



# ESG Performance Report for Listed Companies in 2024

THAI AIRWAYS INTERNATIONAL PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024

Published on 30 April 2025



## ESG Performance

Company Name : THAI AIRWAYS INTERNATIONAL PUBLIC COMPANY LIMITED      Symbol : THAI

Market : SET      Industry Group : Services      Sector : Transportation & Logistics

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### Environmental management

#### Information on environmental policy and guidelines

##### Environmental policy and guidelines

Environmental policy and guidelines : Yes

Environmental guidelines : Waste Management

Thai Airways International Public Company Limited (THAI) is committed to conducting its business in a sustainable development direction with principles and practices that drive the company's business to create value for society and the environment, including stakeholders. With a focus on creating inclusivity and confidence, the company adheres to the principles of the Circular Economy and Value Creation through excellent and transparent operations, giving importance to the development of continuous innovation and technology. Emphasizing inclusivity and sustainability in all company activities, THAI aligns its business operations with the expectations of stakeholders by adhering to the following principles:

##### Environment:

Developing the business in a socially responsible direction by reducing greenhouse gas emissions, conducting environmentally-friendly business operations, using sustainable resources, and controlling and minimizing impacts on ecosystems and biodiversity. Following the principles of the Circular Economy, THAI responds to climate change, aiming to minimize long-term environmental and social impacts for sustainability.

##### Social:

Giving importance to the company's products and services, THAI is dedicated to sincerely listening to customer feedback, continuously developing and improving products and services, and innovating to meet diverse customer needs. The company respects human rights principles and employee satisfaction, supporting diverse cultures and values within the organization. Developing knowledge, skills, and necessary abilities, THAI aims to inspire employees through work, instilling pride and happiness in their work, and contributing to the community's quality of life and sustainable growth.

##### Governance:

Adhering to good corporate governance principles, THAI complies with the laws and regulations of the country in which it operates, as well as international practices. The company practices transparency by disclosing information and operational results openly, managing risks, adapting to changes, and identifying suitable opportunities to support sustainable growth. THAI considers the equal and fair treatment of stakeholders in all groups, addressing the needs of both beneficiaries and those affected along the value chain.

All executives and employees of Thai Airways International Public Company Limited (THAI) have the responsibility to support and drive the organization as a whole, aligning with the Sustainable Management Policy of Thai Airways International Public Company Limited, and transmitting the policy to subsidiaries and all stakeholder groups. Communication and collaboration with leading global organizations are emphasized to enhance sustainable development potential.

#### Information on review of environmental policies, guidelines, and/or objectives over the past years

##### Review of environmental policies, guidelines, and/or goals over the past year

Review of environmental policies, guidelines, and/or goals : No  
over the past year

### Information on compliance with environmental management principles and standards

#### Compliance with environmental management principles and standards

Environmental management principles and standards : ISO 14001 - Environmental management systems

#### Compliance with energy management principles and standards

Energy management principles and standards : Other : Thailand Greenhouse Gas Management Organization (Public Organization)

#### Compliance with water management principles and standards

#### Compliance with waste management principles and standards

#### Compliance with greenhouse gas or climate change management principles and standards

Greenhouse gas or climate change management principles and standards : Thailand Greenhouse Gas Management Organization (TGO) standards

### Information on incidents related to legal violations or negative environmental impacts

#### Number of cases and incidents of legal violations or negative environmental impacts

	2022	2023	2024
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

## Energy management

### Disclosure boundary in energy management in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

### Information on energy management

#### Energy management plan

The company's energy management plan : No

### Information on setting goals for managing energy

#### Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or fuel management : No

### Information on performance and outcomes of energy management

#### Performance and outcomes of energy management

Performance and outcomes of energy management : No

### Information on electricity management

#### Company's electricity consumption <sup>(\*)</sup>

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	19,501,256.00	92,916,829.50	103,418,075.16
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	19,501,256.00	92,916,829.50	103,418,075.16
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	1,832.82	8,336.34	8,703.03

Additional explanation : <sup>(\*)</sup> Exclude electricity consumption outside of the Company

### Information on fuel management

#### Company's fuel consumption

	2022	2023	2024
Jet fuel (Litres)	1,152,402.00	1,695,346.00	2,175,380.00
Gasoline (Litres)	N/A	4,532,637.82	N/A
LPG (Kilograms)	N/A	96.00	N/A
Steam (Metric tonnes)	N/A	40,491.00	N/A

Additional explanation : Not include external fuel consumption

### Company's fuel expense (\*)

	2022	2023	2024
Total fuel expense (Baht)	34,593,190,240.00	44,263,058,427.00	50,473,643,252.00
Percentage of total fuel expense to total expenses (%) <sup>(**)</sup>	37.36	36.29	25.27
Percentage of total fuel expense to total revenues (%) <sup>(**)</sup>	32.88	26.75	26.18

Additional explanation : <sup>(\*)</sup> Exclude electricity expense outside of the Company

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

### Information on total energy management (electricity + fuel)

#### Energy Consumption

	2022	2023	2024
Total energy consumption within the organization (Megawatt-Hours)	N/A	0.00	0.00

#### Energy Consumption Intensity

	2022	2023	2024
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) <sup>(*)</sup>	N/A	0.00000000	0.00000000

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

## Water management

### Disclosure boundary in water management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

### Information on water management plan

#### Water management plan

The Company's water management plan : No

### Information on setting goals for water management

#### Setting goals for water management

Does the company set goals for water management : No

### Information on performance and outcomes of water management

#### Performance and outcomes of water management

Performance and outcomes of water management : No

### Information on water management

#### Water withdrawal by source

	2022	2023	2024
Total water withdrawal (Cubic meters)	167,318.00	13,673,702.00	1,358,428.00
Water withdrawal by third-party water (cubic meters)	167,318.00	13,673,702.00	1,358,428.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	15.73	1,226.78	114.32
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.00	0.08	0.01

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

#### Water discharge by destinations

	2022	2023	2024
Total wastewater discharge (cubic meters)	0.00	0.00	0.00

#### Water consumption

	2022	2023	2024
Total water consumption (Cubic meters)	167,318.00	13,673,702.00	1,358,428.00

## Water Consumption Intensity

	2022	2023	2024
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.00159029	0.08262465	0.00704502

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

## Water withdrawal expenses

	2022	2023	2024
<b>Total water withdrawal expense (Baht)</b>	0.00	2,641,145.62	0.00
Total water withdrawal expense from third-party water (Baht)	N/A	2,641,145.62	N/A
Percentage of total water withdrawal expense to total expenses (%) <sup>(*)</sup>	0.00	0.00	0.00
Percentage of total water withdrawal expense to total revenues (%) <sup>(*)</sup>	0.00	0.00	0.00
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	0.00	236.96	0.00

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

## Waste management

### Disclosure boundary in waste management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

### Information on waste management plan

#### Waste management plan

The company's waste management plan : No

### Information on setting goals for waste management

#### Setting goals for waste management

Does the company set goals for waste management : No

### Information on performance and outcomes of waste management

#### Performance and outcomes of waste management

The company's performance and outcomes of waste management : No management

### Information on waste management

#### Waste Generation<sup>(\*)</sup>

	2022	2023	2024
Total waste generated (Kilograms)	192,120.00	2,832,516.61	1,599,346.11
Total non-hazardous waste (kilograms)	192,000.00	2,832,477.01	1,599,084.51
Total hazardous waste (kilograms)	120.00	39.60	261.60
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.00	0.02	0.01
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.00	0.02	0.01
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.00	0.00	0.00

Additional explanation : <sup>(\*)</sup> Exclude the total weight of waste generated outside of the Company, which is not responsible for the waste disposal or treatment cost

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

### Waste reuse and recycling

	2022	2023	2024
Total reused/recycled waste (Kilograms)	0.00	27,200.00	0.00
Percentage of total reused/recycled waste to total waste generated (%)	0.00	0.96	0.00

*Additional explanation : Exclude the total weight of reused/recycled waste outside of the Company, which is not responsible for the waste disposal or treatment cost*

## Greenhouse gas management

### Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

### Information on greenhouse gas management plan

#### Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

### Information on setting greenhouse gas emission goals

#### Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : No

### Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

Carbon Footprint for Organization Report.

Certificate : Standard of TGO Guidance of the Carbon Footprint for Organization.

### Information on greenhouse gas management

#### The company's greenhouse gas emissions

	2022	2023	2024
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	2,825,220.00	4,651,791.00	5,949,492.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	2,825,220.00	4,139,856.00	5,302,383.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	N/A	74,865.00	85,295.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	N/A	437,070.00	561,814.00

#### Greenhouse Gas Emissions Intensity

	2022	2023	2024
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) <sup>(*)</sup>	0.026853	0.028109	0.030855
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	265.53	417.35	500.67
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / Passenger-kilometer)	122.88000000	104.59000000	104.15000000

## Information on verification of the company's greenhouse gas emissions over the past year

### Verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas emissions : No

## Information on reduction and absorption of greenhouse gas

### Reduction of Greenhouse Gas

	2022	2023	2024
Total reduced GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Bear Project (Metric kilograms of carbon dioxide equivalent)	N/A	N/A	0.00
Care the Whale Project (Metric kilograms of carbon dioxide equivalent)	N/A	N/A	0.00

### Absorption and removal of Greenhouse Gas

	2022	2023	2024
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Wild Project (Metric kilograms of carbon dioxide equivalent)	N/A	N/A	0.00

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## ESG Performance

Company Name : THAI AIRWAYS INTERNATIONAL PUBLIC COMPANY LIMITED      Symbol : THAI

Market : SET      Industry Group : Services      Sector : Transportation & Logistics

### Human rights

#### Information on social and human rights policies and guidelines

##### Social and human rights policy and guidelines

Social and human rights policy and guidelines : Yes  
Social and human rights guidelines : Employee Rights, Migrant/foreign labor, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and Occupational Health at Work, Non-discrimination

#### Information on review of social and human rights policies, guidelines, and/or goals over the past year

##### Review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year : No

#### Information on compliance with human rights principles and standards

##### Compliance with human rights principles and standards

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour

#### Information on Human Rights Due Diligence : HRDD

##### Human Rights Due Diligence : HRDD

Does the company have an HRDD process : No

#### Information on incidents related to legal or social and human rights violations

##### Number of cases and incidents of significant legal or social and human rights violations

	2022	2023	2024
Total number of cases or incidents of significant legal or social and human rights violations (cases)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0

## Fair labor practice

### Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	0.00

### Information on employees and labor management plan

#### Employees and labor management plan

The company's employee and labor management plan	:	Yes
Employee and labor management plan implemented by the Company in the past year	:	Fair employee compensation, Employee training and development, Promoting employee relations and participation, Occupational health and safety in workplace

### Information on setting employee and labor management goals

#### Setting employee and labor management goals

Does the company set employee and labor management goals?	:	No
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### Information on performance and outcomes for employee and labor management

#### Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management	:	No
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### Information on employment

#### Employment

	2022	2023	2024
Total Employment (Person)	10,640	11,146	11,883
Percentage of employees to total employment (%)	100.00	100.00	100.00
Total employees (persons)	10,640	11,146	11,883
Male employees (persons)	6,338	6,425	6,592
Percentage of male employees (%)	59.57	57.64	55.47
Female employees (persons)	4,302	4,721	5,291
Percentage of female employees (%)	40.43	42.36	44.53

#### Number of employees categorized by age

	2022	2023	2024
Total number of employees under 30 years old (Persons)	439	870	1,722

	2022	2023	2024
Percentage of employees under 30 years old (%)	4.13	7.81	14.49
Total number of employees 30-50 years old (Persons)	6,084	5,937	5,199
Percentage of employees 30-50 years old (%)	57.18	53.27	43.75
Total number of employees over 50 years old (Persons)	4,117	4,339	4,962
Percentage of employees over 50 years old (%)	38.69	38.93	41.76

#### Number of male employees categorized by age

	2022	2023	2024
Total number of male employees under 30 years old (Persons)	199	322	638
Percentage of male employees under 30 years old (%)	3.14	5.01	9.68
Total number of male employees 30-50 years old (Persons)	3,509	3,381	2,948
Percentage of male employees 30-50 years old (%)	55.36	52.62	44.72
Total number of male employees over 50 years old (Persons)	2,630	2,722	3,006
Percentage of male employees over 50 years old (%)	41.50	42.37	45.60

#### Number of female employees categorized by age

	2022	2023	2024
Total number of female employees under 30 years old (Persons)	240	548	1,084
Percentage of female employees under 30 years old (%)	5.58	11.61	20.49
Total number of female employees 30-50 years old (Persons)	2,575	2,556	2,251
Percentage of female employees 30-50 years old (%)	59.86	54.14	42.54
Total number of female employees over 50 years old (Persons)	1,487	1,617	1,956
Percentage of female employees over 50 years old (%)	34.57	34.25	36.97

#### Number of employees categorized by position

	2022	2023	2024
Total number of employees in operational level (Persons)	10,168	10,678	11,418

	2022	2023	2024
Percentage of employees in operational level (%)	95.56	95.80	96.09
Total number of employees in management level (Persons)	464	460	457
Percentage of employees in management level (%)	4.36	4.13	3.85
Total number of employees in executive level (Persons)	8	8	8
Percentage of employees in executive level (%)	0.08	0.07	0.07

### Number of male employees categorized by position

	2022	2023	2024
Total number of male employees in operational level (Persons)	6,043	6,150	6,331
Percentage of male employees in operational level (%)	95.35	95.72	96.04
Total number of male employees in management level (Persons)	289	270	256
Percentage of male employees in management level (%)	4.56	4.20	3.88
Total number of male employees in executive level (Persons)	6	5	5
Percentage of male employees in executive level (%)	0.09	0.08	0.08

### Number of female employees categorized by position

	2022	2023	2024
Total number of female employees in operational level (Persons)	4,125	4,528	5,087
Percentage of female employees in operational level (%)	95.89	95.91	96.14
Total number of female employees in management level (Persons)	175	190	201
Percentage of female employees in management level (%)	4.07	4.02	3.80
Total number of female employees in executive level (Persons)	2	3	3
Percentage of female employees in executive level (%)	0.05	0.06	0.06

### Significant changes in the number of employees

Significant changes in number of employees over the past 3 : No  
Years

## Employment of workers with disabilities

	2022	2023	2024
Total employment of workers with disabilities (persons)	0	4	21
Percentage of disabled workers to total employment (%)	0.00	0.04	0.18
Total number of employees with disabilities (Persons)	N/A	4	21
Percentage of disabled employees to total employees (%)	N/A	0.04	0.18
Total number of workers who are not employees with disabilities (persons)	N/A	N/A	0

## Information on compensation of employees

### Employee remuneration by gender

	2022	2023	2024
Total employee remuneration (baht)	0.00	10,392,908,754.00	15,830,281,993.44
Total male employee remuneration (baht)	N/A	6,938,059,625.00	N/A
Percentage of remuneration in male employees (%)	N/A	66.76	N/A
Total female employee remuneration (baht)	N/A	3,454,849,129.00	N/A
Percentage of remuneration in female employees (%)	N/A	33.24	N/A
Average remuneration of employees (Baht / Person)	0.00	932,433.95	1,332,178.91
Average remuneration of male employees (Baht / Person)	N/A	1,079,853.64	N/A
Average remuneration of female employees (Baht / Person)	N/A	731,804.52	N/A
Ratio of average remuneration of female employees to male employees	N/A	0.68	N/A

### Provident fund management policy

Provident fund management policy : Have

The company registered the establishment of the Provident Fund on June 26, 1992, under the supervision of the Provident Fund Committee of Thai Airways International Public Company Limited, which is registered. The company contributes to the fund at the rate of 9% of the salary for employees with less than 20 years of service and at the rate of 10% of the salary for employees with 20 years of service or more. Employees contribute to the fund at the rate of 2-15% of their salary.

Since 2021, the fund has had transitional provisions regarding the contribution rates: 5% for employees with less than 20 years of service and 6% for employees with 20 years of service or more.

From September 2021 to December 2022

From January 2023 to June 2023

From July 2023 to December 2024

For the fourth period, the details are as follows: According to the resolution of the Provident Fund Committee in the special meeting No. 3/2024 on October 10, 2024, it was agreed to extend the transitional provisions from the original end date of December 2024 for another 6 months, from January 1, 2025, to June 30, 2025. This extension is due to the company still being under the business rehabilitation plan according to the Bankruptcy Act B.E. 2483 and to control the company's expenses. This is in accordance with the resolution of the Human Resources Policy Management Committee meeting No. 17/2024 on October 7, 2024, and the extraordinary general meeting No. 1/2024 on November 8, 2024, acknowledged the resolution.

### Provident fund for employees (PVD)

	2022	2023	2024
Number of employees joining in PVD (persons)	9,680	9,654	10,810
Proportion of employees who are PVD members (%)	90.98	86.61	90.97
Total amount of provident fund contributed by the company (baht)	316,547,342.00	312,853,074.00	375,202,589.00
Percentage of total amount of provident fund contributed by the Company to total employee remuneration (%)	0.00	3.01	2.37

### Information on employee development

#### Employee training and development

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	N/A	N/A	22.29
Total amount spent on employee training and development (Baht)	162,000,000.00	168,000,000.00	248,000,000.00
Percentage of training and development expenses to total expenses (%) <sup>(*)</sup>	0.001750	0.001377	0.001242
Percentage of training and development expenses to total revenue (%) <sup>(*)</sup>	0.001540	0.001015	0.001286

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

### Information on safety, occupational health, and work environment

#### Statistic of accident and injuries of employees from work

	2022	2023	2024
Total number of lost time injury incidents by employees (Cases)	24	26	68
Total number of employees that lost time injuries for 1 day or more (Persons)	24	26	68
Percentage of employees that lost time injuries for 1 day or more (%)	0.23	0.23	0.57

	2022	2023	2024
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00

Additional explanation : <sup>(\*)</sup> The company with the total number of employees over 100 or more

<sup>(\*\*)</sup> The company with the total number of employees less than or equal to 100

## Information on promoting employee relations and participation

### Employee engagement

	2022	2023	2024
Total number of employee turnover leaving the company voluntarily (persons)	957	305	159
Total number of male employee turnover leaving the company voluntarily (persons)	518	184	89
Total number of female employee turnover leaving the company voluntarily (persons)	439	121	70
Proportion of voluntary resignations (%)	8.99	2.74	1.34
Percentage of male employee turnover leaving the Company voluntarily (%)	4.87	1.65	0.75
Percentage of female employee turnover leaving the Company voluntarily (%)	4.13	1.09	0.59

### Employee internal groups

Employee internal groups : No

## Responsibility to customers/ consumers

### Information on responsibility to customers/consumers policy

#### Consumer data privacy and protection policy and guidelines

- Consumer data privacy and protection policy and guidelines : Yes
- Consumer data privacy and protection guidelines : Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data

#### Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : No

#### Policy and guidelines on communicating the impact of products and services to customers / consumers

- Policy and guidelines on communicating the impact of products and services to customers / consumers : No

### Information on customer management plan

#### Customer management plan

- Company's customer management plan : Yes
- Customer management plan implemented by the company in the past year : Responsible production and services for customers, Communication of product and service impacts to customers / consumers, Development of customer satisfaction and customer relationship

### Information on setting customer management goals

#### Setting customer management goals

- Does the company set customer management goals : No

### Details of setting customer management goals

### Information on performance and results of customer management

#### Performance and outcomes of customer management

- Performance and outcomes of customer management : No

### Channels for receiving complaints from customers/consumers

- Company's channels for receiving complaints from customers/consumers : Yes
- Telephone : 02-356-1111
- Fax : -
- Email : [contact@thaiairways.com](mailto:contact@thaiairways.com)
- Company's website : [https://www.thaiairways.com/th\\_TH/help/contact\\_us/](https://www.thaiairways.com/th_TH/help/contact_us/)
- Address : -

## Responsibility to community/ society

### Information on community development and engagement policies

#### Community development and engagement policies

Community development and engagement policies : Yes

### Information on community and social management plan

#### Community and social management plan

Company's community and social management plan : Yes

Community and social management plan implemented by the company over the past year : Sports and recreation, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups

### Information on setting of community and social management goals

#### Setting of community and social management goals

Does the company set community and social management goals : No

### Information on outcomes and results of community and social management

#### Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

### Benefit from implementing social development project

#### Financial benefits

Does the company measure the financial benefits from social development? : No

#### Non-financial benefits

Does the company measure the non-financial benefits from social development? : No

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## ESG Performance

Company Name : THAI AIRWAYS INTERNATIONAL PUBLIC COMPANY LIMITED      Symbol : THAI

Market : SET      Industry Group : Services      Sector : Transportation & Logistics

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### Corporate Governance Policy

#### Information on overview of the policy and guidelines

#### Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

#### Policy and guidelines related to the board of directors

Are there policy and guidelines related to the board of directors : Yes

Guidelines related to the board of directors : Nomination of Directors, Determination of Director Remuneration, Independence of the Board of Directors from the Management, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies, Other guidelines regarding the board of directors

#### Nomination of Directors

#### Determination of Director Remuneration

#### Independence of the Board of Directors from the Management

#### Director Development

#### Board Performance Evaluation

#### Corporate Governance of Subsidiaries and Associated Companies

#### Responsibilities of the Board of Directors

The Board of Directors is responsible for setting the company's business direction in accordance with good corporate governance principles. This includes formulating policies, strategic plans, goals, vision, and mission. The Board plays a crucial role in overseeing, supervising, and monitoring the management's operations to ensure they align with the established policies and strategic plans. The Board is also responsible for appointing specific committees to handle assigned tasks, appointing the company's auditors, and appointing the company secretary to manage meetings and ensure legal compliance. Additionally, the Board members must perform their duties with knowledge, capability, honesty, integrity, and transparency for the maximum benefit of the company

#### Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders : Yes

Guidelines and measures related to shareholders and stakeholders : Shareholder, Employee, Customer, Business competitor, Business partner, Creditor, Community and society, Other guidelines regarding shareholders and stakeholders

#### Shareholder

#### Employee

#### Customer

#### Business competitor

## **Business partner**

## **Creditor**

## **Community and society**

### **Treatment of Stakeholders**

Directors, executives, and operators perform their duties with fairness, treating stakeholders equally without discrimination based on race, nationality, religion, gender, physical condition, health, or any other unfair grounds.

Directors, executives, and operators adhere to international principles when dealing with business competitors, ensuring compliance with relevant laws. Confidentiality and trade secrets of competitors are respected, and monopolistic practices are avoided.

Directors, executives, and operators follow the Company's regulations regarding recruitment, appointment, and transfer, based on merit transparently and fairly.

The Board of Directors establishes channels for stakeholders to report illegal activities, violations of company regulations, corruption, or breaches of the Company's ethics and the code of conduct. Complaints are promptly addressed within a reasonable timeframe.

### **Information on business code of conduct**

#### **Business code of conduct**

Business code of conduct : Yes

The Company is committed to developing, improving and ensuring business ethics. Therefore, it has collected and compiled various rules, procedures, and guidelines regarding business operations, as well as requirements that serve as standard criteria of conduct to be used as guidelines for the conduct of all personnel in the Company, including the Board of Directors, executives and all operators. Business ethics is considered to be a matter that all personnel should strictly adhere to and act accordingly by applying the principles of integrity, morality and ethics, sincerity and veracity to their work.

#### **Policy and guidelines related to business code of conduct**

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Money laundering prevention, Gift giving or receiving, entertainment, or business hospitality

#### **Prevention of Conflicts of Interest**

#### **Anti-corruption**

#### **Whistleblowing and Protection of Whistleblowers**

#### **Prevention of Misuse of Inside Information**

#### **Money laundering prevention**

#### **Gift giving or receiving, entertainment, or business hospitality**

#### **Information on material changes and developments in policy and corporate governance system over the past year**

#### **Material changes and developments related to the review of policy and guidelines in corporate governance system or board of directors' charter**

In the past year, did the company review the corporate governance policy and guidelines, or board of directors' charter : No

Material changes and developments in policy and guidelines over the past year : No

### **Implementation of the CG Code for listed companies**

Implementation of the CG Code as prescribed by the SEC : Fully implement

# Corporate Governance Structure

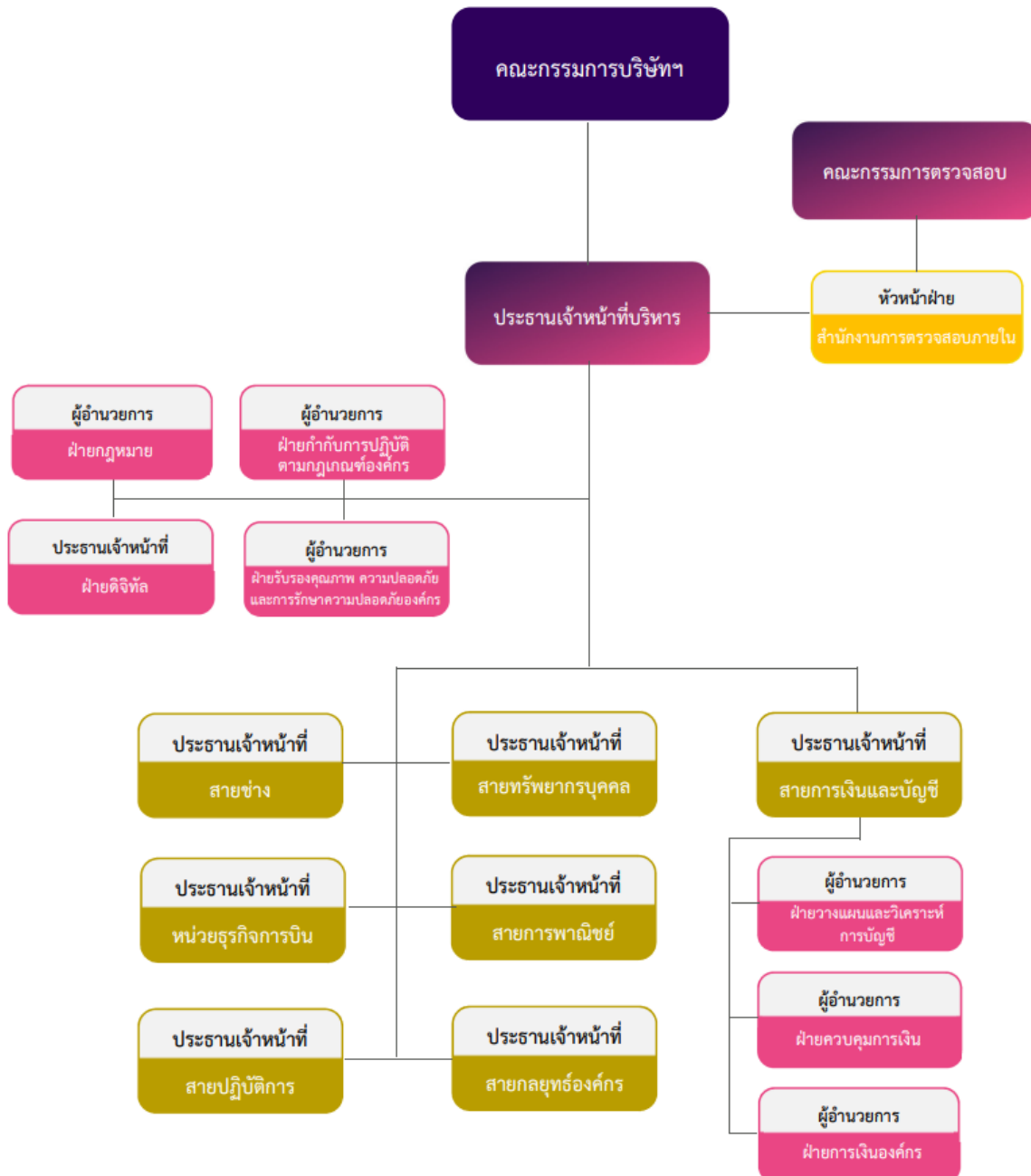
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 15 Oct 2024

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2024	
	Male (persons)	Female (persons)
<b>Total directors</b>	3	
	3	0
Executive directors	0	
	0	0
Non-executive directors	3	
	3	0
Independent directors	1	
	1	0
Non-executive directors who have no position in independent directors	2	
	2	0

	2024	
	Male (%)	Female (%)
<b>Total directors</b>	100.00	
	100.00	0.00
Executive directors	0.00	
	0.00	0.00
Non-executive directors	100.00	
	100.00	0.00
Independent directors	33.33	
	33.33	0.00
Non-executive directors who have no position in independent directors	66.67	
	66.67	0.00

Additional explanation : Displayed % (percentage) from proportion of total board of directors

	2024	
	Male (years)	Female (years)
Average age of board of directors	65	
	65	0

The information on each director and controlling person

List of the board of directors<sup>(1)</sup>

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. ACM AMNART JEERAMANEEMAI  Gender: Male  Age : 61 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Engineering  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesn't Have  Legal offenses in the past 5 years : Doesn't Have  DAP course : No  DCP course : No</p> <p><b>Shareholding in the company</b>  • Direct shareholding : 0 Shares (0.000000 %)</p>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	26 Apr 2018	Engineering, Sustainability, Governance/ Compliance, Transportation & Logistics
<p>2. Mr. PIYASVASTI AMRANAND  Gender: Male  Age : 71 years  Highest level of education : Doctoral degree  Study field of the highest level of education : Economics  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesn't Have  Legal offenses in the past 5 years : Doesn't Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b>  • Direct shareholding : 0 Shares (0.000000 %)</p>	<p>Director  (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	25 May 2020	Finance, Sustainability, Governance/ Compliance, Strategic Management, Transportation & Logistics

List of directors	Position	First appointment date of director	Skills and expertise
3. Mr. CHANSIN TREENUCHAGRON Gender: Male Age : 64 years Highest level of education : Doctoral degree Study field of the highest level of education : Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : Yes  <b>Shareholding in the company</b> • Direct shareholding : 0 Shares (0.000000 %) 	Director (Non-executive directors)  Authorized directors as per the company's certificate of registration : Yes  Type of director : Existing director	4 Jun 2020	Corporate Management, Transportation & Logistics, Governance/ Compliance, Risk Management, Strategic Management

Additional explanation:

(\*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(\*\*) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

Remark: <sup>(1)</sup>The Company filed a petition for business rehabilitation with the Central Bankruptcy Court on 26 May 2020. On 14 September 2020, the Central Bankruptcy Court ordered the rehabilitation of Thai Airways and appointed EY Corporate Advisory Services Co., Ltd. together with Air Chief Marshal Chaipayruek Dissayarin, Mr. Chakrit Parapuntakul, Mr. Peeraphan Saleerathaviphak, Mr. Boontak Wangcharoen, Mr. Piyasawat Amranand and Mr. Chansin Treenuchagron as drafters of the business rehabilitation plan, with the powers and duties according to the Bankruptcy Act, B.E. 2483 (1940), Section 90/25, in managing the business and assets of the debtor, excluding the right to receive dividends.

On 15 June 2021, the Central Bankruptcy Court issued an order approving the rehabilitation plan of Thai Airways International Public Company Limited, in accordance with Section 90/59 of the Bankruptcy Act B.E. 2483 (1940) "when the court approves of the plan, it shall notify the plan administrator and plan drafter of the order without delay. All rights and powers of the plan drafter shall vest in the plan administrator from the moment the plan administrator receives the court order."

## List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. ACM AMNART JEERAMANEEMAI	Director		✓	✓		
2. Mr. PIYASVASTI AMRANAND	Director		✓		✓	✓
3. Mr. CHANSIN TREENUCHAGRON	Director		✓		✓	✓
<b>Total (persons)</b>		<b>0</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>2</b>

## Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Transportation & Logistics	3	100.00
2. Finance	1	33.33
3. Sustainability	2	66.67
4. Corporate Management	1	33.33
5. Engineering	1	33.33
6. Strategic Management	2	66.67
7. Risk Management	1	33.33
8. Governance/ Compliance	3	100.00

## Information about the other directors

	2024
The chairman of the board and the highest-ranking executive are from the same family	No
Chairman is a member of the executive board or taskforce	No
The company appoints at least one independent director to determine the agenda of the board of directors' meeting	No

Additional explanation : (\*) Composition of the Board of Directors is calculated from the Board of Directors data in the year 2022 onwards

(\*\*) If a remark is specified, the remark from the most recent year will be displayed

## The measures for balancing the power between the board of directors and the Management

The measures for balancing the power between the board of : Doesn't Have  
directors and the Management

## Information on the roles and duties of the board of directors

Board charter : Have

## Information on subcommittees

## Information on subcommittees

## Information on roles of subcommittees

## Roles of subcommittees

## Information on each subcommittee

## Information on the executives

## Information on the executives

## List and positions of the executive

List of the highest-ranking executive and the next four executives

List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. Chai Eamsiri  Gender: Male  Age : 62 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : No</p>	Chief Executive Officer (The highest-ranking executive)	1 Feb 2023	Corporate Management, Transportation & Logistics, Finance, Business Administration, Strategic Management
<p>2. Mr. Cherdphan Chotikhun  Gender: Male  Age : 57 years  Highest level of education : Master's degree  Study field of the highest level of education : Engineering  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : No</p>	Chief, Technical	1 May 2011	Transportation & Logistics, Engineering, Audit, Internal Control
<p>3. Mrs. Chuntarica Jotikasthira  Gender: Female  Age : 56 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : No</p>	Chief, Human Resources	1 Oct 2021	Business Administration, Human Resource Management, Transportation & Logistics, Corporate Management, Marketing
<p>4. Mrs. Varangkana Luerojvong  Gender: Female  Age : 54 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : No</p>	Chief, Aviation Business Unit	1 May 2021	Business Administration, Transportation & Logistics, Food & Beverage, Corporate Management

List of executives	Position	First appointment date	Skills and expertise
<p>5. Mr. Korakot Chatasingha  Gender: Male  Age : 59 years  Highest level of education : Master's degree  Study field of the highest level of education : Public and Private Management  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : No</p>	Chief, Commercial	1 Nov 2022	Business Administration, Public Administration, Data Management, Marketing, Transportation & Logistics
<p>6. Mr. Tavaroj Songkumpol  Gender: Male  Age : 54 years  Highest level of education : Master's degree  Study field of the highest level of education : Management  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : No</p>	Chief, Corporate Strategy	10 Nov 2022	Business Administration, Marketing, Corporate Social Responsibility, Sustainability, Corporate Management
<p>7. Mrs. Cherdchome Therdsteerasukdi<sup>(*)</sup>  Gender: Female  Age : 50 years  Highest level of education : Master's degree  Study field of the highest level of education : Economics  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : Yes  Accounting supervisor : No</p>	Chief, Financial and Accounting	1 Feb 2023	Economics, Finance & Securities, Accounting, Finance, Budgeting
<p>8. Mr. Chawan Ratanawaraha  Gender: Male  Age : 58 years  Highest level of education : Master's degree  Study field of the highest level of education : Aviation Management  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : No</p>	Chief, Operations	1 May 2024	Transportation & Logistics, Engineering, Leadership

List of executives	Position	First appointment date	Skills and expertise
9. Mrs. Onanong Junhaman Gender: Female Age : 57 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Director of Financial Planning and Analysis	1 Dec 2022	Business Administration, Accounting, Data Analysis
10. Mr. Tras Prommobol <sup>(**)</sup> Gender: Male Age : 47 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : Yes	Director of Comptroller	1 Jan 2023	Accounting, Budgeting, Data Management
11. Mr. Rut Rugsumruad Gender: Male Age : 40 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Director of Corporate Finance	17 Aug 2023	Business Administration, Finance & Securities, Data Management, Finance

Additional Explanation :

(\*) Highest responsibility in corporate accounting and finance

(\*\*) Accounting supervisor

(\*\*\*) Appointed after the fiscal year end of the reporting year

## Organization structure diagram of the highest-ranking executive and the next four executives

Organization structure of the highest-ranking executive and the : 15 Oct 2024  
next four executives as of date

## Remuneration policy for executive directors and executives

Does the board of directors or the remuneration committee : Doesn't Have  
have an opinion on the remuneration policy for executive  
directors and executives

## Remuneration of executive directors and executives

## Monetary remuneration of executive directors and executives

	2022	2023	2024
Total remuneration of executive directors and executives (baht)	25,791,370.00	27,887,212.00	32,256,912.00
Total remuneration of executive directors (baht)	0.00	0.00	0.00
Total remuneration of executives (baht)	25,791,370.00	27,887,212.00	32,256,912.00

## Other remunerations of executive directors and executives

	2022	2023	2024
Company's contribution to provident fund for executive directors and executives (Baht)	N/A	1,285,000.00	1,589,000.00

## Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive directors : 0.00  
and executives in the past year

## Other significant information

## Other significant information

## Assigned person

## List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Mr. TRAS PROMMOBOL	tras.p@thaairways.com	-

## List of the company secretary

General information	Email	Telephone number
1. Ms. CHILLADA NA CHIANGMAI	chillada.n@thaairways.com	-

## List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Mr. WATTICHAJ TOAUDTA	wattichai.t@thaairways.com	-

## List of the head of the compliance unit

General information	Email	Telephone number
1. Ms. CHILLADA NA CHIANGMAI	chillada.n@thaairways.com	-

## Head of investor relations

Does the Company have an appointed head of investor : Have  
relations

## List of the head of investor relations

General information	Email	Telephone number
1. Mr. Ratttham Sombooncharoen	IRTG@thaairways.com	025452224

## Company's auditor

### Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
DELOITTE TOUCHE TOHMATSU JAIYOS AUDIT COMPANY LIMITED Yan Nawa Sathon Bangkok 10120 Telephone number -	12,000,000.0 0	-	<p>1. Ms. JUNTIRA JUNTRACHAICHOAT Email: jjuntrachaichoat@deloitte.com License number: 6326</p> <p>2. Ms. WIMOLPORN BOONYUSTHIAN Email: wboonyusthian@deloitte.com License number: 4067</p> <p>3. Mr. CHOOPONG SURACHUTIKARN Email: csurachutikarn@deloitte.com License number: 4325</p> <p>4. Mr. WONLOP VILAIVARAVIT Email: wvilaivaravit@deloitte.com License number: 6797</p>

## Assigned personnel in case of a foreign company

Does the company have any individual assigned to be : No  
representatives in Thailand

## Performance Report on Corporate Governance

Information about the summary of duty performance of the board of directors over the past

Selection, development and evaluation of duty performance of the board of directors

### Information about the selection of the board of directors

Selection of independent directors

Criteria for selecting independent directors

Business or professional relationships of independent directors over the past year

Business or professional relationships of independent directors : No  
over the past year

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors : No  
through the nomination committee

Method for selecting persons to be appointed as the highest- : No  
ranking executive through the nomination committee

Rights of minority shareholders on director appointment

Method of director appointment : Method whereby each director requires approval votes  
more than half of the votes of attending shareholders  
and casting votes

### Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. ACM AMNART JEERAMANEEMAI (Director)	Non-participating	-
2. Mr. PIYASVASTI AMRANAND (Director)	Non-participating	-
3. Mr. CHANSIN TREENUCHAGRON (Director)	Non-participating	-

### Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

Evaluation of the duty performance of the board of directors over the past year

## Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : No

## Information on meeting attendance and remuneration payment to each board member

### Meeting attendance and remuneration payment to each board member

#### Meeting attendance of the board of directors

#### Meeting attendance of the board of directors

Number of the board of directors meeting over the past year : 0  
(times)

Date of AGM meeting : 22 Feb 2024

EGM meeting : No

#### Details of the board of directors' meeting attendance

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. ACM AMNART JEERAMANEEMAI (Director, Independent director)	0	/	0	0	/	0	N/A	/	N/A
2. Mr. PIYASVASTI AMRANAND (Director)	0	/	0	0	/	0	N/A	/	N/A
3. Mr. CHANSIN TREENUCHAGRON (Director)	0	/	0	0	/	0	N/A	/	N/A

#### Remuneration of the board of directors

#### Types of remuneration of the board of directors

#### Remuneration of the board of directors

#### Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. ACM AMNART JEERAMANEEMAI (Director)			0.00		N/A

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors	0.00	N/A	0.00	-	
2. Mr. PIYASVASTI AMRANAND (Director)			0.00		N/A
Board of Directors	0.00	N/A	0.00	-	
3. Mr. CHANSIN TREENUCHAGRON (Director)			0.00		N/A
Board of Directors	0.00	N/A	0.00	-	

#### Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	0.00	0.00	0.00
2. Audit Committee	0.00	0.00	0.00

#### Summary of the remuneration of the board of directors

	2024
Meeting allowance (Baht)	0.00
Other monetary remuneration (Baht)	0.00
Total (Baht)	0.00

#### Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the board of directors over the past year : 0.00 (Baht)

#### Information on corporate governance of subsidiaries and associated companies

##### Corporate governance of subsidiaries and associated companies

##### Mechanism for overseeing subsidiaries and associated companies

- Does the Company have subsidiaries and associated companies : Yes
- Mechanism for overseeing subsidiaries and associated companies : Yes
- Mechanism for overseeing management and taking responsibility for operations in subsidiaries and associated companies approved by the board of directors : The appointment of representatives as directors, executives, or controlling persons in proportion to shareholding, The determination of the scope of duties and responsibilities of directors and executives as company representatives in establishing important policies

## Information on the monitoring of compliance with corporate governance policy and guidelines

### The monitoring of compliance with corporate governance policy and guidelines

#### Prevention of conflicts of interest

#### Operations for conflict of interest prevention over the past year

- Has the company operated in preventing conflicts of interest over the past year : Yes

#### Number of cases or issues related to conflict of interest

	2022	2023	2024
Total number of cases or issues related to conflict of interest (cases)	0	0	0

#### Prevention of the use of inside information to seek benefits

#### Operations for prevention of the use of inside information to seek benefits over the past year

- Has the company operated in preventing the use of inside information to seek benefits over the past year : Yes

#### Number of cases or issues related to the use of inside information to seek benefits

	2022	2023	2024
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

#### Anti-corruption action

#### Operations in anti-corruption in the past year

- Has the company operated in anti-corruption over the past year : Yes
- Form of operations in anti-corruption : Review of appropriateness in anti-corruption, Communication and training for employees on anti-corruption policy and guidelines, Review of the completeness and adequacy of the process by the Audit Committee or auditor

The company recognizes the issue of fraud and corruption, which is considered a serious threat that all departments of the company must prioritize. Employees at all levels must work together to control, inspect, and oversee to prevent and eliminate fraud and corruption. Therefore, the company has implemented the Whistle Blower Policy in its organizational management. In the 20/2567 meeting held on July 11, 2567, the management committee approved the company's regulations on

complaints and whistleblowing regarding fraud and non-compliance with laws, rules, and organizational regulations, B.E. 2567, replacing the previous version. This aims to provide clearer criteria and processes for submitting complaints and whistleblowing regarding fraud and non-compliance with laws and regulations, aligning with good governance practices. Stakeholders can monitor, oversee, and report fraud through designated channels, and the company will investigate and provide protection measures for complainants and witnesses.

Directors, executives, and employees have the responsibility to understand and comply with the anti-fraud and corruption policy, which is part of the good governance curriculum. The company has made the good governance curriculum a mandatory course for all executives and employees. Additionally, the company has channels for employees to immediately report any suspected fraud and corruption. Employees are expected to cooperate in investigations related to suspected fraud and corruption to proceed according to the company's regulations on complaints and whistleblowing regarding fraud and non-compliance with laws, rules, and organizational regulations, B.E. 2567, as amended (1st edition). The company has established an anti-fraud and corruption policy.

### Number of cases or issues related to corruption

	2022	2023	2024
Total number of cases or issues related to corruption (cases)	4	12	6

### Details of cases or issues related to corruption

Year of event	Details	Progress status
Jan 2024 - Dec 2024	<p><b>Case or issue</b> -</p> <p><b>Investigation results</b> -</p> <p><b>Corrective actions</b> -</p>	Incident no longer subject to action

## Whistleblowing

### Operations related to whistleblowing over the past year

Has the company implemented whistleblowing procedures : Yes  
over the past year

In 2024, Thai Airways International Public Company Limited announced the company's regulations on complaints and whistleblowing regarding fraud and non-compliance with laws, rules, and organizational regulations, B.E. 2567, as amended (1st edition). The regulations designate the Chairman of the Board, the Chief Executive Officer, the Chief Officer who is the highest authority in the relevant department, and the Director of Corporate Compliance as authorized recipients of complaints. Whistleblowers/complainants can submit complaints through four channels as follows:

Direct verbal or written complaints to the authorized recipients.

Complaints via the email of the authorized recipients or [whistleblower@thaairways.com](mailto:whistleblower@thaairways.com).

Sending letters to the authorized recipients at Thai Airways International Public Company Limited, 89 Vibhavadi Rangsit Road, Chom Phon, Chatuchak, Bangkok 10900.

Complaints through the company's website ([www.thaairways.com](http://www.thaairways.com)) in both Thai and English.

To ensure effective and efficient handling, complaints must include details and evidence as follows:

Name and address of the complainant.

Name or position of the person being complained about.

Allegations and circumstances of the wrongdoing according to the complaint, along with witnesses who observed the incident, evidence, or references to evidence that align with the complaint.

In cases where the name and address of the complainant are not provided as per item 1, but there is clear detailed

information or sufficient evidence to proceed with the complaint, the company will consider it according to the regulations.

The company has assigned the Corporate Compliance Department to screen such whistleblowing and complaints, conduct investigations within an appropriate timeframe, and keep the complainant's identity confidential during and after the investigation. If wrongdoing is found based on evidence, disciplinary, civil, or criminal penalties will be imposed as appropriate. Measures to protect complainants or those cooperating in reporting fraud will be established. If the report is made in good faith, the complainant will not face disciplinary action and will be protected according to the company's regulations, thereby ensuring confidence and safety for the complainant.

### Number of cases or issues related to whistleblowing

	2022	2023	2024
Total number of cases or issues received through whistleblowing channels (cases)	18	44	46

### Details of cases or issues received through whistleblowing channels

Year of event	Details	Progress status
Jan 2024 - Dec 2024	<p><b>Case or issue</b> -</p> <p><b>Topics or issues about</b> Prevention of conflicts of interest, Anti-corruption, Compliance with laws, regulations, and rules</p> <p><b>Investigation results</b> -</p> <p><b>Corrective actions</b> -</p>	Incident no longer subject to action

### Information on report on the results of duty performance of the audit committee in the past year

#### Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 0

List of Directors	Meeting attendance of audit committee	
	Meeting attendance (times)	Meeting attendance rights (times)
	/	

### The results of duty performance of the audit committee

#### Information on summary of the results of duty performance of subcommittees

#### Meeting attendance and the results of duty performance of subcommittees

No information

## Corporate Sustainability Policy

### Information on policy and goals of sustainable management

#### Sustainability Policy

Sustainability Policy : Yes

#### Sustainability management goals

Does the company set sustainability management goals : Yes

### Information on review of policy and/or goals of sustainable management over the past year

#### Review of policy and/or goals of sustainable management over the past year

Has the company reviewed the policy and/or goals of sustainable management over the past year : No

Has the company changed and developed the policy and/or goals of sustainable management over the past year : No

### Information on impacts on stakeholder management in business value chain

#### Business value chain

#### Analysis of stakeholders in the business value chain

#### Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
• Shareholders	-	-	• Online Communication • Annual General Meeting (AGM)

### Information on organization's material sustainability topics

#### Organization's material sustainability topics

The company has identified its sustainability materiality topics : No

### Information on sustainability report

#### Corporate sustainability report

Corporate sustainability report : Have data

## Sustainability risk management

### Information on risk management policy and plan

#### Risk management policy and plan

### Information on ESG risk factors management standards

#### ESG risk factors management standards

Standards on ESG risk management : Yes

Standards on ESG risk management : COSO - Enterprise risk management framework (ERM)

### Information on ESG risk factors

#### Risk factors on business operation

### Operational risk associated with the Company or the group of companies

#### Risk 1 Risk on the Governance of Subsidiaries

Related risk factors : Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Policies or international agreements related to business operations
- Changes in technologies
- Business operations of partners in the supply chain
- Other : -

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Shortage or fluctuation in pricing of raw materials or productive resources
- Systems or internal control system
- Information security and cyber-attack
- Climate change and disasters
- Impact on the environment
- Corruption
- Other : -

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Corporate Governance
- Other : -

Financial Risk

- Insufficient sources of funding
- Change in financial and investment policies of financial institutions that affect business operations
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Other : -

ESG risk factors : Yes

#### Risk 2 Cyber and Digital Security Risk

- Related risk factors : Strategic Risk
- Behavior or needs of customers / consumers
  - Government policy
  - Policies or international agreements related to business operations
  - Changes in technologies
- Operational Risk
- Shortage or reliance on skilled workers
  - Information security and cyber-attack
- Compliance Risk
- Change in laws and regulations
  - Laws and regulations is not favorable for doing business
  - Corporate Governance
- ESG risk factors : Yes

**Risk 3 The company's inability to transition its structural culture and work processes from a state enterprise to a private organization.**

- Related risk factors : Strategic Risk
- Volatility in the industry in which the company operates
  - Other : -
- Operational Risk
- Other : -
- Compliance Risk
- Other : -
- Financial Risk
- Other : -
- ESG risk factors : No

**Risk 4 Foreign Exchange Fluctuation Risk**

- Related risk factors : Strategic Risk
- Volatility in the industry in which the company operates
  - Government policy
  - Other : -
- Operational Risk
- Delays in the development of future projects
  - Other : -
- Compliance Risk
- Change in laws and regulations
- Financial Risk
- Fluctuation in exchange rates, interest rates, or the inflation rate
- ESG risk factors : Yes

**Risk 5 Jet Fuel Price Fluctuation Risk**

- Related risk factors : Strategic Risk
- Volatility in the industry in which the company operates
  - Government policy
  - Policies or international agreements related to business operations
  - Business operations of partners in the supply chain
- Operational Risk
- Shortage or fluctuation in pricing of raw materials or productive resources
- Financial Risk
- Change in financial and investment policies of financial institutions that affect business operations
  - Fluctuation in exchange rates, interest rates, or the inflation rate

ESG risk factors : Yes

**Risk 6 Risk on Performance not meeting Targets**

- Related risk factors : Strategic Risk
- Behavior or needs of customers / consumers
- Operational Risk
- Human error in business operations
- Compliance Risk
- Change in laws and regulations
- Financial Risk
- Default on payment or exchange of goods

ESG risk factors : Yes

**Risk 7**

- Related risk factors : Strategic Risk
- Volatility in the industry in which the company operates
  - Behavior or needs of customers / consumers
  - Government policy
  - Policies or international agreements related to business operations
  - Business operations of partners in the supply chain
  - Damage to company image and reputation
- Operational Risk
- Reliance on employees in key positions
  - Shortage or reliance on skilled workers
  - Human error in business operations
- Compliance Risk
- Change in laws and regulations
  - Laws and regulations is not favorable for doing business
  - Corporate Governance
- Financial Risk
- Insufficient sources of funding
  - Fluctuation in exchange rates, interest rates, or the inflation rate
  - Liquidity risk

ESG risk factors : Yes

**Risk 8 Risk on Compliance with Law and Regulations**

Related risk factors : Strategic Risk

- Government policy
- Policies or international agreements related to business operations

Operational Risk

- Reliance on employees in key positions
- Loss or damage from non-compliance of partners or counterparties

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations
- Corporate Governance
- Legal risk

ESG risk factors : Yes

## Information on business continuity plan (BCP)

### Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : No

## Sustainable supply chain management

### Information on sustainable supply chain management policy and guidelines

#### Sustainable supply chain management policy and guidelines

Company's sustainable supply chain management policy and guidelines : Yes

### Information on sustainable supply chain management plan

#### Sustainable supply chain management plan

Company's sustainable supply chain management plan : No

### Information on new suppliers undergoing sustainability screening criteria

#### New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening criteria with new suppliers? : No

### Information on supplier code of conduct

#### Supplier code of conduct

Supplier code of conduct : Yes

### Information on key suppliers acknowledging compliance with the supplier code of conduct

#### Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to acknowledge compliance with the supplier code of conduct? : No

## Innovation development

### Information on innovation development policy and guidelines in an organizational level

#### Research and development policy (R&D)

Company's research and development (R&D) policy : No

### Information on organization's innovation culture development and promotion process

#### Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's : No  
innovation culture

### Information on innovation development benefits and research and development (R&D) expenses

#### Benefits of innovation development

##### Financial benefits

Does the company measure the financial benefits from : No  
innovation development?

##### Non-financial benefits

Does the company measure the non-financial benefits from : No  
innovation development?

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