14.68	27.51	28.07	
		- Account receivable	1.90	0.00	0.00	
PTT Oil and Retail Business Public Company Limited (PTTOR)	PTT is the major shareholder of PTTOR with 75% shares.	1. THAI purchased JET A-1 aviation fuel and fuel for vehicles from PTTOR.				- The pricing is on an arms' length basis and on commercial terms as unrelated parties. - Also see Note No.3
		- Total expenses	4,983.59	12,856.15	7,183.63	
		- Account payable	175.57	825.09	665.95	
		- Account payable under the rehabilitation plan	513.38	502.42	603.27	- The pricing is on an arms' length basis and on commercial terms as unrelated parties.
		- Interest expenses	22.80	57.34	144.00	
		- Deferred interests	672.34	649.54	594.14	
		2. THAI sold tickets to PTTOR.				
		- Total revenue	4.52	10.27	11.84	
		- Account receivable	0.65	1.10		

Name of Entities with Potential Conflicts of Interest	Relationship	Type of Transaction	Value (Million THB)			Terms / Pricing Policy
			For the six months period ended June 30, 2025	For the year ended December 31, 2024	For the year ended December 31, 2023	
Airports of Thailand Public Company Limited (AOT)	AOT and THAI have a common major shareholder, namely MOF.	1. AOT provided space rental at several airports for THAI's offices, aircraft/ vehicle parking, cargo loading/ unloading, stores for ground service equipment, containers, and other services.				- The pricing is on an arms' length basis and on commercial terms as unrelated parties.
		- Total expenses - Account payable	4,432.99 889.78	8,975.21 889.99	6,676.54 889.86	
		2. THAI sold tickets to AOT and received 2% of passenger service charge collected for AOT.				- The pricing is on an arms' length basis and on commercial terms as unrelated parties.
		- Total revenue - Account receivable	32.75 18.08	63.17 19.09	49.20 78.08	
National Telecom Public Company Limited (NT)	NT and THAI have a common major shareholder, namely MOF.	1. THAI sold debentures to NT.				- The pricing, terms, interest rates and commitment fees are on an arms' length basis and on commercial term as unrelated parties.
		- Debenture value - Interest in accordance with the business rehabilitation plan - Deferred interests	1,017.74 7.63 78.25	1,017.74 19.81 70.62	1,348.00 20.22 50.81	- Also see Note No.3
		2. THAI rents communication channels from NT.				- The pricing is on an arms' length basis and on commercial terms as unrelated parties.
		- Total expenses - Account payable - Account payable under the rehabilitation plan - Interest expenses - Deferred interests	0.00 0.00 6.82 0.32 2.76	0.00 0.00 9.26 0.59 2.44	0.00 0.00 10.33 0.77 1.85	

Name of Entities with Potential Conflicts of Interest	Relationship	Type of Transaction	Value (Million THB)			Terms / Pricing Policy
			For the six months period ended June 30, 2025	For the year ended December 31, 2024	For the year ended December 31, 2023	
Civil Aviation Training Center (CATC)	CATC is controlled by the MOF, a major shareholder of THAI.	1. CATC provided aviation training for THAI's pilots. - Account payable - Account payable under the rehabilitation plan - Interest expenses - Deferred interests	 0.00 2.64 0.18 2.36	 0.00 4.96 0.61 2.18	 0.00 9.35 0.65 1.57	- The pricing is on an arms' length basis and on commercial terms as unrelated parties.
Thai-Amadeus Southeast Asia Company Limited (Subsidiary Company)	THAI is the major shareholder of Thai-Amadeus Southeast Asia, with 55% shares. THAI's executive officers: - Mr. Chai Eamsiri is a Director of Thai-Amadeus Southeast Asia; - Mr. Korakot Chatasingha is a Director of Thai-Amadeus Southeast Asia; - Mr. Tras Prommobol is a Director of Thai-Amadeus Southeast Asia.	1. THAI sold tickets and provided office space and computer rental to Thai-Amadeus Southeast Asia Co., Ltd. - Total revenue - Account receivable	 1.88 0.31	 3.94 0.32	 3.53 0.30	- The pricing is on an arms' length basis and on commercial terms as unrelated parties.

Name of Entities with Potential Conflicts of Interest	Relationship	Type of Transaction	Value (Million THB)			Terms / Pricing Policy
			For the six months period ended June 30, 2025	For the year ended December 31, 2024	For the year ended December 31, 2023	
Wingspan Services Company Limited (WSC) (Subsidiary Company)	THAI is the major shareholder of WSC, with 49% shares and controlling authority.	1. THAI provided office space and equipment rental to WSC. - Total revenue - Account receivable	2.64 282.56	8.59 283.85	3.42 2.24	- The pricing is on an arms' length basis and on commercial terms as unrelated parties.
	THAI's executive officers: - Mrs. Chuntarica Jotikasthira is a Director of WSC.	2. WSC outsourced its staff to THAI. - Total expenses - Account payable	830.04 261.26	1,324.70 199.81	1,062.82 306.78	- The pricing is on an arms' length basis and on commercial terms as unrelated parties.
Thai Flight Training Company Limited (TFTA) (Subsidiary Company)	THAI is the major shareholder of TFTA, with 49% shares and controlling authority	1. THAI provided aviation training equipment, office space and equipment rental to TFTA. - Total revenue - Account receivable	14.77 0.39	56.94 8.67	34.75 0.77	- The pricing is on an arms' length basis and on commercial terms as unrelated parties.
	THAI's executive officers: - Mr. Chawan Ratanawaraha is a Director of TFTA; - Mrs. Onanong Junhaman is a Director of TFTA.	2 TFTA provided flight attendant training to THAI - Total expenses - Account payable	9.61 0.28	12.98 0.34	0.00 0.00	- The pricing is on an arms' length basis and on commercial terms as unrelated parties.

Name of Entities with Potential Conflicts of Interest	Relationship	Type of Transaction	Value (Million THB)			Terms / Pricing Policy
			For the six months period ended June 30, 2025	For the year ended December 31, 2024	For the year ended December 31, 2023	
Tour Eurng Luang Company Limited (Subsidiary Company)	THAI holds 49 % shares in Tour Eurng Luang Co., Ltd via WSC and with controlling authority.	1. THAI sold Eurng Luang tours to Tour Eurng Luang. - Total revenue - Account receivable	6.48 0.96	17.17 2.22	2.16 0.18	- The pricing is on an arms' length basis and on commercial terms as unrelated parties.
		2. THAI paid commission fees from the sale of Eurng Luang services to Tour Eurng Luang. - Total expenses - Account payable	26.19 1.82	32.15 0.00	2.16 0.18	- The pricing is on an arms' length basis and on commercial terms as unrelated parties.
Thai Smile Airways Company Limited (Subsidiary Company)	THAI wholly owns Thai Smile Airways. THAI's executive officers: - Mr. Chai Eamsiri is a Director of Thai Smile Airways; - Mr. Korakot Chatasingha is a Director of Thai Smile Airways; - Mrs. Chuntarica Jotikasthira is a Director of Thai Smile Airways; - Mrs. Cherdchome Therdsteerasukdi is	1. THAI provided aircraft rental, ground services, parking space, aircraft insurance premium, boarding passes, pilot training and catering to Thai Smile Airways. - Total revenue - Account receivable	0.00 9,718.23	150.17 9,729.82	3,911.55 10,353.67	- The pricing is on an arms' length basis and on commercial terms as unrelated parties.
		2. THAI bought Block Space and other services from Thai Smile Airways. - Total expenses - Account payable	0.00 0.00	276.13 0.00	3,943.73 130.91	- The pricing is on an arms' length basis and on commercial terms as unrelated parties.

Name of Entities with Potential Conflicts of Interest	Relationship	Type of Transaction	Value (Million THB)			Terms / Pricing Policy
			For the six months period ended June 30, 2025	For the year ended December 31, 2024	For the year ended December 31, 2023	
	a Director of Thai Smile Airways.					
Don Mueang International Airport Hotel Company Limited (Associated Company)	THAI holds 40% shares in Don Mueang International Airport Hotel. THAI's executive officers: - Mrs. Cherdchome Therdsteerasukdi is a Director of Don Mueang International Airport Hotel.	1. THAI bought hotel rooms for its passengers from Don Mueang International Airport Hotel. - Total expenses	0.00	0.00	0.00	- The pricing is on an arms' length basis and on commercial terms as unrelated parties.
Phuket Air Catering Company Limited (PACCO) (Associated Company)	THAI holds 30% shares in PACCO. THAI's executive officers: - Mrs. Varangkana Luerojvong is a Director of PACCO; - Mr. Rut Rugsumruad is a Director of PACCO.	1. THAI bought catering services from PACCO. - Total expenses - Account payable - Account payable under the rehabilitation plan - Interest expenses - Deferred interests	156.10 13.49 11.38 0.53 4.91	261.88 25.47 13.42 1.29 4.38	148.48 0.00 17.23 1.29 3.09	- The pricing is on an arms' length basis and on commercial terms as unrelated parties. - Also see Note No.1

Name of Entities with Potential Conflicts of Interest	Relationship	Type of Transaction	Value (Million THB)			Terms / Pricing Policy
			For the six months period ended June 30, 2025	For the year ended December 31, 2024	For the year ended December 31, 2023	
Suvarnabhumi Airport Hotel Company Limited (Associated Company)	THAI holds 30% shares in Suvarnabhumi Airport Hotel. THAI's executive officer: - Mr. Chawan Ratanawaraha is a Director of Suvarnabhumi Airport Hotel. - Mrs. Cherdchome Therdsteerasukdi is a Director of Suvarnabhumi Airport Hotel.	1. THAI bought hotel rooms for its passengers from Suvarnabhumi Airport Hotel.				- The pricing is on an arms' length basis and on commercial terms as unrelated parties. - Also see Note No.1
		- Total expenses	1.39	1.79	0.32	
		- Account payable	0.17	0.57	0.00	
		- Account payable under the rehabilitation plan	1.20	1.42	1.82	
		- Interest expenses	0.05	0.13	0.13	
		- Deferred interests	0.50	0.45	0.32	
Aeronautical Radio of Thailand Limited (AEROTHAI) (Joint-Venture Company)	AEROTHAI and THAI have a common major shareholder, namely MOF. THAI holds 1.20% shares in AEROTHAI.	1. THAI bought navigation services and rented communication equipment from AEROTHAI				- The pricing is on an arms' length basis and on commercial terms as unrelated parties.
		- Total expenses	695.14	1,262.58	713.56	
		- Account payable under the rehabilitation plan	25.79	46.68	94.90	
		- Interest expenses	1.81	6.18	6.61	
		- Deferred interests	23.92	22.11	15.93	
	THAI's executive officers: - Mr. Chawan Ratanawaraha is a Director of AEROTHAI.	2. THAI sold tickets, rented out space, and other services to AEROTHAI.				
		- Total revenue	0.94	1.76	0.00	
		- Account receivable	0.88	0.37	0.00	

Notes:

1. After the Central Bankruptcy Court has issued an order approving the rehabilitation plan and the request for an amendment to the plan following the resolution of the meeting of creditors on May 19, 2021. THAI has made improvements in debt to a financial liability that has been measured at amortized cost using the effective interest method and considered a pre-adjusted financial liability. In addition, whether there has been a significant difference after the adjustment for financial liabilities that differ materially, the new financial liabilities have been recognized at fair value using the discounted cash flow method which used the market interest rate. The difference between the carrying amount of the adjusted financial liability and the present value of the recalculated financial liability where THAI recognizes gains on debt restructuring in the statements of income and other comprehensive income and the interest expense is recognized at the market rate. If such financial liabilities do not have a significant difference THAI would adjust its cash flows under new conditions by using the effective interest rate under the original contract resulting difference is recognized as gain on debt restructuring in the statements of income and other comprehensive income and the interest expense is recognized at the effective interest rate according to the original contract

- The interest rate for the year 2022-25 were the rate according to the court's order approving the business rehabilitation plan (June 15, 2021)

2. Debts from foreign financial institutions through major shareholders is a facility that the Ministry of Finance “(MOF)” which has entered into a facility agreement with a foreign financial institution and the MOF has extended the facility period to THAI. Later, on October 20, 2022, the Central Bankruptcy Court approved the amended plan for Group 4 creditors and debt from major shareholders who are not financial institutions by changing the repayment method to receive debt repayment by converting debt to equity accordance with the amended business rehabilitation plan. Therefore, THAI adjusts the amount of debt according to the order from the official receiver. Financial liabilities are re-measured to fair value using a discounted cash flow method using the market interest rate.

3. On October 20, 2022, the Central Bankruptcy Court ordered to approve the plan amendment of THAI's rehabilitation plan for Group 6 Creditors, unsecured financial institution creditors, by changing their payment methods to convert debt to equity accordance with the amendment of business rehabilitation plan. For this reason, as of June 30, 2025, THAI adjusted the debt according to the order from the official receiver. Financial liabilities are re-measured to fair value using a discounted cash flow method using the market interest rate.

6.2 Necessity and reasonableness of related party transactions

For the above related transactions, THAI aims to create maximum benefits. This is the normal course of business, or provide/receive services from related companies determined from the normal price of the business as THAI has given to individuals or other unrelated businesses This is in accordance with the appropriateness of the conditions and the use of reference market prices which brings benefits to the whole company and related companies without the purpose of transferring benefits between each other or have any special transactions so that all shareholders and stakeholders are treated fairly and equally in accordance with the Company's good corporate governance policy.

6.3 Connected Transaction Approval Procedures

Performing the aforementioned related transactions is aligned with THAI's normal business operations and has been approved in accordance with THAI's procedures, which have stringent measures, including directors and executives with vested interests in such matters not being involved in the transaction's approval.

6.4 Future related party transaction policy

The Audit Committee and THAI will jointly ensure that the aforementioned related transactions that may occur in the future are reasonable and have a fair rate of return as well as being properly approved in accordance with the relevant procedures and regulations, and will disclose the type and value of THAI's related party transactions with individuals who may have conflicts of interest under the announcements and regulations of the Securities and Exchange Commission (SEC), the Capital Market Supervisory Board (CMSB) under the SEC, and the Stock Exchange of Thailand (SET).