



Invitation to the 2025 Annual General Meeting of Shareholders

THAI AIRWAYS INTERNATIONAL PUBLIC COMPANY LIMITED

Friday, 19 December 2025 at 13.00 hrs.

via electronic means (E-Meeting) only

To ensure convenience and efficiency in attending the meeting, as well as to facilitate document verification, Thai Airways International Public Company Limited (the “Company”) kindly requests for shareholders’ and proxies’ cooperation to study the details regarding the conditions, procedures, and methods for submitting a meeting attendance request form (E-Request), registering for the meeting, preparing identity verification documents, authorizing proxies for attending the meeting and casting votes, as well as the procedures for attending the meeting, voting methods, vote counting, and reporting of voting results for the meeting via electronic means (E-Meeting) in advance of the meeting date.

The shareholders and proxy holders can submit a meeting attendance request form (E-Request) and related documents as specified in advance from Wednesday, 26 November 2025, at 08.30 hrs. onwards until the conclusion of the meeting.

In order to facilitate timely access to the meeting and verification of documents, the Company kindly requests your cooperation in submitting the E-Request and all required documents in complete and accurate form via the E-Request system in advance, within 17.30 hrs. on Friday, 12 December 2025, to allow the Company to have sufficient time to verify the completeness and accuracy of the documents and this will enable you to receive approval for the meeting attendance request (E-Request), as well as receive a username and password, along with a link for registration to attend the meeting promptly.

Shareholders or proxy holders can access the E-Request system
via the following link:

<https://app.inventech.co.th/THAI118642R/#/homepage>

or by scanning the QR Code:



The Company will open the registration system for meeting attendance from 11.00 hrs. on Friday, 19 December 2025 onwards until the conclusion of the meeting.

In case of having any issues with submitting the meeting attendance request form (E-Request) and/or using the electronic meeting system (E-Meeting), the shareholders and proxy holders can contact Inventech Call Center for further assistance via phone number at 02-460-9220 from Wednesday, 26 November 2025, to Friday, 19 December 2025 during business hours, Monday to Friday, from 08.30 hrs. to 17.30 hrs. (excluding public holidays and national holidays), or until the conclusion of the meeting.

Remark: For this shareholders’ meeting, the Company will collect, use, and/or disclose your personal data as a shareholder, including in case where you act as a proxy holder or an authorized representative of another person, in accordance with the details provided in the Privacy Notice available on the Company’s website (<https://www.thaiairways.com/en-th/content/privacy-notice/>).



Thai Airways International Public Company Limited
89 Vibhavadi Rangsit Road, Bangkok 10900, Thailand
Tel : 66 (0) 2545-1000, 66 (0) 2695-1000

THAI 01/904

19 November 2025

Subject: Invitation to the 2025 Annual General Meeting of Shareholders of Thai Airways International Public Company Limited

To: Shareholders

- Enclosures:
1. List of names and profiles of persons nominated for election as directors of Thai Airways International Public Company Limited at the 2025 Annual General Meeting of Shareholders (supporting document for Agenda Item 2);
 2. Definition of "Independent Director" of Thai Airways International Public Company Limited;
 3. Articles of association of Thai Airways International Public Company Limited in relation to the meeting agenda and the 2025 Annual General Meeting of Shareholders;
 4. Proxy Forms: Form A. and Form B. (Form B. is recommended);
 5. Information of an independent director of Thai Airways International Public Company Limited for granting proxy for the 2025 Annual General Meeting of Shareholders;
 6. Procedures for submitting a meeting attendance request form (E-Request), proof of entitlement to attend the meeting, proxy authorization, vote casting, vote counting, and report of voting results for a meeting via electronic means (E-Meeting);
 7. Procedures for participating in a meeting via electronic means on Inventech Connect System.

The board of directors' special meeting of Thai Airways International Public Company Limited (the "**Company**") No. 4/2025 held on Thursday, 6 November 2025 approved the convening of the 2025 Annual General Meeting of Shareholders **on Friday, 19 December 2025, at 13.00 hrs.**, to be held in the form of a meeting via electronic means (E-Meeting) only, in compliance with the laws and regulations governing electronic meetings. This shareholders' meeting will consider the matters set out in the agenda, together with the opinions of the Company's board of directors, as follows:

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| Agenda item 1 | Matters to be reported by the Chairman to the meeting for acknowledgement |
| Agenda item 2 | To consider and approve the increase in the number of directors of the Company from the current 11 members of the board of directors to 15 members of the board of directors, the election of additional directors, the election of directors in place of those retiring by rotation, and the election of director in place of a director who resigned |
| Agenda item 3 | To consider and approve the determination of the remuneration of directors of the Company and members of subcommittees, |

whereby the key matters are as follows:

Agenda item 1 Matters to be reported by the Chairman to the meeting for acknowledgement

Agenda item 2 To consider and approve the increase in the number of directors of the Company from the current 11 members of the board of directors to 15 members of the board of directors, the election of additional directors, the election of directors in place of those retiring by rotation, and the election of director in place of a director who resigned

Facts and Reasons: Article 15. of the Company's articles of association prescribes that the board of directors shall consist of no less than five directors and no more than 15 directors, as determined from time to time by the general meeting of shareholders, and at least half of the total number of directors shall reside within Thailand, and the directors shall meet the required qualifications and shall not possess any prohibited characteristics as prescribed by laws, and Article 16. of the Company's articles of association prescribes that the appointment of directors shall be made by a majority vote in a shareholders' meeting in accordance with the following rules and procedures: (1) each shareholder has one vote for each share; (2) each shareholder shall exercise all the votes he or she has under (1) to elect one or more person(s) as directors, but may not split his or her votes among different candidates; and (3) the persons receiving the highest votes in descending order shall be elected as directors until all director positions to be filled at that time are occupied. In the event that two or more persons receiving the next highest number of votes obtain an equal number of votes, thereby causing the number of directors to exceed the number to be appointed or elected, the selection shall be determined by drawing lots so as to obtain the required number of directors.

Article 17. of the Company's articles of association prescribes that at every annual general meeting, one-third of the directors shall retire from office. If the number of directors is not a multiple of three, the number of directors closest to one-third shall retire. In the first and second years following the registration of the Company, the directors who are to retire shall be determined by drawing lots. In subsequent years, the directors who have held office the longest shall retire. A retiring director is eligible for re-election. This provision of the Company's articles of association is in line with Section 71 of the Public Limited Company Act B.E. 2535 (1992) (as amended) (the "**PLC Act**"). In addition, Article 39. (4) of the Company's articles of association prescribes that the election of directors to replace those who retire by rotation shall be one of the matters to be undertaken at the annual general meeting.

At present, the Company's board of directors consists of 11 director positions. Accordingly, at the 2025 Annual General Meeting of Shareholders, one-third of the total number of director positions, equivalent to four directors of the Company, shall retire by rotation, namely:

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| (1) | Mr. Piyasvasti Amranand | Director |
| (2) | Mr. Chansin Treenuchagron | Director |
| (3) | Air Chief Marshal Amnart Jeeramaneemai | Independent Director |
| (4) | Mr. Chai Eamsiri | Director |

Additionally, Mr. Naprakorn Thanasuvankasem, who serves as an independent director of the Company has expressed his intention to resign from the aforementioned position, whereby such resignation shall take effect from 7 November 2025. Therefore, the board of directors has one vacant director position.

The Company has provided the opportunity during the period from 19 September 2025 to 19 October 2025 for shareholders who meet the qualifications set by the Company to nominate person(s) whom they considered to possess all requisite qualifications as specified by the Company and do not possess any prohibited characteristics as prescribed under applicable laws and the articles of association of the Company in advance for consideration to be elected as director of the Company at the 2025 Annual General Meeting of Shareholders and to propose agenda item(s) in advance for consideration at this shareholders' meeting, in accordance with the criteria, conditions, and procedures prescribed by the Company and disclosed through the system of the Stock Exchange of Thailand (the "**SET**") and on the Company's website. No shareholders proposed any agenda items within the specified period; however, four shareholders have exercised rights

to nominate persons for consideration to be elected as directors of the Company at this shareholders' meeting. Upon reviewing the qualifications of the shareholders who exercised their rights, it was found that (a) there are two shareholders who did not meet the criteria for shareholder qualifications as prescribed by the Company as their respective shareholding in the Company is less than 5 percent (namely, PTT Savings and Credit Cooperative Limited holds 1.34 percent, and Thammasat University Savings and Credit Cooperative Ltd. holds 1.68 percent); and (b) there are two shareholders who meet the criteria for shareholder qualifications as prescribed by the Company as their respective shareholding in the Company is not less than 5 percent, namely:

(1) EGAT Saving and Credit Cooperative Limited, which holds 5.43 percent of the Company's shares, has exercised its right to nominate Assistant Professor Dr. Pracha Koonnathamdee for consideration to be elected as director of the Company; and

(2) Bangkok Bank Public Company Limited, which holds 8.49 percent of the Company's shares, has exercised its right to nominate Mr. Chansin Treenuchagron for consideration to be elected as director of the Company.

Upon reviewing the qualifications of the nominated persons, it was found that they fully met the prescribed criteria. Therefore, the names of such nominated persons have been submitted to the 2025 Annual General Meeting of Shareholders for consideration to be elected as directors of the Company.

In determining the increase in the number of directors of the Company and nominating and proposing the election of directors, the Nomination and Remuneration Committee has carefully and prudently reviewed the appropriateness and adequacy of the number of directors, the diversity of the board structure (Board Diversity), as well as the qualifications and skill sets that are appropriate and essential but currently lacking within the board of directors. The Nomination and Remuneration Committee is of the view that increasing the number of directors from 11 directors to 15 directors will enable the Company's board of directors to perform its duties with maximum efficiency and to comprise directors with a wide range of knowledge, skills, experience, and expertise. Such diversity will help promote and support the performance of the Company's board of directors as well as being able to establish subcommittees in various areas to support the board of directors in making prudent and transparent decisions and benefit the business and the strategic development of the Company, its subsidiaries and overall shareholders. The Nomination and Remuneration Committee has also carefully and prudently considered and selected nominated persons who are qualified in accordance with the Company's director nomination guidelines and procedures, by screening and selecting persons who meet all required qualifications and are well-suited for the Company's business operations and who do not

have any prohibited characteristics as prescribed under the laws and the Company's articles of association, as well as having knowledge, skills, experience, and expertise that align with the Company's Board Skills Matrix which benefit the businesses of the Company and its subsidiaries. Furthermore, they are capable of developing strategies and driving the Company and its subsidiaries towards achieving their goals. In addition, the Nomination and Remuneration Committee also considered that the qualifications of the person nominated to be elected as independent director meet the definition of "Independent Director" according to the SET and the Company's criteria, and that such person can provide opinions and exercise judgement independently and in accordance with relevant criteria. In the case of Air Chief Marshal Amnart Jeeramaneemai, who has served as an independent director of the Company for more than nine years, the Nomination and Remuneration Committee has also carefully and prudently considered his qualifications, suitability, and experience, and is of the view that, although he has served as an independent director of the Company for more than nine years, he continues to possess the qualifications in accordance with the definition of "Independent Director" prescribed by the SET as well as the Company's criteria, and he is able to express opinions and exercise judgement independently in a manner that serves the best interests of the Company. (The Company's definition of "Independent Director" is set out in Enclosure 2.)

Therefore, the Nomination and Remuneration Committee deems it appropriate to increase the number of directors on the Company's board of directors from 11 directors to 15 directors and deems it appropriate to propose a list of persons for consideration and election as directors of the Company at the 2025 Annual General Meeting of Shareholders, whereby the names of the persons nominated for consideration and election as directors at this shareholders' meeting are as follows:

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| (1) | Mrs. Charita Leelayudth | Independent Director |
| (2) | Mrs. Chananyarak Phetcharat | Independent Director |
| (3) | Mr. Yol Phokasub | Independent Director |
| (4) | Mr. Plakorn Wanglee | Independent Director |
| (5) | Mr. Rapee Sucharitakul | Independent Director |
| (6) | Mr. Vachara Tuntariyanond | Independent Director |
| (7) | Dr. Veerathai Santiprabhob | Independent Director |
| (8) | Mr. Chai Eamsiri | Director |
- (nominated to be re-elected to serve as the director for another term)

- (9) Air Chief Marshal Amnart Jeeramaneemai Independent Director
(nominated to be re-elected to serve as
the director for another term)

Persons nominated by a qualified shareholder, in accordance with the Company's criteria, for consideration and election as director of the Company at the 2025 Annual General Meeting of Shareholders:

- (10) Assistant Professor Dr. Pracha Koonnathamdee Director
(11) Mr. Chansin Treenuchagron Director

In this regard, a summary of information and profiles of the persons nominated for election as directors of the Company at this shareholders' meeting is provided in **Enclosure 1**.

Opinion of the Board of Directors: After careful and prudent consideration of the Nomination and Remuneration Committee's opinion, the board of directors (excluding the director(s) with an interest in the matter) concurs with the Nomination and Remuneration Committee that there are reasonable grounds to review the appropriateness and adequacy of the number of directors of the Company, the diversity of the board structure (Board Diversity), as well as the qualifications and skill sets that are appropriate and essential but currently lacking within the board of directors. The board of directors is of the view that increasing the number of directors from 11 directors to 15 directors will enable the Company's board of directors to perform its duties with maximum efficiency and to comprise directors with a wide range of knowledge, skills, experience, and expertise. Such diversity will help promote and support the performance of the Company's board of directors as well as being able to establish subcommittees in various areas to support the board of directors in making prudent and transparent decisions and benefit the business and the strategic development of the Company, its subsidiaries and overall shareholders. The board of directors also concurs with the Nomination and Remuneration Committee's opinion that the persons nominated for election as directors of the Company as listed above are fully qualified and well-suited for the Company's business operations, that they do not have any prohibited characteristics as stipulated by applicable laws and the Company's articles of association, as well as having knowledge, skills, experience, and expertise that align with the Company's Board Skills Matrix. In addition, the qualifications of the persons nominated to be elected as independent director meet the definition of "Independent Director" according to the SET and the Company's criteria, and such person can provide opinions and exercise judgement independently and in accordance with relevant criteria. In addition, although Air Chief Marshal Amnart Jeeramaneemai has served as an independent director of the Company for more than nine years, he continues to possess the qualifications in accordance with the definition of "Independent Director" prescribed by the SET as well as the Company's criteria, and he is able to express opinions and exercise

judgement independently in a manner that serves the best interests of the Company. (The Company's definition of "Independent Director" is set out in Enclosure 2.)

Therefore, the board of directors deems it appropriate to propose to this shareholders' meeting for approval an increase in the number of directors of the Company from 11 directors to 15 directors, which is consistent with Article 15. of the Company's articles of association stipulating that the board of directors shall consist of no less than five directors and no more than 15 directors, and to propose for approval the election of additional directors, the election of directors in place of those retiring by rotation, and the election of director in place of a director who resigned. The names of the persons proposed by the Company's board of directors for election as directors of the Company at this shareholders' meeting are as listed above.

In addition, following the approval of the increase in the number of directors and the appointment of directors at this shareholders' meeting, the Company's board of directors will comprise a total of (1) six current directors who are not subject to retirement by rotation at the 2025 Annual General Meeting of Shareholders, and (2) those persons nominated under Agenda Item 2 for consideration to be elected as directors of the Company who will be approved for appointment as directors of the Company by this shareholders' meeting, whereby the Company may consider reviewing the list of directors authorized to sign and bind the Company to ensure consistency with the list of directors which will be approved by this shareholders' meeting. According to Article 23. of the Company's articles of association, if the Company's board of directors deems it necessary to add or amend the list of directors authorized to sign and bind the Company in the future, the board of directors may do so. In the event of any amendment to the list of authorized directors, the board of director shall take into account the adequacy of the number of authorized directors to ensure smooth operations and avoid any impact on the Company's business plans. In addition, the Company's board of directors may also consider establishing subcommittees to support the board of directors in performing its duties, such as an Executive Committee. Therefore, the list of authorized directors and/or members of subcommittees may include persons nominated for consideration to be elected as independent directors at this shareholders' meeting. At least one-third of the total number of directors, and not fewer than three directors, will be independent directors, whereby at least one independent director possesses sufficient knowledge and experience to be able to review the reliability of the financial statements. This is in compliance with the criteria of the board structure under the Notification of the Capital Market Supervisory Board No. TorJor. 39/2559 Re: Application for and Approval of the Offer for Sale of Newly Issued Shares. In this regard, the definition of "Independent Director" of the Company is provided in Enclosure 2.

Voting Requirement for Approval: The increase in the number of directors must be approved by a majority of votes of the shareholders present at the meeting and entitled to vote, and persons to be elected as directors of the Company must receive a majority of the votes from the shareholders present at the meeting and entitled to vote. The persons with the highest votes in descending order will be elected as directors, corresponding to the number of directors to be elected at this shareholders' meeting (i.e. nine directors). In the event that the persons with the next highest votes have the same number of votes and the election of such persons results in exceeding the number of directors to be elected at this shareholders' meeting, a draw will be conducted to elect new director corresponding to the number of directors to be elected at this shareholders' meeting.

Agenda item 3 To consider and approve the determination of the remuneration of directors of the Company and members of subcommittees

Facts and Reasons: Section 90 of the PLC Act provides that a company is prohibited from paying money or providing any other assets to its directors unless such payment constitutes remuneration in accordance with the company's articles of association. In the event that the articles of association do not specify such remuneration, such payment of remuneration referred to in paragraph one shall be made in accordance with a resolution of the shareholders' meeting passed by a vote of not less than two-thirds of the total votes of the shareholders present at the meeting.

In considering the remuneration for the Company's directors and subcommittee members for the period from Monday, 16 June 2025 (being the date on which the Company's board of directors convened its first meeting following the order of the Central Bankruptcy Court to cancel the business rehabilitation process) to Thursday, 30 April 2026, the Nomination and Remuneration Committee has carefully and prudently considered the matter, taking into account the appropriateness of the scope of duties and responsibilities, the Company's performance and financial results, historical director remuneration criteria and rates applied during 2010 - 2020 prior to the commencement of the Company's business rehabilitation process, as well as benchmarking data on directors' remuneration of other listed companies within the same industry group and those with comparable market capitalization. Furthermore, determining directors' remuneration in a manner commensurate with their duties and responsibilities, and in accordance with good corporate governance principles, will promote transparency and fairness in the Company's remuneration practices. In this regard, the Nomination and Remuneration Committee proposes that the remuneration of the Company's directors and subcommittees be determined as follows:

Remuneration Components	From 16 June 2025 to 30 April 2026	From 1 May 2020, to 30 April 2021 (as approved by the 2020 Annual General Meeting of Shareholders held on 31 July 2020, prior to the commencement of the business rehabilitation process)
1. Remuneration for the Company's Directors		
Monthly Remuneration - Chairman ⁽¹⁾ - Director	THB 100,000 / month THB 50,000 / month	THB 100,000 / month THB 50,000 / month
Meeting Allowance - Chairman ⁽¹⁾ - Director	THB 37,500 / meeting THB 30,000 / meeting Meeting allowances shall be paid on a per-meeting basis only to directors who attend the meetings, subject to a maximum of 15 meetings per year. Directors shall be responsible for their own personal income tax.	THB 37,500 / meeting THB 30,000 / meeting Meeting allowances shall be paid on a per-meeting basis only to directors who attend the meetings, subject to a maximum of 1 meeting per month. Directors shall be responsible for their own personal income tax.
2. Remuneration for Subcommittee Members⁽²⁾		
2.1 Audit Committee⁽³⁾		
Monthly Remuneration - Chairman - Member	THB 37,500 / month THB 30,000 / month	THB 37,500 / month THB 30,000 / month
Meeting Allowance	None	None
2.2 Members of Other Subcommittees / Sub-Panels / Working Groups who are directors of the Company appointed by the Company's board of directors as it deems necessary and appropriate, such as the Nomination and Remuneration Committee⁽²⁾		
Monthly Remuneration	None	None
Meeting Allowance - Member	THB 20,000 / meeting Meeting allowances shall be paid only to directors who attend the meetings. Each director may receive meeting allowances for participation in a total of not more than two committees/panels/working groups, and not more than once per month for each committee/panel/working group.	THB 10,000 / meeting Meeting allowances shall be paid only to directors who attend the meetings. Each director may receive meeting allowances for participation in a total of not more than two committees/panels/working groups, and not more than once per month for each committee/panel/working group.

Remuneration Components	From 16 June 2025 to 30 April 2026	From 1 May 2020, to 30 April 2021 (as approved by the 2020 Annual General Meeting of Shareholders held on 31 July 2020, prior to the commencement of the business rehabilitation process)
3. Annual Bonus for the Company's Directors		
- Directors	At the rate of 0.2 percent of net profit from the consolidated financial statements, subject to a total amount of not exceeding THB 30,000,000 whereby the directors shall be responsible for their own personal income tax.	At the rate of 0.2 percent of net profit before foreign exchange gains/losses from the consolidated financial statements, subject to a total amount of not exceeding THB 30,000,000. Remark: The aforesaid annual bonus of the Company's directors is the rate applicable for the period from 1 May 2019 to 30 April 2020, as approved by the 2019 Annual General Meeting of Shareholders on 26 April 2019.
4. Other Benefits	None	None

Remarks:

- (1) The Chairman of the board of directors shall receive a monthly remuneration equal to twice that of a director of the Company and shall receive a meeting allowance 25 percent higher than that of a director of the Company.
- (2) In the event that a director of the Company also serves on subcommittees, sub-panels, and/or other working groups, such director shall be entitled to receive meeting allowances for no more than two committees/panels/working groups, and not more than once per month per committee/panel/working group.
- (3) Members of the Audit Committee shall receive a monthly remuneration (regardless of whether meetings are held) at the same rate as the meeting allowance for directors. The Chairman of the Audit Committee shall receive monthly remuneration 25 percent higher than that of other Audit Committee members.

In this regard, the Company can commence payment of remuneration to the directors and subcommittee members after the shareholders' meeting has resolved to approve the determination of such remuneration. The remuneration shall be calculated from Monday, 16 June 2025 (being the date on which the Company's board of directors convened its first meeting following the order of the Central Bankruptcy Court to cancel the business rehabilitation process) to Thursday, 30 April 2026, or until the relevant person ceases to hold office as a director of the Company (as applicable) and in the event that a director does not serve a full month, the monthly remuneration shall be paid on a pro rata basis in accordance with the duration of the directorship.

Opinion of the Board of Directors: After careful and prudent consideration of the Nomination and Remuneration Committee's opinion, the board of directors concurs with the Nomination and Remuneration Committee's opinion and considers it appropriate to propose that the shareholders' meeting consider and approve the determination of remuneration for the Company's directors and subcommittee members for the period from Monday, 16 June 2025 (being the date on which the Company's board of directors convened its first meeting following the order of the Central Bankruptcy Court to cancel the business rehabilitation process) to Thursday, 30 April 2026, as detailed above.

Voting Requirement for Approval: A resolution under this agenda item requires a vote of not less than two-thirds of the total votes of the shareholders present at the meeting.

In this regard, the Company has scheduled Thursday, 20 November 2025, as the record date to determine the shareholders entitled to attend the 2025 Annual General Meeting of Shareholders.

The Company hereby invites the shareholders to attend the 2025 Annual General Meeting of Shareholders on Friday, 19 December 2025, at 13.00 hrs., in the form of a meeting via electronic means (E-Meeting) only, in compliance with the laws and regulations governing electronic meetings, and there will be no physical venue for registration or the meeting. In this regard, the meeting will be conducted in accordance with the Company's articles of association, as detailed in **Enclosure 3**.

Shareholders and proxy holders can submit a meeting attendance request form (E-Request) and the required relevant supporting documents in advance through the E-Request system from Wednesday, 26 November 2025, at 08.30 hrs. onwards until the conclusion of the meeting.

In order to facilitate timely access to the meeting and verification of documents, the Company kindly requests your cooperation in submitting the E-Request and all required documents in complete and accurate form via the E-Request system in advance, within 17.30 hrs. on Friday, 12 December 2025, to allow the Company to have sufficient time to verify the completeness and accuracy of the documents and this will enable you to receive approval for the meeting attendance request (E-Request), as well as receive a username and password, along with a link for registration to attend the meeting promptly.

In this regard, shareholders or proxy holders who correctly and completely submit their meeting attendance request form along with all required documents via E-Request will have their request approved and will receive a username, password, and a link for registration to attend the meeting. The Company will **open the registration system for meeting attendance from 11.00 hrs. on Friday, 19 December 2025, onwards until the conclusion of the meeting.**

Shareholders or proxy holders can access the E-Request system via: https://app.inventech.co.th/THAI118642R/#/homepage	or by scanning the QR Code: 
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In this regard, in the Company's review of the request form and related documents for meeting attendance, the Company reserves the right to request additional documents as it deems appropriate. This may apply in cases such as title prefix changes, name changes, minor shareholders, incapacitated or quasi-incapacitated shareholders, or heirs of deceased shareholders. In the event of any disputes, ambiguities, or matters requiring further consideration or interpretation, they will be decided by the Company and the Company's decision will be treated as final. Furthermore, the Company reserves the right to allow only shareholders or proxy holders who have submitted a meeting attendance request form via the E-Request system, whose documents have been verified by the Company as complete and accurate, and who have received their username and password via email, to attend the meeting.

If a shareholder wishes to appoint a person to attend the meeting and vote on the shareholder's behalf at this shareholders' meeting, please complete and sign either Proxy Form A. or Proxy Form B., as provided in **Enclosure 4**, or download them from <https://ir.thaiairways.com/shareholders-meeting/> or scan the QR Code. Only one proxy form may be used. Proxy Form B. is recommended as it allows for clear voting instructions.



In addition, for the convenience of shareholders who are unable to attend the meeting in person, the Company proposes Mr. Yanyong Detpiratmongkol, who serves as an independent director with no special interest in any agenda item, to be appointed as a proxy to attend and cast votes on behalf of the shareholders at this shareholders' meeting. The Company recommends using Proxy Form B., which allows shareholders to specify their voting instructions clearly. Details of the independent director proposed to serve as proxy holder for shareholders are provided in **Enclosure 5**. Such independent director meets the qualifications as defined in the Company's definition of "Independent Director," as detailed in **Enclosure 2**.

To ensure convenience and efficiency in attending the meeting, as well as to facilitate document verification, the Company kindly requests for shareholders' and proxy holders' cooperation to study the details regarding the conditions, procedures, and methods for submitting a meeting attendance request form (E-Request), registering for the meeting, preparing identity verification documents, authorizing proxies for attending the meeting and casting votes, as well as the procedures for attending the meeting, voting methods, vote counting, and reporting of voting results for the meeting via electronic means (E-Meeting) in advance of the meeting date, as detailed in **Enclosure 6** and **Enclosure 7**.

In case of having any issues with submitting the meeting attendance request form (E-Request) and/or using the electronic meeting system (E-Meeting), the shareholders and proxy holders can contact Inventech Call Center, the meeting system provider, for further assistance via phone number at 02-460-9220 from Wednesday, 26 November 2025 to Friday, 19 December 2025, during business days and hours, Monday to Friday, from 08.30 hrs. to 17.30 hrs. (excluding public holidays and national holidays), or until the conclusion of the meeting. In addition, to promote shareholder participation and communication in accordance with good corporate governance principles, and to safeguard shareholders' rights and interests, the Company provides an opportunity for shareholders and proxy holders to submit question(s) in advance regarding the agenda items to be presented at this shareholders' meeting via email at corporatesecretary@thaiairways.com.

Yours sincerely,



(Mr. Chai Eamsiri)

Chief Executive Officer

Attorney-in-Fact of Board of Directors

The Corporate Secretariat Office

Tel. 02-545-4391-93