



Invitation to the 2026 Annual General Meeting of Shareholders

THAI AIRWAYS INTERNATIONAL PUBLIC COMPANY LIMITED

Monday, 20 April 2026 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, 18 March 2026, 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, no later than 17.30 hrs. on Tuesday, 31 March 2026, 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://fort.inventech.co.th/THAI755312R/#/homepage>

or by scanning the QR Code:



The Company will open the registration system for meeting attendance from 11.00 hrs. on Monday, 20 April 2026 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 02-460-9224 from Wednesday, 18 March 2026, to Monday, 20 April 2026 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/>)



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Tel: 66 (0) 2545-1000, 66 (0) 2695-1000

THAI 01/265

18 March 2026

Subject: Invitation to the 2026 Annual General Meeting of Shareholders of Thai Airways International Public Company Limited

To: Shareholders

- Enclosures:
1. Definition of “Independent Director” of Thai Airways International Public Company Limited;
 2. List of names and profiles of the persons nominated for election as directors of Thai Airways International Public Company Limited at the 2026 Annual General Meeting of Shareholders (supporting document for Agenda Item 4);
 3. Information on the persons nominated for appointment as auditors for the year 2026 (supporting document for Agenda Item 5);
 4. Articles of association of Thai Airways International Public Company Limited in relation to the meeting agenda and the 2026 Annual General Meeting of Shareholders;
 5. Proxy Forms: Form A. and Form B. (Form B. is recommended);
 6. Information on the independent directors of Thai Airways International Public Company Limited for granting proxy for the 2026 Annual General Meeting of Shareholders;
 7. Procedures for submitting a meeting attendance request form (E-Request), proof of entitlement to attend the meeting, proxy authorization, vote casting, vote counting, and reporting of voting results for a meeting via electronic means (E-Meeting);
 8. Procedures for participating in a meeting via electronic means through the Inventech Connect system.

The board of directors’ special meeting of Thai Airways International Public Company Limited (the “**Company**”) No. 2/2026 held on Wednesday, 25 February 2026, resolved to convene the 2026 Annual General Meeting of Shareholders on **Monday, 20 April 2026 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. The agenda items to be considered at such shareholders’ meeting, together with the opinions of the board of directors, are as follows:

- Agenda item 1 To acknowledge the report on the Company's performance for the year 2025
- Agenda item 2 To consider and approve the financial statements for the year ended 31 December 2025
- Agenda item 3 To consider the allocation of the net profit for the year 2025 and to consider and approve the payment of dividends for the operating results of the year 2025
- Agenda item 4 To consider and approve the election of directors in place of directors who will be retired by rotation
- Agenda item 5 To consider and approve the appointment of the auditors and the determination of the audit fees for the year 2026
- Agenda item 6 To consider and approve the determination of the remuneration of directors and members of subcommittees
- Agenda item 7 To consider and approve the amendments to the articles of association of Thai Airways International Public Company Limited,

whereby the key details thereof are as follows:

Agenda item 1 To acknowledge the report on the Company's performance for the year 2025

Facts and Reasons: Article 39. (1) of the Company's articles of association provides that the consideration of the report of the board of directors on the Company's performance for the preceding year shall be one of the matters to be undertaken at the annual general meeting of shareholders. Details of the Company's performance for the year 2025 are set out in the Company's 2025 Annual Registration Statement / Annual Report (Form 56-1 One Report), which is available on the Company's website (<https://ir.thaiairways.com/annual-report-one-report/>)

Opinion of the Board of Directors: The Company's board of directors deems it appropriate to propose that this shareholders' meeting acknowledge the report on the Company's performance for the year 2025.

Voting Requirement: As this agenda item is for acknowledgment only, no vote casting will be undertaken for this agenda.

Agenda item 2 To consider and approve the financial statements for the year ended 31 December 2025

Facts and Reasons: Article 39. (2) of the Company's articles of association provides that the consideration and approval of the balance sheet shall be one of the matters to be undertaken at the annual general meeting of shareholders. Article 42. of the Company's articles of association stipulates that the board of directors shall cause a balance sheet and a profit and loss statement to be prepared as at the end of the Company's fiscal year and shall present them to the shareholders' meeting at the annual general meeting for consideration and approval. The board of directors shall also arrange for the auditor to complete the audit thereof prior to such presentation to the shareholders' meeting. Such provision of the Company's articles of association is consistent with Section 112 of the Public Limited Company Act B.E. 2535 (1992),

as amended (the “PLC Act”). Furthermore, Article 43. of the Company’s articles of association provides that the board of directors shall deliver to the shareholders, together with the notice of the annual general meeting, a copy of the balance sheet and profit and loss statement as audited by the auditor, together with the auditor’s report; and the board of directors’ annual report. Such provision of the Company’s articles of association is consistent with Section 113 of the PLC Act.

In this regard, the Company’s financial statements for the year ended 31 December 2025 have been audited by the Company’s auditor, reviewed by the Audit Committee at its special meeting No. 2/2026 held on Thursday, 19 February 2026, and approved by the board of directors at its special meeting No. 2/2026 held on Wednesday, 25 February 2026. The key details thereof are summarized as follows:

(Unit: Baht)

Items	Consolidated Financial Statements for the Year Ended 31 December 2024	Consolidated Financial Statements for the Year Ended 31 December 2025
Total assets	292,508,296,657	304,059,095,631
Total liabilities	246,919,557,317	228,147,195,174
Total shareholders’ equity	45,588,739,340	75,911,900,457
Total revenue	192,821,100,828	194,210,325,151
Profit (loss) before income tax income (expenses)	(26,526,163,643)	28,466,957,920
Net profit (loss)	(26,900,660,250)	30,940,221,273
Basic earnings (loss) per share (Baht/share)	(6.26)	1.09

In this regard, the Company’s financial statements for the year ended 31 December 2025, together with the auditor’s report, are available on the Company’s website (<https://ir.thaiairways.com/financial-information/>).

Opinion of the Board of Directors: The board of directors deems it appropriate to propose that this shareholders’ meeting approve the Company’s financial statements for the year ended 31 December 2025, which have been audited by the Company’s auditor and reviewed by the Audit Committee, as detailed above.

Voting Requirement for Approval: A resolution under this agenda item requires a majority vote of the shareholders present at the meeting and entitled to vote.

Agenda item 3 To consider the allocation of the net profit for the year 2025 and to consider and approve the payment of dividends for the operating results of the year 2025

Facts and Reasons: Article 39. (3) of the Company's articles of association provides that the consideration of profit allocation shall be one of the matters to be undertaken at the annual general meeting of shareholders. Article 46. of the Company's articles of association stipulates that the Company shall allocate a portion of its annual net profit as a legal reserve of not less than 5 percent of the annual net profit, after deducting any accumulated losses brought forward (if any), until such reserve reaches an amount of not less than 10 percent of the registered capital. Such provision of the Company's articles of association is consistent with Section 116 of the PLC Act.

Article 45. of the Company's articles of association provides that no dividend shall be paid out of any money other than profits. In the event that the Company has accumulated losses, no dividend shall be declared. Dividends shall be distributed equally according to the number of shares, and payment thereof shall be made within one month from the date of resolution of the shareholders' meeting. Such provision of the Company's articles of association is consistent with Section 115 of the PLC Act.

The Company has a policy to pay annual dividends at a rate of not less than 25 percent of net profit before gains or losses from foreign exchange, based on the consolidated financial statements. Such dividend payment is subject to the Company's future investment plans, necessities, and other relevant factors. Notwithstanding the foregoing, the Company may consider paying dividends at a rate different from stipulated in such policy or may not declare dividend payments, as the board of directors deems appropriate. Any resolution of the board of directors approving the payment or non-payment of annual dividends shall be further proposed to the shareholders' meeting for approval.

As the Company has registered capital of Baht 36,794,279,037.10, the legal reserve required under the law and the Company's articles of association must be not less than 10 percent of the registered capital, equivalent to Baht 3,679,427,903.71. However, the Company has currently not retained a legal reserve as required by law and the Company's articles of association. Accordingly, based on the net profit for the year 2025 in the amount of Baht 30,282,690,690 as shown in the separate financial statements for the year ended 31 December 2025, the Company is required to allocate not less than 5 percent of such net profit (after deduction of the accumulated losses brought forward) as a legal reserve, equivalent to Baht 1,505,136,967.

Following the allocation of the net profit for the year 2025 as a legal reserve in accordance with the law and the Company's articles of association as mentioned above, and after considering the Company's operating results for the year 2025, its overall financial position, as well as its future investment plans, necessities, and other relevant factors, the Company proposes to pay dividends for the operating results of the year 2025 to shareholders at the rate of Baht 0.21 per share.

The dividends for the operating results of the year 2025 at the rate of Baht 0.16 per share will be paid from the Company's net profit derived from operations subject to corporate income tax at the rate of 20 percent, whereby individual shareholders shall be entitled to a tax credit in the calculation of tax on dividends pursuant to Section 47 bis of the Revenue Code. In addition, a portion of the dividends at the rate of Baht 0.05 per share will be paid from the Company's net profit derived from BOI-promoted operations that are currently benefiting from corporate income tax exemption which shall not be included as taxable income for individual shareholders and, therefore, shall not be eligible for a tax credit in the calculation of dividend tax pursuant to Section 47 bis of the Revenue Code.

In this regard, the key details of the payment of dividends for the operating results of the year 2025 to the shareholders can be summarized as follows:

Items	Year 2025
Net profit before net gain on foreign exchange rates according to the consolidated financial statements for the year ended 31 December 2025 (Baht)	30,287,533,639
Net profit according to the consolidated financial statements for the year ended 31 December 2025 (Baht)	30,940,221,273
Net gain on foreign exchange rates according to the consolidated financial statements for the year ended 31 December 2025 (Baht)	652,687,634
Net profit according to the separate financial statements for the year ended 31 December 2025 (Baht)	30,282,690,690
Number of shares (shares)	28,303,291,567
Profit per share according to the consolidated financial statements for the year ended 31 December 2025 (Baht/share)	1.09
Profit per share according to the separate financial statements for the year ended 31 December 2025 (Baht/share)	1.07
Dividend paid per share (Baht/share)	0.21
Total dividend paid (Baht)	5,943,691,229.07
Dividend payout ratio calculated against net profit before net gain on foreign exchange rates according to the consolidated financial statements for the year ended 31 December 2025 (percent)	20
Dividend payout ratio calculated against net profit according to the separate financial statements for the year ended 31 December 2025 (percent)	20

Opinion of the Board of Directors: The board of directors has carefully and prudently considered the Company's operating results and overall financial position, as well as its future investment plans, necessities, and other relevant factors. The board of directors therefore

deems it appropriate to propose that this shareholders' meeting consider the allocation of the Company's net profit for the year 2025 in the amount of Baht 1,505,136,967 as a legal reserve, and to propose that this shareholders' meeting approve the payment of dividends for the operating results of the year 2025 to shareholders at the rate of Baht 0.21 per share, as detailed above. The board of directors has fixed the Record Date for determining the list of shareholders entitled to receive dividends on Monday, 27 April 2026 (the XD date, or the date on which purchasers of shares will not be entitled to receive dividends, will be on Friday, 24 April 2026) and determines that the dividend payment date be fixed on Monday, 18 May 2026.

The dividend payment at the rate of Baht 0.21 per share represents 20 percent of the net profit before net gain on foreign exchange rates according to the consolidated financial statements for the year ended 31 December 2025. This rate is lower than that specified in the Company's dividend policy because the board of directors has carefully and prudently considered the Company's anticipated need for investment in various key projects to support the Company's potential future business growth. The board of directors has also taken into account the necessity of maintaining stable cash flows and preserving financial liquidity at a level that ensures confidence in the Company's operations and among all stakeholders, as well as the need to maintain key financial ratios within appropriate levels under a reasonable financial risk management framework. For these reasons, the board of directors considers it appropriate to propose to the shareholders' meeting to approve the dividend payment for the operating results of the year 2025 at the aforementioned rate in order to maintain the Company's financial stability and support its long-term sustainable growth.

Voting Requirement for Approval: A resolution under this agenda item requires a majority vote of the shareholders present at the meeting and entitled to vote.

Agenda item 4 To consider and approve the election of directors in place of directors who will be retired by rotation

Facts and Reasons: Article 39. (4) of the Company's articles of association provides that the election of directors in place of directors who will be retired by rotation shall be one of the matters to be undertaken at the annual general meeting of shareholders. Article 17. of the Company's articles of association stipulates 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 PLC Act.

Article 16. of the Company's articles of association provides 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 to fill the number

of director positions to be appointed or elected at that time. In the event that the 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 at that time, the selection shall be determined by drawing lots so as to obtain the number of directors required.

At present, the Company's board of directors consists of 15 director positions. Accordingly, at the 2026 Annual General Meeting of Shareholders, one-third of the total number of director positions, equivalent to five directors, shall retire by rotation, namely:

- | | | |
|-----|---|----------------------|
| (1) | Mr. Sumrid Sumneing | Director |
| (2) | Mr. Yanyong Detpiratmongkol | Independent Director |
| (3) | Dr. Kulaya Tantitemit | Director |
| (4) | Police General Dr. Thatchai Pitaneelaboot | Director |
| (5) | Mr. Chakree Bamrungwong | Director |

The Company provided an advance opportunity during the period from Friday, 9 January 2026 to Monday, 9 February 2026 for shareholders who fully possess the qualifications as prescribed by the Company, to nominate persons whom they considered to fully possess the requisite qualifications as specified by the Company and do not possess any prohibited characteristics as prescribed under applicable laws and the Company's articles of association, for consideration to be elected as directors of the Company at the 2026 Annual General Meeting of Shareholders. Shareholders were also provided with an advance opportunity to propose agenda items 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 ("SET") and on the Company's website. However, no shareholders proposed any persons for election as directors of the Company, nor did they propose any agenda items within the specified period.

In the election of directors to replace those retiring by rotation, the Nomination and Remuneration Committee (excluding any members with a conflict of interest from voting on the matter in which they have an interest) has carefully and prudently considered the matter. The Nomination and Remuneration Committee has reviewed the diversity of the board's composition (Board Diversity), as well as the appropriateness of the directors' qualifications and skills, to ensure that the board of directors can perform its duties with highest efficiency and that the board is composed of directors possessing diverse knowledge, competencies, experience, and expertise. Such diversity will enhance and support the performance of the board of directors' duties and promote a prudent, transparent decision-making process that benefits the business and the strategic development of the Company, its subsidiaries, as well as its shareholders as a whole. The Nomination and Remuneration Committee has also reviewed and considered the qualifications, knowledge, competencies, expertise, and experience of the five directors of the Company who will retire by rotation at this shareholders' meeting, and is of the opinion that all five retiring directors possess the requisite qualifications and are well-suited for the Company's business, and that they have no disqualifications or prohibited characteristics as prescribed by applicable laws and the Company's articles of association, and they possess the knowledge, competencies, experience, and expertise appropriate for

the Company's business, enabling them to develop strategies and drive the Company towards achieving its goals. In addition, the Nomination and Remuneration Committee has considered the qualifications of Mr. Yanyong Detpiratmongkol, an independent director who will retire by rotation at this shareholders' meeting and has been nominated for re-election for another term, and is of the opinion that he possesses qualifications consistent with the definition of an independent director as prescribed by the SET and the Company's criteria. Furthermore, he is able to express independent opinions and exercise independent judgment in compliance with the relevant rules and regulations, thereby contributing to the best interests of the Company. (The Company's definition of "Independent Director" is set out in Enclosure 1). Accordingly, the Nomination and Remuneration Committee deems it appropriate to propose that the five retiring directors be re-elected to serve as directors of the Company for another term.

In this regard, the summary information and profiles of the persons nominated for election as directors of the Company at this shareholders' meeting are set out in Enclosure 2.

Opinion of the Board of Directors: The Company's board of directors (excluding any directors with a conflict of interest) has carefully and prudently considered the opinion of the Nomination and Remuneration Committee and concurred with the Nomination and Remuneration Committee's recommendation that all five retiring directors possess the requisite qualifications and are well-suited for the Company's business, they have no disqualifications or prohibited characteristics as prescribed by applicable laws and the Company's articles of association, and they possess the knowledge, competencies, experience, and expertise appropriate for the Company's business, enabling them to develop strategies and drive the Company towards achieving its goals. Furthermore, the Company's board of directors concurred with the Nomination and Remuneration Committee's recommendation that Mr. Yanyong Detpiratmongkol, an independent director who will retire by rotation at this shareholders' meeting and has been nominated for re-election for another term, possesses qualifications consistent with the definition of an independent director as prescribed by the SET and the Company's criteria, and he is able to express independent opinions and exercise independent judgment in compliance with the relevant rules and regulations, thereby contributing to the best interests of the Company. (The Company's definition of "Independent Director" is set out in Enclosure 1.) Accordingly, the Company's board of directors deems it appropriate to propose that this shareholders' meeting approve the re-election of all five retiring directors to serve as directors of the Company for another term.

Voting Requirement for Approval: A person to be elected as a director of the Company must receive a majority vote of the shareholders present at the meeting and entitled to vote. The persons receiving the highest number of votes in descending order shall be elected as directors, up to the number of directors to be elected at this shareholders' meeting (i.e., five persons).

Agenda item 5 To consider and approve the appointment of the auditors and the determination of the audit fees for the year 2026

Facts and Reasons: Article 39. (5) of the Company's articles of association provides that the appointment of the auditor and the determination of the audit fee shall be those matters to be undertaken at the annual general meeting of shareholders. Article 44. of the Company's articles of association stipulates that the auditor must not be a director, employee, staff member, or hold any position or duty in the Company. Such provisions of the Company's articles of association are consistent with Sections 120 and 121 of the PLC Act. In addition, the Notification of the Capital Market Supervisory Board No. TorJor. 44/2556 Re: Rules, Conditions and Procedures for Disclosure of Information regarding the Financial Position and Operating Results of Securities Issuers requires listed companies to arrange for auditor rotation in cases where the same auditor has performed the review or audit and expressed an opinion on the company's financial statements for seven fiscal years, whether consecutively or not. The company may reappoint such auditor only after a period of at least five consecutive accounting periods has elapsed from the date on which the auditor ceased performing his or her duties. However, the Company may appoint a new auditor from the same audit firm as the former auditor.

In considering the appointment of the auditors and the determination of the audit fees for the year 2026, the Audit Committee has carefully and prudently reviewed the matter, taking into account the auditors' experience, knowledge, and expertise in the Company's business. The Audit Committee also compared the proposed audit fees and scope of audit services, assessed the auditors' independence, and verified the auditors' qualifications in accordance with the applicable criteria. The Audit Committee is of the opinion that the Company should change its auditing firm from Deloitte Touche Tohmatsu Jaiyos Audit Company Limited to PricewaterhouseCoopers ABAS Ltd. The Audit Committee has viewed that the auditors from PricewaterhouseCoopers ABAS Ltd. are independent and appropriate to perform the duties of the Company's auditor. Accordingly, the Audit Committee deems it appropriate to propose the appointment of auditors from PricewaterhouseCoopers ABAS Ltd. as the Company's auditors for the year 2026, whereby any one of the following auditors shall be appointed to audit and express an opinion on the Company's financial statements:

List of Auditors Proposed for Appointment	Certified Public Accountant No.
1. Miss Amornrat Pearmpoonvatanasuk	4599
2. Miss Rodjanart Banyatananusard	8435
3. Mr. Kan Tanthawirat	10456

In this regard, the proposed auditors have no relationship with, and no interest in, the Company, its subsidiaries, associated companies, management, major shareholders, or any related persons thereof. They are therefore independent in performing the audit and expressing an opinion on the Company's financial statements, and are not an auditor who has served as the Company's auditor, to review or audit and express an opinion on the Company's financial statements, for seven fiscal years. Accordingly, they meet the qualifications prescribed under the relevant notification of the Capital Market Supervisory Board. The summary information

and profiles of the persons nominated for appointment as the Company's auditors at this shareholders' meeting are set out in Enclosure 3.

In this regard, all subsidiaries of the Company (namely, Thai-Amadeus Southeast Asia Company Limited, Wingspan Services Co., Ltd., Thai Flight Training Co., Ltd., Tour Eung Luang Company Limited, Thai MRO Group Co., Ltd., and Thai MRO Services Co., Ltd.) are audited by other audit firms. The Company's board of directors will ensure that such subsidiaries are able to prepare their financial statements in a timely manner in accordance with the prescribed timeframe.

In addition, the Audit Committee has carefully and prudently considered the audit fees for the year 2026 proposed by PricewaterhouseCoopers ABAS Ltd., taking into account the scope of audit services and the proposed audit fees, as well as comparing such scope and fees with those of other listed companies in the same industry and those with comparable market capitalization. The Audit Committee is of the opinion that the proposed audit fees of PricewaterhouseCoopers ABAS Ltd. are appropriate in relation to the scope of work. Accordingly, the Audit Committee deems it appropriate to propose that the audit fees for the year 2026 be fixed at an amount not exceeding Baht 11,450,000 which represents a decrease of the audit fees for the year 2025. The key details thereof are summarized as follows:

Items	(Proposed) Year 2026 (Baht)	(Comparison) Year 2025 (Baht)	Increase / Decrease (Baht)
1. Annual audit fee of the Company's financial statements	8,600,000	9,100,000	Decrease 500,000
2. Quarterly review fee of the Company's financial statements	2,850,000	3,600,000	Decrease 750,000
Total	11,450,000	12,700,000	Decrease 1,250,000

In addition, the Company has other service fees (non-audit fees) for the year 2026 (other than the audit fees specified above), in respect of the performance of agreed-upon procedures relating to the information in the application for corporate income tax exemption to be submitted to the Board of Investment, in an amount not exceeding Baht 550,000.

Opinion of the Board of Directors: The board of directors has carefully and prudently considered the opinion of the Audit Committee and concurs therewith. The board of directors therefore deems it appropriate to propose that this shareholders' meeting approve the appointment of the auditor and the determination of the audit fees for the year 2026, as detailed above.

Voting Requirement for Approval: A resolution under this agenda item requires a majority vote of the shareholders present at the meeting and entitled to vote.

Agenda item 6 To consider and approve the determination of the remuneration of directors and members of subcommittees

Facts and Reasons: Section 90 of the PLC Act stipulates 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 determining the remuneration of the Company’s directors and members of the subcommittees for the period from Friday, 1 May 2026 to Friday, 30 April 2027, the Nomination and Remuneration Committee has carefully and prudently considered the matter, taking into account the appropriateness of the scope of duties and responsibilities, performance and financial results, as well as the existing criteria and rates of directors’ remuneration as approved by the 2025 Annual General Meeting of Shareholders, 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 members of the subcommittees be determined as follows:

Remuneration Components	Proposed Remuneration for Consideration (For the period from 1 May 2026 to 30 April 2027)	Comparison with the remuneration approved by the 2025 Annual General Meeting of Shareholders (for the period from 16 June 2025 to 30 April 2026)
1. Remuneration for the Company’s Directors		
Monthly Remuneration⁽¹⁾		
- Chairman ⁽²⁾	THB 100,000 / month	THB 100,000 / month
- Director	THB 50,000 / month	THB 50,000 / month
Meeting Allowance		
- Chairman ⁽²⁾	THB 37,500 / meeting	THB 37,500 / meeting
- Director	THB 30,000 / 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.	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.

Remuneration Components	Proposed Remuneration for Consideration (For the period from 1 May 2026 to 30 April 2027)	Comparison with the remuneration approved by the 2025 Annual General Meeting of Shareholders (for the period from 16 June 2025 to 30 April 2026)
2. Remuneration for Subcommittee Members⁽³⁾		
2.1 Audit Committee⁽⁴⁾		
Monthly Remuneration⁽¹⁾		
- Chairman	THB 37,500 / meeting	THB 37,500 / meeting
- Member	THB 30,000 / meeting	THB 30,000 / meeting
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, the Executive Committee, and the Risk Management and Environmental, Social, and Governance Oversight Committee⁽³⁾		
Monthly Remuneration⁽¹⁾	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 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.
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 Baht 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 from the consolidated financial statements, subject to a total amount of not exceeding Baht 30,000,000 whereby the directors shall be responsible for their own personal income tax.
4. Other Benefits	None	None

Remarks:

- (1) In the event that a person holds office for only part of a month, the monthly remuneration shall be paid on a pro rata basis according to the period of service.
- (2) 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.

- (3) 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.
- (4) 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.

Directors of the Company who also hold executive positions in the Company shall not receive any remuneration in their capacity as directors (including remuneration of directors in the form of monthly remunerations, meeting allowances, or annual bonuses). The Company's board of directors shall have the authority to determine the amount, allocation, and distribution of annual bonuses to each director, within the total bonus amount for directors as approved by the shareholders' meeting.

In this regard, details of the remuneration of the Company's board of directors for the year 2025 are disclosed in Part 2, Section 7.4.2 of the Company's 2025 Annual Registration Statement / Annual Report (Form 56-1 One Report), available on the Company's website (<https://ir.thaiairways.com/annual-report-one-report/>).

Opinion of the Board of Directors: The board of directors has carefully and prudently considered the recommendation of the Nomination and Remuneration Committee and concurs with such recommendation. The board of directors therefore deems it appropriate to propose that the shareholders' meeting approve the remuneration for the Company's directors and members of subcommittees for the period from Friday, 1 May 2026 to Friday, 30 April 2027, 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.

Agenda item 7 To consider and approve the amendments to the articles of association of Thai Airways International Public Company Limited

Facts and Reasons: Pursuant to the Public Limited Company Act (No. 4) B.E. 2565 (2022) (the "PLC Act (No. 4)"), which came into effect on 24 May 2022, amendments were made to the PLC Act to accommodate the conduct of meetings by electronic means and to modernize meeting procedures to enhance efficiency, reduce unnecessary expenses, and facilitate shareholders. Accordingly, to ensure that the Company's articles of association are consistent with the PLC Act (No. 4), which amended the PLC Act in 2022 as mentioned above, the Company proposes to amend the Company's articles of association.

Article 38.(2) (f) of the Company's articles of association provides that any amendment to the Company's articles of association may be made only upon a resolution of the shareholders' meeting passed by a vote of not less than three-fourths of the total number of votes of the shareholders present at the meeting and entitled to vote. Such provision of the Company's articles of association is consistent with Section 31 of the PLC Act.

Opinion of the Board of Directors: The board of directors has carefully and prudently considered the matter and deems it appropriate to propose that the shareholders' meeting approve the amendments to the Company's articles of association in respect of

Articles 25., 27., 32., 33., 34., 36., 37., and 45., and the addition of Article 49. of the Company's articles of association, the details of which are set out below. In addition, the board of directors considers it appropriate to propose that the shareholders' meeting approve the authorization of the Legal Director to undertake any actions necessary to complete the registration of the amendments to the Company's articles of association as approved by the shareholders' meeting, including the authority to amend or add wording to the amended articles of association if so required or recommended by the Public Limited Company Registrar, in order to comply with the Registrar's orders and/or recommendations, provided that such amendments do not affect the substance of the amendments to the articles of association as approved by the shareholders' meeting.

Matter	Current Articles of Association of the Company	Proposed Amendments to the Articles of Association of the Company
<p>Persons authorized to convene a board of directors' meeting</p>	<p>Article 25. An ordinary meeting of the board of directors shall be held at least three months per time.</p> <p>Two or more directors may request the chairman of the board of directors to convene a board of directors' meeting. Where such a request is made by two or more directors, the chairman of the board of directors or a director designated by the chairman shall schedule the meeting date within 14 days from the date of receipt of the request.</p>	<p>Article 25. An ordinary meeting of the board of directors shall be held at least once every three months three months per time.</p> <p>Chairman of the board of directors shall convene the board of directors' meeting. When there is reasonable cause or for the purpose of protecting the rights or interests of the company, two or more directors may will jointly request the chairman of the board of directors to convene a board of directors' meeting. Such request must specify the matters and reasons to be proposed for consideration at the meeting. In such case, Where such a request is made by two or more directors, the chairman of the board of directors or a director designated by the chairman shall convene the meeting and schedule the meeting date within 14 days from the date of receipt of the request.</p> <p>In the event that the chairman of the board of directors fails to proceed as specified in the second paragraph, the requesting directors may jointly convene and schedule the board of directors'</p>

Matter	Current Articles of Association of the Company	Proposed Amendments to the Articles of Association of the Company
		meeting to consider the requested matters within 14 days from the expiration of the period specified in the second paragraph.
<p>Delivery of meeting notices for meeting of the board of directors</p>	<p>Article 27. In convening a meeting of the board of directors, the chairman of the board of directors or a designated person shall send a notice of the meeting by registered mail or deliver it by hand to the recipient or the recipient's representative directly. The notice shall specify the date, time, place, and agenda of the meeting and shall be sent to the directors at least seven days prior to the meeting date. In case of necessity or urgency to protect the rights or interests of the company, notice of the meeting may be given by other means and the meeting date may be fixed earlier.</p>	<p>Article 27. In convening a meeting of the board of directors, the chairman of the board of directors or a designated person designated by the chairman shall send a notice of the meeting by registered mail or deliver it by hand to the recipient or the recipient's representative directly. The notice shall specify the date, time, place, and agenda of the meeting and shall be sent to the directors at least seventhree days prior to the meeting date. In case of necessity or urgency to protect the rights or interests of the company, notice of the meeting may be given by other means and the meeting date may be fixed earlier.</p> <p style="padding-left: 40px;">In convening a board of directors' meeting under the first paragraph, if there is no chairman of the board of directors or any person designated by the chairman for any reason, the vice chairman shall convene the board of directors' meeting. If there is no vice chairman for any reason, two or more directors may jointly convene the board of directors' meeting.</p> <p style="padding-left: 40px;">Convening a board of directors' meeting may be conducted by electronic means, subject to the conditions and requirements prescribed under the law governing public limited companies, other applicable laws, and the regulations prescribed by the registrar.</p>

Matter	Current Articles of Association of the Company	Proposed Amendments to the Articles of Association of the Company
<p>Convening of a shareholders' meeting by the shareholders themselves</p>	<p>Article 32. The board of directors must convene an annual general meeting of shareholders within four months from the end of the company's fiscal year.</p> <p>Any shareholders' meeting other than the one referred to above shall be called an extraordinary general meeting of shareholders. The board of directors may call an extraordinary general meeting of shareholders at any time as it deems appropriate.</p> <p>One or more shareholders holding shares amounting to not less than 10 percent of the total number of shares sold may jointly submit a written request to the board of directors to call an extraordinary general meeting of shareholders at any time, provided that the written request must clearly state the subject matter and the reasons for calling such meeting. In such case, the board of directors must convene a shareholders' meeting within 45 days from the date of receipt of the written request from the shareholders.</p> <p>In the case where the board of directors fails to convene the meeting within the period specified in paragraph three, the shareholders submitting the request, or other shareholders holding the required aggregate number of shares, may convene the meeting by themselves within 45 days from the lapse of the period specified in paragraph three. In such case, the meeting shall be deemed a shareholders' meeting convened by the board of directors, and the company shall bear the necessary expenses incurred from holding the meeting and shall provide reasonable facilitation.</p>	<p>Article 32. The board of directors must convene an annual general meeting of shareholders within four months from the end of the company's fiscal year.</p> <p>Any shareholders' meeting other than the one referred to above shall be called an extraordinary general meeting of shareholders. The board of directors may call an extraordinary general meeting of shareholders at any time as it deems appropriate.</p> <p>One or more shareholders holding shares amounting to not less than 10 percent of the total number of shares sold may jointly submit a written request to the board of directors to call an extraordinary general meeting of shareholders at any time, provided that the written request must clearly state the subject matter and the reasons for calling such meeting. In such case, the board of directors must convene a shareholders' meeting within 45 days from the date of receipt of the written request from the shareholders.</p> <p>In the case where the board of directors fails to convene the meeting within the period specified in paragraph three, the shareholders submitting the request, or other shareholders holding the required aggregate number of shares, may convene the meeting by themselves within 45 days from the lapse of the period specified in paragraph three. In such case, the meeting shall be deemed a shareholders' meeting convened by the board of directors, and the company shall bear the necessary expenses incurred from holding the meeting and shall provide reasonable facilitation.</p>

Matter	Current Articles of Association of the Company	Proposed Amendments to the Articles of Association of the Company
	<p>In the event that any shareholders' meeting convened by the shareholders under paragraph four fails to form a quorum as specified in Article 34, the shareholders under paragraph four shall be jointly responsible for reimbursing the company for the expenses incurred in holding such meeting.</p>	<p>In the event that any shareholders' meeting convened by the shareholders under paragraph four fails to form a quorum as specified in Article 34., the shareholders under paragraph four shall be jointly responsible for reimbursing the company for the expenses incurred in holding such meeting.</p> <p>Convening a shareholders' meeting by shareholders under the fourth paragraph may be conducted by electronic means, subject to the conditions and requirements prescribed under the law governing public limited companies, other applicable laws, and the regulations prescribed by the registrar.</p>
<p>Convening and holding of shareholders' meetings</p>	<p>Article 33. In summoning the shareholders' meeting, the board of directors shall prepare an invitation notice of the meeting specifying the place, date, time, agenda, and the matters to be proposed to the meeting together with appropriate details stating clearly whether each matter is for acknowledgment, for approval, or for consideration, including the board of directors' opinions on the said matters, and shall be sent to the shareholders for information by registered mail or delivered in person to the shareholder or his or her representative not less than seven days prior to the meeting date. The notice of the meeting shall also be advertised in a newspaper for three consecutive days not less than three days prior to the meeting date.</p> <p>The shareholders' meeting shall be held in the locality in which the head office is situated or one in which a branch office is situated, or in province</p>	<p>Article 33. In summoning the shareholders' meeting, the board of directors shall prepare an invitation notice of the meeting specifying the place, date, time, agenda, and the matters to be proposed to the meeting together with appropriate details stating clearly whether each matter is for acknowledgment, for approval, or for consideration, including the board of directors' opinions on the said matters, and shall be sent to the shareholders for information by registered mail or delivered in person to the shareholder or his or her representative not less than seven days prior to the meeting date. The notice of the meeting shall also be advertised in a newspaper for three consecutive days not less than three days prior to the meeting date.</p> <p>The delivery and publication of the invitation notice under the first paragraph may be made by electronic means, subject to the conditions and</p>

Matter	Current Articles of Association of the Company	Proposed Amendments to the Articles of Association of the Company
	<p>near the locality where the head office or the branch office is situated, or in another province as the board of directors deems appropriate.</p>	<p>requirements prescribed under the law governing public limited companies, other applicable laws, and the regulations prescribed by the registrar.</p> <p>The shareholders' meeting shall be held in the locality in which the head office is situated or one in which a branch office is situated, or in province near the locality where the head office or the branch office is situated, or in another province as the board of directors deems appropriate.</p> <p>A shareholders' meeting may be conducted by electronic means, subject to the conditions and requirements prescribed under the law governing public limited companies and other applicable laws. In such case, the location of the company's head office shall be deemed to be the place of the meeting.</p>
<p>Delivery of the notice of the adjourned shareholders' meeting convened due to the absence of a quorum</p>	<p>Article 34. At a shareholders' meeting, there shall be not less than 25 persons of shareholders and proxy holders (if any) present, or shareholders and proxy holders representing at least half of the total number of shareholders, with the total shares represented at the meeting amounting to no less than one-third of the total number of shares sold present to constitute a quorum.</p> <p>If after one hour from the time scheduled for the shareholders' meeting, the number of shareholders attending the meeting present is insufficient to form a quorum as specified, and the shareholders' meeting was convened at the request of shareholders, the meeting will be</p>	<p>Article 34. At a shareholders' meeting, there shall be not less than 25 persons of shareholders and proxy holders (if any) present, or shareholders and proxy holders representing at least half of the total number of shareholders, with the total shares represented at the meeting amounting to no less than one-third of the total number of shares sold present to constitute a quorum.</p> <p>If after one hour from the time scheduled for the shareholders' meeting, the number of shareholders attending the meeting present is insufficient to form a quorum as specified, and the shareholders' meeting was convened at the request of shareholders, the meeting will be</p>

Matter	Current Articles of Association of the Company	Proposed Amendments to the Articles of Association of the Company
	<p>deemed cancelled. If the meeting was not convened at the request of shareholders, the board of directors shall reschedule the meeting and send a notice of the meeting to the shareholders not less than seven days before the date of the meeting. At this latter meeting, it is not necessary to constitute a quorum.</p>	<p>deemed cancelled. If the meeting was not convened at the request of shareholders, the board of directors shall reschedule the meeting and send a notice of the meeting to the shareholders not less than seven days before the date of the meeting. At this latter meeting, it is not necessary to constitute a quorum.</p> <p style="text-align: center;">The delivery of the notice of the latter meeting under the second paragraph may be made by electronic means, subject to the conditions and requirements prescribed under the law governing public limited companies, other applicable laws, and the regulations prescribed by the registrar.</p>
<p>Delivery and publication of the invitation notice for a latter shareholders' meeting to consider matters not concluded at the previous meeting</p>	<p>Article 36. The chairman of the shareholders' meeting shall have the duties to ensure that the meeting is carried out in accordance with the company's articles of association pertaining to meetings. In this regard, the chairman shall conduct the meeting in compliance with the order of agenda specified in the notice of the meeting, except the meeting resolves to change the order of the agenda items by a vote of not less than two-thirds of the number of shareholders present at the meeting.</p> <p>When the meeting has considered all the agenda items as specified in the first paragraph, the shareholders holding no less than one-third of the total number of shares sold may ask the meeting to consider matters other than those specified in the notice of the meeting.</p>	<p>Article 36. The chairman of the shareholders' meeting shall have the duties to ensure that the meeting is carried out in accordance with the company's articles of association pertaining to meetings. In this regard, the chairman shall conduct the meeting in compliance with the order of agenda specified in the notice of the meeting, except the meeting resolves to change the order of the agenda items by a vote of not less than two-thirds of the number of shareholders present at the meeting.</p> <p>When the meeting has considered all the agenda items as specified in the first paragraph, the shareholders holding no less than one-third of the total number of shares sold may ask the meeting to consider matters other than those specified in the notice of the meeting.</p>

Matter	Current Articles of Association of the Company	Proposed Amendments to the Articles of Association of the Company
	<p>In the event that the meeting is unable to complete consideration of the agenda items as specified in the first paragraph or the additional matters proposed by shareholders under the second paragraph, as the case may be, and it is necessary to adjourn the meeting, the meeting shall determine the place, date, and time for the next meeting. The board of directors shall send notice of that meeting specifying the place, date, time and the agenda to the shareholders not less than seven days prior to the meeting date. The notice of the meeting shall also be advertised in a newspaper for three consecutive days not less than three days prior to the meeting date.</p>	<p>In the event that the meeting is unable to complete consideration of the agenda items as specified in the first paragraph or the additional matters proposed by shareholders under the second paragraph, as the case may be, and it is necessary to adjourn the meeting, the meeting shall determine the place, date, and time for the next meeting. The board of directors shall send notice of that meeting specifying the place, date, time and the agenda to the shareholders not less than seven days prior to the meeting date. The notice of the meeting shall also be advertised in a newspaper for three consecutive days not less than three days prior to the meeting date.</p> <p>The delivery and publication of the notice under the third paragraph may be made by electronic means, subject to the conditions and requirements prescribed under the law governing public limited companies, other applicable laws, and the regulations prescribed by the registrar.</p>
Proxy	<p>Article 37. For the shareholders' meeting, a shareholder may appoint a proxy holder to attend the meeting and vote on his or her behalf. The form appointing a proxy holder shall be dated and signed by the shareholder appointing the proxy and shall be in the form prescribed by the registrar.</p> <p>The proxy form shall be delivered to the chairman of the board of directors or the person determined by the chairman at the meeting prior to the proxy holder attending the meeting.</p>	<p>Article 37. For the shareholders' meeting, a shareholder may appoint a proxy holder to attend the meeting and vote on his or her behalf. The form appointing a proxy holder shall be dated and signed by the shareholder appointing the proxy and shall be in the form prescribed by the registrar.</p> <p>The proxy form shall be delivered to the chairman of the board of directors or the person determined by the chairman at the meeting prior to the proxy holder attending the meeting.</p>

Matter	Current Articles of Association of the Company	Proposed Amendments to the Articles of Association of the Company
		<p>The appointment of a proxy holder and the submission of the proxy form under the first paragraph may be made by electronic means, provided that reliable and secure methods are used to verify that the proxy appointment has been made by the shareholder, in accordance with the conditions and requirements prescribed under the law governing public limited companies, other applicable laws, and the regulations prescribed by the registrar.</p>
<p>The giving of notice of dividend payment to shareholders and the publication of such dividend payment notice</p>	<p>Article 45. Subject to Article 46., no dividend shall be paid out of any money other than profits. If the company has accumulated losses, no dividend shall be paid.</p> <p style="padding-left: 40px;">Dividends shall be distributed equally according to the number of shares.</p> <p style="padding-left: 40px;">The board of directors may, from time to time, pay interim dividends to the shareholders if it appears that the company has sufficient profits to do so, and shall report such payment to the shareholders’ meeting at the next meeting.</p> <p style="padding-left: 40px;">Payment of dividends shall be made within one month from the date of the resolution of the shareholders’ meeting or the board of directors, as the case may be. Written notice of the dividend payment shall be sent to the shareholders, and shall be published in a newspaper within one month from the date of approval by the shareholders’ meeting or the resolution of the board of directors, as the case may be.</p>	<p>Article 45. Subject to Article 46., no dividend shall be paid out of any money other than profits. If the company has accumulated losses, no dividend shall be paid.</p> <p style="padding-left: 40px;">Dividends shall be distributed equally according to the number of shares.</p> <p style="padding-left: 40px;">The board of directors may, from time to time, pay interim dividends to the shareholders if it appears that the company has sufficient profits to do so, and shall report such payment to the shareholders’ meeting at the next meeting.</p> <p style="padding-left: 40px;">Payment of dividends shall be made within one month from the date of the resolution of the shareholders’ meeting or the board of directors, as the case may be. Written notice of the dividend payment shall be sent to the shareholders, and shall be published in a newspaper within one month from the date of approval by the shareholders’ meeting or the resolution of the board of directors, as the case may be.</p>

Matter	Current Articles of Association of the Company	Proposed Amendments to the Articles of Association of the Company
		<p>The notice of dividend payment to shareholders and the publication of the dividend payment notice under the fourth paragraph may be made by electronic means, subject to the conditions and requirements prescribed under the law governing public limited companies, other applicable laws, and the regulations prescribed by the registrar.</p>
<p>Delivery of documents to directors, shareholders, or creditors by electronic means</p>	<p>-</p>	<p>Article 49. Where the company or the board of directors is required to send any notice or document pursuant to the law governing public limited companies or articles of association to a director, shareholder, or creditor of the company, and if such person has expressed his or her intention or consent to receive such notice or document by electronic means, the company or the board of directors may deliver such notice or document by electronic means, subject to the conditions and requirements prescribed under the law governing public limited companies, other applicable laws, and the regulations prescribed by the registrar.</p>

Voting Requirement for Approval: A resolution under this agenda item requires a vote of not less than three-fourths of the total votes of the shareholders present at the meeting and entitled to vote.


In this regard, the Company has fixed **Thursday, 12 March 2026** as the **Record Date** for determining the list of shareholders entitled to attend the **2026 Annual General Meeting of Shareholders**.

The Company hereby cordially invites all shareholders to attend the **2026 Annual General Meeting of Shareholders** on **Monday, 20 April 2026** at **13.00 hrs.**, which will be **conducted via electronic means (E-Meeting) only**, in compliance with the laws and regulations governing electronic meetings (no physical meeting venue or on-site registration will be arranged), and the meeting will be conducted in accordance with the Company’s articles of association, as detailed in **Enclosure 4**.

Shareholders and proxy holders may submit a meeting attendance request form (E-Request) and the required relevant documents in advance from Wednesday, 18 March 2026 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 request form and all required relevant documents completely and accurately via the E-Request system in advance, no later than 17.30 hrs. on Tuesday, 31 March 2026, to allow the Company to have sufficient time to verify the completeness and accuracy of the documents, and this will enable you to obtain approval for your meeting attendance request (E-Request) and to receive a username and password, along with a registration link for attending the meeting in a timely manner.

In this regard, shareholders or proxy holders who correctly and completely submit their meeting attendance request form along with all required relevant documents via E-Request will have their request approved and will receive a username, password, and a registration link for attending the meeting. **The Company will open the registration system for meeting attendance from 11.00 hrs. on Monday, 20 April 2026 onwards until the conclusion of the meeting.**

Shareholders or proxy holders can access the E-Request system via: https://fort.inventech.co.th/THAI755312R/#/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 shall be treated final. Furthermore, the Company reserves the right to permit 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 5**, 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, to facilitate shareholders who are unable to attend the meeting in person, the Company proposes that Mr. Rapee Sucharitakul or Dr. Veerathai Santiprabhob, (who are independent directors without any special interest in all meeting agendas), either of them, be appointed as proxy to attend and vote on behalf of the shareholder at this shareholders' meeting. The Company recommends using Proxy Form B., which allows shareholders to specify their voting instructions clearly. Details of the independent directors proposed to serve as proxy holder for shareholders are provided in Enclosure 6. Such independent directors meet the qualifications as defined in the Company's definition of "Independent Director", as detailed in Enclosure 1.

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 7 and Enclosure 8.

In the event of 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 may contact the Inventech Call Center, the meeting system provider, for further information via phone number at 02-460-9224 from Wednesday, 18 March 2026 to Monday, 20 April 2026, 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 shareholders and proxy holders with the opportunity 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

The Corporate Secretariat Office

Tel. 02-545-4391-93