



1Q 2026 Earnings Call

May 2026

FLY FOR THE
NEW HIGH
ToGether



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THAI 1Q 2026 at a Glance

A high-quality full-service airline with strong Thai brand connecting the world with a legacy of service excellence, spanning over six decades in the skies

80 Aircraft

As of 31 March 2026

58
wide body



22
narrow body



Asia, Europe and Australia

(Only THAI-operated routes)

Region coverage:



28

Countries⁽¹⁾:



63

Destination⁽¹⁾:



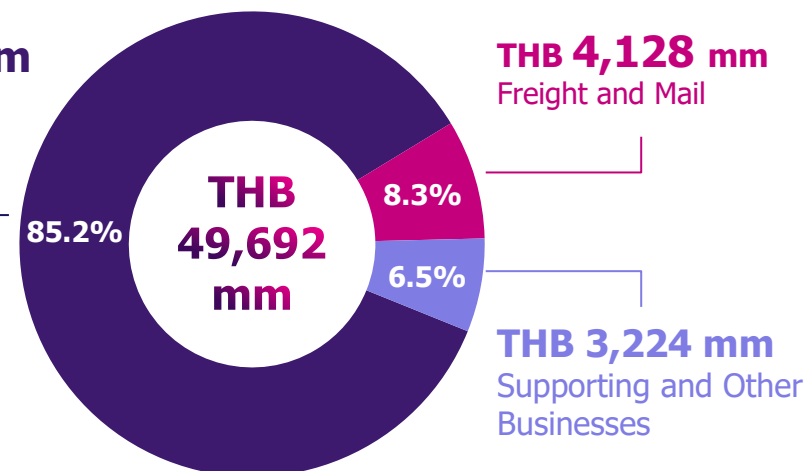
842

Flights / Week⁽¹⁾:

1Q'2026 Operating Revenue

THB 42,340 mm

Passenger Business



THB 17,547 mm

1Q 2026 EBITDA⁽²⁾

34.4%

EBITDA margin⁽²⁾

THB 13,747 mm

1Q 2026 Operating Profit⁽³⁾

26.9%

Operating margin⁽³⁾

THB 10,093 mm

1Q 2026 Net Profit⁽⁴⁾

19.0%

Net profit margin

Passenger Business (1Q2026)

No. 1 in BKK⁽⁵⁾
With 23%

Market Share:



2.92 THB

Passenger Yield⁽⁶⁾:



13.8 Hours

Utilization:



17,389 mm

ASK:



83.1%

Cabin factor:

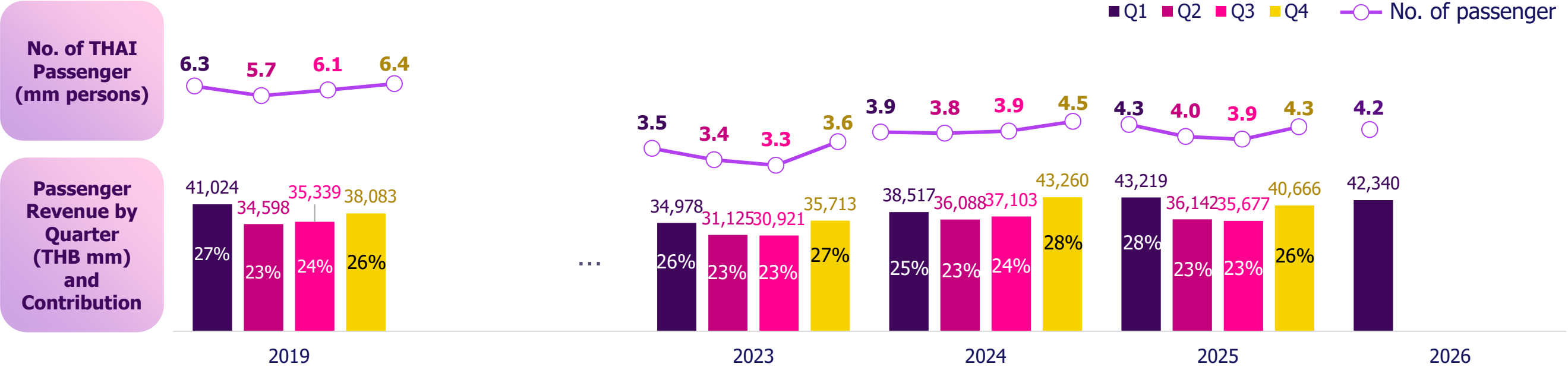


Summary of 1st Quarter Financial Performance

	THAI and its Subsidiaries			
	4Q 2025	1Q 2025	1Q 2026	QoQ / YoY
No. of Aircraft	80	78	80	- / +2
Total Revenue from sales⁽¹⁾ (THB mm)	47,901	50,274	49,692	+4% / -1%
Operating Profit⁽¹⁾ (THB mm)	7,693	14,411	13,747	+79% / -5%
Operating Profit Margin (%)	15.6%	27.9%	26.9%	+11% / -1%
EBITDA⁽¹⁾ (THB mm)	11,546	17,487	17,547	+52% / +0%
EBITDA Margin (%)	23.4%	33.9%	34.4%	+11% / +1%
Adjusted Net Profit (Loss)⁽²⁾ (THB mm)	7,025	10,171	9,005	+28% / -11%
Adjusted Net Profit Margin (%)	14.2%	19.6%	17.6%	+3% / -2%
Net Profit (Loss)⁽³⁾ (THB mm)	4,541	9,832	10,093	+122% / +3%
Net Profit Margin (%)	9.4%	19.0%	19.0%	+10% / -

1Q 2026 Passengers Reached to 4.2m

THAI Passenger and Passenger Revenue Contribution by Quarter



Seasonality pattern for THAI performance

 Q1 (Chinese New Year, school break) and Q4 (year-end holidays) remain the high-season for THAI passengers and revenue contribution. This will allow THAI to boost passenger yield generation.

 Meanwhile, Q2 and Q3 have fewer major travel-triggering holidays, especially for outbound Thai and regional travelers. Rainy season in Thailand (May–Oct) soften inbound leisure demand. The 'Network Strategy' will be implemented for stabilizing cabin factor and profit contribution.

THAI's Network Captures Value Beyond Tourism and Serves Diverse Global Markets

Thailand Top Tourist Arrivals (‘000 person)

 Top-10 Route of THAI
 THAI Direct Flight



9,316,909
Tourist arrivals
from
Jan – Mar 2026

Country	% of Tourist Arrivals in 3M26	Jan - Mar 2025	Jan - Mar 2026
 China	26.3%	1,331	1,489
 Malaysia ⁽¹⁾	16.9%	1,153	959
 Russia	12.8%	722	726
 India	11.0%	544	626
 South Korea	7.3%	498	412
 UK	6.2%	335	354
 Germany	6.1%	341	346
 USA	5.7%	321	320
 Japan	5.4%	317	308
 France	5.4%	315	305



THAI's Top-10 Passenger Revenue by Country of Destination in the Past 12 Months

Percentage of Passenger Revenue Contribution – 12-Month Trailing as of 31 Mar 2026

 Japan	1 st	
 Australia	2 nd	
 Germany	3 rd	
 UK	4 th	
 India	5 th	
 China	6 th	
 Domestic	7 th	
 Switzerland	8 th	
 France	9 th	
 Denmark	10 th	

10%

**THAI's Revenue Mix is Diversified—Capturing Value from Both Inbound Tourism and Outbound Travel
through Global Hub Connectivity**

Revenue and Cost Optimization Amid Middle East Conflict

1Q26 — RESULTS DELIVERED

Revenue Management: Captured Demand and Yield

- **Europe demand:** Passenger volume +16% YoY in March, as certain Middle Eastern carriers faced operational disruptions
- **Increase Yield:** Europe fares +14% YoY in March, reflecting strong demand and increasing fuel costs and **maintain the operating margin to 26.9%**
- **Special flights:** Added BKK↔CDG (TG8690/91) and BKK↔FRA (TG8692/93) to absorb spillover demand

Cost Management: Locked In Hedges Ahead of Spike

- **Fuel hedges:** the Company adopts a Brent (crude) hedging policy using up to 12-month forward Zero Cost Collar, covering approximately 60% of consumption. Given the approximate one-month lag in jet fuel prices, there is no material impact on fuel expense in March
- **FX natural hedge:** USD revenues matched to USD operating costs to limit translation impact on earnings
- **Lease FX hedging:** THAI also mitigated FX volatility on USD Aircraft Leases by entering CCS and Par Forward transactions, **minimizing cost from loss in foreign exchange rates from THB 1,021 mm to THB 372 mm**

FY26 PLAN — SUSTAIN & EXTEND

Revenue Management: Demand Optimization and Growth Trajectory

- **Capacity discipline:** Selected reduce weak demand flights and ASK by 2–3% in May, monitored monthly to maintain cabin factor and open only positive fare classes to protect margin
- **Fuel surcharge:** Integrate surcharge into ticket pricing to reflect elevated jet fuel cost, which increase yield ~12-15% in April
- **Fleet utilization:** Incoming 787-8 deliveries right-size capacity on softer-demand routes near-term and build ASK for long-term network growth; larger incumbent aircraft rotated into maintenance
- **Forward demand:** Launch promotions and strategies for 2H26 forward bookings once Middle East tensions ease

Cost Management: Extend Hedges and Contain Costs

- **Fuel hedge coverage:** Brent zero-cost collar covering ~50% of 2Q26 consumption and ~30% of 2H26 consumption. The company is exploring underlying with higher correlation and liquidity (e.g. Gas Oil) to broaden hedge effectiveness
- **Operating cost control:** Maintain stable headcount and pause annual salary base adjustment for employee benefits and crew expenses
- **Defer capex:** Postpone non-core operation CAPEX ~THB 6 bn of capex to later periods to preserve liquidity

Key Business Updates

Fleet Updates



A350-900 phase out :
-2 in Q4 2026



B787 Family delivery:
-2 787-8 in Q4 2026
+10 787-8 in Q2-Q4 2026
+4 787-9 in Q2-Q3 2026



B777-200ER phase out:
-1 in January 2026
-1 in April 2026



A321XLR delivery:
+1 in February 2026
+12 in Q2-Q3 2026
+1 in October 2026

Aircraft in Service by End of 2026

102 Aircraft



67
Wide body



35
Narrow body

Commercial Updates

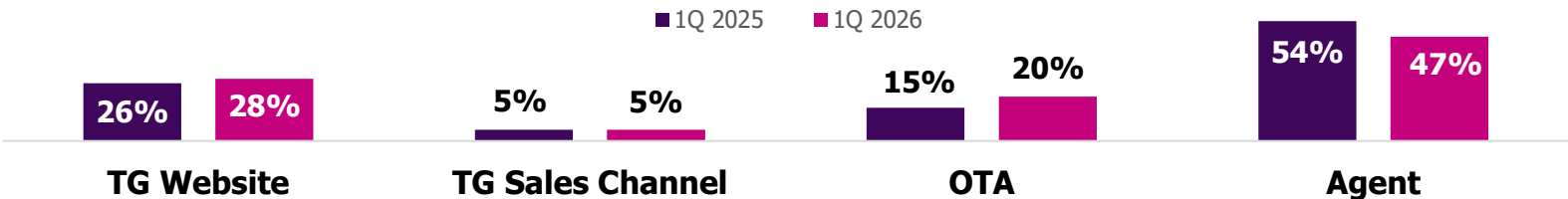
% O&D Passenger & Network

% of O&D/Network Passenger from Total Forward Booking (%)



Revenue by Sales Channel

Enhanced THAI website and call center lifted THAI's own sales channel revenue, a key focus ahead
Performance of Total System Sales Channel (%)



Other Services



THAI and Jim Thompson have launched exclusive 2026 onboard collection, bringing the “**Thai Design in the Sky**” experience to Royal Silk Class passengers. This collaboration blends traditional Thai craftsmanship with modern innovation.

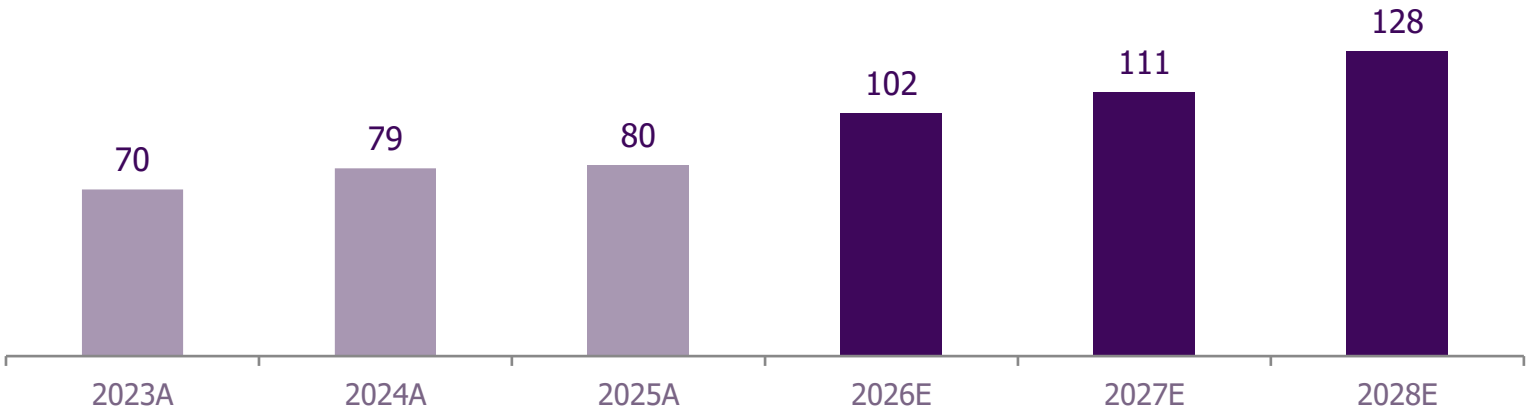


✓ **Amenity Kit Collection**
 Commenced on **January 20, 2026** ⁽¹⁾



✓ **Royal Silk Class Comfort Wear**
 Commenced in February 2026.

Fleet Plan Updates



Model		As of	Delivery Plan		
		2025	2026	2027	2028
Wide Body	 B777-300ER	17	-	-	-
	 A350-900	23	-2	-	-
	 B787 Family	10	787-8 -2 787-8 +10 787-9 +4	+1	+9
	 B777-200ER	3	-2	-1	-
	 A330-300	6	-	-	-
Narrow Body	 A320-200	20	-	-	-
	 A321NEO	1	+14	+9	+8



The Long-Term Fleet Plan is proceeding as planned. Fleet planning remains on track — No changes due to the Middle East situation.



Delivery slots follow original manufacturer contracts. Any rescheduling is driven by Technical Acceptance only — Not by the Middle East situation.

Historical Key Operating Statistics and Performance

	4Q 2025	1Q 2025	1Q 2026	
 Operating AC (Aircraft)	80	78	80	↑
 Aircraft Utilization (hours/day)	13.7	13.7	13.8	↑
Passenger Businesses				
 Passenger Revenue and Excess Baggage (THB million)	40,666	43,219	42,340	↓
 ASK (million)	17,772	17,729	17,389	↓
 No. of Passenger (million)	4.27	4.33	4.18	↓
 RPK (million)	14,161	14,776	14,453	↓
 Cabin Factor (%)	79.7%	83.3%	83.1%	↓
 Passenger Yield⁽¹⁾ (THB/RPK)	2.86	2.91	2.92	↑

Overall Passenger Business for THAI in 1Q 2026

- **Revenue Passenger Kilometers (RPK):** decreased by 2.2%, **Available Seat Kilometers (ASK):** decreased by 1.9% compared to the same period last year. This was primarily due to the suspension of Kochi route, the reduction in flight frequencies to Nagoya, and the seat retrofit of 20 Airbus A320-200 aircraft to include Business Class seats.
- **Cabin factor:** The cabin factor was 83.1%, consistent with the same period last year which was 83.3%.
- **Passenger yield:** Average passenger yield remained steady at **2.92 THB**, consistent with the 2.91 THB recorded in the previous year driven by higher Europe fares +14% YoY in March. **FX Impact:** The appreciation of the **Thai Baht** against the JPY and USD led to a net decrease of **0.08 THB/RPK (-2.7%)** when converted to local currency.

Historical Key Operating Statistics and Performance – By Regions

			Asia		Europe		Australia		Domestic	
	1Q 2025	1Q 2026	1Q 2025	1Q 2026	1Q 2025	1Q 2026	1Q 2025	1Q 2026	1Q 2025	1Q 2026
 Passenger Revenue and Excess Baggage (THB mm)	43,219	42,340	21,400	20,063	15,642	16,082	3,986	4,052	2,191	2,143
 Revenue Contribution (%)			49.5%	47.4%	36.2%	38.0%	9.2%	9.6%	5.1%	5.1%
 ASK (mm)	17,729	17,389	8,351	7,962	6,797	6,855	2,028	2,040	553	532
 Cabin Factor (%)	83.3%	83.1%	78.5%	77.7%	90.2%	90.5%	77.5%	77.0%	93.8%	91.9%
 Passenger Yield⁽¹⁾ (THB/RPK)	2.91	2.92	3.25	3.22	2.55	2.59	2.53	2.57	4.21	4.37
 Destinations⁽²⁾ (winter/summer)	64/64	63/63	42/42	41/40	11/11	11/12	3/3	3/3	8/8	8/8

Historical Operating Expenses

Cost per Available Seat Kilometer (CASK) / Revenue from Sales and Services

	4Q 2025	1Q 2025	1Q 2026	
Unit: THB per ASK				
Total CASK	Total CASK	2.435	2.240	2.203 ↓
	Fuel expense	0.669	0.716	0.653 ↓
	Non-fuel expense	1.766	1.523	1.578 ↑
Unit: THB per ASK				
Aircraft-Related Expense	Flight service expense	0.280	0.279	0.283 ↑
	Aircraft rental, DA, finance cost ⁽¹⁾	0.293	0.253	0.306 ↑
	Aircraft repair and maintenance expense	0.323	0.303	0.292 ↓
Unit: % of Revenue from sales and services				
Other Operating Expense	Employee benefits and crew expenses	15.6%	8.4%	10.1% ↑
	Selling and advertising expenses	6.3%	4.7%	5.0% ↑
	Other expenses ⁽²⁾	10.4%	11.2%	9.4% ↓
Market Factors	Avg Jet Fuel Price (USD/BBL)	98.6	100.3	100.4
	Avg Foreign exchange rate (THB/USD)	32.2	34.0	31.6

1Q 2026 Analysis

Fuel Expenses

- **Fuel expenses in 1Q 2026** decreased in line with the appreciation of the Thai Baht against the US Dollar, despite a slight increase in average fuel prices.

Non-Fuel Aircraft-Related Expenses

- **Aircraft Rental, Depreciation Expenses, and Finance Cost** increased YoY, mainly due to the recognition of engine overhaul depreciation for conversion of lease-to-purchase agreements for five Boeing 777-300ERs and one Airbus A320-200.
- **Aircraft repair and maintenance** declined YoY, primarily due to the conversion of lease-to-purchase agreements for five Boeing 777-300ERs and one Airbus A320-200, and the recognition of guarantee claims for aircraft grounded pending for repair.

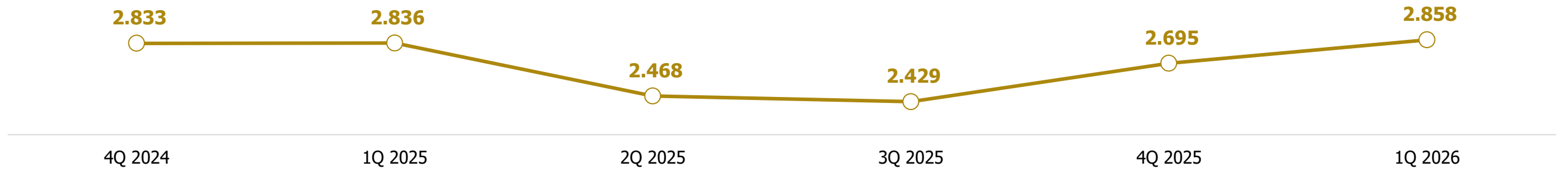
Other Operating Expenses

- **Employee benefits and crew expenses** increased. Key drivers mainly due to annual salary adjustments, as well as an increase in the number of employees and outsourced staff to support business growth.
- **Other expenses, mainly consisting of office rent expenses, insurance expenses, utility costs, and outsourced services covering routine general operations**, such as waste and industrial waste treatment, wastewater quality inspection, and laundry services etc., This reduction was primarily due to lower out job and utility expenses in line with reduced production levels and the reclassification of non-active to active supplies.

Operating Spread

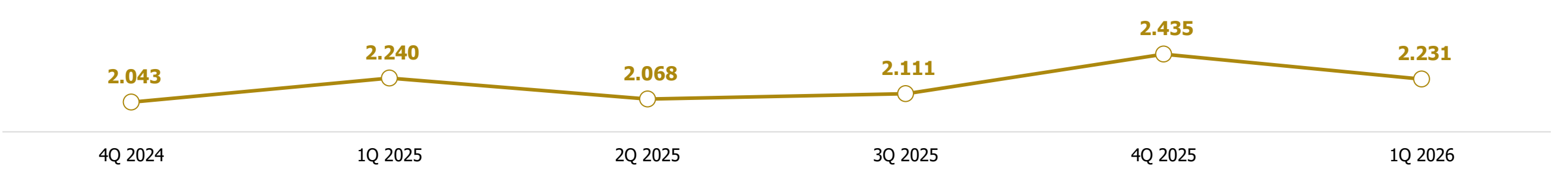
Operating RASK⁽¹⁾

Unit: THB per ASK



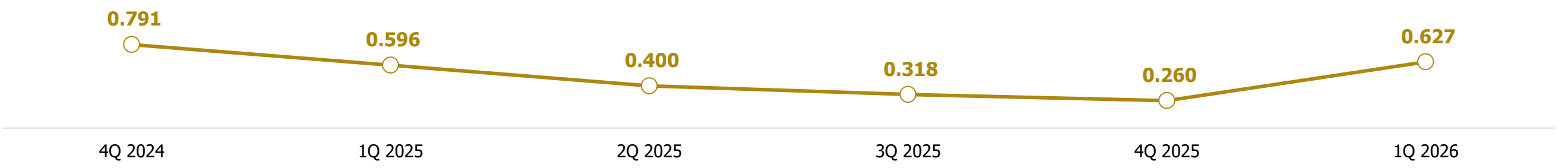
Operating CASK⁽²⁾

Unit: THB per ASK



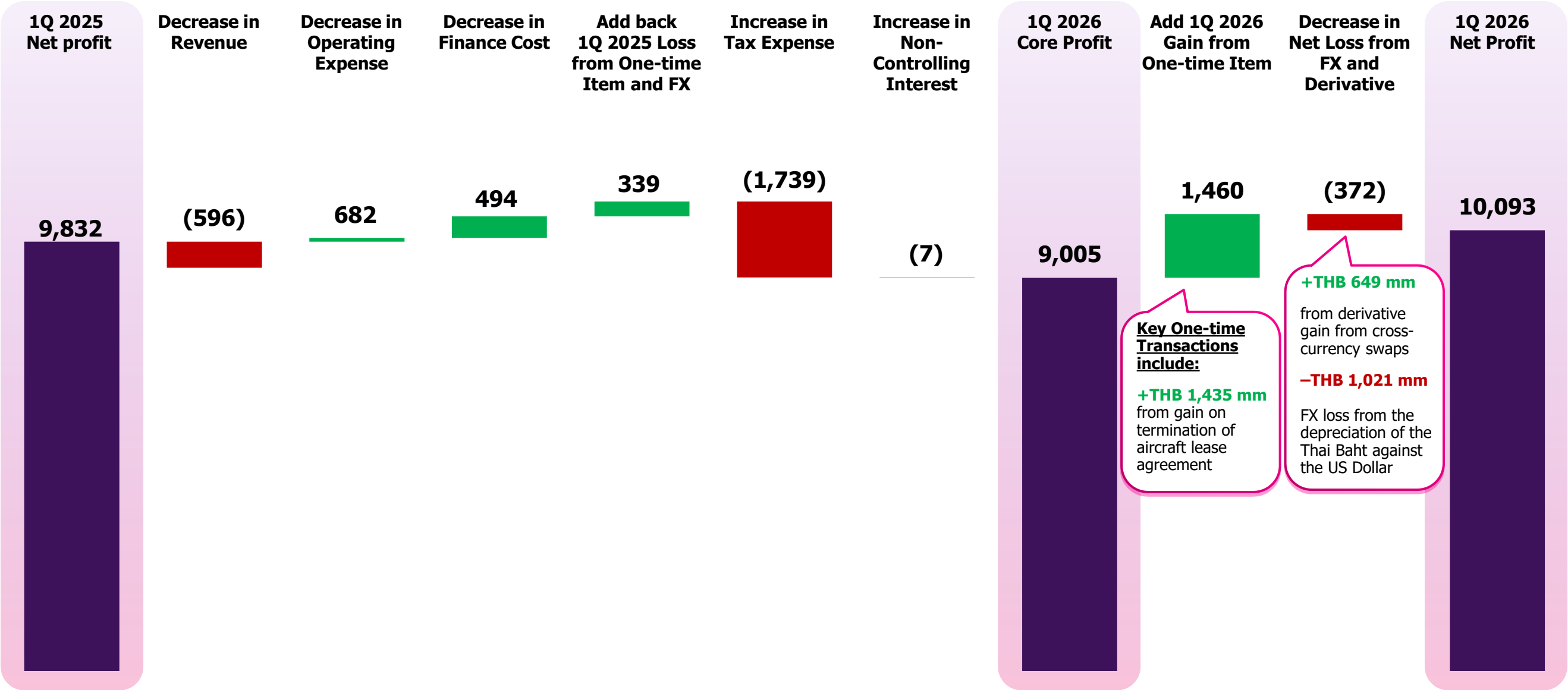
Spread (Operating RASK – Operating CASK) ⁽²⁾

Unit: THB per ASK



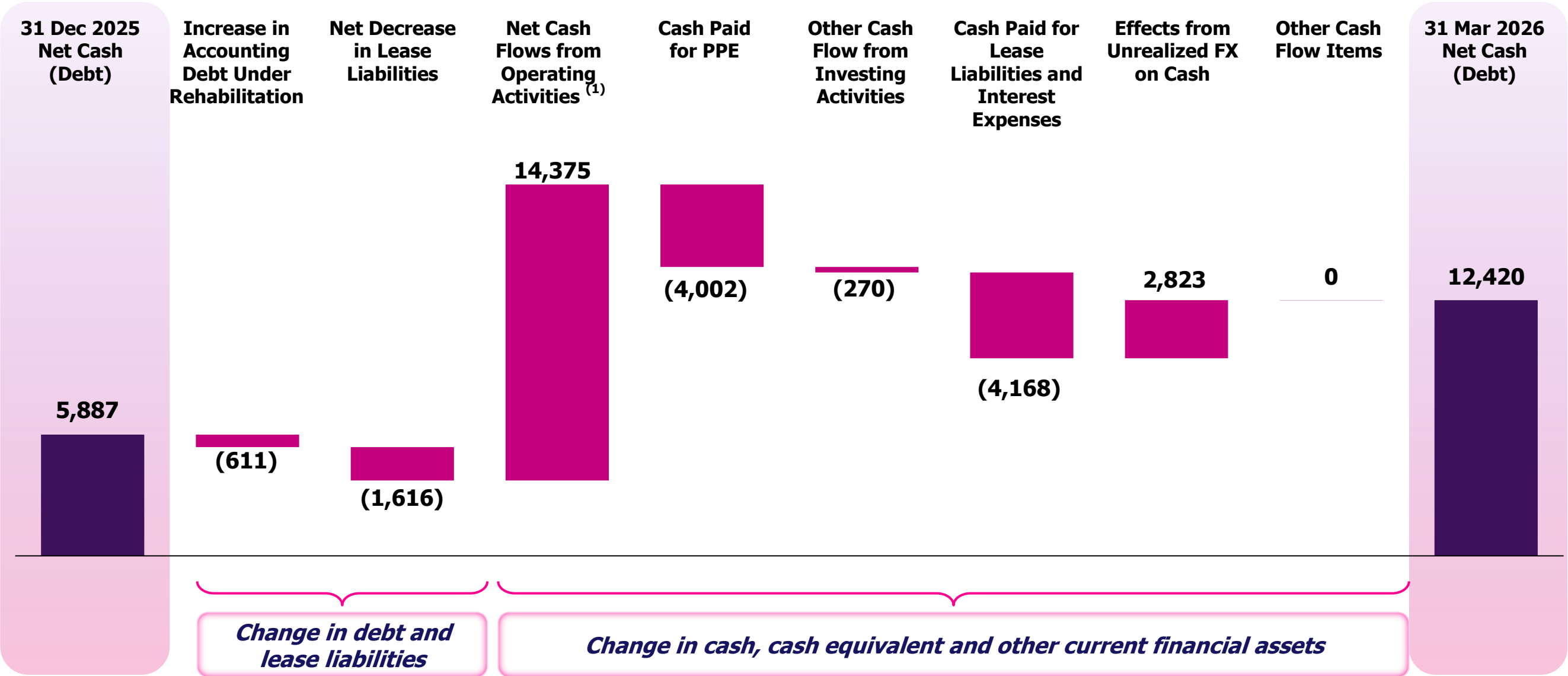
1Q 2026 Net Profit Compared to 1Q 2025

Unit: THB mm



1Q 2026 Financial Position Compared to FY 2025

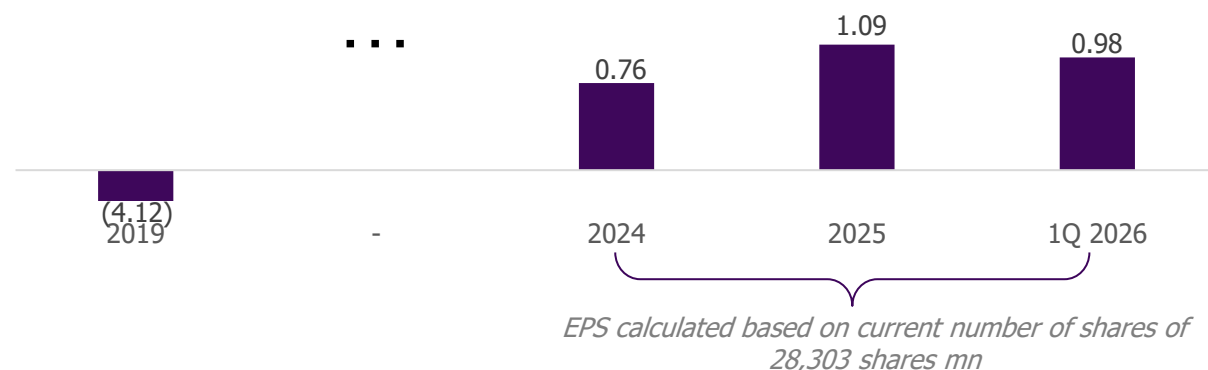
Unit: THB mm



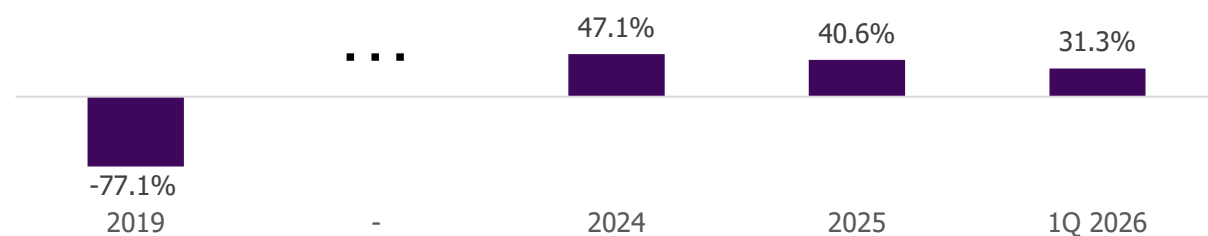
Key Financial Ratios

EPS (THB/share)

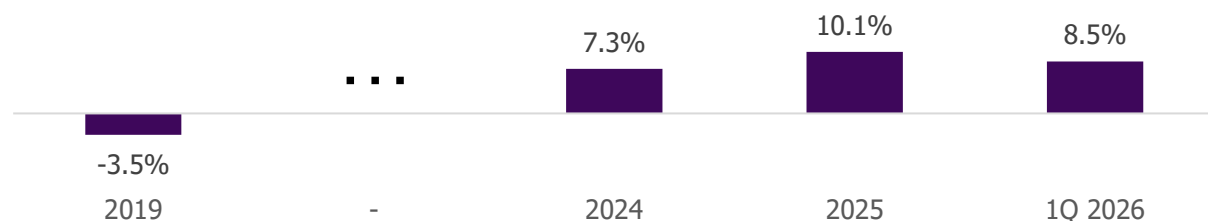
EPS is calculated from previous 12 months adjusted net profit attributable to THAI (excl. one-time items) divided by no. of shares at the end of each period



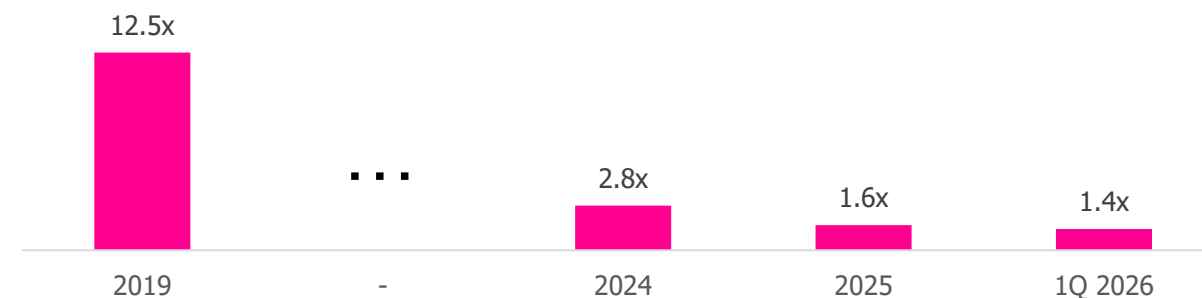
ROE⁽¹⁾ (%)



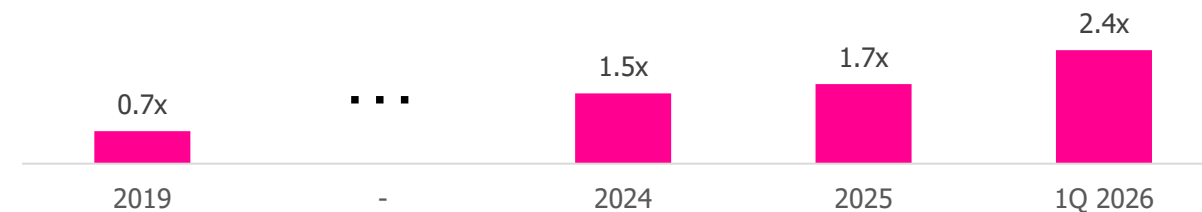
ROA⁽¹⁾ (%)



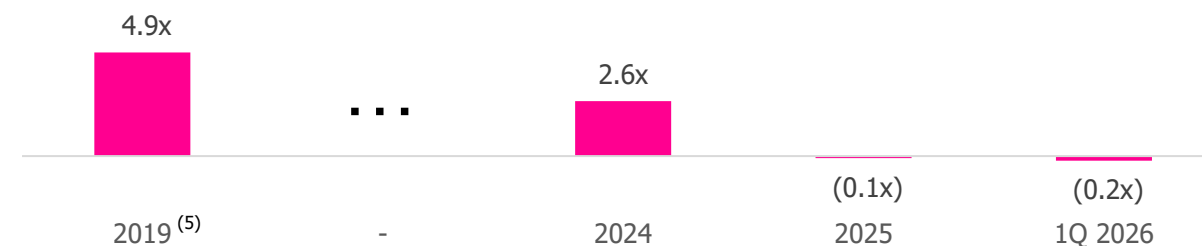
IBD/E⁽²⁾ (times)



DSCR⁽³⁾ (times)

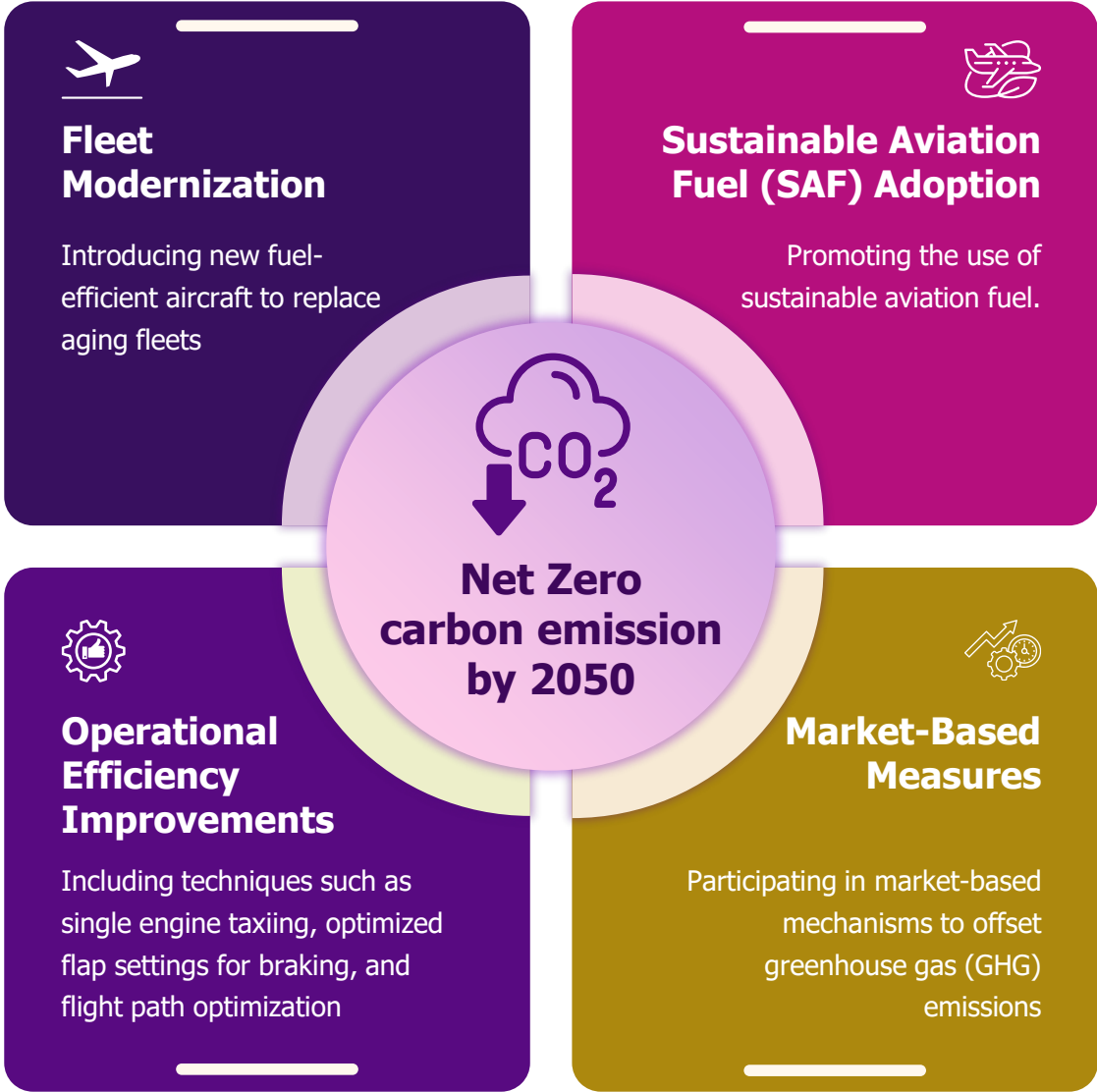


Net Debt to EBITDA⁽⁴⁾ (times)



Focusing Sustainability Strategies, Considering Growth Alongside Society and Environment

We are Committed to Achieving the 2050 Net Zero Emission Goal by Integrating Sustainable Developments Goals into Our Sustainability Strategy, Considering Growth alongside Society and Environment



Sustainability Development in Q1 2026



THAI Spreads Joy with Children's Day 2026 Donations
THAI marked National Children's Day 2026 by donating a 50,000 baht scholarship and employee gifts to the Thai Airways Border Patrol Police School and nearby schools. The airline also provided gifts to the Sutthisan Metropolitan Police Station to support local youth activities.



THAI Marks 66th Year with Sustainable Employee Gift
To celebrate its 66th anniversary, THAI is gifting employees upcycled items made from old uniforms instead of incinerating them. This third-consecutive-year initiative reduces water, energy, and CO₂ emissions, supporting THAI's Net Zero 2050 goal.



THAI Supports Vulnerable Groups in Lat Krabang
THAI donated essential supplies to the Share Life Foundation's "Sukpanrak" initiative. Partnering with healthcare professionals, THAI representatives visited the Namkrai community to provide health check-ups and necessities to the elderly and people with disabilities.



CERTIFICATE OF CARBON FOOTPRINT ORGANIZATION
THAI tracks and externally verifies its full Scope 1–3 greenhouse gas emissions for 2025 activities in alignment with the GHG Protocol. Covering all seven major greenhouse gases under its operational control, this ongoing management drives the company toward its Net-Zero 2050 goal.

Key Activities



THAI Global Commercial Conference 2026



THAI Global Commercial Conference 2026: Elevated by Heartware

THAI recently hosted the THAI Global Commercial Conference 2026, welcoming 500 global partners to outline its future strategy: “Elevated by Heartware. Refining a New World with THAI”, the event focused on three pillars—Heart-work, Heart-ware, and Heart-sales—to integrate human touch with commercial excellence. The strategy aims to expand market opportunities, strengthen network connectivity, and enhance passenger experiences through strategic global partnerships. This initiative reaffirms THAI’s commitment to sustainable growth and its role in showcasing Thai identity to the world.



JUMP+



THAI Joins SET’s JUMP+ Program to Drive Sustainable Growth and Valuation

THAI joined the Stock Exchange of Thailand’s JUMP+ program to drive long-term corporate value. Under its 2026–2028 plan, the airline targets 14–15% annual revenue growth through network expansion and strategic partnerships. THAI is also committed to regaining anti-corruption certification by 2027 and achieving Net Zero by 2050 via Sustainable Aviation Fuel (SAF) and green energy. This move reaffirms THAI’s dedication to transparency and sustainable excellence for all stakeholders.

Key Activities



Turbulence to Tailwinds



CAAT Forum: Balancing Costs and Service Quality for Aviation Growth

THAI CEO, Mr. Chai Eamsiri, joined the CAAT panel "Turbulence to Tailwinds" to discuss balancing business costs with service excellence. He emphasized that while cost efficiency is vital, airlines must integrate technology and infrastructure development to enhance passenger experience. This balance is key to overcoming industry challenges and successfully driving Thailand toward becoming a sustainable regional aviation hub.



ITB Berlin 2026



THAI Showcases "Heartware New World" at ITB Berlin 2026

At ITB Berlin 2026—the world’s largest tourism trade fair—THAI showcased its premium Royal Silk Class products under the theme “Our Heartware New World.” The exhibit featured the latest Jim Thompson amenity kits, offering 14 eco-friendly designs, and the “The Elephant Series” Comfort Wear, which blends Thai identity with maximum passenger comfort. Visitors also experienced a virtual cabin atmosphere of the Airbus A321neo, highlighting THAI’s commitment to combining Thai hospitality with modern innovation and sustainability on the global stage.

Key Activities



Rak Khun Tao Fah 2026



THAI Celebrates 66th Anniversary at "Rak Khun Tao Fah 2026"

THAI invites you to celebrate its 66th anniversary at the **"Rak Khun Tao Fah 2026"** event, **held from June 4–7, 2026, at Emsphere (Sphere Gallery 1, M Floor)**. The event serves as a thank-you to loyal customers with exclusive offers, including **special airfares, Royal Orchid Holidays vacation packages, and enhanced benefits for Royal Orchid Plus members**. Attendees can also enjoy stage entertainment and interactive activities throughout the four-day celebration, showcasing THAI's commitment to delivering an exceptional and rewarding travel experience.



"Cash + Miles" Service



THAI Enhances Member Benefits with "Cash + Miles" Service

THAI now offers Royal Orchid Plus (ROP) members the ability to use miles as a direct discount on airfare. By combining cash with miles, members enjoy greater flexibility and better value on every trip.

Key Benefits: Instant Savings (Reduce ticket costs immediately during booking), Instant Confirmation (Guaranteed seating on participating flights), and Keep Earning (Members still earn miles on their "Cash + Miles" journeys).

STAR ALLIANCE

THAI
Smooth as silk

ทุกเที่ยวบิน พาคุณกลับไปหาใครบางคนที่รออยู่ กลับบ้าน...ให้ห้ายคิดถึง

**ขอนแก่น อุดรธานี
อุบลราชธานี**

กรุงเทพฯ กรุงเทพฯ
1,700 บาท

กรุงเทพฯ กรุงเทพฯ
1,900 บาท

กรุงเทพฯ กรุงเทพฯ
500 บาท

**เชียงใหม่ เชียงราย
ภูเก็ต กระบี่ พังงาภูเก็ต**

กรุงเทพฯ กรุงเทพฯ
2,000 บาท

กรุงเทพฯ กรุงเทพฯ
2,300 บาท

กรุงเทพฯ กรุงเทพฯ
500 บาท

#สบายต่างถิ่น จ่ายครึ่งเดียวครบครบทุกบริการ

รวมยอดเดินทางใบที่เรตรา จองตั๋วเครื่องบินทางมารยาช ด้วยเงินจำนวนนี้บัตรโดยสารมีใบไทย และ thaiairways.com

จอง และ เดินทาง: 26 พ.ค. - 30 มิ.ย. 2569

บริการแบบพิเศษด้วยวีซ่า

บริการแบบพิเศษด้วยวีซ่า

บริการแบบพิเศษด้วยวีซ่า





บินสู่จุดหมายแห่งศรัทธา และความสุขที่รออยู่ทั่วไทย



ขอนแก่น อุดรธานี อุบลราชธานี <table border="0" style="width: 100%;"> <tr> <td style="width: 50%;"> ชั้นประหยัด 1,700 บาท ชั้นธุรกิจ 1,900 บาท </td> <td style="width: 50%; background-color: #f08080; color: white; padding: 5px;"> ชั้นธุรกิจ 1,700 บาท ชั้นพรีเมียม 500 ไมล์ </td> </tr> </table>	ชั้นประหยัด 1,700 บาท ชั้นธุรกิจ 1,900 บาท	ชั้นธุรกิจ 1,700 บาท ชั้นพรีเมียม 500 ไมล์	เชียงใหม่ เชียงราย ภูเก็ต กระบี่ พายัพ <table border="0" style="width: 100%;"> <tr> <td style="width: 50%;"> ชั้นประหยัด 2,000 บาท ชั้นธุรกิจ 2,300 บาท </td> <td style="width: 50%; background-color: #f08080; color: white; padding: 5px;"> ชั้นธุรกิจ 2,000 บาท ชั้นพรีเมียม 500 ไมล์ </td> </tr> </table>	ชั้นประหยัด 2,000 บาท ชั้นธุรกิจ 2,300 บาท	ชั้นธุรกิจ 2,000 บาท ชั้นพรีเมียม 500 ไมล์
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#สบายต่างกัน จ่ายครั้งเดียวจบครบทุกบริการ

ร่วมออกเดินทางไปกับเรา จองได้ทุกอย่างทางบริษัทฯ ด้วยเงินจำนวนเดียวบัตรโดยสารนี้แหละ thaairways.com
 จอง ได้ เริ่ม: 26 พ.ค. - 30 มิ.ย. 2569



บริการแบบฟูลเซอร์วิส



ยกระดับประสบการณ์ด้วยนวัตกรรม
บริการด้วย Thai Smile



รับไมล์สะสม 500 ไมล์
สำหรับเที่ยวบิน W-Class ขึ้นไป

A Legacy of Excellence: Awarded for Superior Passenger Experience, Punctuality, and People Development



Best Overall Passenger Experience



THAI CEO Mr. Chai Eamsiri received the **"Best Overall Passenger Experience"** award in Southeast Asia at the PAX International Readership Awards in Germany.

This global, reader-voted honor recognizes THAI's excellence in service quality and passenger satisfaction.

The award reaffirms international confidence in the airline and its ongoing commitment to delivering a world-class travel experience.



Punctuality Award Long Haul 2025



THAI has been named the winner of the **"Punctuality Award Long Haul 2025"** at the Brussels Airport Aviation Awards. THAI achieved the highest punctuality score among global competitors.

This prestigious recognition highlights the airline's unwavering commitment to operational excellence and its dedication to providing passengers with the highest standards of on-time service.



2 Prestigious Honors at PATWA International Travel Awards 2026



THAI received two major accolades at the PATWA International Travel Awards 2026.

The airline was named **"Best Airline of the Year – Service Excellence (Asia)"** for its outstanding hospitality and travel experience.

Additionally, **CEO Mr. Chai Eamsiri was honored as "Person of the Year – Airlines (Asia)"** for his visionary leadership in driving sustainable growth.

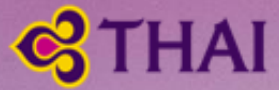


People Outperform Index™ - 2025 Top HR Practice Excellence



THAI has been recognized as one of **Thailand's top 11 organizations for human resource excellence**, receiving the **People Outperform Index™ (POI) – 2025 Top HR Practice Excellence** award from Hewitt Consulting and Sasin School of Management.

This achievement underscores THAI's commitment to aligning Purpose, People, and Performance to build a future-ready workforce and drive sustainable global competitiveness.



***FLY** FOR THE NEW **HIGH** Together*

For queries, please contact us at



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